JPB REVIEW
INTERNATIONAL JOURNAL OF PROFESSIONAL BUSINESS REVIEW
ISSN: 2525-3654
OPEN ACCESS

THE IMPACT OF TALENT MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE: LEADERSHIP COMPETENCIES AS A MEDIATOR

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ARTICLE INFO

Article history:

Received 15 August 2023

Accepted 13 November 2023

Keywords:

Realistic Job Previews;
Performance-Based Compensation;
Perceived Organizational Support;
Mentoring;
Training and Development;
Leadership Competencies;
Employee Performance.



ABSTRACT

Purpose: This research aims to fill some of the knowledge gaps in employee performance in the UAE through the direct impact of realistic job previews, performance-based compensation, perceived organizational support, mentoring, training and development on employee performance, and an indirect impact through the mediating effect of leadership competencies. By providing resource-based view (RBV) theory, this research aims to add to the body of knowledge and empirical data by explaining how employee performance in government organizations in the UAE may evolve.

Theoretical framework: Talent management practices are applied by leadership competencies if each employee inevitably plays his or her overall function in the performance of the organization (Wassem et al., 2019). It is important to look at how much talent management practises have enhanced employee performance since leadership competence has an effect on them.

Design/Methodology/Approach: In this study, a cross-sectional design was appropriate. Moreover, 280 employees from Government Housing Programs Departments in United Arab Emirates were given questionnaires. The research found a significant impact of talent management practices on employee performance.

Findings: the results demonstrated the function of leadership competencies as a mediator between talent management practices and employee performance. The current research also highlighted the research's implications, recommendations for future research, and limitations.

Research, Practical & Social implications: One of the study's limitations is that it relies on a cross-sectional design; leadership competencies and employee performance are often time-consuming processes that may benefit from a longitudinal study. In addition, adopting quota sampling impacts the usable conclusion; the subsequent research may enhance the sample technique and be based on the effect of the described further circumstances.

Originality/Value: in its specific focus on the impact of talent management practices on employee performance, its exploration of an emerging field within HR management, its holistic examination of the talent management process, its potential to establish causal relationships, its practical implications for organizations, its guidance for HR strategies, its value for HR practitioners, and its contribution to the academic literature. These elements collectively emphasize the significance of the study in advancing understanding and practices in talent management and organizational performance.

Doi: https://doi.org/10.26668/businessreview/2023.v8i11.3499

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O IMPACTO DAS PRÁTICAS DE GESTÃO DE TALENTOS NO DESEMPENHO DOS FUNCIONÁRIOS: COMPETÊNCIAS DE LIDERANÇA COMO MEDIADOR

RESUMO

Objetivo: Esta pesquisa visa preencher algumas das lacunas de conhecimento sobre o desempenho dos funcionários nos Emirados Árabes Unidos através do impacto direto de previsões realistas de empregos, remuneração baseada no desempenho, apoio organizacional percebido, mentoria, treinamento e desenvolvimento no desempenho dos funcionários, e um impacto indireto através de o efeito mediador das competências de liderança. Ao fornecer a teoria da visão baseada em recursos (RBV), esta pesquisa visa aumentar o corpo de conhecimento e dados empíricos, explicando como o desempenho dos funcionários em organizações governamentais nos Emirados Árabes Unidos pode evoluir.

Referencial teórico: As práticas de gestão de talentos são aplicadas pelas competências de liderança se cada colaborador inevitavelmente desempenhar a sua função global no desempenho da organização (Wassem et al., 2019). É importante observar o quanto as práticas de gestão de talentos melhoraram o desempenho dos funcionários, uma vez que a competência de liderança tem efeito sobre eles.

Desenho/Metodologia/Abordagem: Neste estudo, um desenho transversal foi apropriado. Além disso, 280 funcionários dos Departamentos de Programas de Habitação Governamentais dos Emirados Árabes Unidos receberam questionários. A pesquisa descobriu um impacto significativo das práticas de gestão de talentos no desempenho dos funcionários.

Resultados: os resultados demonstraram a função das competências de liderança como mediadoras entre as práticas de gestão de talentos e o desempenho dos funcionários. A pesquisa atual também destacou as implicações da pesquisa, recomendações para pesquisas futuras e limitações.

Implicações de pesquisa, Práticas e Sociais: Uma das limitações do estudo é que ele se baseia em um desenho transversal; as competências de liderança e o desempenho dos funcionários são muitas vezes processos demorados que podem beneficiar de um estudo longitudinal. Além disso, a adoção da amostragem por cotas impacta a conclusão utilizável; a pesquisa subsequente pode aprimorar a técnica amostral e basear-se no efeito das circunstâncias adicionais descritas.

Originalidade/Valor: no seu foco específico no impacto das práticas de gestão de talentos no desempenho dos funcionários, na exploração de um campo emergente dentro da gestão de RH, no exame holístico do processo de gestão de talentos, no seu potencial para estabelecer relações causais, nas suas implicações práticas para as organizações , sua orientação para estratégias de RH, seu valor para os profissionais de RH e sua contribuição para a literatura acadêmica. Esses elementos enfatizam coletivamente a importância do estudo no avanço da compreensão e das práticas na gestão de talentos e no desempenho organizacional.

Palavras-chave: Previsões Realistas de Cargos, Remuneração Baseada no Desempenho, Suporte Organizacional Percebido, Mentoria, Treinamento e Desenvolvimento, Competências de Liderança, Desempenho dos Funcionários.

EL IMPACTO DE LAS PRÁCTICAS DE GESTIÓN DEL TALENTO EN EL DESEMPEÑO DE LOS EMPLEADOS: LAS COMPETENCIAS DE LIDERAZGO COMO MEDIADOR

RESUMEN

Propósito: Esta investigación tiene como objetivo llenar algunas de las lagunas de conocimiento sobre el desempeño de los empleados en los EAU a través del impacto directo de las vistas previas realistas del trabajo, la compensación basada en el desempeño, el apoyo organizacional percibido, la tutoría, la capacitación y el desarrollo en el desempeño de los empleados, y un impacto indirecto a través de El efecto mediador de las competencias de liderazgo. Al proporcionar la teoría de la visión basada en recursos (RBV), esta investigación tiene como objetivo ampliar el conjunto de conocimientos y datos empíricos explicando cómo puede evolucionar el desempeño de los empleados en las organizaciones gubernamentales de los EAU.

Marco teórico: Las prácticas de gestión del talento se aplican mediante competencias de liderazgo si cada empleado inevitablemente desempeña su función general en el desempeño de la organización (Wassem et al., 2019). Es importante observar en qué medida las prácticas de gestión del talento han mejorado el desempeño de los empleados, ya que la competencia de liderazgo tiene un efecto sobre ellos.

Diseño/Metodología/Enfoque: En este estudio, fue apropiado un diseño transversal. Además, se entregaron cuestionarios a 280 empleados de los Departamentos de Programas de Vivienda del Gobierno de los Emiratos Árabes Unidos. La investigación encontró un impacto significativo de las prácticas de gestión del talento en el desempeño de los empleados.

Hallazgos: los resultados demostraron la función de las competencias de liderazgo como mediador entre las prácticas de gestión del talento y el desempeño de los empleados. La investigación actual también destacó las implicaciones de la investigación, las recomendaciones para investigaciones futuras y las limitaciones.

Implicaciones de investigación, prácticas y sociales: una de las limitaciones del estudio es que se basa en un diseño transversal; Las competencias de liderazgo y el desempeño de los empleados son a menudo procesos que requieren mucho tiempo y que pueden beneficiarse de un estudio longitudinal. Además, la adopción del muestreo por cuotas afecta la conclusión utilizable; La investigación posterior puede mejorar la técnica de muestreo y basarse en el efecto de las circunstancias adicionales descritas.
Originalidad/Valor: en su enfoque específico en el impacto de las prácticas de gestión del talento en el desempeño de los empleados, su exploración de un campo emergente dentro de la gestión de recursos humanos, su examen holístico del proceso de gestión del talento, su potencial para establecer relaciones causales, sus implicaciones prácticas para las organizaciones. , su orientación para las estrategias de recursos humanos, su valor para los profesionales de recursos humanos y su contribución a la literatura académica. Estos elementos en conjunto enfatizan la importancia del estudio para promover la comprensión y las prácticas en la gestión del talento y el desempeño organizacional.

Palabras clave: Vistas Previas Realistas del Trabajo, Compensación Basada en el Desempeño, Apoyo Organizacional Percibido, Tutoría, Capacitación y Desarrollo, Competencias de Liderazgo, Desempeño de los Empleados.

INTRODUCTION

The effectiveness of the employee is evaluated in comparison to the performance benchmarks set by the company (Rodriguez & Walters, 2017). Productivity, efficiency, high quality, profitability, and effectiveness are only few of the processes that may be taken into account while assessing performance. Effectiveness is the ability to produce the intended results while utilizing the fewest resources possible, whereas efficiency is the ability of people to fulfill the desired purposes or target (Paais & Pattiruhu, 2020). The task for ensuring that businesses aspire for and ultimately attain high performance levels rests on the corporate management (Atatsi et al., 2019). The company ensures that its workers are helping to provide high-quality products and/or services by monitoring employee performance (Elareshi et al. 2021; Habes, Elareshi, et al. 2023; Habes, Tahat, et al. 2023; Ibrahim et al. 2023; Megdadi et al. 2023).

Monitoring makes it simple to motivate employees to accomplish firm objectives because employee performance is higher in satisfied and happy workers. Job freedom is therefore a crucial metric when it comes to the employee's ability to make decisions about their line of work(Alhammad et al. 2021) .

Academic researchers have been concerned about employee performance over the previous ten years. According to empirical research, how well employees perform has a strategic impact on how well a firm respond to challenges (Yoon et al., 2019). Declining employee performance will be associated with both organizational success and failure, claim (Englert & Helmig, 2018). Talent management is one defining trait that can be used to explain the success of both high-level and low-level employees (Nguyen & Watanabe, 2017). Most businesses across the world are struggling with a significant talent management conundrum.

Organizations or businesses are forced to compete for the same talent to successfully maintain, expand, and accomplish the organization's objectives when there is a lack of talent. Effective people management is one of the critical success aspects for firms to develop a long-term competitive advantage, as shown by previous research (e.g., Nojedeh & Ardabili, 2015, Englert & Helmig, 2018, and Lubitsh & Smith, 2007,). The success of a company is related to employee performance. Finding, nurturing, and assessing talent is only the beginning of what talent management can do for an organization and its employees. So far, however, suitable talent management practices give employees commitment, leading to improving employees' performance (Barkhuizen et al., 2014).

It is essential for a growing country like UAE to categorize and identify the variables that impact employee performance in public corporations (Ali et al. 2021). The results of this research reveal a number of talent management practices and other characteristics that influence employee performance. These talent management practices are realistic job previews (Al Awadhi, 2018; Neri & Wilkins, 2019; Pareek, 2018), performance-oriented compensation (Boštjančič & Slana, 2018; Dahshan et al., 2018; Froese et al., 2020), perceived organizational support (AGARWAL, 2018; Damarasri & Ahman, 2020; Al Aina & Atan, 2020), Mentoring (Jing & E, 2003; Masri & Abubakr, 2019; Meyers, 2020), and training and development (Hoque, 2018; Nguyen & Watanabe, 2017; Santos & Gonçalves, 2018). After an extensive literature review, the researcher devised these talent management practices to validate their theoretical and practical significance within the study context.

Despite the growing interest among academics, there is a scarcity of research, and there are various questions about talent management practices and employment in the UAE government sector that numerous concerns must be handled . Despite the growing importance of talent management to improving employee performance in light of the potential mediating effect of leadership efficiency conceptually, the research problem is how to employ the leadership efficiency variable as an influence on talent management practices correctly in the UAE government sector to reach a state of Improvement in staff performance, not to mention academic research on this building is still lacking, especially in developing countries such as the UAE. As a result, this study aims to learn more about talent management and employee performance in UAE government sector, given the mediating role of leadership competency.

LITERATURE

The realistic job previews are a technique to make sure that workers are efficient and successful in their work as well as to give prospective applicants information, both good and bad, about the position and the company (Kaur & Dubey, 2020). Realistic job previews are regarded as a crucial factor in predicting employee performance (Pareek, 2018). Additionally, Realistic job previews impact both individual and organizational behavior. Moreover, a realistic job preview is making it easier for the firms to develop the employees and see the performance variance by getting rid of low-performing employees (Kaleem, 2019). In accordance with the RBV theory, a firm may attain its goal (e.g., employee performance) with the support of factors such as realistic job previews (Haden, 2012). Although little research has been done on the topic, the present research fills a gap in our understanding of how realistic job previews affect employee performance in UAE governmental organisations.

H1: Realistic Job Preview has a significant relationship with Employee Performance.

Another important organizational predictor of employee performance is performance-oriented compensation. HRM relies heavily on performance-oriented compensation management, which entails formulating and enforcing plans to ensure that employees are paid fairly, equitably, and consistently in proportion to their contributions to a firm (Hoffman and Shipper, 2018). Compensation or remuneration based on employee performance goes above and beyond standard salaries to show appreciation for hard work (Froese et al., 2020). Any company using such methods must be ready to set clear goals, monitor progress toward them, and provide incentives like bonuses when those goals are achieved (Rawashdeh, 2018). In light of previous studies have concluded that performance-based compensation may help boost employee performance (Botjani & Slana, 2018; Froese et al., 2020). For employees to improve their performance, compensation should be tied directly to that improvement (Ochieng'Ojwang, 2019). The study suggested that a substantial impact of performance-oriented compensation on employee performance in UAE government enterprises is expected.

H2: Employee Performance is Influenced Significantly by Performance-Oriented Compensation.

Apart from the performance-oriented compensation, the organisational predictor, which is perceived organisational support, is the next crucial factor influencing employee performance in the research. Researchers have acknowledged the importance of investigating perceived organizational support, especially in the western context (e.g., Kurtessis et al., 2017; Bernarto et al., 2020), but there have been comparatively few studies of perceived organizational support

in the UAE cultures. Further, Damarasri and Ahman (2020) explained that perceived organizational support is arguably one of the least researched predictors of employee performance, particularly in the developing context, while Shabbir et al (2021) argued that In the research on employee performance, the factor of perceived organisational support is mostly neglected. Even if workers are capable of doing their tasks, they will be far less motivated to do so if they do not feel they have the full backing of the firm. Employees' in-role and outside-of-role performance are also examined, as are the ripple effects of perceived organizational support. Also, workers' sense of worth stemming from the organization's apparent backing has boosted their drive to excel (Damarasri & Ahman, 2020; Gupta, 2019). The researcher hypothesized that this will lead to a considerable impact of perceived organizational support on employee performance in the UAE government agencies.

H3: Employee Performance is significantly influenced by perceived organisational support.

Mentoring is another factor identified by the current research as a key predictor for employee performance. Due to its emphasis on the development of specialized skills that benefit the company and the individuals, mentoring is an important type of training that falls within the spectrum of "talent management." Mentoring helps individuals deal with issues and move up in their positions by bringing them closer to people with more experience (Meyers, 2020). Mentoring is a sort of informal training that makes use of one-on-one conversations to boost employees' skill sets and productivity on the job (Masri & Abubakr, 2019). Mentoring also improves an organization's bottom line by helping its workers work more efficiently and effectively, which benefits customers and the company as a whole (Salau et al., 2018). Mentoring is an effective instrument that may help organizations boost employee performance in a variety of areas, including productivity, efficiency, and customer satisfaction (Neupane, 2015). As a result, public sector organizations may see significant returns on mentoring investments. Employee productivity is correlated with expanding their academic and practical acumen and their aptitudes for success (Sinha et al., 2016). As a result, companies have no choice but to prioritize performance improvement if they want to stay up with the rapidly evolving business climate and bridge the gap between their employees' skill sets and the information, they need to run the organization effectively.

H4: Employee Performance is significantly impacted by mentoring.

Training and development are another key indicator of employee performance in an organisation. Training and development have the ability to improve employee performance in

public organizations (Khuselwa Nama et al., 2022). However, poor employee performance may result from a lack of training and development opportunities for staff. Further, wider human resource development is disregarded due to a lack of investment in training and development and poor mentoring and coaching programs targeted at developing new graduates and a pool of experienced technical managers (Mullen & Klimaitis, 2021). Therefore, it is critical to invest in training and development initiatives in order to boost productivity in the workplace. Employee performance, as defined by Pawirosumarto et al. (2017), includes originality, initiative, dedication, and the final product of an employee's efforts. Employee performance may be enhanced by both formal and informal mentoring initiatives, according to research by Luo et al. (2021). Good training, according to the research (Mullen & Klimaitis, 2021), boosts learning culture, which in turn increases employee performance and motivation. Training and development not only equips workers with the information and abilities their jobs now need, but also prepares them for the future needs of their organizations by enhancing their proficiency in areas such as interpersonal communication, technology literacy, problem-solving, and fundamental education (Luo et al., 2021). However, this study addresses a neglected aspect of the impact of training and development on employee performance.

H5: Employee performance is significantly influenced by training and development.

Realistic job preview is a tool business, and companies utilize as a method to interact the good and the bad attributes of the work throughout the working with the process of brand-new employees, or as a device to re-establish work uniqueness for existing workers (Bayanova et al., 2019; Lee & Jang, 2020). Some researchers that have researched training and development they found out that training and development has a positive impact in increasing leadership competencies (Ax & Greve, 2017; Bayanova et al., 2019; Gochhayat et al., 2017; Lee & Jang, 2020). Training and development are leading to a growing of better employees competencies, including leadership competencies (Harrison & Bazzy, 2017; Schmiedel et al., 2019; SHKUNOVA et al., 2017). Based on that, the researcher is expecting the significant impact of realistic job preview on leadership competencies. This hypothesis is same and aligned with other hypotheses in others studies (Abdi et al., 2018; Ahmady et al., 2016; Alas & Mousa, 2016; Harrison & Bazzy, 2017).

H6: Realistic Job Preview has a significant relationship with Leadership Competencies in the Government Organizations in the UAE.

Performance-based payment (PBC) is a system for gratifying workers economically, beyond their regular wages (Ahmed & Philbin, 2020; Seidel et al., 2017). A business that uses

these systems should be prepared to specify and track performance, as well as provide compensation, such as rewards, when purposes are met according to criteria (Dirani et al., 2020; Shum et al., 2018). Some researchers that have researched performance-based payment (PBC) they found out that performance-based payment (PBC) has a positive impact in increasing leadership competencies (Ahmed & Philbin, 2020; Mau, 2017; Mendenhall et al., 2017; Podgórska & Pichlak, 2019). Performance-based payment (PBC) is leading to greater motivation for the employees to work on themselves better and this will improve their competencies including leadership competencies (Andriukaitienė et al., 2017; Cumberland et al., 2016). The researcher is expecting the significant impact of performance-based payment (PBC) on leadership competencies in the government organizations in the UAE. This hypothesis is same and aligned with other hypotheses in others studies (Al Awadhi, 2018; Andriukaitienė et al., 2017; Cumberland et al., 2016; Neri & Wilkins, 2019; Pareek, 2018).

H7: Leadership Competencies are significantly influenced by performance-Oriented compensation.

Employee perception of organizational support measures how much they feel their employer values their contributions, is concerned for their welfare, and meets their socioemotional needs (Alzbaidi, 2020; Mahlahla et al., 2020). Some researchers that have researched perceived organizational support they found out that perceived organizational support has a positive impact in increasing leadership competencies (Alias et al., 2016; Maurya & Agarwal, 2018; Ogbari et al., 2018; Praise et al., 2020). Perceived organizational support will help the employees to develop themselves, which will affect their competences (Khan, 2019; WMTNK & Dilanthi, n.d.). Based on that, the researcher is expecting the significant effect of perceived organizational support on leadership competencies in the government organizations in the UAE. This hypothesis is the same and aligned with other hypotheses in others studies (Barkhuizen et al., 2017; Cocuľová, 2020; Khan, 2019; Sabuncu & Karacay, 2016).

H8: Perceived Organizational Support has a significant relationship with Leadership Competencies in Government Organizations in the UAE.

Mentorship is a connection in which a more educated person assists to help much less experienced or much less educated person (Collings et al., 2019). The advisor may be older or more youthful than the individual being mentored; however, they should have a specific area of competence (Bin Abdul Hamid et al., 2020). Some researchers that have researched mentoring they found out that mentoring has a positive impact in increasing leadership competencies (AGARWAL, 2018; Claus, 2019; Damarasri & Ahman, 2020; Kavoo, 2018;

Matata, 2017; Mensah, 2019). Mentoring will help to make sure that training is going as planned, and the employees will gain more competences (Al Aina & Atan, 2020; Krishnan et al., 2020). Based on that, the researcher is expecting the significant impact of mentoring on leadership competencies in government organizations in the UAE. This hypothesis is same and aligned with other hypotheses in others studies (Abdulkarim & Kah, 2020; Al Aina & Atan, 2020; Gupta, 2019; Kavoo, 2018; Krishnan et al., 2020).

H9: Mentoring has a significant relationship with Leadership Competencies in the Government Organizations in the UAE.

Enhancing organizational effectiveness includes developing teams, people, and groups within it (Chandrasekara & Weerasooriya, 2020; Ramli et al., 2018). Some scholars that studied training and development discovered that it positively affects the development of leadership abilities (Masri & Abubakr, 2019; Meyers, 2020; Ramli et al., 2018; Salau et al., 2018). Training and development will ensure that training is carried out as intended and that employees are developing their skills. Based on it, the researcher anticipates that training and development will have a substantial influence on leadership competencies in UAE government organizations. This theory is similar to and consistent with other theories found in previous investigations (Ahmetoglu et al., 2018; Altay et al., 2018; Jing & E, 2003; Pawirosumarto et al., 2017; Sinha et al., 2016).

H10: Leadership Competencies are significantly influenced by training and development.

Employee performance is specified as to how an employee meets their job duties and implements their needed jobs (Naranjo-Valencia et al., 2017; Nguyen & Watanabe, 2017). It refers to the efficiency, top quality, and efficiency of their outcome (Dubey et al., 2017). Efficiency likewise adds to our evaluation of how beneficial an employee is to the organization (Hoque, 2018; Santos & Gonçalves, 2018). On the other hand, leadership competencies are management abilities and habits that contribute to remarkable efficiency (Chong et al., 2018; Shao, 2019). A focus on leadership proficiencies and ability advancement promote better management (Lee & Jang, 2020). Some researchers that have researched leadership competencies they found out that leadership competencies have a positive effect in increasing employee performance (Altay et al., 2018; Chong et al., 2018; Gochhayat et al., 2017; Krishnan et al., 2020; Meyers, 2020; Naranjo-Valencia et al., 2017; Pawirosumarto et al., 2017; Santos & Gonçalves, 2018). Leadership competencies is making the employees more qualified to do their jobs as assigned (AGARWAL, 2018; Mensah, 2019). The researcher thus anticipates a

significant influence of leadership competencies on employee performance in UAE government departments.

H11: Employee Performance is Significantly Affected by Leadership Competencies.

Moreover, the research also focuses on the mediating effect of leadership competencies on employee performance. Given its significance in the literature and in predicting employee performance, the researcher for the current research has deduced this variable to be a mediator. Better results can be achieved through organizations that develop people through appropriate management of employees based on effective leadership competencies (Hejase, 2016). Dealing with talent management practices, managing employee performance, and creating leadership competency are among the most important tactics of an organization (Waxin et al., 2018). These types of activities are carried out by talent management with a high level of strategy and professional practice, which are based on various variables, including leadership competency (Singh & Sharma, 2015). The ability to hire talent, how employers view them, and their willingness to engage with them are all characteristics and features of talent-driven leadership competence (Altaee et al., 2015).

For improving the performance of employees, the company needs to be able to run effectively even when some of its personnel are not present. This will only be achievable if talent management practices are used (Ahmed, 2016). Inclusion will occur if everyone has contributed fully to the operation of the organization. However, prior studies have not looked at the impact of talent management practises on employee performance in the UAE, when leadership competency acts as a mediating factor. This research was conducted in the United Arab Emirates (UAE) to contribute to the existing body of literature and to shed light on the impact of talent management practises on employee performance. Talent management practices are applied by leadership competencies if each employee inevitably plays his or her overall function in the performance of the organization (Wassem et al., 2019). It is important to look at how much talent management practises have enhanced employee performance since leadership competence has an effect on them. Numerous articles on various aspects of talent management practises have been published in periodicals of a limited scope that do not provide a complete picture (Mullet et al., 2017).

H12: Realistic Job Preview and Employee Performance are mediated by Leadership Competencies.

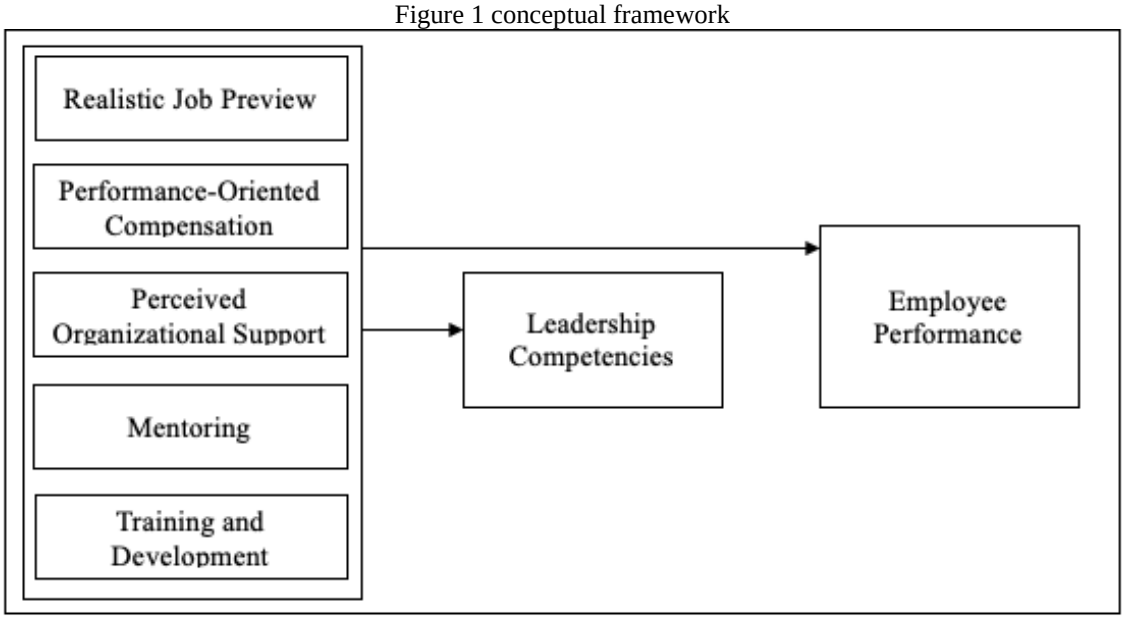
H13: Performance-oriented compensation and employee performance is mediated by leadership competencies.

H14: Perceived organizational support and employee performance mediated by leadership competencies.

H15: Mentoring and employee performance mediated by leadership competencies.

H16: Training and development and employee performance mediated by leadership competencies.

Figure 1 conceptual framework



Sources: By the authors

Figure 1 The conceptual framework of the study shows the relationships between the variables, This research was conducted in the United Arab Emirates (UAE) to contribute to the existing body of literature and to shed light on the impact of talent management practises on employee performance. Talent management practices are applied by leadership competencies if each employee inevitably plays his or her overall function in the performance of the organization. It is important to look at how much talent management practises have enhanced employee performance since leadership competence has an effect on them. Numerous articles on various aspects of talent management practises have been published in periodicals of a limited scope that do not provide a complete picture.

RESEARCH METHODOLOGY

The research aimed to evaluate the variables influencing employee performance among UAE public sector employees using a quantitative research design (Alhumaid et al. 2022; Almesafri & Habes 2023; Pasha et al. 2023). Therefore, the study is a deductive approach as it has hypotheses in an early stage and has evaluation at a late stage. However, the primary

research methodical choice is quantitative research selection. For the quantitative investigation to be taken very seriously, the study needs to utilize a number of accepted analytical Practices, such as the Chi-squared test, to determine if there is an association between variables (Desai 2018; Elareshi et al. 2023; Sarwar et al. 2023; Tawafak et al. 2023). Quantitative research investigates the causality and generalizability of findings (Neuman, 2014). For data collection, a self-administered questionnaire was utilised. According to the most recent employment statistics from "all organizations or departments of Government housing programs in the UAE", the total population of all employees is 1,500 (The United Arab Emirates' Government portal, 2022), was selected from different organisational levels and the size of its workforce (Aoun et al. 2022).

The remaining 299 completed questionnaires were analysed in depth. The close-ended structured questionnaire consisting of 53 items, adapted from past studies with high-reliability measures, was administered to the research subjects. The instrument scale of realistic job previews included 8 items adopted by Atkinson (1993), and performance-based compensation consisted of 7 items adopted by Singh (2004). Perceived organizational support consisted of 6 items adopted by Eisenberger et al. (1986). Moreover, mentoring included 8 items adopted by Younas & Bari (2020) adopted, and training and development comprised 10 items developed by Singh (2004). Seven items are employed to analyse leadership competencies using the McCauley (2006) scale. Employee performance consisted of seven items adopted by Kaleem (2019). Each item was assessed using a Likert scale with five points.

RESULTS AND ANALYSIS

Measurement Model

The study's variables' reliability was calculated using Cronbach's alpha (Habes et al. 2021). The findings demonstrate high internal consistency since Cronbach's alpha varies from 0.719 to 0.904, indicating that the items used to assess the variables are reliable. Cronbach's alpha for every variable is more than the required 0.7.

Convergent and Discriminant Validity

Indicator loading squared (or "average variance extracted," AVE) is the average of the squares of all indicator loadings for a given construct (Hair et al., 2014; Fornell & Larker, 1981). Convergent validity is established using Fornell and Larcker's (1981) recommendations by analysing the latent concept's AVE. It is suggested that a latent construct must be able to explain

at least 50% of the variation among the indicators in order to be evaluated (Hair et al., 2014). This suggests that the outer loading must be at least 0.708 for the squared outer loading to yield a value of at least 0.50 for AVE, according to Hair et al. (2010). Chin (1998) established that the AVE criterion is 0.50 or above. Consequently, if the AVE is merely regarded as 0.50, it is satisfactory because it suggests that the latent variable can explain the data. Convergent validity is demonstrated by a range of 0.501 to 0.785 for the AVE of latent constructs (see Table 2), with performance-oriented compensation yielding the greatest AVE and Leadership Competencies yielding the lowest. Because the latent components in this study appear to contain adequate variety, the study's conclusions are robust.

Table 2 Discriminant Variable

	EP	LC	MNT	POS	POC	RJP	T&D
EP	**0.764**						
LC	0.692	**0.705**					
MNT	0.489	0.563	**0.726**				
POS	0.426	0.368	0.597	**0.727**			
POC	0.225	0.214	0.478	0.464	**0.778**		
RJP	0.345	0.280	0.501	0.450	0.802	**0.773**	
T&D	0.490	0.414	0.686	0.535	0.466	0.428	**0.764**

Note: Realistic Job Previews (RJP), Performance-Based Compensation (PBC), Perceived Organizational Support (POS), Mentoring (MNT), Training And Development (T&D), Leadership Competencies (LC), and Employee Performance (EP).
Sources: results of data analysis

Structural Model

The calculating the R^2 for the endogenous latent variables Employee Performance (0.565) and Leadership Competencies (0.335), it is concluded that the model has significant predictive validity. As a result, the R^2 value is relatively high, exceeding the cut-offs suggested by Chin (1998) and Cohen (1988). In addition, an additional assessment of a structural model's construct validity can determine its predictive relevance. Stone-Geisser's Q^2 test is used to evaluate the predictive relevance (Q^2) using blindfolding techniques (Hair, Anderson, Babin, & Black., 2010). In the present study, the Stone-Geisser test was used to check if the Q^2 was an internal latent construct (Hair et al., 2010). Table 3 displays that cross-validated redundancy for all variables.

Table 3 Predictive accuracy and relevance of the model

	R^2	Q^2
Leadership Competencies	**0.335**	**0.279**
Employee Performance	**0.565**	**0.132**

Sources: results of data analysis

The results of bootstrapping (5,000 sub-samples) (Sarstedt et al., 2014), identified that all of hypotheses are approved. Hence it is right to say that "PBC, POS, MNT, and T&D" have a strong relationship with LC and EP once p values are below 0.05. Moreover, the mediating role of Leadership Competencies found approved for all of the hypotheses in the current study. Table 4 clearly shows H1 - H16 are supported.

Table 4 Path Coefficients

Hypothesis	Std. Beta	Std. error	T-Value	P values
H1	0.300	0.281	2.182	**0.030**
H2	0.323	0.225	2.969	**0.002**
H3	0.457	0.414	4.102	**0.000**
H4	0.486	0.374	3.453	**0.001**
H5	0.238	0.230	2.298	**0.022**
H6	0.251	0.262	3.213	**0.002**
H7	0.320	0.281	3.102	**0.003**
H8	0.422	0.401	3.091	**0.004**
H9	0.491	0.489	3.276	**0.001**
H10	0.434	0.412	3.613	**0.000**
H11	0.581	0.586	7.407	**0.000**
H12	0.230	0.067	2.689	**0.004**
H13	0.228	0.102	3.532	**0.001**
H14	0.229	0.089	2.552	**0.004**
H15	0.285	0.096	2.957	**0.003**
H16	0.346	0105	3.876	**0.000**

Note: n=280. *p≤0.001; **p≤0.01; ***p≤0.05.
Sources: results of data analysis

DISCUSSION AND CONCLUSION

The research examined talent management practices to influence leadership competencies and employee performance. Additionally, the current study examined the mediator role of leadership competencies in the relationships between talent management practices and employee performance. The study's first hypothesis was to confirm that Realistic Job Preview has a significant impact on Employee Performance. This finding seems to be consistent with other research, which found that there is a significant correlation between Realistic Job Preview and Employee Performance (Bhatia & Baruah, 2020; Chaudhuri et al., 2018; Kaleem, 2019; Naim & Lenka, 2017). Some researchers that have researched realistic job preview they found out that realistic job preview has a positive effect in increasing employee performance (Al Awadhi, 2018; Neri & Wilkins, 2019; Pareek, 2018). Realistic job

preview is making it easier for the firms to develop the employees and see the performance variance by getting rid of low performing employees (Kaleem, 2019; Naim & Lenka, 2017). The study's second hypothesis was to confirm that performance-oriented compensation significantly associated with employee performance. This finding seems to be consistent with other research (Alzbaidi, 2020; Lawler, 2017; Mahlahla et al., 2020; Ochieng'Ojwang, 2019). Thus, the finding of this research contribute to the generalization of the concept that Performance-Oriented Compensation favour Employee Performance in developing countries like the UAE.

The study's third hypothesis was to confirm that perceived organizational support significantly associated with Employee Performance. This finding seems to be consistent with other research (e.g., Abdulkarim & Kah, 2020; Al Aina & Atan, 2020; Chandrasekara & Weerasooriya, 2020; Gupta, 2019). Perceived organizational support makes the employees feel valuable, and this will make them more motivated to perform better (Damarasri & Ahman, 2020). The study's fourth hypothesis was to confirm that mentoring significantly associated with employee performance. This finding seems to be consistent with other research (e.g., Altay et al., 2018; Dubey et al., 2017; Meng & Berger, 2019; Naranjo-Valencia et al., 2017; Nguyen & Watanabe, 2017; Pawirosumarto et al., 2017). Mentoring puts the employees under control and evaluation, consistently encouraging them to perform well (Ahmetoglu et al., 2018). The study's fifth hypothesis was to confirm that Training and Development significantly associated with Employee Performance. This finding seems to be consistent with other research (e.g., Ax & Greve, 2017; Chong et al., 2018; Gochhayat et al., 2017; Shao, 2019). Training and development make the employees always in good shape and able to perform the assigned tasks according to what is needed (Santos & Gonçalves, 2018).

The study's sixth hypothesis was to confirm that "Realistic job preview significantly associated with Leadership Competencies. This finding seems to be consistent with other research (e.g., Abdi et al., 2018; Ahmady et al., 2016; Alas & Mousa, 2016; Harrison & Bazzy, 2017). Training and development lead to growth and better employee competencies, including leadership competencies (Harrison & Bazzy, 2017).

The study's seventh hypothesis was to confirm that Performance-Oriented Compensation significantly associated with Leadership Competencies. This finding seems to be consistent with other research (e.g., Al Awadhi, 2018; Andriukaitienė et al., 2017; Cumberland et al., 2016; Neri & Wilkins, 2019; Pareek, 2018). Performance-based payment (PBC) is a system for gratifying workers economically, beyond their regular wages (Ahmed &

Philbin, 2020; Seidel et al., 2017). Some researchers that have researched performance-based payment (PBC) they found out that performance-based payment (PBC) has a positive impact in increasing leadership competencies (Ahmed & Philbin, 2020; Mau, 2017). The study's eighth hypothesis was to confirm that Perceived Organizational Support significantly associated with Leadership Competencies. This finding seems to be consistent with other research (e.g., Abdulkarim & Kah, 2020; Al Aina & Atan, 2020; Chandrasekara & Weerasooriya, 2020). Employee perception of organizational support measures how much they feel their employer values their contributions, is concerned for their welfare, and meets their socioemotional needs (Alzbaidi, 2020; Mahlahla et al., 2020). The study's ninth hypothesis was to confirm that mentoring significantly associated with leadership competencies. This finding seems to be consistent with other research (e.g., Abdulkarim & Kah, 2020; Al Aina & Atan, 2020; Gupta, 2019). Mentoring will help ensure that training is going as planned, and the employees will gain more competencies (Al Aina & Atan, 2020).

The study's tenth hypothesis was to confirm that training and development significantly associated with leadership competencies. This finding seems to be consistent with other research (e.g., Ahmetoglu et al., 2018; Altay et al., 2018; Jing & E, 2003; Meng & Berger, 2019).). Some scholars that studied training and development discovered that it positively affects the development of leadership abilities (Johennesse & Chou, 2017; Masri & Abubakr, 2019). The study's eleventh hypothesis was to confirm that leadership competencies are significantly related to employee performance. This finding seems to be consistent with other research (Al Aina & Atan, 2020; Gupta, 2019). Leadership competencies is making the employees more qualified to do their jobs as assigned (AGARWAL, 2018; Mensah, 2019). Moreover, leadership competencies significantly mediate the relationship between talent management practises (realistic job previews, performance-based compensation, perceived organizational support, mentoring, training and development) and employee performance. It found that leadership competencies, as implied by talent management practices, encourage firms to prioritize employee performance. Leadership competencies are management skills and routines that help achieve exceptional effectiveness. Employing a competency-based approach to management enables firms find and develop future leaders (Kim et al., 2020; Mirhosseini et al., 2020). An emphasis on improving management skills and leadership abilities encourages better leadership (Lewis, 2016; Seemiller, 2017). Human resources professionals should take a leader's expertise into account when making selections and planning for their development and

contrast it with those who require further development to succeed in a management capacity (Salvage et al., 2019; Wiewiora & Kowalkiewicz, 2019).

Theoretical and Practical Contribution

The research provides to the literature on talent management practises by giving us a better idea of six various talent management practises: "realistic job previews, performance-based compensation, perceived organizational support, mentoring, training and development". Existing literature on employee performance within the departments of Government housing programmes in the UAE has been supplemented with the results of the present research. The study also helped improve how government housing programmes in the UAE conceive of and quantify employee performance, to get the phenomenon further precisely in the public sectors. This study's research framework has been based on the earlier empirical evidence and theoretical gaps associated with the literature. This effect has not been studied empirically in this way before. Although research reveals the connection between "realistic job previews, performance-based compensation, perceived organizational support, mentoring, training and development, and employee performance" on separate bases, mainly in a western context, the findings of such research can't be generalised to real-world situations like the UAE. The present research empirically examined the influence of "realistic job previews, performance-based compensation, perceived organizational support, mentoring, training and development" on employee performance through the mediating impact of leadership competencies in the UAE.

The current study has likely recognized the collective role of "realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development on organizational employee performance" in the UAE. Therefore, the current article found significance for organizations utilizing several talent management practices. This result of the current study provides suitable guidelines for managers to understand the best talent management practices. The research emphasized that the area of researchers discovered is empirically rare, specifically in the UAE contexts. The present research contributed new knowledge with respect to the Arab region as to how employees` results and behaviors might be improved through the selected factors.

Limitations of the study

One of the study's limitations is that it relies on a cross-sectional design; leadership competencies and employee performance are often time-consuming processes that may benefit from a longitudinal study. In addition, adopting quota sampling impacts the usable conclusion; the subsequent research may enhance the sample technique and be based on the effect of the described further circumstances. The selected factors are other critical areas for policymakers, according to the current study findings. However, the role of environment and culture in the relationship between realistic job preview, performance-oriented compensation, perceived organizational support, mentoring, training and development, and employee performance has yet to be addressed or analyzed. Additionally, the research was carried out during a pandemic. Thus, the most significant constraint, which was practically challenging to overcome, was generalizing the data and failing to address the pandemic effect. As a result, future research should include environmental effects that substantially impact the behaviours of talent management practices and employees, influencing organizational and employee performance.

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