

## THE IMPACT OF TALENT MANAGEMENT PRACTICES ON EMPLOYEES' EFFECTIVE PERFORMANCE IN THE UAE

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### Abstract

The success of the company as a whole depends on how well the talented employees do in their jobs. Talented employees are the most critical talent resource for an organization's future growth and development. This study aimed to examine the impact of talent management practices (Talent Attraction, Talent Recruitment, and Talent Development) on employee performance efficiency among employees working in the Federal Authority for Government Human Resources in the United Arab Emirates. The data in this study were analyzed using the Statistical Package of Social Sciences (SPSS) version 24 and the Smart PLS 4.0. A questionnaire was developed with 23 items adapted from previous validated scales. The survey method was used to collect quantitative data for all the variables in the study. The non-probability sampling approach of convenience sampling was utilized. The unit of analysis was at the individual level. Questionnaires will be distributed to 450 employees working in the Federal Authority for Government Human Resources in the United Arab Emirates.

**Keywords:** Talent Management Practices, Talent Attraction, Talent Recruitment, Talent Development, Employee Performance Efficiency

### Introduction

Talent management is one of the main strategic issues for business organizations due to the increasing need for talented employees to achieve the maximum possible level of efficient performance. The business development has contributed to the emergence of new administrative and organizational concepts, terminology, and ideas related to human resources and human capital. Talent management focuses on paying attention to the capabilities, talents, and practical skills of human resources in business organizations to use them as a source of competition and achieving success, excellence, and performance excellence in the long term (Al Mheiri, Jabeen & Abdallah 2021).

Efficient performance is generally defined as “the ability to complete work efficiently and correctly within structural tasks and in a non-routine and distinguished manner” (Al Jawali,

Darwish, Scullion & Haak-Saheem 2022). It is understood from this that all organization members must achieve efficient performance. To achieve it towards improving the overall level of performance of the institution that achieves the comprehensive strategic objectives and thus maintaining the targeted results and working on their continuation in the future and for long periods through which the institution is able to maintain its distinguished performance (Daharat, Sued & Gheisari 2022).

Achieving efficient performance requires talented and wise leadership that motivates employees and deals with them with transparency and clarity. It requires workers' response and development of their communication skills, which is what leadership based on creativity must do (Al Amiri & Abu Shawali 2021). It should be noted that efficient performance addresses two levels: efficient performance at the individual level and efficient performance at the individual level. It is also impossible for management to achieve excellence unless the prevailing culture is a culture of excellence, which includes a set of values, goals and systems that support excellence, and until it reaches.

The organization must review its culture to ensure that it is conducive to this distinction (Rao 2016). The United Arab Emirates, as part of its great endeavors aimed at growth and development, has made and is still making unremitting efforts to support talent through many excellence programs and incentive awards in the scientific, cultural, and academic fields, such as the Sheikh Khalifa Government Excellence Program (Lasrado, 2018). All of this aims to achieve its strategic vision by properly selecting competent and qualified employees, discovering, developing, and preserving their talents as a competitive advantage for its organization, enabling it to easily achieve its goals (Al Zaabi, 2019).

Since organizations depend in their development on the performance of the human element in them, they must use various means to develop their human resources in order to improve their performance by developing a set of policies and decisions that aim to achieve efficient performance and high productivity of their human resources. These policies and decisions include attracting resources. Possessing talented human beings, preserving them, and developing them in a way that ensures their maintenance and continuity is a good investment that benefits those organizations (Al Qudah, 2022).

Therefore, integration between talent management and human resources management has become an essential and necessary matter to attract, retain and develop talented individuals in order to improve their performance and thus achieve their desired goals. Due to the modernity of the concept of human talent management and its importance, this study came to verify and measure the impact of applying the human talent management system on efficient performance. For distinguished employees of the Federal Authority for Human Resources (Dirani, Bowman, Guyer, Kasper, Makarem, Ray & Xie 2018).

Paying attention to human resources is one of the most significant achievements of the United Arab Emirates at all levels, as it has come a long way in the field of human capital development and empowerment and has adopted the best global human resources practices, systems and policies, which has led us to building national human capabilities capable of managing and directing the development process. Comprehensive well-being for our people (Waxin & Bateman 2016). The Federal Authority for Human Resources seeks to create human capital in the federal government that achieves global leadership and enables it to achieve efficiency institutional performance through effective cooperation with partners, developing and supporting the implementation of integrated solutions for human resources in accordance with international best practices (Khassawneh, & Abaker 2022). Since these efforts had a high cost and were significantly expected in the development field, it was necessary to provide mechanisms and tools for evaluating all these human efforts. This study aims to explore the role of talent management in achieving efficient performance in the Federal Authority for Human Resources, as it is a pioneering country in The Arab region in the areas of human development and other areas of the renaissance and progress of countries.

In the context of the Human Resource sector in the UAE, efficiency performance is highly crucial. To the best knowledge of the researcher, the main studies conducted on employees' efficiency performance in the Human Resource sector in the UAE, whether by the researchers of official departments or others, were mainly descriptive studies rather than empirical studies to explore more and more profound this phenomenon. Thus, there is a need for more empirical studies to figure out this problem. This, therefore, implies that there is no empirical study on the direct effect of talent recruitment, talent recruitment, and talent development as a whole on employees' efficiency performance in the context of the human resource sector in the UAE.

### **Literature review**

Efficiency in performance depends on the ability to creativity, flexibility, quality, and development, which is an outstanding achievement, or I see that they do not achieve your plan. A basic pillar to meet the challenge and reach the strategic goals for which it was built efficiently and effectively. Performance is the degree in which relief, rhetoric, or organization achieves the planned goals with efficiency and effectiveness (TSAI et al., 2013). Efficiency performance is generally defined as "the ability to accomplish works in the efficient and correct face within the structural tasks and in a non-routine and distinct way, understanding that the distinguished performance must seek the entirety of the foundation members to achieve it towards raising the level of the total performance of the institution achieved for comprehensive strategic goals and thus preserving the targeted results and work to continue in the future and for long periods (Affsharian & Bogetoft, 2020).

Efficiency is not an end in itself, but rather a way to achieve customer satisfaction with the organization and society who do not use tools to support their opponents in order to reap profits;

it is a tool to gain respect. And the satisfaction of others. Efficiency performance is a set of skills, experiences, and capabilities that distinguish individuals in their understanding. It makes them yearn for their competitors with their ideas, innovations, products, and behaviors (ABE, 2009). The efficiency performance is reached due to the application of quality concepts (OTURAN, 2021), a self-evaluation of comprehension framework for measuring strengths and improvement areas. All activities of the organization focus on what the organization learns, or what can be learned, to provide an excellent service to its service users (World Et al., 2016). From the above, the researchers explain that efficiency performance is an advanced stage of efficiency in the work as a result of creative ideas, creative work, and a set of variables with each other to achieve the goals set in the organization with efficiency, effectiveness and within the framework of the organization's general policy.

Talent Management is defined as an actual management of human resources that guarantee all the operations that characterize human resources management in terms of employment, selection, training and development, development, workforce planning, performance management, and retaining workers, meaning that talent management is concerned with the internal development of talented workers with Focus on planning career succession, and on the management of career life for workers during different jobs (Muntean, 2014). Talent management has become the precious strategic option that enhances institutional performance and today the world is heading to research that deals with the use of the most significant amount of brain cells towards the fantastic progress that aims to overcome and change what is familiar and monotonous towards creativity and innovation, and in reality he says that talents are an absolute wealth parallel but rather superiority The material wealth of countries, thus some developing countries and societies can start and advance their talented human wealth. The progress and sophistication of societies have become dependent on the excellence of human resources and the size of cultural and scientific production.

Managing attraction and recruitment practices within an organization aims to secure the number and quality of employees with the right skills and knowledge needed to meet the organizational goals and objectives at a minimum cost (Cheraiasi & Busolo, 2020). In light of this, effective performance was often related directly to the employees within the business, meaning that competent individuals with the skills and knowledge had to be acquired and hired to sustain organizational success. Traditionally, managing talent attraction and recruitment matched 'people skills' to specific job requirements to meet the organization's needs and expectations in a competitive business environment (Klepić, 2019; Kashive & Khanna, 2017). It had also been learned that seeking competent employees deemed as talented was a challenge to many organizations, but wrongly attracting and recruiting the candidates who were not capable would not work out well for the organizations as this came with substantial negative costs which businesses could not afford (Gamage, 2014; Cheraiasi & Busolo, 2020).

Some researchers have recommended attraction and recruitment practices to examine the efficiency of employee performance (e.g., Hongal & Kinange, 2020). Their study suggested that

future research should focus on attraction and recruitment practices as essential predictors of employee performance efficiency (Al Aina & Atan, 2020). Even though there are studies on the relationship between attraction and recruitment practices and employee performance efficiency, there is a need for more studies to understand the association between the variables, particularly in the non-western context such as the UAE. To the best of the researcher's knowledge, limited studies examined the association between attraction and recruitment practices and employee performance efficiency in the UAE context, particularly in the human resource sector. Based on the aforementioned reasoning, the following hypothesis is formulated:

Hypothesis 1: Attraction practice significantly affects employee performance efficiency.

Hypothesis 2: Recruitment practice significantly affects employee performance efficiency.

As soon as talented employees are attracted and recruited, whether internally or externally, the strategic human resource management function should be implemented in such a way as to manage the development of talents to meet the expectations of both individuals and organizations. Organizations deploy talent development approaches to enhance their employees' knowledge, skills, competencies, and attitudes to achieve employee performance efficiency (Wilkinson & Grecic, 2019). In most instances, managing the development of talents enabled the organizations to inculcate a learning culture among employees within the organizations. This led to the creation of a learning organization when the management supported the learning and development of high-potential business investments for the common good of the organization as a whole. According to researchers, the mechanisms for creating a learning organization included training and development, coaching, mentoring, e-learning, in-house development programs, and succession planning. Such mechanisms, therefore, were considered as talent development strategies to be executed in maintaining competitive advantage to achieve employee performance efficiency. Effective talent management strategies can improve employee retention, increase employee engagement, and enhance employee performance efficiency (Mehreen & Ali, 2022).

Hypothesis 3: Talent development practice significantly affects employee performance efficiency.

### **Methodology**

This study utilizes a quantitative research design to investigate the factors affecting employee performance efficiency among employees working in the Federal Authority for Government Human Resources in the United Arab Emirates. Therefore, this study employed a survey questionnaire because it is the most appropriate way to collect primary data to obtain beliefs, personal and social facts, and attitudes (Sekaran & Bougie, 2016). According to Neuman (2014), quantitative research design is used because it helps the researcher thoroughly examine the big sample of respondents' opinions about the suggested phenomenon. Consequently, the researcher can take a specific perspective of human behavior. Quantitative research aims to test the relationship and generalization of these results (Sekaran & Bougie, 2016). The data were collected using a self-administered questionnaire. In addition, rather than a longitudinal study, a cross-sectional study was suitable for this study because of time limitations.

The population of this study is the full-time employees (1500 employees) working in the Federal Authority for Government Human Resources in the United Arab Emirates. Sekaran & Bougie (2016) and Zikmund et al. (2013) argued that sampling is conducted instead of collecting data from every population element. In addition, choosing an appropriate sample from the population will likely produce more reliable results for the study (Sekaran & Bougie, 2016). For most research sample size more prominent than 30 and less than 500 is appropriate (Zikmund et al., 2013). The samples suggested by G Power analysis tools are an estimate. Therefore, it is suggested that a sample size of 107 is sufficient to conduct this survey. Still, according to Krejcie & Morgan's (1970) table of study population samples, the appropriate sample for this study is 205. However, the research increases the samples to 450 to avoid non-response bias. Thus, a total of 450 questionnaires will be distributed to the respondents.

Sampling is the procedural process of selecting items from the population to generalize the sample's main features to the overall population (Neuman, 2014). The non-probability sampling approach of convenience sampling is thus used in this study since we could not obtain a list of all the elements of the population from which the sample is drawn. The convenience sampling approach is appropriate as the information collection is from individual talented employees holding various key positions in the Federal Authority for Government Human Resources in the United Arab Emirates who are conveniently available or can be accessible to provide it for the researcher to use. These individual employees are tasked with roles within the Federal Authority for Government Human Resources concerned, from whom they are drawn as targeted respondents to provide the information necessary for this study. Convenience sampling is also used when the researcher wishes to cover a large number of surveys quickly and cost-effectively; however, it suffers from selection bias, and generalizability in this case is also restricted (Sekaran & Bougie, 2016).

All variables in this study were measured using multiple items used in previous research. The current study used 6 items designed and adapted by Tiwari & Shrivastava (2013) to examine Talent Attraction and Recruitment (e.g., "Managers consistently provide ongoing developmental feedback to support and encourage employee development"). The present study used a 7-item adapted by Bratton et al. (2017) to test Talent Development (e.g., "The organization has a genuine interest in promoting learning and development for people"). Moreover, the study used 10 items adapted by Worrell et al., 2016 to measure employee performance efficiency (e.g., "My organization has a career planning program to achieve employee performance efficiency").

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