

The Role of Talent Management Practices on Employee Innovative Work Behaviour: Moderating Role Transformational Leadership

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Abstract

The present study was conducted to examine the effect of talent management practices on Employee Innovative Work Behavior in project-based organizations. The study also examined the moderating effect of Transformational Leadership between talent management practices and Employee Innovative Work Behavior. The data was collected from project-based organizations like software houses, construction companies, and NGOs in Peshawar city. The convenience sampling technique was used to gather the data. For this purpose, a total of 220 questionnaires were distributed, and 201 responses were recorded. The Preacher and Hayes process macro was adopted to check the moderating effect. The results of the study suggest that Transformational leadership strongly moderates the relationship between talent management practices and employee innovative work behavior. This research has a significant contribution to the project management domain. The study has some limitations and as the cross-sectional method was used for data collection. Future research directions were also suggested like, different sectors such as manufacturing firms, the health sector, the educations sector, the banking sector, and the telecommunication sector, etc can also be the target for generalization of results.

Keywords: Talent Management Practice (TMP), Employee Innovative Work Behaviour (EIWB), Transformational Leadership (TL).

Introduction

The growing level of competition in world markets, the pace of globalization and the accelerated growth of technology in recent years have driven creativity to be taken into account as an imminent need for any organisation (Rodrigues, 2019). Organizational creativity refers to the development or implementation of a concept or actions within the organisation, thereby effectively executing those (Tai, 2016). Innovation seeks to generate consumer success by developing valuable concepts into a marketable reality that is customer-centered (Battistelli et al., 2014). Innovation encourages them to cope with environmental developments in addition to improving the resources of the enterprise and is also necessary for an organisation to maintain a long-lasting existence (Abdollahbeigi et al., 2017). By enhancing the ingenuity of individual workers, human resources activities have been shown to play an important role in promoting organizational innovation. Innovation is often seen as the outcome of collaboration and team work.

Innovation, though, is mostly in the hands of individuals: people play a crucial role in all inventions and they carry ideas and process them (Chen, 2016). Although people are the foundations of corporate transitions, talented maintenance of human capital should be paid to attain the required degree of organizational growth. Talent management practices not only anxious with finding top-level executives but also concerned with identifying the best employees which can participate effectively and efficiently as team players. Additionally, managing both the internal talented workforce and external potential talent simultaneously becomes easy with the execution of such practices (Collings et al., 2019). Organizations are constantly improving succession planning, employee engagement and training and development methods keeping in view recent demand (Gandy, 2018). Thus, with these innovative tactics management hire and promote best employees in their respective organizations and ensure success.

In the present situation, innovation isn't just kept to experts, researchers, and other innovative work experts however associations for long haul achievement must support and build up the creative capability of the greater part of their representatives. With the work being more information based, the representatives are thought to be an imperative source and are urged to show innovative work behaviors for expanded business performance and organizational achievement (Javed et al., 2017). Innovative work behavior is portrayed as the deliberate formation, presentation, and use of new point of view inside a workplace and keeping in mind the end goal to profit execution (Piansoongnern, 2016). It isn't just the advancement of new and imaginative thoughts however it additionally envelops their usage (Shanker et al., 2017).

Transformational leadership affects the critical subordinate attitude and project success. This includes management trust (To, 2015; sayyam et al., 2020; Maqbool et al., 2017) and work behavior (Khandakar, 2018). Transformational leadership predicts performance even when personality characteristics are controlled statistically (Shariful et al., 2018). Transformational leadership has a great influence on the employee's attitudes and behaviors (Aga et al., 2016).

Transformational leadership is the behaviors of leaders which inspire and change its followers in such a way that they perform more than expected for the best of the organization (Anderson, 2017). McDonnell et al. (2010) stated that actions of management influence employee's perception when leaders have a commitment towards innovative work then there are more chances that the employees will show the same attitude.

Several studies suggested effective use of talent management practices for desirable organizational outcomes such as employee retention (Abdollahbeigi et al., 2017) psychological attachment between employees and organization (Asrar, 2018), job satisfaction, motivation and commitment (Chen, 2004). Few others found it as a predictor of effective human capital (Ghorbanhosseini, 2013), employee innovative performance (Orth, 2017), employee engagement and so on. Thus, there is enough margin to study these practices in project-based organizations with some success indicators like proactive behavior, project success and ethical leadership.

Literature Review

Talent Management Practice (TMP), Employee Innovative Work Behaviour (EIWB)

Talent was accounted for as a relative degree of growth of a person (Alic, 2016; Abdollahbeig, 2017). The C.I.P.D. Institute finds creativity to be a diverse mix of talents, intelligence, social capabilities and high ability (Asrar, 2018; Bethke et al., 2011). Talent is the product of the organizational movement of individuals, how they join the organisation, how they grow their abilities that activate the actions of subordinates to perform their duties innovatively within the organization (Rodrigues, 2019; Tai, 2016; Battistelli et al., 2014).

The employees' behavior is also influenced by TMP. TMP is a very important factor in efforts to help employees innovative work behavior (To, 2015). The results of research by Chen (2016). Aga et al., (2016) and Piansoongnern (2016) show that talent management influences EIWB. That means talent management is a strategic activity aligned with the firm's business strategy that aims to attract, develop, and retain talented employees at each level of the organization (Battistelli et al., 2014).

Employee Innovative Work Behaviour (EIWB), Transformational Leadership (TL)

The Weiner Theory (1985) demonstrates individuals want to transform and watch their workplace, and choose causes prior they bring on. To define devotees' behavior, this hypothesis recognizes conditional and natural acknowledgments (To, 2015; Maqbool, 2017). Employees' natural acknowledgments suggest the behavior to interior components (e.g. individual characteristics). Strangely, conditional attributions suggest devotees' behavior in light of outside components. An instance of an outside factor is social effect, for instance, the leadership inside the business. Individual opinions and analysis of the leadership are first shaped, starting now and into the foreseeable future certain behavior is appeared (Rodrigues, 2019; Tai, 2016).

Devotees give preferences to conduct of persons via their opinions of the other people objectives (Khandakar, 2018; Shariful, 2018). Leaders' outward deliberateness will impact employees' understandings and reactions, which brings about certain behavior (Battistelli, 2014; Choi, 2015).

Talent Management Practice (TMP), Transformational Leadership (TL)

Developing talents (employees) is one of the main responsibilities that should be pursued by an organization and its leaders to continuously upgrade employees' knowledge and skills (McDonnell, 2010; Alic, 2010; Maqbool et al., 2017; sayyam et al., 2020).

In a context, TM practices focus on hiring the right persons with the right job position at the right time when they are needed (Collings et al., 2019). Employers need to design and implement the TM process and practices to improve and retain young talented employees. TM practices are implemented to align with and under the supervision of the leaders' to achieve business objectives. Scholars suggest that TMP such as training, career development, mentoring, international assignment, team project, and networking that enhance the opportunities, motivation, knowledge, and retention of talented employees (McDonnell et al. 2010). TL refers to the leader's ability to create a vision and influence others by making decisions to sustain the organization (Orth, 2017).

Moderating Role of Transformational Leadership

The influence of leadership and different leadership styles on individual innovation has been in focus in more recent times (Khandakar, 2018). The TL style was presented as one of the determinants of innovative behavior since such leaders are better suited to motivate employees to further develop their own skill sets. Aga (2016) characterized TL through four components (or the so-called "4I's"): inspirational motivation, idealized influence, intellectual stimulation and individualized consideration.

In principle, TL is about the moral values of followers; it is about increasing their ethical consciousness and encouraging them to maximize their energy and resources to change institutions (Anderson, 2017). Besides, transformational leaders are often charismatic and have a strategic vision that inspires others to be creative and innovative (Andriani, 2018). According to sayyam et al., (2020), such leaders are crucial for an employee's growth and development by responding to their individual needs, empowering them and aligning their goals with a broader vision of the organization.

Conceptual Framework



Figure 1. Conceptual Framework

Methodology

The present study selected a quantitative method. The present study focused on studying the effect of talent management practices on EIWB with TL as a moderator in project-based organizations. The sample of the study is the employees working in construction companies, software houses and NGOs. The present study was collected data from different construction firms, software firms and NGOs related firms. Due to time and resource constraints it was very difficult to collect the data from all employees working in these firms. Thus, the study employed the convenience sampling of the non-probability technique was used to select a representative sample that precisely represents the whole population. The sample size should be at least 100 to 200, similarly, Sarstedt et al., (2015), suggested a sample size 120 around 200 respondents. However, a total of 210 questionnaires were distributed among the employees who are working in the various areas in Peshawar city wherein only 205 questionnaires were return wherein only 4 questionnaires were found incomplete that were removed accordingly. The remaining questioners i.e. 201 was run through different statistical techniques that were descriptive statistics, reliability analysis, correlation analysis and used Preacher and Hayes (2004) for moderation analysis. The detail results are followed below;

Instrumentation and Reliability Analysis

Data were obtained related to TMP, TL and EIWB. Questionnaires of these items were filled by managers and employees in the project-based organizations and response were recorded on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). The total items for the study were 24 wherein 12 items related to TL that were taken from the study of Shariful & Faizuniah (2018), 8 items related to TMP that were taken from the study of Jayaraman et al., (2018). And 6 items related to EIWB that were taken from the study of Kanter (1988) and Messmann & Mulder (2014).

Further the research reliability analysis was used to measure the internal consistency of the above items. It is denoted by the alpha and the value of alpha should be greater than or equal to 0.70. Hence, in this study the following 3 measures have achieved the acceptable level of internal consistency. The details are mentioned in table 1.

Table 1: instrumentation and reliability analysis of TMP, RL and EIWB

Construct	Source	Cronbach Alpha	Items
TL	(Shariful & Faizuniah, 2018)	.91	12
TMP	(Jayaraman, Talib & Khan, 2018)	.90	8
EIWB	(Kanter, 1988; Messmann & Mulder, 2014)	.89	6

(TMP= Talent Management Practices, TL=Transformational Leadership, EIWB=Employee Innovative Work Behavior.

Demographics

Table 2: Demographics of the respondents

Demographics	Frequency	Valid %	Cumulative %
Gender			
Male	185	92	92
Female	16	8	100
Total	201		
Age (years)			
20-30	104	52	52
31-40	76	38	90
41-50	14	7	97
above 51	7	3	100
Total	201		
Education level			
Matric	6	3	3
Intimidate	24	12	15
Bachelor	64	32	47
Master	92	46	93
MPhil/MS	15	7	100
other	0	0	
Total	201		
Experience			
1-5 years	108	54	54
5-10 years	52	26	80
11-15 years	32	16	96
16-20 years	6	3	99
21 & above	3	1	100
Total	201		

Table 2, shows that total of 92% of respondents were male and 8% were females. That means male percentage was high. Age is an essential element of demographic that is calculated in the form of years. Table 2 shows that 52% of respondents was lying between 20-30 years. 38% were lying between the age of 31-40 years. 7% of the respondent were lying the age between 41-50 years and the rest 3% are above 51 years of age.

Table 2 shows that maximum respondents who are qualified master 46%, 32% respondents are qualified as a Master, 7% respondents are qualified MS/MPhil, 12% holding an intermediate and 3% are qualified as a matriculation. Table 2 shows that 25% respondents are those who has experience of 5-10 years, 16% respondents are those who has experience of 11-15 years, 3% respondents are those who had an experience of 16-20 years and 1% are respondents who had experience of 21 and above years.

Correlation

Correlation analysis determines the relationship among the variables of the study that involve the impact of TMP on EIWB in projects with the moderating effect of transformational leadership. For this purpose, Pearson Correlation analysis was used that has a range from -0.1 to 0.1. Correlation analysis clearly

determines the strength and weakness in the variables relationships. Hence, 0 values show no relation among the tested variables. Similarly, if the value is not close to 0 then the relationship among tested variables is strong. Negative and Positive signs with correlation values shows relationship nature. When sign is positive, it shows that when one variable increases the other variable will increase, depicting direct relationship among them. Whereas, a negative sign shows that when one variable increases the other variable will decrease representing indirect relationship. The below table 3 further detailed the descriptive statistics that are mean and standard deviations of the variables.

Table 3: Correlation Estimates and Descriptive Statistics of TMP, TL and EIWB

S.No	Variables	Mean	SD	1	2	3
1	TL	4.2558	.44288	1	--	--
2	TMP	4.2289	.46605	.795	1	--
3	EIWB	4.2098	.47442	.714	.797	1

Note: * $p < 0.05$, two-tailed, $N=201$, TL-Transformational Leadership, TMP-Talent Management Practices, EIWB-Employee Innovative Work Behavior

Table 3 shows that the mean values of TL, TMP and EIWB are 4.2558, 4.2289 and 4.2098 and the standard deviation values are 0.44288, 0.46605 and 0.47442 respectively. The table moreover depicts that TL has a significant relationship with TMP ($r=.795$ at $p < 0.05$). TL is also significant and positive relationship with EIWB ($r=.714$ at $p < 0.05$). Finally, TMP is also significant and positive relationship with EIWB ($r=.797$ at $p < 0.05$).

Moderation Analysis

In moderation analysis, the moderator shows the strength or weakens in the relationship between the independent variable and dependent variable. The study used moderation analysis to examine transformational leadership as a moderator between talent management practices and employee innovative work behavior. The study therefore, employed the Preacher and Hayes (2004) process for moderation analysis.

Table 4: Moderating Effect of TL between TM Practices and EIWB

Path Relationship	Path Coefficient	Std. Deviation	t-value	p-value	Bootstrap Results	
					LLCI	ULCI
Moderating effect →EIWB	.2877	.036	7.8441	.0000	.3600	.2153
TL→EIWB	.714	.053	14.373	.0000	1.7217	1.1598
TMP→EIWB	.797	.044	18.587	.0000	1.3071	1.8378

$N=201$, LL=Lower Limit, UL=Upper Limit, CI= Confidence Interval, $P<0.05$, $P<0.01$ (IV= TMP, Moderator=TL, DV=Employee Innovative Work Behavior).

Table 4 shows that TL strongly moderates the relationship between TMP and EIWB. In the above table Beta value is 0.2877 where P-value is 0.00 and that shows the significance level. LLCI value is 0.3600 and ULCI value is 0.2153 both signs are positive which means TL influences the relationship between TMP and EIWB while the path coefficients TL→EIWB and TMP→EIWB are also significant. However, the proposed hypotheses are therefore accepted.

Discussion

Main Hypothesis: TL Moderates the Relationship between TMP and EIWB

Hypothesis was accepted which means TL moderates the relationship between TMP and EIWB in that way if the leader transforms responsibilities, then the relationship between TMP and EIWB would be stronger and more strengthened. Previous literature also supported that TL plays a vital role. TL affects the organization when they set standards and rules. TL is more effective because it creates a positive environment in the workplace that transforms the whole organization. However, the hypothesis of the study is supported through results interpreting TL moderates between the variables; TMP in EIWB in projects based on the un-standardized regression analysis ($B=0.2877$, $t=7.8441$, $p=.0000$). The value of $t=7.8441$ is greater than 2 ($t > 2$) representing the significant association and the upper limit value of 0.2153 and the lower limit value of 0.3600 indicating presence of no zero in bootstrapped 95% of the confidence interval upper and lower limits showing moderation. Therefore, transformational leadership acts as a moderator in the relationship of TMP and EIWB in projects, Such that it strengthens the association, is accepted. The study verifies the previous studies (Andriani, 2018; Banks et al., 2016; Boamah et al., 2018; McDonnell, 2010; Abdollahbeigi et al., 2017; Rodrigues, 2019; Tai, 2016; Ishaque, 2020).

Research Implications and Suggestions

So far, no previous study has examined the effect of TL on EIWB in projects especially for the Pakistani context. Hence, this study has both theoretical and practical implications tend to be fruitful for project based organizations in Pakistan in multiple ways. Theoretically, the study is capable to contribute to the available TMP literature, leadership research and most primarily the current field of project management, therefore opening new courses and different dimensions adding to existing knowledge. The findings of the study are practically considerable and understandable since a positive and effective correlation between the variables; TMP and EIWB has been proved, along with the moderating effect of TL which is getting great attention at the recent time because of its adequate evidence through previous studies and effective impacts on the stability of projects and associated employees in the context of Pakistan.

Besides, the moderation effect of TL in projects for the variables: TMP and EIWB has been analyzed in the study. Results showed that this moderation effect is accepted. However, TL type is to be assumed as an effective influence in motivating the project's employees to work actively and with innovative ways to achieve the project success; as well as we can't ignore that leadership has the strongest impact on the employees' behaviors and attitude to motivate them to work better in the project-based organizations in Pakistani context.

Limitations of Research

Despite of extensive literature on TL in projects and increased research trends on EIWB as a variable to study TMP measures, this domain of research is still open to be explored more. This study is same like every previous study has some limitations due to multiple constrains and risks the study has faced during research work, such as time and resources. Firstly, this research was conducted among the project based organizations which may be affecting the results if studied for other types of organizations. Moreover, this study has been conducted within bound resources and fixed time that's why convenience sampling technique was selected for the size of sample; this technique somehow limits the generalization of results. Also, this study was conducted within Pakistani context, where there is a huge difference in culture; however, if this model will be tested in another context, results will not match the expected findings and it will be different due to the cultural context of Pakistan.

In this research the hypothesized paradigm is being tested for checking the impact of TMP on EIWB in projects with moderator as TL, but for future research orientations the illustrated variables can be explored

with different proportion; especially after highlighting the limitations of this study. Many studies suggest that some new orientations for TMP in projects research can be further discovered (van, 2017). That tends to be acknowledged in project management sector (Asrar, 2018; Chen, 2016). For example, how supportive motivational procedure such as psychological possession and self-efficacy can cooperate with TMP to influence EIWB in projects more widely (Den, 2012). Further, it is suggested to move further to the next stage of scientific inquiry to create strong bonds relationships with new moderators and mediators (Veladaet al., 2017).

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