Sir Syed Journal of Education & Social Research
Vol. 4, Issue 1, 2021 (January – March)
ISSN 2706-6525 (online), ISSN 2706-8285 (Print)
ISSN 2706-9362 (CD-ROM), ISSN 2706-6525 (ISSN-L)
DOI: https://doi.org/10.36902/sjesr-vol4-iss1-2021(405-415)

SJESR
Sir Syed Journal of Education & Social Research

Impact of Talent Management on Employees' Work Outcomes

* Muhammad Shafique, PhD Scholar

** Dr. Muhammad Zia-ur-Rehman, Associate Professor (Corresponding Author)

Abstract

The study focuses on empirically examining the relationship of talent management (TM) on employee performance and quit intention. Further, by taking into account business strategy, the research also culls out the sequential mediation effect of talent management and employee engagement on employee work-related outcomes in the banking sector of Pakistan. Data were analyzed by employing Smart PLS (v.3.2.7) to empirically examine the conceptual model on 1095 talented employees, which were part and parcel of the Banking Sector of Pakistan. The core findings of the research paper are that the talent management practices have a positive impact upon the working of employees as well as quit intentions. Additionally, the study deduced that engagement at employees' level might contribute partially as a mediation role in between employee work outcomes and talent management. The study employed cross-sectional one-time data collection, therefore its generalizability is suggested as limited with its scope. Human Resource personnel and OB practitioners can create a positive workplace culture in the organization by implementing talent management practices. The study makes value addition in the existing literature of talent management and explore new variable, which is affected by talent management.

Keywords: Business Strategy, Talent management, Employee Engagement, Employee Performance, Employee Quit Intention

Introduction

In today's highly competitive world, employee turnover is a crucial issue faced by almost all organizations due to its devastating effects. When an employee leaves his job, it's not only cost the organization in term of performance but also lessen the overall profitability and productivity of the organization. Major factors involved in employee turnover: work environment, performance appraisal system, job worth, lack of fringe benefits and compensation, discrepancies in organization policies and its implementation strategies, supervisor behavior, employability, economic conditions, and performance of the organization. Talent Management (TM) is one of the best practices to overcome these deficiencies as it not only increases job performance and employee satisfaction but also plays a vital role in establishing strategies for employee and organization development. Subsequently, the idea of TM, ability attacks, ability deficiency, ability wars, ability system, and ability maintenance is getting extremely well known in writing with no curve balls and differs from businesses to nations. Indeed the vast majority of the scientist view TM as the administrative vital need of modern times (Makela at al., 2010).

The existing research recommends that TM decidedly affects workers in organizations (Ashton et al. 2005). Ability-based employees are astute, creative, efficient, and successful and these are the attributes of capable workers that ultimately produce serious edge (Tansley et al., 2007). What's more, TM prompts decline the representative quit expectation and improves the consistency standard of gifted and talented labor force (Festing et al. 2014). Researchers have explored this relationship with evidences of supportive theories but have not done any empirical investigation (Collings et al. 2009). Researchers have established a relationship of talent management with work-related attitudes like job satisfaction, affective commitment. The authors also established a relationship between talent management and employee performance (Chami et al 2013). Some other social scientist have also empirically examine the mediation impact of affective commitment and job satisfaction in a relationship of talent management and four dimensions of employee performance and suggested that mediation impact of employee engagement shall be tested in this relationship in his future recommendation (Mensah, Bawole, & Wedchayanon, 2016).

* Department of Leadership and Management Studies, National Defence University
** Department of Leadership and Management Studies, National Defence University

Unequivocally, a couple of research studies showed that most TM considers have been led in Western settings (Gallardo et al. 2016). To fill this hole the article adds to the surviving writing by testing the interceding job of worker commitment in the connection among TM and gifted representatives' perspectives in a non-Western setting (Gallardo et al 2016). Expanding the global expansiveness of the experimental connection between TM and capable workers' mentalities. Consequently, the curiosity of this exploration paper is to distinguish what ability the board means for the key pointer worker business-related results. I.e. worker execution and quit goal in the financial area of Pakistan.

The significance of the administration area of Pakistan as a marker of monetary advancement is extensive. A basic test for banking associations is to hold and deal with the skilled representatives, which add to worker work results. This thirst creates the need for social affair more observational confirmations from the banking area, to outline TM with different develops like representative execution and worker aim to stop. Therefore multinational companies are continuously in a process of identifying and developing talented employees who can perform in today's highly complex, technologically advanced, and competitive work environment (Gelens et al., 2015; Mensah, 2015). Therefore, a talented banking workforce is the basic requirement for the national development of countries. In short, even in the modern technological environment, skillful personnel are required to be employed behind the machines to make things happen in the real world.

Literature Review

Recently, it is witnessed that the effective management of people has a significant impact on the success story of every organization and therefore it has been an essential element of Modern Human Resource Management. Specifically, Talent Management has become the most popular concept for both Human Resource management Scholars and organizational development practitioners since its evaluation in the 1990s.

Talent management

The research on TM has been initiated twenty years ago but empirical studies have been started (Gallardo et al 2016). This is because; all the organizations are more focusing on the attraction, selection, development, and retention of their key talented employees. This high demand and employment need of talented employees has gained much attention for research after the term "a war for talent introduced by McKinsey. Though there is little consensus develop between the research about the definition, scope, and construct of Talent Management.

However, approaches on TM may vary as the researchers are primarily focusing on the development of productive/highly efficient employees of that organization who are holding key positions at present or either hold in the future.

In starting the definitions of TM are focuses on individual performance whereas now this trend has been shifted from individual performance to organizational performance (Minbaeva & Collings, 2013, 2019). This pattern shift has gained attention to identify the key roles/positions to be filled with talented employees. (Iles, Chuai, & Preece, 2010)has insisted that TM pivotal role in organizational success as it enables the organization to gain a competitive edge over competitors by focusing on recognition, advancement, and reassessment of talented employees.

(Wright et al., 2011) has suggested that competitors can replicate every innovation instantly due to the effects of technological advancement and globalization. Thus, there is a need to keep talented employees in an organization to remain competitive in an industry. Therefore, the developed economies are continuously investing in the identification, development, and redeployment of talented employees (Martin & Hetrick, 2006).

Literature has discussed the two perspectives of talent Management. First is the narrow perspective in which the researchers has take concise view by claiming that the TM system should focus on filling the high tiers and key roles with talented employees "(Gallardo-Gallardo, Dries, & González-Cruz, 2013; Iles et al., 2010; Morton, 2005). Whereas in borders perspective, the researcher has suggested that every employee who plays parts in the performance of the organization is considered to be talented (Mensah, 2015).

It is evident that with the combination of individuals' roles the overall organizational performance is measured, but some individuals have rare skills and knowledge and have a great impact in gaining a competitive edge over their competitors. Moreover, some strategic positions contribute heaving in the achievement of organizational goals as compared to others (Boudreau &

Ramstad, 2005). Thus, by following the inclusive perspective of TM, there is a chance of over investment and wastage of organizational resources as a talented employee on the low-level position cannot create a big difference in organizational performance (Minbaeva & Collings, 2013). Moreover, the problems faced by the organization while recruiting, managing, and retaining talent may restrict the scope.

The vast majority of the scientist's accepted that TM is simply a new name of Human Resource Management as it conveys all the old ideas under one umbrella "old wine in new jugs" (Cappelli, 2008; Iles et al., 2010; Lewis & Heckman, 2006). While then again, TM is appeared to be not quite the same as HRM and cant be treated as a Management pattern (Chuai, Preece, & Iles, 2008; Minbaeva & Collings, 2013).

It is difficult to understand the difference between talent management and HRM due to the lack of consensus developed regarding the concept of TM in both scholars as well as HR professionals.

Therefore, TM is the division of employees as HR Managers can't fill all the key positions with a high Talent workforce. In short, HR manager must have a talent mindset for which he can invest in strategic key post that determines the organizational performance (Hatum, 2010).

By adopting this concept, it is generally believed that talent in key strategic posts can improve organizational performance efficiently as compared to the concept that employees are the most valuable assets.

The distributive nature of TM may cause dissatisfaction, demotivation, frustration, and jealousy among those employees who are not considered as a talent that results in a high turnover rate and low productivity(Bothner et al., 2011). Moreover, it raises the inequality and is visualized as a touchy matter (Gelens, Dries, Hofmans, & Pepermans, 2013) and employees considered themselves as inferior being evicted from the talent pool which may results in lower efficacy (Iles, 2013; Swailes, 2013). Thus, (Iles, 2013) has given a strong statement by raising the question "can TM be ethical?"(Pfeffer, 2001) pointed out that TM is heavily emphasized key performers and eliminates the important aspects of teamwork. However, (Larsen, London, Weinstein, & Raghuram, 1998) emphasized that the trademark of being as talent exaggerates arrogance and egotism.

Employee performance

The construct of employee performance is most valuable for both employees as well as the organization. The reason behind that employee performance is one of the key elements for which the organization can meet the expectation of its stakeholders. This refers to the phrase that organizations are formed from peoples working in them and that people make the institutions (Schneider, 1987).

Representative execution all in all term is characterized as the people capacity to fulfill their allocated task, meet assumption and accomplish work norms set up by the association (Campbell et al., 1990).

Researchers proposed that worker execution has three viewpoints: First, execution ought to be estimated as far as conduct rather than results, Secondly, just those representative practices are responsible which are lined up with authoritative objective, and third, execution has multi measurements i.e. Contextual, Task, counterproductive and versatile practices (Koopmans et al., 2011). Errand conduct are those which are straightforwardly connected with the center specialized elements of associations. (Van Scotter, Motowidlo, & Cross, 2000). Errand execution is important for the formal framework and incorporates that commitment of representatives which are characterized as part of their set of working responsibilities (Williams & Karau, 1991). Yet, what is the center errand that may vary starting with one occupation then onto the next work (Tett, Guterman, Bleier, & Murphy, 2000)?

Besides relevant execution incorporates those practices, which are not explicitly connected with, the set of working responsibilities however have mental and social responsibility while playing out the errand (Koopmans et al., 2011). Some authors exemplify the context-oriented execution in terms of volunteer practices like performing obligations with additional duties, taking activities, and train new enrolment specialists (Koopmans et al., 2011).

The constantly challenging work environments required the employees to adapt themselves according to the organizational need, therefore; adaptive performance is highly demanded in today's work world (Pulakos et al 2000). Hence, Adaptive performance is the capability of employees to adapt themselves according to the changing needs of work by staying calm and flexible (Griffin, Neal,

& Parker, 2007; Pulakos et al., 2000). Studies suggested that adaptive performance has three major aspects i.e. innovativeness, proactivity, and task imitativeness, which is the demand of a dynamic work environment.

Counterproductive behaviors are those informal behaviors that may have a negative effect on individuals as well as organizations. There had been a lot of debate between the scholars that whether contextual performance and organization citizenship behavior are the same variables. Even though they differ in root and definition. (Motowidlo, 2000) Has also supported that OCB and Contextual performance are different while (Organ, 1997) has redefined OCB and suggested that contextual performance is just that other name of OCB.

Talent Management and Employee Performance

Representative execution is perceived as how the worker is focused on the hierarchical objectives (Campbell et al., 1990). Representative execution has three measurements identifying with the errand, context-oriented conduct, versatile conduct, and counterproductive practices (Koopmans et al., 2011; Motowildo, Borman, & Schmit, 1997; Pulakos, Arad, Donovan, & Plamondon, 2000).

Task performance is not only the activities which are required to be done as addressed in the job description but also need the supportive role of employee for accomplishment of organizational goals. Adaptive performance is the intensity of an employee to change himself according to the needs of changing work environment. Contrarily, counterproductive behaviors are acts of an employee that negatively affects his individual as well as organizational performance. (Koopmans et al., 2011).

Despite talent management is widely studied by establishing relationships with different dimensions of employee performance (Koopmans et al., 2011; Mensah, 2015; Motowidlo, 2000), but this relationship lacks empirical research. However, (Luna–Arocas & Morley, 2015) has empirically tested this relationship with only one dimension of employee performance. Moreover, (Collings & Mellahi, 2009; Mensah, 2015) has suggested that Talent management has a significant impact on employee performance in their descriptive research. (Gubman, 1998) has also explored this relationship with evidences of supportive theories but has not done any empirical investigation between Talent Management and Employee Retention

Research Hypothesis

Because of the previous section, the following hypotheses have been drawn: -

H1: There is a positive relationship between Talent Management and Employees Engagement.

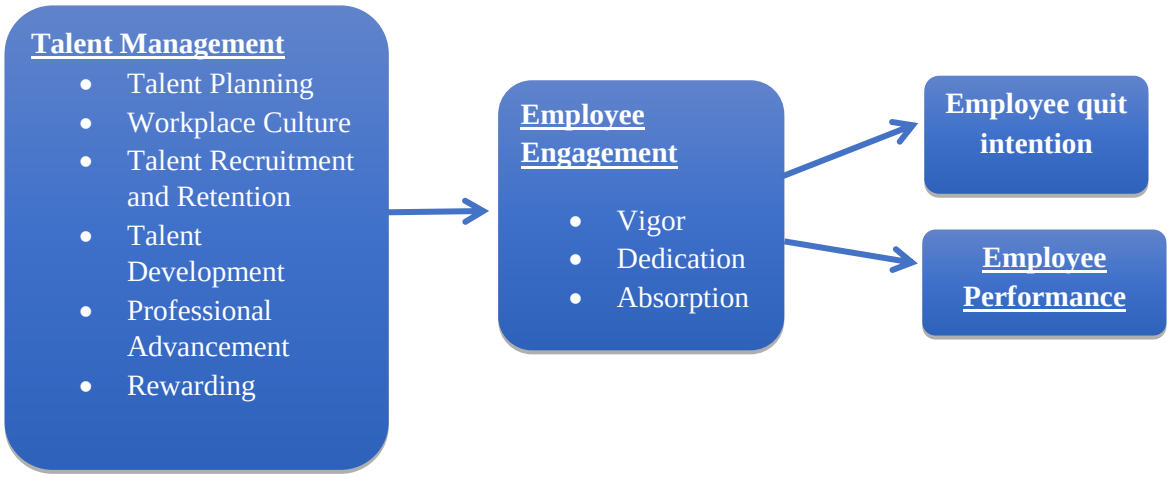
H2: There is a positive relationship between Talent Management and employee performance.

H3: There is a positive relationship between Talent Management and employee-quit intention.

H4: Employee Motivation mediates the relationship between Talent Management and employee performance

H5: Employee Engagement mediates the relationship between Talent Management and employee-quit intention.

Theoretical Framework



Methodology

The current study collected data through self-report measures from employees working in financial institutions like banks of Pakistan. The reason for choosing the service sector is the increased customers' interaction in these companies. Therefore, data collected from these companies was

supposed to be a good representative of our proposed theoretical model. We employed a face-to-face mode of data collection and distributed 1500 research questionnaires to the employees working in the telecom companies and private banks. Out of which 1150 research questionnaires were received back, and after dropping down 54 incomplete questionnaires, we processed 1096 completed filled responses with a response rate of 78%. The data was collected through purposive sampling, which helped us select an arbitrary sample that best justifies its population (Saunders et al., 2009).

The research study measured the effect of ethical climate on burnout through role stress theory.

We, therefore, collected quantitative data through adapted measurement scales (table 1).

Table 1. *Measurement Scale*

Variables	Items	Reference
Talent Management	26 items	Yener, M. I., Gurbuz, F. G., & Acar, P. (2017).
Employee engagement	9 items	Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006
Employee Performance	7 items	Williams, L. J., & Anderson, S. E. (1991).
Employee Quit Intention	4 items	Kyndt, E., Dochy, F., Michielsen, M., & Moeyaert, B. (2009).

RESULTS and DISCUSSION

The study measured data through the PLS Structural Equation Modelling (PLS-SEM) technique for data analysis (Henseler et al., 2017). The study analyzed data in two stages. First, the measurement model was tested, and the study found data fit the proposed theoretical model. Then, the structural equation model was tested.

Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis is used to confirm that measure of variables produces consistent results according to the understanding and nature of the construct. The factor loading must be greater than 0.7 and for this study benchmark of factor loading greater than 0.5 is applied as suggested by social science scholars (Awang, 2014; Chin, Gopal & Salisbury, 1997; Hair et al., 2014). The results show that there are fewer items having factor loading less than recommended 0.5 which affects the standard range of Average Variance Extracted. Therefore, four times from talent management TM3, TM10, TM12, and TM19 and two items from employee performance EP1 and EP are dropped as having factor loading lower than 0.5. The figure given below is the CFA results in which factor loading of each item is shown by using the SmartPLS 3.2.7 software.

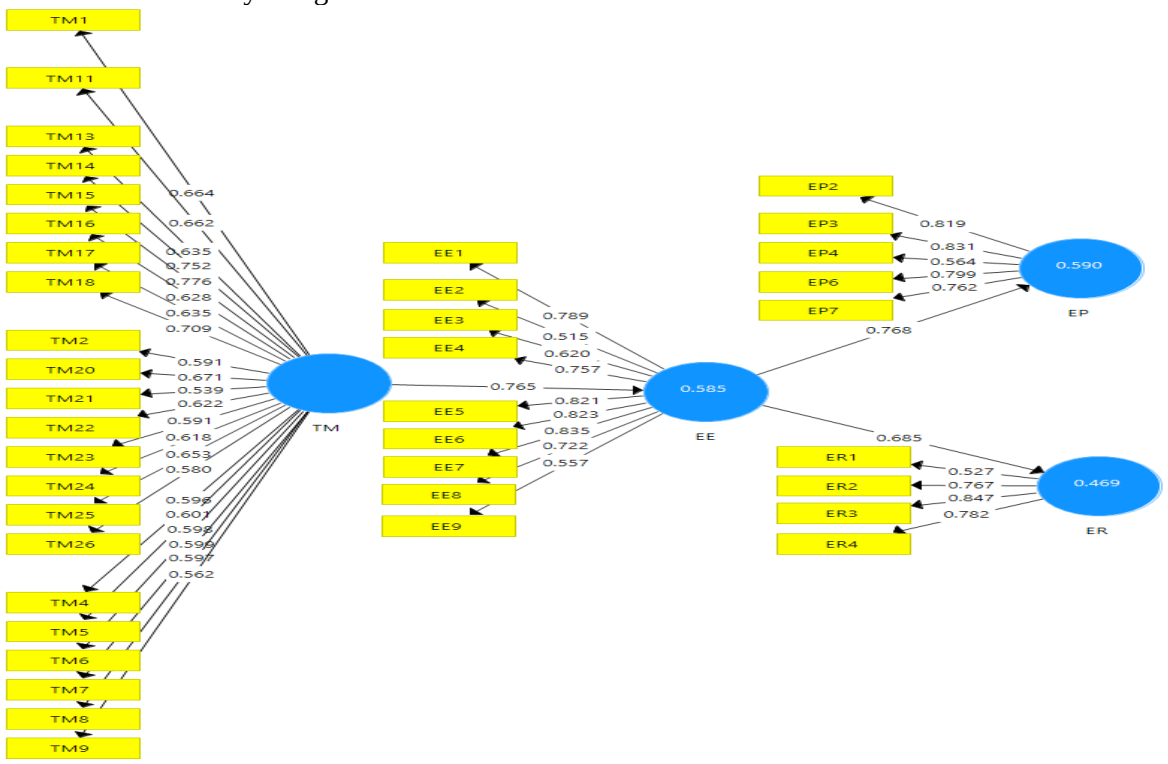


Figure 2. Factor loading

Measurement model

To evaluate the measurement model of the study following tests were employed, Cronbach's alpha, Composite Reliability, convergent validity, and discriminant validity as suggested by (Hair et al., 2017). In the first instance, the issue of multicollinearity was addressed to determine the high degree of between studied variables. A high-level multicollinearity does not produce reliable results for each construct. Thus, multicollinearity was assessed through variance-inflated factor (VIF) having a threshold of 5 as per the recommendation of Hair et al. (2017).

Cronbach's alpha and composite reliability (CR) are used to assess the authenticity and consistency of data. The benchmark to assess them is that all the values should be greater than the value of 0.7 (Hair et al., 2017). In our study, all variables have values greater the 0.7 ranging from employee-quit intention (0.825) to talent management (0.936). Further, the AVE matrix was used to analyze the convergent validity that has a minimum threshold of acceptability above then 0.40. In this study, all the variables meet the acceptable criteria having a range from the lowest (0.401) for talent management to the maximum (0.580) for job performance (Hair et al., 2017). Moreover, to check the reliability of each item of scale factor loading is examined which has a benchmark of 0.5. Overall 46 items have been selected for analysis having factor loading greater than 0.5 and the remaining six are dropped having factor loading lower than 0.5 (Falk & Miller, 1992).

Table 1. Validity and Reliability for Constructs

	Loadings	AVE	CR	Cronbach's Alpha
Talent Management		0.401	0.936	0.929
TM1	0.664			
TM2	0.591			
TM4	0.596			
TM5	0.601			
TM6	0.598			
TM7	0.599			
TM8	0.597			
TM9	0.562			
TM11	0.662			
TM13	0.635			
TM14	0.752			
TM15	0.776			
TM16	0.628			
TM17	0.635			
TM18	0.709			
TM20	0.671			
TM21	0.539			
TM22	0.622			
TM23	0.591			
TM24	0.618			
TM25	0.653			
TM26	0.580			
Employee Engagement		0.525	0.907	0.882
EEVI	0.789			
EEV2	0.515			
EEV3	0.620			
EEDE4	0.757			
EEDE5	0.821			
EEDE6	0.823			
EEAB7	0.835			
EEAB8	0.722			
EEAB9	0.557			
Employee Performance		0.580	0.872	0.817
EP2	0.819			
EP3	0.831			
EP4	0.564			
EP6	0.799			
EP7	0.762			
Employee Quit Intention		0.548	0.825	0.720

ER1	0.527
ER2	0.767
ER3	0.847
ER4	0.782

Notes: AVE: average variance extracted; CR: composite reliability TM: Talent Management; EE: Employee Engagement; EP: Employee Performance; ER: Employee Retention

Table 2. Cross Loadings

Constructs	TM		E	ER
TM1	0.664	0.673	0.549	0.557
TM2	0.591	0.516	0.381	0.450
TM4	0.596	0.351	0.302	0.466
TM5	0.601	0.323	0.242	0.502
TM6	0.598	0.383	0.337	0.523
TM7	0.599	0.398	0.348	0.484
TM8	0.597	0.387	0.339	0.412
TM9	0.562	0.272	0.291	0.367
TM11	0.662	0.488	0.405	0.508
TM13	0.635	0.380	0.380	0.441
TM14	0.752	0.614	0.530	0.594
TM15	0.776	0.696	0.609	0.615
TM16	0.628	0.583	0.488	0.485
TM17	0.635	0.524	0.444	0.463
TM18	0.709	0.513	0.478	0.475
TM20	0.671	0.389	0.368	0.522
TM21	0.539	0.304	0.229	0.382
TM22	0.622	0.396	0.371	0.367
TM23	0.591	0.376	0.325	0.359
TM24	0.618	0.522	0.565	0.451
TM25	0.653	0.492	0.499	0.478
TM26	0.580	0.563	0.468	0.387
EEI	0.564	0.789	0.553	0.499
EE2	0.292	0.515	0.317	0.312
EE3	0.544	0.620	0.564	0.467
EE4	0.606	0.757	0.586	0.506
EE5	0.657	0.821	0.621	0.604
EE6	0.618	0.823	0.576	0.547
EE7	0.668	0.835	0.660	0.570
EE8	0.531	0.722	0.618	0.539
EE9	0.381	0.557	0.414	0.328
EP2	0.494	0.605	0.819	0.475
EP3	0.564	0.619	0.831	0.449
EP4	0.316	0.325	0.564	0.277
EP6	0.634	0.673	0.799	0.627
EP7	0.490	0.620	0.762	0.516
ER1	0.300	0.313	0.255	0.527
ER2	0.614	0.498	0.411	0.767
ER3	0.615	0.621	0.591	0.847
ER4	0.617	0.542	0.548	0.782

Notes. TM: Talent Management; EE: Employee Engagement; EP: Employee Performance; ER: Employee Retention

To test the discriminant validity, Henseler et al. (2015) recommended that HTMT correlations produces more reliable result than cross-loading and Fornell–Larcker. Table III represents all the values of the HTMT correlation, which is under the acceptable range as all the values are less than the benchmark at HTMT.95 with a 95 percent confidence interval (Henseler et al., 2015). Therefore, the analysis shows the normality of data as no discriminant validity and reliability issues were found in the study.

Table 3. HTML Ratio Criterion

	TM	EE	EP	ER
TM				
EE	0.788			

EP	0.719	0.871	
ER	0.877	0.831	0.779

Notes: TM: Talent Management; EE: Employee Engagement; EP: Employee Performance; ER: Employee Retention

Structural Model

The structural model is used to analyze the relationship between unobserved variables (Hair et al., 2017) (Table IV). Mainly the PLS-SEM examines the structural model having experimental design, which assesses the predictive capabilities of the model. Thus the effectiveness of theorized model is based on the values of path coefficient (b) and predictive power (R^2) of explanatory variables (Hair et al., 2017). In PLS-SEM, bootstrapping on 5000 samples was performed to get the path coefficient (B), t- values, and model fit R^2. The results validate our hypotheses H1, H2, and H3 as the path coefficient values are 0.765, 0.768, and 0.685 respectively and t-values above the benchmark of 2.57 are also significant at a 99 percent confidence interval.

Table 4. Effects on endogenous variables

Hypotheses	B	CI (5%, 95%)	SE	T-value	p-value	Decision	f^2	R^2	Q^2
H1 TM → EE	0.765**	(0.735, 0.793)	0.015	50.877	0.000	Supported	1.409	0.585	0.281
H2 EE → EP	0.768**	(0.728, 0.803)	0.019	40.350	0.000	Supported	1.436	0.589	0.315
H3 EE → ER	0.685**	(0.641, 0.734)	0.024	28.800	0.000	Supported	0.885	0.469	0.238
H4 TM → EE → EP	0.587**	(0.547, 0.632)	0.022	26.695	0.000	Supported			
H5 TM → EE → ER	0.524**	(0.482, 0.572)	0.024	22.247	0.000	Supported			

Notes. TM: Talent Management; EE: Employee Engagement; EP: Employee Performance; ER: Employee Retention *significance $p < 0.1$ (1.65); **significance $p < 0.05$ (1.96); n.s. = not significant

At last blindfolding process was run to obtain the value of predictive relevance $Q^{2.}$ Henseler et al., 2015) suggested to take odd values which is not divisible by sample should be employed to run the test of blindfolding. Thus we use an omission distance of 5 in this study. All value of Q2 is significant as greater than the threshold of 0 as suggested by (Hair et al., 2017). Besides the effect size of Hypothesis H1, H2 and H3 were also calculated and shown in the table.

The Goodness-of-fit index

The goodness of fit test was used to test whether our selected sample truly fits into the population data. Model (Wetzels et al., 2009) describe that Global goodness-of-fit (GoF) is used for analytical purposes in path mode of PLS. GOF values ranging from 0 to 1 are calculated by taking the "the geometric mean of the average communality and average R^{2}" (Navimipour et al., 2018). The GOF value of our model is 0.529, which is highly acceptable.

Table 5. Goodness-of-Fit Index (GFI)

Constructs	AVE
TM	0.401
EE	0.525
EP	0.580
ER	0.548
Average scores	0.513
($GFI = \sqrt{\overline{AVE} \times \overline{R^2}}$)	0.529

Notes. AVE: average variance extracted; TM: Talent Management; EE: Employee Engagement; EP: Employee Performance; ER: Employee Retention

Discussion and Conclusion

The linkage of tm with employee work outcomes could be expressed through various organizational development theories. Social Exchange theory is the one who demonstrates clearly that how the relationship of tm and employee work attitudes is functional. The supporters of SET imply that when employees recognize them as talent and involved them in key talent management practices, they will

show commitment to their work and indulged in voluntary role behaviors (organization citizenship behavior).

At last, to implement the talent management practices in a true spirit required a huge support of top-level management. Thus top executives should have a talent mindset so that they could give priority to talent management practices along with human resource practices. This also enables the top management to attract and develop those talented employees whose goals and values are aligned with the vision and mission of the organization. This study has several limitations. Cross-sectional data were used so the finding of the study could not generalize all over Pakistan. Finally, the mediation effect of employee commitment and employee motivation could be used in the relationship of Tm and employee outcomes for future research.

References

Bethke-Langenegger, P., Mahler, P., & Staffelbach, B. (2011). Effectiveness of talent management strategies. *European Journal of International Management, 5*(5), 524-539.

Borman, W. C., & Motowidlo, S. (1993). Expanding the criterion domain to include elements of contextual performance.

Bothner, M. S., Podolny, J. M., & Smith, E. B. (2011). Organizing contests for status: The Matthew effect vs. the Mark effect. *Management Science, 57*(3), 439-457.

Boudreau, J. W., & Ramstad, P. M. (2005). Talents, talent segmentation, and sustainability: A new HR decision science paradigm for a new strategy definition. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management, 44*(2), 129-136.

Budhwar, P. S., & Bhatnagar, J. (2007). Talent management strategy of employee engagement in Indian ITES employees: key to retention. *Employee Relations*.

Campbell, C. H., Ford, P., Rumsey, M. G., Pulakos, E. D., Borman, W. C., Felker, D. B., . . . Riegelhaupt, B. J. (1990). Development of multiple job performance measures in a representative sample of jobs. *Personnel Psychology, 43*(2), 277-300.

Cappelli, P. (2008). Talent management for the twenty-first century. *Harvard business review, 86*(3), 74.

Chami-Malaeb, R., & Garavan, T. (2013). Talent and leadership development practices as drivers of intention to stay in Lebanese organizations: The mediating role of affective commitment. *The international journal of human resource management, 24*(21), 4046-4062.

Chuai, X., Preece, D., & Iles, P. (2008). Is talent management just" old wine in new bottles"? *Management Research Review, 31*(12), 901.

Collings, D. G., & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review, 19*(4), 304-313.

DeNisi, A., & Smith, C. E. (2014). Performance appraisal, performance management, and firm-level performance: A review, a proposed model, and new directions for future research. *Academy of Management Annals, 8*(1), 127-179.

Dries, N. (2013). The psychology of talent management: A review and research agenda. *Human Resource Management Review, 23*(4), 272-285.

Fay, D., & Sonnentag, S. (2010). A look back to move ahead: New directions for research on proactive performance and other discretionary work behaviors. *Applied Psychology, 59*(1), 1-20.

Gallardo-Gallardo, E., Dries, N., & González-Cruz, T. F. (2013). What is the meaning of 'talent in the world of work? *Human Resource Management Review, 23*(4), 290-300.

Gallardo-Gallardo, E., Nijs, S., Dries, N., & Gallo, P. (2015). Towards an understanding of talent management as a phenomenon-driven field using bibliometric and content analysis. *Human Resource Management Review, 25*(3), 264-279.

Gallardo Gallardo, E., & Thunnissen, M. (2016). Standing on the shoulders of giants? A critical review of empirical talent management research. *Employee Relations, 38*(1), 31-56.

Gelens, J., Dries, N., Hofmans, J., & Pepermans, R. (2013). The role of perceived organizational justice in shaping the outcomes of talent management: A research agenda. *Human Resource Management Review, 23*(4), 341-353.

Gelens, J., Dries, N., Hofmans, J., & Pepermans, R. (2015). Affective commitment of employees designated as talent: Signalling perceived organizational support. *European Journal of International Management, 9*(1), 9-27.

Gelens, J., Hofmans, J., Dries, N., & Pepermans, R. (2014). Talent management and organizational justice: Employee reactions to high potential identification. *Human Resource Management Journal, 24*(2), 159-175.

Griffin, M. A., Neal, A., & Parker, S. K. (2007). A new model of work role performance: Positive behavior in uncertain and interdependent contexts. *Academy of management journal, 50*(2), 327-347.

Gubman, E. L. (1998). *The talent solution: aligning strategy and people to achieve extraordinary results*: McGraw Hill Professional.

Hatum, A. (2010). *Next-generation talent management: Talent management to survive turmoil*: Palgrave Macmillan.

Hughes, J. C., & Rog, E. (2008). Talent management: A strategy for improving employee recruitment, retention, and engagement within hospitality organizations. *International Journal of Contemporary Hospitality Management, 20*(7), 743-757.

Iles, P. (2013). Commentary on "The meaning of 'talent in the world of work". *Human Resource Management Review, 23*(4), 301-304.

Iles, P., Chuai, X., & Preece, D. (2010). Talent management and HRM in multinational companies in Beijing: Definitions, differences and drivers. *Journal of world business, 45*(2), 179-189.

Inkpen, A., Minbaeva, D., & Tsang, E. W. (2019). Unintentional, unavoidable, and beneficial knowledge leakage from the multinational enterprise. *Journal of International Business Studies, 50*(2), 250-260.

Jackson, S., Schuler, R., & Werner, S. (2009). Managing human resources. Mason, OH: Cengage: Southwestern Publishing Company.

Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., de Vet Henrica, C., & van der Beek, A. J. (2011). Conceptual frameworks of individual work performance: a systematic review. *Journal of occupational and environmental medicine, 53*(8), 856-866.

Larsen, H. H., London, M., Weinstein, M., & Raghuram, S. (1998). High-flyer management-development programs: organizational rhetoric or self-fulfilling prophecy? *International Studies of Management & Organization, 28*(1), 64-90.

Lewis, R. E., & Heckman, R. J. (2006). Talent management: A critical review. *Human Resource Management Review, 16*(2), 139-154.

Luna–Arocas, R., & Morley, M. J. (2015). Talent management, talent mindset competency and job performance: the mediating role of job satisfaction. *European Journal of International Management, 9*(1), 28-51.

Martin, G., & Hetrick, S. (2006). *Corporate reputations, branding and people management: A strategic approach to HR*: Routledge.

Mensah, J. K. (2015). A "coalesced framework" of talent management and employee performance. *International Journal of Productivity and Performance Management*.

Mensah, J. K., Bawole, J. N., & Wedchayanon, N. (2016). Unlocking the "black box" in the talent management employee performance relationship: evidence from Ghana. *Management Research Review*.

Michaels, E., Handfield-Jones, H., & Axelrod, B. (2001). *The war for talent*: Harvard Business Press.

Minbaeva, D., & Collings, D. G. (2013). Seven myths of global talent management. *The international journal of human resource management, 24*(9), 1762-1776.

Morton, L. (2005). *Talent management value imperatives: Strategies for execution*.

Motowidlo, S. J. (2000). Some basic issues related to contextual performance and organizational citizenship behavior in human resource management. *Human Resource Management Review, 10*(1), 115-126.

Motowildo, S. J., Borman, W. C., & Schmit, M. J. (1997). A theory of individual differences in task and contextual performance. *Human performance, 10*(2), 71-83.

Organ, D. W. (1997). Organizational citizenship behavior: It's constructed clean-up time. *Human performance, 10*(2), 85-97.

Pfeffer, J. (2001). Fighting the war for talent is hazardous to your organization's health. *Organizational Dynamics, 29*(4), 248-259.

Pulakos, E. D., Arad, S., Donovan, M. A., & Plamondon, K. E. (2000). Adaptability in the workplace: Development of a taxonomy of adaptive performance. *Journal of applied psychology, 85*(4), 612.

Schneider, B. (1987). The people make the place. *Personnel Psychology, 40*(3), 437-453.

Sinclair, R. R., & Tucker, J. S. (2006). Stress-CARE: An integrated model of individual differences in soldier performance under stress.

Swailes, S. (2013). The ethics of talent management. *Business Ethics: A European Review, 22*(1), 32-46.

Tett, R. P., Guterman, H. A., Bleier, A., & Murphy, P. J. (2000). Development and content validation of a" hyperdimensional" taxonomy of managerial competence. *Human performance, 13*(3), 205-251.

Thunnissen, M., Boselie, P., & Fruytier, B. (2013). A review of talent management:'infancy or adolescence?'. *The international journal of human resource management, 24*(9), 1744-1761.

Ulrich, D., & Allen, J. (2014). Talent accelerator: Understanding how talent delivers performance for Asian firms. *South Asian Journal of Human Resources Management, 1*(1), 1-23.

Van Scotter, J., Motowidlo, S. J., & Cross, T. C. (2000). Effects of task performance and contextual performance on systemic rewards. *Journal of applied psychology, 85*(4), 526.

Viswesvaran, C., & Ones, D. S. (2000). Perspectives on models of job performance. *International Journal of Selection and Assessment, 8*(4), 216-226.

Williams, K. D., & Karau, S. J. (1991). Social loafing and social compensation: The effects of expectations of co-worker performance. *Journal of personality and social psychology, 61*(4), 570.

Wright, P. M., Boudreau, J. W., Pace, D., Sartain, L., McKinnon, P., & Antoine, R. (2011). *The chief HR officer: Defining the new role of human resource leaders*: John Wiley & Sons.

Yapp, M. (2009). Measuring the ROI of talent management. *Strategic HR Review*.