



UNDERSTANDING THE ROLE PERFORMANCE THROUGH THE LENSES OF TALENT MANAGEMENT AND ITS FACETS

^{1*}Nabia Zaki, ²Dr. Kashif Rathore, ³Dr. Muhammad Adnan Sial, ⁴Dr. Zahra Ishtiaq Paul

¹ MS Scholar Department of Management Sciences, Minhaj University Lahore, Lahore, Pakistan
Email: nabiazaki@yahoo.com

² Assistant Professor, Institute of Administrative Sciences, University of the Punjab, Lahore Pakistan.
Email: kashif.ias@pu.edu.pk

³ Institute of Administrative Sciences, University of the Punjab, Lahore, Pakistan

*Corresponding Email: madnansial@ias.edu.pk

⁴ Lecturer, Institute of Administrative Sciences, University of the Punjab, Lahore, Pakistan
Email: zahra.ias@pu.edu.pk

ARTICLE INFO	ABSTRACT
<i>Article History:</i> Received: Revised: Accepted: Available Online:	<i>The research was conducted to understand the possible relationship of talent management and its four facets with role performance of the employees working in telecom sector of Pakistan. To test the hypotheses of the study, the data based on 262 respondents was collected through simple random sampling method. The primary data was collected by distributing print outs of the questionnaire for which scales were adapted from previous studies. The relationship of talent management and its facets with employee performance was tested through step wise multiple regression analysis. The relationship of talent retention with role performance was not supported by the data. Whereas, other facets of talent management viz. training and development, talent attraction and career development were having substantial relationship with role performance. In addition to this, the relationship between talent management and role performance was found positive and significant. Due to limited financial resources and paucity of time, the study has some limitations. The study is conducted based on cross sectional design and limited the sample to one major city of the country. Whereas, the longitudinal study with more geographical coverage can give more generalized results.</i>
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1. Introduction

With the advent of communication and information technology (CIT), the world has become global village and organizations started operating in the competitive environment. Thus, increased challenging environment and intense competition among organizations in today's global market led the organizations to improve the performance (Mangusho, Murei & Nelima, 2015). For attaining and maintaining the competitive position, organizations are dependent on their human resources (HR), which led to increase the importance of employees working in an organization. The performance and importance of HR is based on their knowledge skills and abilities (KSAs) (Herman, 2013). Human capital, consisting knowledge, aptitude, expertise, skills and abilities in managerial staff, is major factor of defining competitive advantage for the organization (Coff, 2002). This resource makes an organization able to utilize other resources to attain the required results. The resource-based view considers human as most vital resource, based on their KSAs, and all other resources are maintained and managed by HR (Grant, 1996; Teece, 1998). This led to the understanding that recruiting talented professionals is considered as vigorous in global businesses to perform effectively and efficiently (Beechler & Woodward, 2009; Tarique & Schuler, 2010).

Keeping in view the importance of HR and their capacity, the talent of an organization got importance which led to the understanding that organizations should manage their talented resources to achieve their goals (Karuri & Nahashon, 2015). Thus, talent management (TM) is important for recognizing, promoting, employing, maintaining and positioning intellectual individuals. For contemporary organizations TM has become important and become the strategically important throughout the globe (Jayaraman, Talib & Khan, 2018). Moreover, due to advancement in the knowledge economy and advent of advanced technology along with rapid entry of new generations in the workforce, the management of the organizations are thinking more strategic and competitive by including better approaches for overseeing human capital. This conviction in the capability of TM has prompted to explore different features of the conception. Regardless of its upward recognition, still, studies provide no lucid notion that how TM associates with employee performance, although it is well recognized that the total performance of the employees represents the performance of the organization (Mensah, 2015). TM is the procedure of developing effective affiliations with individuals in their roles, creating better workplace

environment, identifying values of individuals, ensuring them to speak and provide chances for progress that furnish competitive employee performance (Karuri & Nahashon, 2015).

Numerous studies have been conducted to prove the significance of TM in HR and practices are employing to find out the best individual (Brunila & Yllner, 2013). The dimensions of the TM include attraction, retention, training and development and career management (Chitsaz-Isfahani & Boustani, 2014). Selecting the best intellectual individual who replicates the ethnicity and norms of the organization is the fundamental element of TM (Armstrong, 2011). Talent attraction (TA) has positive relationship with organizational performance (Glen, 2007). Selecting and retaining intellectual individuals can lead to rise in organizational performance (Iles, Chuai & Preece, 2010). Thus, policies related to talent retention (TR) are being employed to attain the organizational goals (Kibui, 2015). Keeping in view the foregone understanding the study was conducted based on the following research question;

What is the possible relationship of talent management and its facets with role performance of the employees working in telecom sector of Pakistan?

Keeping in view the proposed research question, the objectives of the research were to find the possible relationship of TM and its four facets viz. TA, TR, CM and T&D with role performance of the employees working in telecom sector of Pakistan.

1.1. Motivation and Significance of the Study

Jarvi and Khoreva (2020) proposed to conduct the study to understand the possible role of the TM towards performance. Whereas, Mangusho et al. (2015) investigated perceived factors affecting employee performance based on a sole case with no empirical evidences and recommended a thorough study to understand the said relationship. In case of Pakistan, dearth of studies have been conducted in the area of TM (Abbasi, Sohail, Cheema & Syed, 2010). The concept and practices of TM strategies have been unnoticed, particularly, in ICT related organizations of Pakistan and adjacently no authentication is available in literature (Akhtar, Aamir, Khurshid, Abro & Hussain, 2015; Anwar, Nisar, Khan & Sana, 2014). Another study conducted by Li, Xin, Pucik and Wei (2020) recommend a quantitative study to understand the possible role of TM related practices to achieve the organizational goals. Thus, keeping in view the different studies (e.g. Akhtar et al., 2015; Anwar et al., 2014; Jarvi & Khoreva, 2020; & Li et al., 2020) the study has been conducted to understand the relationship of TM and its facets with role performance (RP) of the employees working in telecom sector of Pakistan.

The study will lead to highlight where the resources should be directed and will also to provide information to the individuals about how they can act to remain the desired talent to the labour market. In addition to this, the study will lead to contribute to the body of knowledge as there are dearth of studies giving insight about the relationship of TM and its facets with RP of the employees working in ICT related organizations.

The paper is structured in the way that firstly thorough literature review covering role performance, talent, Talent Management (TM), Talent Attraction (TA), Training & Development (T&D), Talent Retention (TR) and Career Management (CM) has been discussed and concluded based on past literature. Then methods have been conferred to give clear picture about the processes through which research has gone through. After discussing the methods, the data analysis has been presented. At the end paper has been concluded with discussion followed by limitations and suggestions.

2. Literature Review

2.1. Role Performance

The RP of an employee is characterized as all the activities that are performed inside the organization and their outcomes (Intikhab, 2016). The RP of employee is indicated through the monetary or non-monetary result of the worker that has a direct link with the performance of the business and its success (Anitha, 2013). According to Güngör (2011), RP of employees can likewise be viewed as what worker does and does not do and comprises of components, for example, measure of yield, nature of yield, fortunateness of yield, proximity at work and usefulness. Individuals are the vital resource of the organization and appropriate administration of worker results in performance of the organization.

Appropriate management of HR who are the blood of the organization is an unquestionable requirement. Under currently significantly engaged and complex condition, the growth and success of an organization can't be measured alone on the advantages which it secures, the intellectual workers which an organization have as its



worker feasibility and capacities determines its prosperity (Lockwood, 2006). The organization should take after a sweeping philosophy for TM, suitable from assurance of people, to their development, enhancement and progress to more raised levels. Regardless, developing employees' learning and skills can address opportunities for individual advancement and expansion and result in beneficial outcomes, for instance, more able group related capacities and extended workforce flexibility (Leitch et al., 1995).

2.2. Talent

Etymologically speaking, the word "talent", in the beginning, was taken as a unit of weight and after that considered as a unit of money that gave a new sense to Europe in the Middle Ages (Tansley, 2011). These considerations gave a new meaning to 'talent' to own the capability to surpass within a domain, which may or may not be limited to physical or the intellectual accomplishments. In different languages talent defined as the innate ability that is related to the exceptional performance in an explicit domain (Tansley, 2011). Ulrich and Smallwood (2012) studied that HR are the most vital resource / asset because of their talent and organizations are in the competition of having more talented employees. Past studies revealed that talent is intrinsic; it can be acquired and can be recognized and flourished at an early stage (Burkus & Osula, 2011).

In organizational practices, individual talent is a complex mix of employees' skill, knowledge and cognitive ability, essential to perform outstandingly and excellently for achieving organizational goals (van Heugten, Heijne-Penninga, Paans & Wolfensberger, 2016). Talent, a company own in the form of intellectual and capable employees, is the key factor in deciding the success of the organization (Thamilselvan, 2013). According to Tansley (2011, p. 268), Gagné's define talent as "it designates the superior mastery of systematically developed abilities and knowledge in at least on field of human endeavor."

2.3. Talent Management and Role Performance

It consists of all the work procedures, activities, policies, practices and structures that are established for developing and retaining highly skilled workforce (Nzewi, Chiekezie, & Ogbeta, 2016). Considerably, TM looks like a new management concept that differentiates an organization from others in achieving and maintaining success and competitive advantage (Chuai, Preece & Iles, 2008). By developing an effective TM system organization can ensure the strategic core competency (Jayaraman et al., 2018).

The purpose of TM is to ensure the productivity of the organization through intellectual and high potential individuals (Mensah, 2015). TM is organization-specific, but its main focus is on development and optimization of highly skilled individuals or intellectual people working in the organization to create competitiveness (Nzewi et.al, 2016). El and Abubakr (2019) studied that a good TM system leads to higher employee performance.

TM system of an organization leads to increase the outcome of the employees and perform better (Boeck, Meyers & Dries, 2017). Mensah (2015) defined TM as the recognition of basic strategic positions and utilization of exceptional HR professionals for recruiting, managing and retaining intellectual individuals on the premises of their performance. Kibui (2015), studied that business ought to make themselves sufficiently ready to meet the future requirements of the business, which can be accomplished through the TM. Moreover, TM requires HR specialists and their clients to perceive how they define talent, whom they see as the talent and what their experience of establishment might be (Frank & Taylor, 2004). Different dimensions of TM i.e. HR policies, training & development, commitment and leadership are crucial aspects that give insight to the employees to solve the problems (Thamilselvan, 2013). TM consists of plans and procedure for the systematic TA, TR, T&D and CM of highly talented individuals as valuable for the organization (Armstrong, 1999). Based on the foregone understanding following hypothesis has been developed: -

H1: Talent management has positive and significant relationship with role performance of the employees.

2.4. Talent Attraction and Role Performance

TA comprises of the vital elements i.e. recruitment and selection, employer branding, value proposition of employees and employer of choice (Armstrong, 2011). The key elements of TA contain good salary packages, benefits, organization's culture, recruitment process, worker's turnover and social communication (Lyria, 2014). Recruitment and selection entails various processes or techniques of acquiring the best talent that replicate the traditions and value of company (Armstrong, 2011). The best talent can be obtained via internal or external source (Davis, Maggie & Flynn, 2007). Internal source is believed as best way to create a talent pool as existing worker can easily fit in the new position because of the knowledge they already have about the organization (Davis et al.,

2007). In contrast, if an organization want an entire change or introduce a new culture, external source would be the best choice (Ballesteros & Inmaculada, 2010). Glen (2007) studied that talent attraction is essential for successful TM which leads to achieve higher level of organization's performance. That's why, for the success of TM, organization should ensure that they have a best 'talent pool' from whom they build their workforce (Glen, 2007).

The economic situation continues to change quickly and the need for an association to make a difference reflects its needs to have a very qualified and persuaded workforce (Nzewi, et.al, 2016). Because of evolution in employment strategies, organizations striving to attract individuals with high aptitude and capabilities by offering them attractive packages and providing them better opportunities (Han & Han, 2009). It has been observed that organization can shape many of their problems into opportunities through spending their resources on attraction and retention of intellectual individual to develop competitive advantage (Boxall & Steenveld, 1999). According to Boxall and Purcell (2003), to make an organization productive, attractive and development of intellectual and capable individuals are proved to be a vital source and failure to it leads to failing the organization. Thus, the following hypothesis has been postulated: -

H2: Talent attraction has positive and significant relationship with role performance.

2.5. Talent Retention and Role Performance

Every organization is progressively conscious about selecting and retaining individuals who have knowledge and are capable and dedicated to the organization (Iles et.al, 2010). The policies related to TR are proposed to ensure the commitment of the employees with the organization and aftereffect of these is a talent stream that makes and keeps up the pool of the talented HR (Iles et al. 2010). This can have an enduring impact on the hearts and minds of workforce and keep on substantiating workers' recognition that they are esteemed by their employers (Nzewi, et.al, 2016). According to Boxall and Steenveld (1999), organizations can convert their problems to opportunities by spending reasonable resources to retain their talent which is guaranteed to success.

TR is a key determinant of business accomplishments and a competitive resource constraining organization to reconsider how they deal with the considerable top performers (Shoaib, Noor, Tirmizi & Bashir, 2009). Although, worker welfare may not directly expand profitability, but rather it might build responsibility and help in the retention of key representatives' duty. Employee well-being may not directly maximize output, but it possibly will make employees committed and assist in retention of key potential individuals (Nzewi et.al, 2016). Thus, following hypothesis has been developed: -

H3: Talent retention has positive and significant relationship with role performance of the employees.

2.6. Training and Development and Role Performance

In an organization, training is a process of learning through which the managerial personnel, HR or training staff, within or from outside the organization, provide its employees focused learning opportunities in an organized manner (Bashir & Long, 2015). Goldstein (1993) characterizes training as a deliberate procurement of aptitudes, standards, ideas or attitudes that results in enhanced performance in another condition. Chiaburu and Tekleab (2005) has characterized training as the purposeful contribution that is expected to enhance the determinants of individual performance at work. Training is elaborated as the area where hierarchical, modern, and individual advancement can coordinate, and where HR and organizational development get mixed together (Sundarajan, 2007).

Training and development help an association in enhancing the usage of HR, which additionally helps workers to accomplish hierarchical objectives, and their individual objectives. According to Mukhtar, Sial, Imran and Jilani (2012) training and development as HR practice lead to enhance organizational commitment and organizational citizenship behavior of the employees. Guzzo, Jette and Katzell (1985) communicated the view that training program is the most effective action among numerous organizational interventions. The objective of training is to empower employees to ace the information, abilities and practices highlighted in training programs and to apply them to their everyday practices. Training serves to enhance the performance of employees, which, consecutively, gives an aggressive edge to the organization (Schraeder, 2009).

H4: Training and development has significant and positive relationship with role performance.

2.7. Career Management and Role Performance



Succession management is a term identified with the methodical procedure of deciding basic parts inside the organization, recognizing and surveying conceivable successors and furnishing them with the fitting aptitudes and experience for present and future parts (Stadler, 2011). According to Sturgeins, Guest, Conway and Mackenzie (2002), CM leads to higher level of employees' responsibility and organizational performance.

CM leads to give direction and urge employees to satisfy their possibilities and guarantee better utilization of HR through more fulfilled and profitable representatives (Lyria, 2015). Mangusho, et.al (2015) expressed that CM support can be seen as some sort of ultimate support. CM and TM are key variable to organizational competitiveness (Bassi & McMurrer, 2007). The CM is seen like joint exertion between the individual worker and the firm (Lyria, 2015). Likewise, Organizational CM integrates; performance evaluation as a basis of career planning, career counseling by the HR division, formal training, training workshops, retirement programs, progression planning, formal instruction as a part of development and parallel moves to make cross functional experience (Mangusho et al, 2015).

Thus, based on the past literature following hypothesis has been developed: -

H5: Career management has positive and significant relationship with role performance of the employees.

3. Research Methods

The data was collected from employees of telecom sector deployed at geographical location of Lahore i.e. second largest city of the country. The data was collected once only i.e. cross-sectional research design. The population of the study was the all employees of Zong, Warid, Jazz, Telenor, U-fone and PTCL. Where all those employees who were not permanent employee of the organization were excluded from the study. The employees who come under support staff were also excluded from the study. The employees who are related to the operations of the organization were included in the study.

The study was performed on sample size of 300 employees which was drawn through simple random sampling technique, which is one of the probability sampling techniques. The printout of the 300 self-administered questionnaires were circulated with covering letter clarifying the purpose of the study and indicating liability of the researcher that identity of the respondents will not be disclosed to anyone. Usable responses were 262, though, 18 were incomplete and 16 were left unfilled. Overall response rate was 93% and usable data from the selected sample was remained 87.3%. According to Roscoe (1975) sample size between 30 and 500 is a reasonable to run many of the statistical analysis and a sample ten times larger than the variables under studied is enough. Thus, the sample size is adequate for hypotheses testing.

3.1. Instrumentation

Questionnaire was developed as an instrument to collect the primary data. The questionnaire was comprised of 52 items, including 11 items to measure role performance of the employees which was developed by Rodwell, Kienzle & Shadur (1998) and Choi and Kim, (2012). In order to measure the four facets of TM a scale developed by Lyria (2015) which was comprised of career management (10 items) training and development (9 items); talent retention (9 items); talent attraction (7 items) was used. Whereas, 6 items were used to measure the demographic information related to respondents. In order to measure the responses the 5 points Likert scale philosophy, ranging from 1 as Strongly Disagree to 5 as Strongly Agree was used.

4. Data Analysis

This section covers data analysis part of the research. Including detailed information about respondents' gender, age, educational qualification (obtained), monthly income (in PKR), work experience (in years), designation (current i.e. at the time of data collection) and name of the organization is presented. For which, detail about demographic information is presented then correlational analysis is performed. Afterwards, hypotheses testing is performed, and parsimonious model is selected through stepwise multiple regression analysis. Finally, relationship of TM with RP is performed through simple regression analysis.

Table 1. Demographics of Respondents

Factors		f	%
Gender	Male	170	64.9
	Female	92	35.1
Age (in years)	16-25	144	55
	26-35	98	37.4
	36-45	20	7.6
Educational Qualification	Secondary Education	50	19.07
	Undergraduate	16	6.11
	Graduation	165	63
	Postgraduation	23	8.77
	Other (Technical Diploma etc.)	8	3.05
Monthly Income (PKR)	10000-29999	204	77.9
	30000-49999	58	22.1
Work Experience (in years)	0-3	163	62.2
	4-7	87	33.2
	8-11	10	3.8
	12-15	2	.8
Designation	Senior Manager	22	8.4
	Manager	48	18.3
	Senior Executive	37	14.1
	Executive	38	14.5
	Junior Executive	97	37
	Entry Level	20	7.7
Organization	PTCL	87	33.2
	Mobilink	36	13.7
	Telenor	35	13.4
	Zong	35	13.4
	Ufone	44	16.5
	Warid	25	9.5

According to Table 1 out of 262 respondents, 170 (64.9%) were male and 92 (35.1%) were female. Majority of the respondents, i.e. 144 (55%) were having age between 16 to 25 years and minimum number of respondents were belonging to the age group of 36 to 45 years i.e. 20 (7.6%). The education level of respondents shows that most of the respondents i.e. 165 respondents were having graduation level educational qualification and only 8 respondents i.e. 3.05% have technical diploma.

Majority of the respondents 204 (77.9%) have income between 10,000 and 29,999. Whereas only 58 which comprises only 22.1% of the total sample have income (in PKR) between 30,000 and 49,999. The work experience (in years) show that majority of the respondents were in their early career, i.e. 163(62.2%) were having work experience between 0 and 3 years. The designation profile displays that majority of the employees i.e. 97 (37%) were junior executive and only 20 i.e. 7.7% of the respondents were related to enter level.

Out of 262 respondents 87, i.e. 33.2% of the respondents were belonging to PTCL, 36 (13.7%) were belonging to Mobilink, 35(13.4%) were from Telenor, 35 (13.4%) were employee of Zong. Whereas, 44 (16.8%) and 25 (9.5%) were from Ufone and Warid, respectively.



Table 2. Correlational Analysis, Descriptive Statistics and Reliability Analysis (N = 262)

	Mean	SD	TA	TR	T&D	CM	EP	TM
TA	3.1865	.62849	(.831)					
TR	3.1442	.73968	.512**	(.870)				
TD	3.2680	.77548	.440**	.695**	(.820)			
CM	3.1802	.64296	.374**	.501**	.567**	(.835)		
RP	3.4153	.58653	.345**	.356**	.450**	.458**	(.796)	
TM	3.1948	.56442	.672**	.859**	.870**	.778**	.505**	(.926)

** . Correlation is significant at the 0.01 level (1-tailed). Cronbach's alpha in parenthesis

Referring Table 2, the Cronbach's $\alpha \geq 0.7$ leads to the understanding that data collected was reliable for further analysis and is in accordance with Nunnally (1978). Referring Table 2, the mean and standard deviation (SD) for TM and its dimension indicates that majority of the responses were between disagree and neutral. For T&D and EP most of the respondents selected options between disagree and agree. Whereas, at $p < .01$ indicates that TM and its facets have positive and significant relationship with role performance of the employees working in telecom sector of Pakistan.

Table 3. Coefficients of Variables (Model with demographics)

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.790	.323		5.547	.000		
GENDER	-.055	.067	-.045	-.825	.410	.911	1.097
AGE	-.149	.059	-.161	-2.509	.013	.651	1.535
EDUCATION	-.019	.021	-.056	-.921	.358	.721	1.387
INCOME	-.001	.093	-.001	-.016	.987	.616	1.622
EXPERIANCE	.165	.052	.195	3.199	.002	.723	1.384
DESIGNATION	.006	.025	.016	.232	.817	.592	1.688
TA	.163	.058	.175	2.810	.005	.695	1.439
TR	-.049	.062	-.062	-.796	.427	.441	2.270
T&D	.156	.061	.206	2.570	.011	.417	2.397
CM	.279	.061	.306	4.605	.000	.609	1.642

TA = Talent attraction; TR = Talent Retention; T&D = Training and Development; CM = Career Management

Referring Table 3 the demographics, i.e. age and work experience have significant relationship with role performance. Whereas, TA, T&D and CM have significant relationship with RP and relationship of TR with RP was found insignificant.

Table 4. Coefficients of variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.085	.163		12.785	.000		
	CM	.418	.050	.458	8.318	.000	1.000	1.000
	(Constant)	1.854	.167		11.126	.000		
2	CM	.273	.059	.300	4.625	.000	.678	1.475
	T&D	.212	.049	.280	4.324	.000	.678	1.475
	(Constant)	1.629	.191		8.518	.000		
3	CM	.250	.059	.274	4.202	.000	.659	1.518
	T&D	.176	.051	.233	3.466	.001	.618	1.618
	TA	.131	.056	.140	2.344	.020	.784	1.276

a. Dependent Variable: RP; VIF = Variance Inflation Factor

From Table 4, at $p < .01$ for CM and T&D it is concluded that CM and T&D have significant and positive relationship with RP of the employees. Whereas, according to Hair, Black, Babin, and Anderson (2017) VIF < 10 indicates that there is no multicollinearity among the independent variables and multivariate data analysis can be performed.

Table 5. Summary of Hypotheses Testing

Model	R	R ²	Adjusted R ²	SEE	Change Statistics					Durbin-Watson
					R ² Change	F Change	df1	df2	Sig. F Change	
1	.458 ^a	.210	.207	.52	.210	69.187	1	260	.000	
2	.513 ^b	.263	.258	.50	.053	18.693	1	259	.000	
3	.528 ^c	.279	.270	.50	.015	5.493	1	258	.020	1.450

SEE: Standard Error of the Estimate; a. Predictors: (Constant), CM; b. Predictors: (Constant), CM, TD; c. Predictors: (Constant), CM, TD, TA; d. Dependent Variable: RP

Referring Table 5, it is concluded that model 2 is the best model with $R^2 = 0.263$ which means approximately 26.3% change in EP is caused by T&D and CM. Thus, the model is considered parsimonious at $p \leq 0.05$ ($df = 259, 1$). Whereas, by adding TA the incremental change in R^2 , i.e. 1.5% is observed. Thus, TA is not considered as an important variable in the studied model.

Table 6. Coefficients for Talent Management and Employee Performance

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.731	.182		9.493	.000
TM	.527	.056	.503	9.372	.000

The coefficients for TM and RP are shown in Table 6 which leads to the understanding that the relationship between TM and EP is positive and significant at $p \leq 0.01$ and a unit change in TM will cause less than a unit change in EP.

Table 7. Summary of Relationship between Talent Management and Employee Performance

R	R ²	Adjusted R ²	SEE	Change Statistics				
				R ² Change	F Change	df1	df2	Sig. F Change
.503 ^a	.253	.25	.51	.253	87.840	1	260	.000

Table 7 shows the significant and positive relationship between TM and EP at $p \leq 0.01$ and from adjusted $R^2 = .25$ it is depicted that about 25% change in EP is explained by TM.

5. Discussion

The findings of the study revealed that talent management (TM) and role performance (RP) are significantly related with each other and this finding is in line with the past studies conducted by Mangusho et al. (2015); El and Abubakar (2019) and Lyria (2015). This research outcome reveals that talent retention has no significant impact on employee performance, and content with Karuri and Nahashan (2015). Past studies (e.g. Karuri & Nahashan, 2015; Mangusho et.al, 2015; Latukha, 2018) are contented with the findings that training and development programs make an organization able to develop their talent which enhance their performance. The relationship between CM and RP of the employees is found positive and significant. The relationship is supported with the findings of the study conducted by different studies (e.g. Mangusho et.al. 2015; Stadler, 2011) who studied that career development plans give insights to the organization to develop their talent through better career plans which helps in improving employee performance.

6. Conclusion

From the literature and aspects found from this study revealed that organizations are striving to maximize their performance. In doing so, employees' role performance has gained a tremendous importance. In connection to this, in order to achieve the strategic goals, the organizations are struggling to develop and maintain their talent.

The study concluded that talent management has a positive and significant relationship with role performance of the employee working in telecom sector of Pakistan. Attracting the best people for the organization, lead the organization to the higher level of success. Thus, managerial staff should attract talented workforce to achieve the



required level of success. Findings conclude that enhanced training and development programs with the intention that it flourish skills and abilities within the workforce, it leads to rising the role performance of the employees. As training and development declared as “catalyst for resource allocation” by Sung and Choi (2018, p.17). On the influence of career management on employee performance, it implied that talented individual will be motivated towards their jobs in result of the organizational efforts towards career management plans.

It is also concluded that effective talent management practices are primarily necessary for identifying the performance of the talented individuals. This research concludes that training and development and career management are the two basic foundations for ensuring the role performance. Modern ways may be adopted to cultivate and maintain the role performance through career management and training and development in the telecom sector.

7. Limitation and Suggestion

While this study has contributed to the talent management and performance management in telecom sector of Pakistan. But there are few limitations that given below: firstly, the study may lack of generalizability since it is particularly conducted on data collected from second largest city of Pakistan i.e. Lahore. The more generalized results can be obtained by conducted same study on data collected from various geographical location of Pakistan. Secondly, the study was cross-sectional; for that reason, its outcomes may not be appropriate to give in depth understanding about the relationship. Further research may be conducted covering the influence of talent management on the other characteristics of an individual. Lastly, there could be an opportunity for researchers to explore the impact of talent management with the provision of control variable / s.

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