



TALENT MANAGEMENT STRATEGIES FOR ENHANCING EMPLOYEE PERFORMANCE: EVIDENCE FROM BANKING SECTOR OF PAKISTAN

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Abstract

Employees are the organizational assets and basis for the success, so for that it is necessary to nurture their competences to increase their potential towards the growth of organization. The fundamental idea and significance of talent management is to do the recruitment, development, and to retain the best talent within the organization. The objective of the current study is to investigate the impact of talent management practices on employee performance with six independent variables such as career management, training & development, succession planning, learning & development, compensation & benefits and performance appraisal with one dependent variable which is employee performance. The structured questionnaire has been used as a tool to collect the quantitative data from 385 individuals who are currently working in banking sector of Karachi. Further, the questionnaire is comprised of 39 questions about the all dependent and independent variables. Data has analyzed on Statistical Package for the Social Sciences (SPSS) by using the multiple tests such as descriptive statistics, correlation, regression, ANOVA and coefficient to obtain the results for this research. The results reveal that in current era it is difficult for the organization to remain competitive or sustainable at corporate level. Therefore, to sustain with market conditions the organizations are attempting their best to retain & attract their competitive employees by implementing different talent management practices as a strategy.



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Keywords: Employee Performance, Training & Development, Performance Appraisal, Learning & Development, Career Management, Compensation & Benefits and Succession Planning.

1. Introduction:

Tash, Ali & Ahmadzadeh (2016) have stated that talent management plays an important role in organizations as it will enhance the employee performance and help the organization to better accomplish their objectives. Therefore, the organizations work on the factors which are associated with employee performance in order to build strong relationship with employee, the purpose of implementing the talent management practices is to improve the individual learning curve, enhancing the capabilities and developing the employees to face the current and future challenges of an organization. Additionally, the organization doesn't only require the physical and financial assets along with that it requires the labor or human resource to work on the performance and profitability of an organization. Akinremi, Oluwadurotimi & O (2019) have identified that organization always try to find out the most profitable way to recruit the eligible or professional candidates who completely understand the job responsibilities and have the potential to achieve the organization objectives effectively. To stay competitive in the environment the organization has to look at all the components of employees in retaining the top performing talent by offering them the various tasks challenges, career progressing activities, satisfactory pay scale and growth in terms of positions at the workplace.

1.1 Background of the Study: The purpose of this study is to understand the impact of talent management on employee performance that emphasis on how talent management is playing role in employee performance and how organizations are retaining their best talent in order to bring the improvements in organization performance as well as in employee performance. Previously talent management has been used on the development and replacement of senior level employees but currently organizations are more focusing on retaining and alluring the best employees at all positions under the organization by offering certain benefits which have a greater impact on employee satisfaction. The satisfied employee always fulfills his or her commitment towards the organization goals and keeps the potential to efficiently achieve the assigned targets argued by (Naik, 2012). According to Mohammed (2015) Organization is about having the employees who are mainly the organization assets who has the ability to become the reason of success of an organization so for that it is necessary to nurture their competences to increase their potential towards the growth of organization. There are some factors which enhance the productivity of

employee such as the employee engagement, motivation, and job satisfaction. These factors help the employees to stay connected with the organization objectives therefore those employees are more participative and energetic about given activities or task so for this purpose organizations has to planned the talent management strategies to be implemented to current and future potential employee to make assure them that organization is concerned about their development career growth. Researcher has explained that engaged employee are more participative who always take part in various organizational activities to come up with different ideas. Organizations are competing in current markets to retain and attract the best talent pool who will work effectively for organization operations to increase in terms of revenue, performance, and reliability. Due to globalization the originations are more focusing on how to formulate the better strategies which will help the organizations to easily implement the designed strategies to increase the employee performance, engagement, and commitment explained by (Dahshan, Keshk & Dorgham, 2018). Arara & Oneren (2018) have identified that organizations are realizing that employees have the more role than the other components of operations and has the most significant worth. In current era where the workplace is facing often difficult challenges in terms of the technological changes occurring and increasing quickly. The organization are planning to achieve the objectives and goals therefore they should focus that how management can effectively meet the expectations and needs of current and future employees who are fully energetic to make the best possible moves to enhance the organization performance and revenues. The young employees are more productive because they are ready to easily adapt the technological changes as they have the learning potential to increase their ability to cope up the with ongoing problems also they always try to find out the solutions of problem in effective time frame. The talent management practices are being implemented on individuals to increase their productivity and performance.

Therefore, before designing any strategy the organization should emphasis on all the components of talent management which help the organization to achieve greater employee performance. The practices include the talent recruitment process, talent selection, talent development, talent retention, and talent succession planning and talent performance management. The study will focus on how these components are adding value to an organization success and growth discussed by (Tepayakul & Rinthaisong, 2016).

1.2 Problem Statement:

As per Akinremi, Oluwadurotimi, & O (2019) there is risk associated with the current and future talent pool as the organizations spends on their training and career development activities, organization fears their employees may leave the organization. Therefore, the investment and purpose of training cannot be fulfilled which may cause the loss of the organization. Hence, the problem of this study is how to mitigate that risk which is associated with employees. How

organization should effectively develop and enrich the employees to retain the developed talent within the organization. Mkamburi & Kamaara (2017) have identified that talent managements have various components such as recruitment & selection, training & development, retaining employees, career management and attracting the best pool of talent for organization. Therefore, this study aims to see what extend these factors increase the employee performance and how talent management's strategies play an important role in achieving organization objectives and long-term.

1.3 Research Objectives

1. To determine the impact of training & development on employee performance.
2. To determine the impact of performance appraisal on employee performance.
3. To determine the impact of career management on employee performance.
4. To determine the impact of succession planning on employee performance.
5. To determine the impact of compensation & benefits on employee performance.
6. To determine the impact of learning and development on employee performance

1.4 Definition of the Terms

Talent Management: Talent Management is the process of recognizing the factors which fill the gap in organization places with a point of selecting, developing, recruiting and bringing improvements in employees to keep them motivated for the career opportunities explained by (Farooqa, Othmanb, Nordinc & Ibrahim, 2016).

Employee Performance: The employee performance consists of the quality and amount of quantity a specific employee produces at the workplace which shows the delegation and potential towards the organization operations as per (Shahzadi, Javed, Pirzada, Nasreen & Khanam, 2014).

Performance Management: Performance Management is a process which identifies the individual's performance on assigned tasks also the line managers ensure that to what extend the employees are accomplishing the long term and short term goals of an organization stated by (Abduli, 2013).

Feedback Management: Feedback management is a process of communicating the reviews to employees that how effectively or ineffectively they have performed, the feedback can be positive and negative but it will enable the individual to evaluate their assessment and distinguish the weak areas where they need to bring the improvements explained by (Knott, 2016).

Training & Development: Training and development is a tool which increase and enhance the learning curve of employees where the technological changes are occurring rapidly to compete in competitive environment the organization need to provide essential training to fill the gap between the current and desired performance explained by (Younas, Farooq, Rehman & Zreen, 2018).



Succession Planning: Ahmadi, Ahmadi & Abbaspalangi (2012) have explained that Succession Planning is a process of employ the best talent pool for various leading positions in each department of an organization who has the high potential to deal with current and future market challenges.

Recruitment&Selection: Recruitment and selection are the major activities of an organization because the human asset is the ultimate source of generating the revenue and profitability. Its shows the sustainability of business operations explained by (Abdollahbeigi, Salehi & Jayashree, 2017).

Performance Appraisal: Performance Appraisal is a process of identifying the employee strengths and weakness which will be communicated to the employee. Therefore, the organization will assess and evaluate the employee performance to see how the employee is performing his or her tasks and developing the plan for future improvements and advancement according to (Knott, 2016).

Learning & Development: Learning and development is a process in which the organization provides the learning activities to current and future individuals in order to build their competencies and increase the learning ability, the learning phase is essential for the organizations where technological changes are occurring rapidly identified by (Auranzeb & Bhutto, 2016).

Career Management: According to Hassan (2016) have discussed that career management is a procedure of defining the objectives and distinguishes the approaches to accomplish them effectively also it is used to develop the employee's career plan which motivates the employees and help them to easily find out the ideal match between organizational and personal objectives.

2. Literature Review:

According to Mangusho, Murei&Nelima (2015) the concept of talent management is established by the end of World War II. In current era it becomes the most successful strategies which are being used in almost all the organization around the world. The purpose of implementing the talent management practices is to make the recruitment process more effective and enhancing the performance of employee in order to keep them royal with the organization. On the other hand these practices are widely used to develop the capabilities and skills of employees who are the primary source of generating the revenue of an organization also those employees have the potential to accomplish the business objective and goals by facing the recent and future challenges. Furthermore, the talent management includes various strategies which have major impact on employee performance and productivity.

Talent management practices on employee retention: The talented pool of employees became the competitive edge of an organization where the management plays an active role in implementing the strategies which nurture and polish employee's knowledge and skills. In modern era the

organizations are facing major challenges to attract and retain the best employees who have high potential towards the success of business operations. Furthermore the author also stated that there are some efficient ways and strategies which help the organization to develop competences in employees such as offering the attractive perks & benefits, appreciation in term of award ceremony and giving the employees the opportunities to become the part of organization events. On the other hand the senior management is focusing on the employees who decided to leave the organization therefore the senior level employees conduct the exit interview in order to know the reasons of leaving organization and the hindrances the employees had faced during the job identified by (Isfahani & Boustani, 2014). In modern era organization are investing more on the human labor to acquire the most talented pool who has the abundant skill set and are well capable of handling the more challenges at the workplace because these are the human capital who are the reason behind the accomplish of organizational objectives. Therefore, the trained employees are more preferred at corporate level because the management does not require providing trainings to develop their skills hence the organizational expenses will be reduced along with it the experienced employees will require less time to understand the procedures and systems concluded by (Weerasinghe, 2017).

Relationship between Talent Management and Organizational Performance: The recent organizations have recognized the importance of talent management practices in various business operations. The practices are being used in making the competitive teams in organization to build strong communication between the employees. The team members formed on the basis of experience, employees who have the sharp mindset to solve the problems and actively participate in decision making. These teams strategically plan the organization long-term goals to be accomplished in effective manner. The relationship between the talent management and business strategies is positive which is confirmed by the US officers. They have stated that the organization performance is greatly increased by using the talent management practices in business operations apart from the long-term planning these practices have impact on the environment of the workplace where employees feel appreciated for their efforts and being rewarded for individual and team achievements. The environment plays an important role in organizations where the current and future employees observed the ongoing policies about the wellbeing and recognition of employees at workplace explained by (Mohammed, 2015).

Relationship between Talent Management and Employee Engagement

According to Ayub (2017) have identified that employee engagement is an essential component in an organization through which the employees understand their core responsibilities and actively participate in business processes. The engaged employees always contribute to functions which are directly generating the revenue and profits for an organization. Due to talent management practices the employee performance can be achieved along with it the talent management practices will increase the employee motivation, the satisfaction and the employee engagement. The competitive



advantage can be achieved through the most engaged employees who are mainly provide their inputs in business operations and strategies being used for departments to accomplish the short term and long-term objectives. The feedback mechanism enhances the productivity of the employees also which become them to be more work oriented and active participative in organizational activities.

Relationship between Talent Management and Employee Value Addition: The relationship between the employee value and talent management shows a positive impact on organization because the talented performers gives a competitive edge to organization through their capabilities and skills. The talent management will increase the employee value addition in various functions because these strategies have developed to find out the right person for the level to be filled in an organization. The successful companies are using the talent management strategies to erase the gap between the weak areas which are effecting the company progress, The well know company Apple appoint the employees who has the ability to bring creativity in organization processes also the famous companies heavily invest on the practices which emphasis on the employees rewards and appreciation incentives explained by (Mellahi & Collings, 2018).

Relationship between Talent Management and Retention: As per author Isfahani & Boustani (2014) have explained that employee retention become important aspect for an organization because on yearly basis the company analyze how much employees has left the organization and how much employee are still working with the same organization. It shows the image of the workplace as the different components are linked with employee behavior and productivity such as the growth opportunities would have impact on employee engagement and these career growth activities will indicate the employee at future level in an organization. Through the retention strategies company can enhance their human labor because the people who are working for longer period of time have more expertise as compared to the new ones. The Human labor is the key asset for an organization so to retain and attract the most suitable and talented pool the management should provide the attractive package, supportive senior management team and growth activities in order to increase the strength and competitive advantage of an organization.

Talent Management & Organizational Commitment: In current era where organizations make the strategies to decrease the ratio of turnover or the intention of employees to leave the organization also the strategies focuses on increasing the satisfaction among working employees in order to keep them motivated towards organizational objectives because of that reason they are hired by the management. Furthermore, the employee's productivity enables the organization to look at the employees demand and future growth as per the global competition grabbing the most talented pool is becomes the challenge for many organizations. Therefore, to cope up with such challenges the talent management strategies are being prepared by the organization to compete with rivals to attract the experienced employees. The job satisfaction increases when the organization work on the

components which are directly linked with the inner satisfaction of employees such as the work related trainings are being provided to them, rewards are given on the basis of performance and achievement and showing the appreciation in form of giving more incentives and promotions. The incentives provided to employees have significant impact on the productivity and behavior of the employees explained by (Ping, 2011).

Effect of Performance Appraisal on Employee Performance: Gommans&Kihiko (2013) has identified that performance appraisal is a process of identifying the strengths and weakness of the employees also observed areas are directly communicated to the employees in order to bring the certain improvements in the performance. The objective of the performance appraisal is to maintain the level of performance by encouraging them to face the challenges and actively participate in decision making. In some organization management evaluate the performance on monthly basis, quarterly basis and yearly basis depends on the structure of an organization. Each organization has different methods to evaluates the employee performance and behavior towards the organizational commitment as it consists various components such as the employee engagement, job satisfaction and efforts to accomplish the organization objectives.

Employee Career Growth: In the organizations the factors which show the growth of employees are the promotion and development through that the employees determine their importance and level of position they hold. The company who has clear polices regarding the training & development are the successful one because due to which the employee analyze the current and future level of competencies as the provided training enhance the competencies of weak employees and enrich the skills of experienced employees. Once the employees are well aware about the terms and responsibilities which can lead them to be promoted so they can easily work on the areas where improvements are required. Furthermore, the employees make more efforts to actively participate in business expansion and introducing the new products which require their input to generate more revenue for an organization concluded by (Azizi & Khan, 2017).

Compensation and Benefits: The set of benefits designed for the talented employees have the impact on the performance of employees within the organization and the benefits designed differently for general and talented employees because general employees do not fully meet the expectations as compared to the talented one who are able to achieve their targets within the given timeframe. As per the author the compensation management focus on the adequate pay scale offered to employees, they management make sure it should be according to the employee capabilities. These factors pay virtual role in motivating the employees towards their performance because the current and future employees will compare their pay scale with other in the market. Therefore, the management has to keep all the data while offering set of benefits to current and upcoming employees explained by (Tepayakul & Rinthaisong, 2016).

Importance of Employee Performance: Employee performance is necessary in organization because they are the assets of company to meet the deadlines in order to achieve the targets further the employees develop the communication or interaction with people inside and outside the organization to build more revenue. The employee performance has been measured via the different factors such as the satisfaction level always reflects the level of satisfied employees also those employees' gives better results which significantly shows the enhanced productivity. Furthermore, the employee performance is being affected by many others external and internal factors which have the direct and indirect impact on behavior. However, there can be a negative effect on performance also there is a possibility to have a positive impact maybe due to the organization image and reputation. The management considers all the aspects which can influence the employee performance and organizational productivity as explained by (Gabcanova, 2011)

Talent Succession Planning: According to Al-Lozi, Almomani, Qasim & Al-Hawary (2018), have identified that it is process where management is planning the key role that might be replace by the new employees in order to fill the vacant positions they identify the talent for the long-term. It will reduce the time and cost to attract the new talent for an organization as the management already done the long-term planning to cope up the sudden replacement. In some organization the management makes sure that they have sufficient talent pool for future to be place on senior position. In most situations the organizations design the attractive package and benefits for the management team to keep them with the organization for longer period of time because these employees has many opportunities to avail due to having the diversified experience to handle all operations at the corporate level also they have the capabilities to quickly make the decisions on the basis of available information. The demand for the talented pool has increased at global scale therefore the management is more focusing on the long-term planning to overcome the sudden the changes within the organization.

2.1 Hypotheses

H1a: There is significant impact between career management practices and employee performance.

H1b: There is no significant impact between career management practices and employee performance

H2a: There is significant impact between training & development practices and employee performance

H2b: There is no significant impact between training & development practices and employee performance

H3a: There is significant impact between succession planning and employee performance

H3b: There is no significant impact between succession planning and employee performance

H4a: There is significant impact between performance appraisal practices and employee performance

H4b: There is no significant impact between performance appraisal practices and employee performance

H5a: There is significant impact between learning & development and employee performance

H5b: There is no significant impact between learning & development and employee performance

H6a: There is significant impact between Compensation & rewards and employee performance

H6b; There is no significant impact between Compensation & rewards and employee performance

H7a: There is significant impact between talent management practices and employee performance

H7b: There is no significant impact between talent management practices and employee performance

2.3. Conceptual Framework

Below given figure shows the conceptual framework for this study. The model is showing the impact of Talent Management on Employee Performance. The model has one dependent variable (DV) which is Employee Performance and has the six dependent variable (IV) which are career management under that it has sub variables such as performance and feedback management, other dependent variable is training & development, succession planning, performance appraisal in which it has the sub variable like promotion and evaluation, the fifth dependent variable is learning & development in which the sub variable is coaching and the last dependent variable is compensation & benefits.

Figure-1 Conceptual Framework

Independent Variables

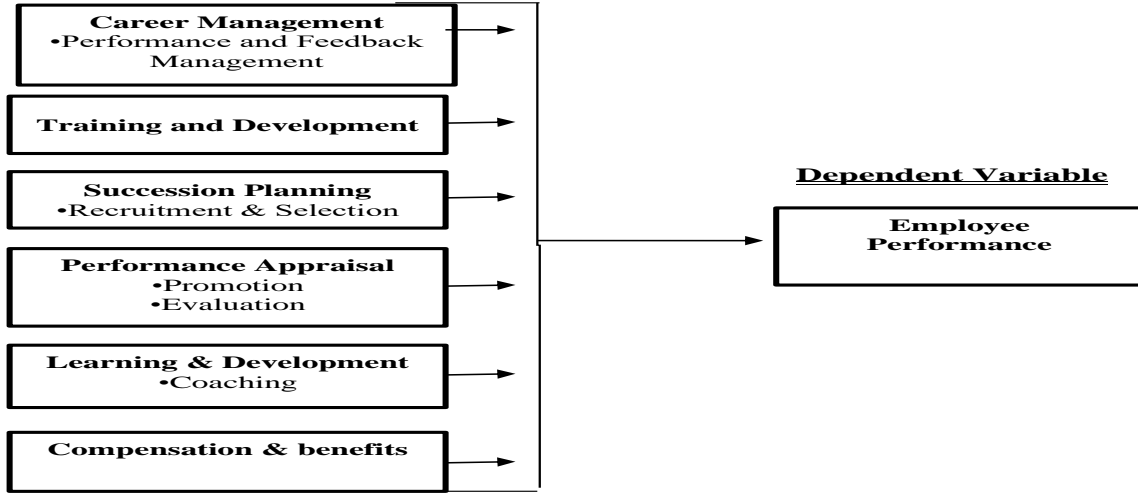


Figure 1: Conceptual Framework of the Study

Source: Mahlahla, L. T. (2018).Adapted.

3. Research Methodology

Data Collection Method: During this research the information is gathered from the employees who are working in various banks of Pakistan. Hence, the data has been collected from the junior level management, middle level management and senior level management. The data has been collected from the employees who are directly being affected by the various practices of talent management. Moreover, the adopted questionnaire was used in current research with total 39 questions were asked from each respondent. Whereas, the compensation & benefits and succession planning were measured with the items developed by Ocheing (2017), with total number 10 items were used to determine the impact of C&B and succession planning on employee performance. The total 29 items developed by knott (2016) were used to measure the impact of career management, training & development, performance appraisal, learning & development, and employee performance on five Likert scale questionnaires.

Target Population \$ Sample Size: The target populations for this research are the employees, who are currently working in Banking Sector of Pakistan. Target audience includes individuals from top to bottom Management. The respondents for this research are 385 in numbers, who are being affected by the various practices of talent management within the banking sector, although the strategies has been implemented to increase the employee productivity, efficiency and performance and making them more motivated. Furthermore, there is no gender inequality; both are can participate. The age bracket for this research would be from 22-65 and it will include the senior

level employees, middle level employees and employees who are working with organization since last two years stated by (Seidu & Ghana, 2012).

4. Results and data analysis

Table 1: Descriptive Statistics

	Gender	Grade Level	Experience	Salary Range
N	Valid Missing	385 0	385 0	385 0

Gender of respondents: The data has been collected from 385 individuals who are currently employed in banking sector of Pakistan. The below tables despite that the majority participants were male i.e. 69.6% and rest of target audience 30.4% female who participated in this research.

Table 2: Gender

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Female	117	30.4	30.4	30.4
Valid Male	268	69.6	69.6	100.0
Total	385	100.0	100.0	

Table 2: Gender

Designation of respondents: In the designation section the grade level further divided into three managerial levels from which 35% respondents were junior level management, 50.6% from middle level management and 13.8% from the senior level management.

Table 3: Grade level

Designation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Junior Management	137	35.6	35.6	35.6
Valid Middle Management	195	50.6	50.6	86.2
Valid Senior Management	53	13.8	13.8	100.0
Total	385	100.0	100.0	

Table 3: Grade Level

Experience of respondents: In this research, the majority participates have experience of less than 2 years e.g. 58.2%, 37.7% have experience of 3 to 5 years and only 4.2% respondents have experience of 6 to 8 years.

Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3 to 5 yea	145	37.7	37.7	37.7
6 to 8 yea	16	4.2	4.2	41.8
Less than	224	58.2	58.2	100.0
Total	385	100.0	100.0	

Table 4: Experience

Table 4: Experience

Salary range of respondents: The range of salary of respondents in banking sector is classified into four levels. Most of the participates are lying in the bracket of 46K-75K & 25K-45K for example 31.7% & 29.9% respectively. The rest of the audience is earning between Less than 25K & More than 75K e.g. 15.1% and 22.1% respectively.

Table 5: Salary ranges

Salary Range

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 25K-45K	120	29.9	29.9	29.9
46K-75K	122	31.7	31.7	62.9
Less than 25K	58	15.1	15.1	77.9
More than 75K	85	22.1	22.1	100.0
Total	385	100.0	100.0	

Table 5: Salary Range

Descriptive Statistics: Below table shows that in this research the dependent and independent variables are measured on a 5 Likert scale where 1= Strongly Agree, 2=Agree, 3=Neutral, 4=Disagree and 5=Strongly Disagree. The value of mean represents that most of the respondents are agree with the statements presented in the questionnaire. Additionally, the N shows the total number of questionnaires filled by the 385 respondents who are currently working in banking sector.

Table 6: Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
CM	385	1.0	5.0	2.484	1.0929
T&D	385	1.0	5.0	2.343	.9945
SP	385	1.0	5.0	2.336	.8485
PA	385	1.0	5.0	2.407	.8595
L&D	385	1.00	5.00	2.3377	.80986
C&B	385	1.0	5.0	2.459	.9602
EP	385	1.0	5.0	2.270	1.0365
Valid N (list wise)	385				

Table 6: Descriptive Statistics

Analyzing the data: In current research the data is being evaluated by using regression model in which the decision is based on the sig value. It means if the sig value is greater than 0.05, then the hypothesis is said to be accepted and if the sig value is less than the 0.05, then the hypothesis is said to be rejected. However, the regression model also shows that the data is considered as significant. Therefore, testing the hypothesis and checking the reliability of data is the crucial requirement for the research to get the accurate results.

Reliability Statistics: The below table represents that the questionnaire is consist of 39 questions which are asked from 385 individuals. The reliability statistics helps to evaluate the internal consistency of the both independent and dependent variable to make sure the reliability of the survey conducted in research to obtain the accurate results. The acceptance value for Cronbach's Alpha is above 0.6 which considered as standard or acceptable for the internal consistency. Therefore, the Cronbach's Alpha value appeared as 0.962 which shows high internal consistency between the variables.

Table 7: Descriptive Statistics

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.962	.963	39

Table 7: Reliability Statistics

Model Summary: The below table is representing the interpretation and finding for regression model summary which indicate the value of R is 0.904, which shows the level of correlation among the variables. Further, in the model R Square is 0.817 which is used to interpret that how much the variation or inconsistency can be forecasted because of the predictors which are

independent variables in this study. Therefore, the model explains that one changes in independent variables e.g. Career Management, Performance Appraisal, Training & Development, Succession Planning, Compensation & Benefits and Learning & Development can create change of 0.817 in dependent variable e.g. employee performance.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.904 ^a	.817	.814	.4466	.817	281.776	6	378	.000

ANOVA: The below table explains the significance level of the model. The model is insignificant if the significant value is greater than 0.05 but if the significant value is less than 0.05 then the model is said to be significant. Hence, the table shows the significance value is 0.000. Therefore, the model for current study is significant.

Table 9: ANOVA Coefficients

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	337.182	6	56.197	281.776	.000 ^b
1 Residual	75.388	378	.199		
Total	412.570	384			

a. Dependent Variable: EP

b. Predictors: (Constant), C&B, PA, L&D, SP, CM, TD

Below tables is helpful to measure the impact of independent variables on dependent variable which is employee performance. Therefore, the as the sig value of each independent variable such as of career management, learning & development and compensation & benefits, performance appraisal

and succession planning is less than the acceptable value which is 0.05 which indicates that these independent variables has significant impact on the employee performance in order to increase the efficiency and productivity of the employees. Furthermore, only one independent variable the training and development has an insignificant impact on employee performance as the sig value is 0.341 which is above the acceptable value. On the other hand, the performance appraisal (PA) has a strong impact on employee performance as the evaluation methods; the promotion greatly encourages employees to work efficiently.

Table 10: Coefficients

Coefficients						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error				Beta
1	(Constant)	-.321	.084		-3.809	.000
	CM	.248	.037	.261	6.638	.000
	T&D	-.049	.052	-.047	-.953	.341
	SP	.219	.053	.179	4.135	.000
	PA	.093	.033	.077	2.833	.005
	L&D	-.146	.039	-.114	-3.737	.000
	C&B	.690	.040	.639	17.196	.000

a. Dependent Variable: EP

4.1 Hypothesis Assessment Summary

The below table explains whether the drawn hypothesizes are acceptable or unacceptable for the current research. If the sig value is greater than 0.05, then the hypothesis is said to be rejected, if the sig value is less than 0.05, then the hypothesis said to be accepted.

H1A: The first hypothesis’s sig value is 0.000 which is less than 0.005; this proves that career management has a significant impact on the employee performance. The organization who participates in career management activities will results in better employer performance. In career management providing feedback plays an important role because it encourages the employees to improve performance.

H2A: The second hypothesis is about training & development which has sig value of 0.341 that is above the acceptable level also T&D has no significant impact on employee performance. It shows that providing training to the employees does not create any impact on the performance of the organization or employee.

H3A: Third hypothesis consist the result of succession planning in an organization, the sig value is 0.000 which shows the hypothesis is accepted and has a significant impact on employee performance. The result says that if the succession planning of employee takes place in the organization it will improve the performance of the employee as he/she feels as an important part of the organization.

H4A: Performance appraisal is a forth hypothesis with sig value of 0.005 which proves that promotion and evaluation systems has an significant impact on employee performance which means that that if employee is promoted timely in the organization he will feel the sense of achievement and put his best efforts to achieve the better level of organizational performance.

H5A: The learning & development has a sig value of 0.000 which is completely acceptable under the standard range also proves that L&D has a significant impact on employee performance. Which means that learning environment motivates the employees to learn the competencies and try to polish his/her skills to increase the performance of the organization.

H6A: This hypothesis is about the compensation & benefits which has a sig value of 0.000 that proves that C&B has a significant impact on employee performance. Which means that if the organization is compensate employee better in the form of salary or bonus it will create a good impact on the performance of the organization.

H7A: The last hypothesis is about the employee performance and talent management practices, so the sig value is 0.000 which shows the hypothesis is accepted and proves that there is significant impact between the talent management practices and employee performance. It means that if the talent management practices are good in the organization it will increase the performance of the employee and performance of the employee will be increased automatically. Additionally, the respondents in this research has answered that the all components of talent management have a strong influence on employee performance which increase the satisfaction level among employees to enhance their capabilities and expertise in order to increase their performance to give the expected results in an organization.

	Hypothesis	Sig Value	Decision
H1a	There is significant impact between career management practices and employee performance	0.000	Accepted
H2a	There is significant impact between training & development practices and employee performance	0.341	Rejected
H3a	There is significant impact between succession planning and employee performance	0.000	Accepted
H4a	There is significant impact between performance appraisal practices and employee performance	0.005	Accepted
H5a	There is significant impact between learning & development and employee performance	0.000	Accepted
H6a	There is significant impact between Compensation & rewards and employee performance	0.000	Accepted
H7a	There is significant impact between talent management practices and employee performance	0.000	Accepted

Table 11: Hypotheses Assessment Summary

4.2 Discussion:

As per the current research the main objective of this study is to investigate the impact of different talent management practices on employee performance such as career management, training & development, compensation & benefits, learning & development, succession planning, and performance appraisal all stated items are independent variables in this study and all the variables has a significant impact on employee performance except the training & development which has an insignificant impact on employee performance mentioned in above tested hypothesis. As per the Esmaili (2016) explained that management should pay more attention towards the necessity of talented employees due to the shortage of the skilled employees at global scale as the demand for the experienced employees has been increased. Therefore, to attract or retain such employees, the organizations should design appropriate strategies of talent management which must be align with organization’s goals and objectives. The first hypothesis comprised of six items about career management in which the participates has respond that providing regular feedback to employees has a positive impact on employee performance according to Heder & Dajnoki (2017) has identified that assessing employee work and evaluating their tasks will help them to learn & recognize weak areas in order to bring the improvements in day to day operations. The second hypothesis is about the training & development which contains five items in the survey, hence the results reveals that it doesn’t have significant impact on employee performance as per respondents the provided training are not related to job related competencies hence, the organization should develop the training which might be useful for the employee in current ongoing operations as explained by (Nda & Fard, 2013). The third hypothesis consist five items about the succession planning so the results proves that there is positive or significant impact on employee performance

as the most of the respondents have answered that in their organization the management makes the pre planning in identifying the key player who can replace the senior level management in future or the organization have the sufficient staff which can be place to fill the vacant positions. The fourth hypothesis comprised of performance appraisal with five items in the survey, the results reveals that there is significant impact of PA on employee performance as per the author the management should involve employees in the process of evaluation because it will help them to have a clear crystals understanding of evaluation system at the organization. The evaluation system gives an opportunity to the employees to analyze his/her strengths and weakness so that they can bring the improvement in their performance or in day to day operations concluded by (John, Tunde & Anita, 2017).The fifth hypothesis is about the learning & development which contains four items in the questionnaire, the results reveals the senior level management makes the efforts to train and polish the expertise of employees in order to enhance their knowledge about current technology & procedures.The sixth hypothesis comprised of compensation & benefits with five items in the survey which indicates that there is significant impact on employee performance as these components has the direct effect on employee productivity because the employees do compare their remuneration packages, monetary & non-monetary benefits and other incentive with the rest of the market. Therefore, the organization should compare the proposal with current market to attract and retain the experienced or best talent pool identified by (Mabaso&Dlamini, 2017).The last hypothesis is about the employee performance which consist nine items in the survey, the results concludes that employees feel motivated when the management makes the efforts to improve their expertise and skills also the employees stay committed when the organization pay attention towards their efforts and in return they receive the appreciation rewards, incentives and promotions. Besides that, employee's job satisfaction increases when the management is more concerned regarding their career progression activities, development programs and enhancing their knowledge about ongoing policies and procedures as per (Muda, Rafiki&Harahap, 2014)

4.3 Conclusion:

The objective of the current research is to investigate how the employee performance is being affected by different talent management practices. Nowadays organizations are using various techniques to increase the employee's productivity, satisfaction, and commitment towards the organization operations. Therefore, after considering the positive and negative impact of independent variables on dependent variable the researcher has identified that organization should focuses on the career progression activities in terms of promoting them, giving them the adequate benefits and providing them the feedback on regular basis. Additionally, the results also contributed to identify that there is strong influence of talent management practices as employees feel rewarded when the organization emphasis on their development of skills, abilities and expertise. Furthermore,

the study concluded that management should work on the weak areas of the employees to provide them the required trainings to improve their performance so that they can meet the desired expectations. Beside this, the results also explains that during the performance appraisal it is effective to involve the employees in their evaluation process so they can know about their strengths and weakness to decide whether they should improve or enhance the current capabilities. Moreover, the organization should compare the remuneration packages and other monetary & non-monetary benefits with the markets to eliminate the risk of switching of employees. Hence, the results explain due to salary and other benefits employees frequently decide to leave the organization. Therefore, the organization should provide adequate package to grab and retain the talented pool because the human asset is necessary for the successful growth of the organization operations and profitability.

4.4 :Recommendations:

The research study findings show that career management, succession planning, learning & development, compensation & benefits, promotion & evaluation system have major and significant impact on the employee's performances in banking sector. However, training & development have no significant or positive impact on employee performance. Banking systems should strategize their performance efficacy targets by providing favorable operating conditions to their employees, such as providing additional incentives, flexible working hours, non-monetary benefits, etc., to retain and encourage employees, so that their loyalty towards the organization remains constant as well as job security to avoid the ultimate consequences of quitting their jobs and looking for opportunities in different organization.

Again, the senior management should acknowledge the timely assistance of their employees in the process of talent development programs, by adopting an on the field trainings or word-based learning programs and techniques, as the best alternate and effective solution in improving employee's performance. Also, attractive packages and two-way communications will also help in motivating the employee's efficiency and performance. Through career management practices such as on the job rotation, the organization will be able to enhance employee competence level, hence encouraging to boost employee performance. Furthermore, the banks should establish a clear plan for the career growth and progression. Additionally, it is manager's responsibility to scrutinize the employees' behavior. As per this study, managers should also focus on offering insubstantial rewards because these rewards are also help in persuading the employees and ultimate results will be the outcome of creative and efficient performance of their workforce, as they will come up with new ideas to solve the existing banking problems and also provide innovative suggestions for the future betterments. Banks should also acknowledge and give the credibility to their employees for the hard efforts towards the organization.



4.5 Future Research Implication:

The research study is very relevant for all the organizations and banking sector. Indeed, the competence level has been raised immensely in the corporate world and hence, providing the need for consistent long-term solutions and to retain their competitive employees by implementing engagement practices in their working environment. Ultimately, this will lead to high motivation level, loyalty factor, job satisfaction, self-development and positive attitude of the employees towards their job. These all signs positively contribute towards the higher retention rate, and hence overall enhancing the performance of the organization. Therefore, this research study of the banking sector has its significance in the similar type of service sector also, in every organization, as motivated and efficient work force is the bases of any successful and competent organization. Organization by referring to this research can positively contribute and improve their ways to encourage and motivate the employees, ultimately improving their performance and efficiency level. This will also help to make the employees more committed and competent towards.



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