



Employment Performance and Talent Management Practices in the Field of Dentistry

Zara Khalid (B.D.S)^{1*}, Essa Khan (Ph.D)², Iqra Khalid (M.B.B.S)³

¹ Department of Imports, Orient Traders International, Karachi, Pakistan

² Entrepreneurship Department, College of Business Management, Institute of Business Management (IoBM), Karachi, Pakistan

³ Department of Management, Orient Traders International, Karachi, Pakistan

ARTICLE INFO

Article history:

Received: December 31, 2025

Revised: February 17, 2026

Accepted: February 27, 2026

Published: March 31, 2026

Keywords:

Emotional Intelligence
Managerial Effectiveness
Well-Being
Self-Control
Sociability
Emotionality
Managers
Healthcare Professionals

ABSTRACT

The aim of this study was to assess how talent management techniques affected dentists working for Pakistani healthcare institutions in terms of employee performance. A cross-sectional design and a quantitative methodology were used in this investigation. The sample was selected from the population using convenience sampling. The study's sample consisted of 265 dentists who worked for healthcare organizations. The purpose of the study was to evaluate how effectively individuals perform as a result of talent management practices. A questionnaire was used to collect data. The results of the study demonstrated that talent management strategies have a significantly positive effect on employee performance. These strategies include hiring and selecting to attract talent, coaching and mentoring to help talent learn and grow, and paying for talent retention in addition to employee engagement. The results of the study may help human resource management departments in healthcare organizations create techniques to manage talented individuals, which in turn will help employees to perform well in achieving organizational goals. To recruit, retain, and develop qualified staff members who can meet the organization's present and future demands, healthcare institutions should implement talent management strategies and practices.

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INTRODUCTION

Talent management is essential for firms to compete successfully in the age of global competition by resourcing the necessary talent. As a result, the effectiveness of skilled individuals is vital to retaining the organization's competitive edge in difficult circumstances. Talent management is one of the fundamental mechanisms that contribute positively towards job satisfaction, innovative work behaviour, work engagement, career orientation and retention of employees in organizations. Despite its significance, numerous associations battle to create and execute compelling ability of talent-

Author Biographies

Zara Khalid (B.D.S) is currently working at the Department of Imports, Orient Traders International, Karachi, Pakistan. She completed her Masters Degree in Business Administration from Bahria University Karachi Campus, Pakistan.

Essa Khan (Ph.D) is an Associate Professor at the Entrepreneurship Department, College of Business Management, Institute of Business Management (IoBM), Karachi, Pakistan. He obtained his Doctoral Degree in Entrepreneurship/Management from Mohammad Ali Jinnah University, Karachi, Pakistan.

Iqra Khalid (M.B.B.S) is currently working at the Department of Management, Orient Traders International, Karachi, Pakistan. She completed her Master's Degree in Business Administration from the University of Central Punjab, Lahore, Pakistan.

*Corresponding author:

Zara Khalid

Department of Imports, Orient Traders International, Karachi, Pakistan

e-mail: zarakhalid012@gmail.com

How to Cite:

Khalid, Z., Khan, E., & Khalid, I. (2026). Employment Performance and Talent Management Practices in the Field of Dentistry. *International Journal of Trends and Innovations in Business & Social Sciences*, 4(1), 01–12. <https://doi.org/10.48112/tibss.v4i1.1201>

management programs. On that record, researchers have begun to investigate the elements that hinder the powerful administration of (worldwide) ability (Vaiman, 2012).

Talent management is a moderately new region for both public and confidential area associations. In fact, many (logical and non-logical) articles about Talent management can be found; Lewis and Heckman (2006) presumed that there is an upsetting absence of lucidity with respect to the definition. Talent management involves controlling and fostering flows of talent within the company to generate organizationally focused competency. Human resource planning and succession planning are more closely tied to this strand. As indicated by Silzer and Dowell (2010). Talent management is defined as a coordinated arrangement of cycles, programs, and social standards in an association planned and carried out to attract, create, send, and hold the ability to accomplish crucial goals and meet future business wants. Silzer and Dowell (2010) additionally tracked down Talent management comprises of a few cycles, for example, draw in and select ability to the association evaluate capabilities and abilities in talent; survey talent and plan talent activities; create and send talent; draw in and hold talent. People in healthcare are our future competitive landscape, our greatest asset. and our new source of competitive advantage (Becker, 2009).

To fulfil the anticipated needs in a constantly changing environment, organizations struggle to find skilled individuals, support their learning and development, and retain personnel (Schuler, et al., 2011). People acknowledge that ability can be transferred and that information should be simple to transfer, but this is not always the case (Chatterjee, et al., 2022). The accelerating emergence of political and economic nationalism in the industrialized information-oriented countries currently threatens the knowledge transfer among the Multi National Enterprises globally dispersed personnel (Horak, et al., 2019). The purpose of this study to analyses talent Management practices in field of Dentistry.

LITERATURE REVIEW

Talent Management and Employee Performance

As organizations have grown more volatile and competitive due to rising pressures from outside environmental factors, employee performance as an organizational and individual notion is crucial in today's fiercely competitive market. Employee productivity is vital to businesses because they must meet the needs of all their stakeholders, including employees, investors, business partners, and most importantly, customers (Kuvaas, 2006). The social environment's shifts brought on by the traits of today's human resources, specifically the information age's foundation in accessible knowledge and technology. Since HR is becoming more of a knowledge worker, it is necessary for HR to stay up to date with all the developments that are occurring (Terera & Ngirande, 2014).

Talent Management and Employee Engagement

Engagement of employees can provide businesses a competitive edge. Employee engagement may play a significant role in determining worker behaviour, performance, and attitude, as well as financial results, employee retention, production, shareholder return, and even organizational performance. Modern businesses need employee engagement, but they might also encounter problems (Breevaart, et al., 2014). Employee communication inside a business, two-way commitment, integrity, and trust are all necessary for employee engagement (Mishra, 2014).

Talent Attraction

In order to expand their value proposition, organizations use a variety of strategies and techniques for talent attraction (Yuniati, et al., 2021). Both talent attraction and talent acquisition relate to the various sub-processes involved in identifying, luring, and hiring highly qualified persons for an organization. People with specific skills who will eventually control firms must be exhausted in order to attract talent. Finding top talent is thus an ongoing process that eventually needs to include succession planning. It must outline a plan for attracting and securing high-potential candidates. The recruitment process entails assessing the requirements of the job, attracting candidates to the position, screening, and selecting individuals, communicating and cooperating with, the new hire for the association (Kusi, et al., 2020).

Talent Learning and Development

Focusing on the planning, selection, and implementation of development strategies for the entire talent pool to ensure that the organization has both the current and future supply of talent to meet strategic objectives and that development activities are aligned with organizational talent processes" is the definition of talent development (Garavan, et al., 2012). The investment in knowledge, skills, and human capital that increases the performance potential of crucial jobs required to achieve organizational goals or guarantee leadership succession is known as talent development. The goal of talent development is to increase the knowledge and expertise of current employees to prepare them for emerging talents (Mitosis, et al., 2021). A goal-focused approach is utilized in coaching, a one-on-one learning and development intervention, to help prospective employees increase their skills and talents. The purpose of coaching is to help people develop their skills and talents so they can perform better at work (Utrilla, et al., 2015).

Talent Retention

The management of talent and employee retention has a good link with one another because both are crucial for the organization and have beneficial effects that can increase productivity and effectiveness. The healthcare organization needs to identify the individuals who can be classified as talented before requiring them to participate in the organization through various channels. Giving employees financial incentives might be one of the key inputs for their engagement and retention (Gruman & Saks, 2011).

Summary of Literature Review

Table 1

Literature Review Summary

Employee Performance	Performance can be defined as an individual's ability to successfully complete tasks, the work products that an individual or group of individuals in an organization can produce in accordance with their respective authorities and responsibilities, or how an individual is expected to function and behave in accordance with the tasks that have been assigned to him as well as the quantity, quality, and amount of time spent on those tasks.
Employee Engagement	Employees who are engaged by their work feel empowered; they can develop plans, make judgments, and use their creativity to solve difficulties; they are devoted to their work, dependable, and possibly more productive. They are aware of the working climate, have a positive outlook, and work well with others.
Talent Attraction	In order to hire the right person for the right job, selection is defined as the ability of talent evaluation to carry out the duties of the position effectively. In order to identify the employees who will be best equipped to serve the businesses, talent management includes the crucial phase of talent attraction through recruitment.
Talent Learning and Development	The development in knowledge, skills, and human capital that increases the performance potential of crucial jobs required to achieve organizational goals or guarantee leadership succession is known as talent development. The goal of talent development is to increase the knowledge and expertise of current employees to prepare them for emerging talents.
Talent Retention	Talent retention was increased through the coordination of employee engagement programs and talent management techniques. Therefore, strengthening organizational talent retention through talent development was essential.

Hypotheses

- H₁: Talent attraction has significant impact on Employee performance
- H₂: Talent learning and development has significant impact on Employee performance
- H₃: Talent retention has significant impact on Employee performance
- H₄: Employee Engagement has mediating effect on Talent attraction
- H₅: Employee Engagement has mediating effect on Talent Learning and Development
- H₆: Employee Engagement has mediating effect on Talent Retention
- H₇: Employee Engagement has significant effect on Employee Performance

Conceptual Framework

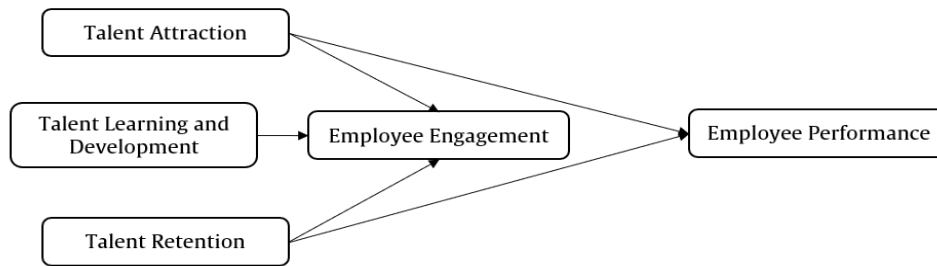


Fig. 1. Conceptual Framework

METHODOLOGY

Utilizing a questionnaire with questions evaluating recruitment and selection, learning and development, and employee performance along with mediating effect of employee engagement the quantitative approach has been used. In order to evaluate the talent management procedures in Karachi, Pakistan's healthcare organization, a cross-sectional study was carried out. The dentists employed in Karachi's hospitals and other healthcare facilities were the intended audience. A rounded off data of 265 participants dentist was collected through non- probability convenience sampling technique. Non-probability convenience sampling was used to choose the sample from the population. 265 dentists who worked in various healthcare institutions in Karachi, Pakistan composed the study's sample, which was used to assess how well employees performed as a result of talent management strategies.

The two sections of the data were gathered using a validated questionnaire. The participant demographics made up the first section, and the talent management strategies were evaluated in the second. The response was evaluated on a 5-point Likert scale, with 5 being the strongly agree and 1 being the strongly disagree. For this research, traits of talent management were measured that consists of 43 items (El Nakhla, 2013). The study's data collection phase took three months to complete. Each participant received detailed instructions prior to receiving the questionnaire. Depending on the dentist's workload, the questionnaire forms were given out and collected either that day or the following day. The data was collected through online software. The link of the form was submitted through social media platforms. The data would be entered and analysed in SmartPLS 4. The descriptive statistics were reported by frequency and percentage whereas the relationship between talent management practices and its dimensions with employment performance was analysed by path coefficient analysis and P-values would be studied at <0.05%.

RESULTS & FINDINGS

Table 1 showed that the total number of participants dentist was 265. In which 6% (16) were up to 20 years, 72.22% (192) were in between 21 to 30 years, 15.8% (42) were 31 to 40, 5.3% (14) were in between 41 to 50 years, 0.8% (2) are above 50 years. 63.9% (170) were females and 36.1% (96) were males. 45.5%. The education qualifications of respective dentist are diploma person are 2.3% (6), Graduates were 55.6% (148), Masters were 38% (101) and PhD were 4.1% (11). Working experience of dentist participants 59.8% (159) between 1 to 5 years, 25.2% (67) between 6 to 10 years, 9% (24) between 11 to 15 years, 2.3% (6) between 16 to 20 years, 3.8% (10) over 20 years.

Table 1
Respondent Profile

Demographic Variables	Frequency	Percentage	
Age	Up to 20 years	16	6%
	21-30 years	192	72.22%
	31-40 years	42	15.8%
	41-50 years	14	5.3%
	Above 50 years	2	0.8%
Gender	Female	170	63.9%
	Male	96	36.1%
Education	Diploma	6	2.3%
	Graduate	148	55.6%
	Master	101	38%
	Ph.D.	11	4.1%
Working experience	1-5 year	159	59.8%
	6-10 year	67	25.2%
	11-15 year	24	9%
	16-20 year	6	2.3%
	Over 20 years	10	3.8%

Table 2 showed that all the variables have higher coefficients of Cronbach's alpha than the recommended threshold of 0.60 by. According to the above table, employee engagement has the lowest reliability (91.3%) and talent attraction has the highest reliability (95.4%). As a result, all of the model's variables have attained reliability of above 50%, or supported. In this regard, talent Learning and development has reliability of 95.3 percent, talent retention has reliability of 94.2. percent, employee performance has reliability of 95.0 percent.

Table 2
Summary of Reliability Analyses (n= 265)

Construct / Variable	Cronbach's alpha	AVE (Average Variance Extracted)	No. of Items
Talent Attraction	0.954	0.704	10
Talent learning and development	0.953	0.770	10
Talent Retention	0.942	0.708	10
Employee engagement	0.913	0.703	6
Employee performance	0.950	0.656	5

Hypothesis Testing

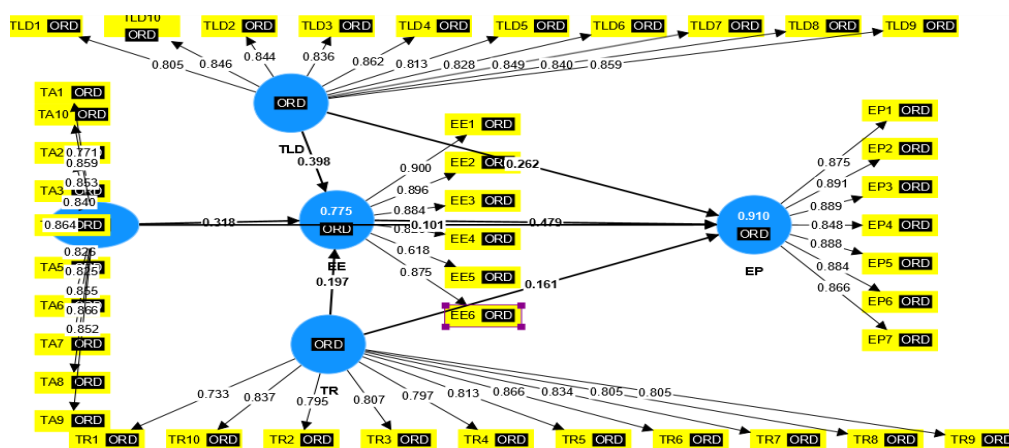


Fig. 2. Path coefficient of Research model

Hypothesis Testing using Path Analysis

Table 3 showed that that Employee Engagement has positive significant impact on Employee performance as p value is (0.000<0.05). Talent Attraction has positive but insignificant impact on employee performance as p value is (0.106>0.05). Talent learning and Development has positive significant impact on employee performance as p value is (0.000<0.05). Talent retention has positive significant impact on Employee performance as p value is (0.001<0.05). As the p value is less than 0.05, talent attraction, talent learning and development, and talent retention all positively affect employee engagement.

Table 3
Path Coefficient Analysis

Variable	O	M	STDEV	T statistics	P values
Employee Engagement -> Employee Performance	0.479	0.474	0.061	7.896	0.000
Talent Attraction -> Employee Engagement	0.318	0.319	0.100	3.160	0.002
Talent Attraction -> Employee Performance	0.101	0.100	0.062	1.615	0.106
Talent Learning and Development-> Employee Engagement	0.398	0.391	0.090	4.428	0.000
Talent Learning and Development -> Employee Performance	0.262	0.265	0.068	3.885	0.000
Talent Retention-> Employee Engagement	0.197	0.203	0.097	2.037	0.042
Talent Retention -> Employee Performance	0.161	0.165	0.048	3.381	0.001

STDEV = Standard Deviation

M = Sample Mean

O = Original Sample

The R Square (R2) test aims to determine how exogenous variables are able to describe endogenous variables. If the value of R2 is 0.67, it is categorized as a strong contribution of influence given by exogenous variables to endogenous variables, then if the value of R2 is 0.33 then it is categorized as moderate and 0.19 is said to be weak. R square provides information that the contribution of the influence given by Talent attraction, talent learning Development and talent retention to employee engagement is 0.775 or 77.5%, therefore the contribution of the influence given by talent attraction, talent learning Development and talent retention to employee engagement is strong contribution. The remaining 22.5% is stated by other variables that are not examined in this study. Furthermore, the contribution of the influence given by Talent attraction, talent learning Development and talent retention and employee engagement to Employee performance is 0.910 or 91.0%. This also indicates that the prediction accuracy of the model is strong contribution. The remaining 9% is stated by other variables that are not examined in this study.

Table 4
R Square (R²)

Variables	R-square	R-square adjusted
Employee Engagement	0.775	0.772
Employee Performance	0.910	0.909

To identify the type of mediating variables—full mediation or partial mediation—Variance Accounted For (VAF) is helpful. It is classified as partial mediation if the VAF value is between 20% and 80%, and full mediation if it is more than 80%. The following is the formula for VAF (VAF = Indirect Effect / (Direct Effect + Indirect Effect)).

$$VAF = 0.152 / (0.101 + 0.152) = 60.0\%$$

The results of the above calculation show that the employee engagement is categorized as partial mediation because the VAF value is between 20% and 80%, which is 60.0% (TA -> EE -> EP).

$$VAF = 0.094 / (0.262 + 0.094) = 26.4\%$$

The results of the above calculation show that the employee engagement variable is categorized as partial mediation because the VAF value is between 20% and 80%, which is 26.4% (TLD -> EE -> EP).

The results of the mediation results are presented in Table 5:

Table 5
Mediation Table

Hypothesis	O	M	STDEV	T Statistics	P values
TA -> EE -> EP	0.152	0.151	0.052	2.910	0.004
TLD -> EE -> EP	0.191	0.185	0.046	4.142	0.000
TR -> EE -> EP	0.094	0.097	0.049	1.936	0.053

STDEV = Standard Deviation
M = Sample Mean
O = Original Sample

Summary of Hypotheses Testing

Table 6
Summary of Hypotheses Testing

Hypothesis	Results
H ₁ : Talent attraction has significant impact on Employee performance	Not Supported
H ₂ : Talent learning and development has significant impact on employee performance	Supported
H ₃ : Talent retention has significant impact on Employee performance	Supported
H ₄ : Employee Engagement has mediating effect on Talent Attraction	Supported
H ₅ : Employee Engagement has mediating effect on Talent Learning and Development	Supported
H ₆ : Employee Engagement has mediating effect on Talent Retention	Not Supported
H ₇ : Employee Engagement has significant impact on Employee performance.	Supported

Discussion

Despite its modest effect, talent attraction enhances performance of the organization. This outcome is consistent with the observation of Agrela et al. (2008) that talent management enables a company to pursue high productivity and enhanced outcomes. This study's primary objective is to investigate how talent management affects an organization's performance. To assess how well independent factors can define unknown parameters, researchers use the R-Square (R²) test. Exogenous data points are thought to have a massive effect on endogenous constructs when the value of R² is 0.67, moderate influence when the value of R² is 0.33, and inadequate impact when the value of R² is 0.19. The grip of talent attraction shows that the coefficient of determination factors' aggregate influence has a favourable connection. As a result, it is contributing to the favourable relationship between primary indicators compared with those obtained and organization effectiveness.

These studies back up the observations by Ballesteros-Leiva et al. (2017) that employment branding is the method of developing a company's image so that it appeals to potential workers. Organizational branding is a valuable tactic for luring top talent. According to Tanuja et al. (2007), the most successful businesses have the trait of sending out unambiguous signals about themselves. Workers evaluate the value proposition premised upon the intricacy of the job. Operational efficiency is significantly improved by the recruitment of talent. According to Oehley (2007), workers evaluate the climate at the workplace, the availability of training programs, adaptability, and the organization's notoriety. Talent attraction has a favourable but minor bearing on employees' performance, as revealed by the hypothesis testing done using path coefficient analysis.

Any findings of the investigation's major goal are to gauge how training and development affect workers' effectiveness inside the organization. The hiring procedure, in conjunction with training provided to employees in an effort to enhance and improve the talents required for the effective execution of their responsibilities, forms the link between talent development and organizational performance (Sivathanu & Pillai, 2018). Continuous use of development-related practices is essential because they help organizations acquire new processes, innovations, and skill sets. The capacity of an organization to operate well in evolving surroundings, to preserve an edge over its competitors, and to successfully compete against adversaries or contenders is influenced by every one of these elements. Taleghani et al. (2013) assert that

it is crucial to link the success of an organization with talent development. Organizational success and talent development are positively and directly correlated (Lyria & Namusonge, 2017).

The study found that talent development positively impacted the organizations success. The outcomes of this paper's analysis and the assessment of the replies that followed show the importance of training and development and the difficulties they provide for worker performance. Every variable had Cronbach's alpha values greater than the recommended cutoff of 0.50 (Nunnally & Bernstein, 1994). Employee engagement has the lowest reliability (91.3%), but talent attraction has the greatest reliability, as seen in the data earlier in this section. As a result, all of the model's variables have attained a reliability of above 50%, which is considered adequate. The dependability of talent learning and development in this regard is 95.3 percent. The relevant data has been acquired by applying both qualitative and quantitative methodologies. The practices connected to talent management have positive and substantial relationships with the degree of performance displayed, it was discovered after analysing the data obtained in these two ways. Talent development has a strong and positive impact on organizational performance, supporting previous research or publications. Taleghani et al. (2013) assert that it is crucial to link organizational success with talent development. Similar findings in this respect, were made by Lyria and Namusonge (2017). Because the sig value was under 5%, we determined that this was significant. Talent development significantly and favourably affects organizational performance, supporting earlier studies' findings.

Results indicate that there is a strong relationship ($r = 0.910$, $p < 0.05$) between job performance and employee retention. The R Square table and Path Coefficient analysis were used to get the data. Employees that are highly motivated, knowledgeable, and competent are highly productive, according to Kuratko et al. (2005). This is seen as a crucial element in preserving competitiveness and employee retention. An individual learns how staff retention and performance have a significant positive relationship. This indicates that somehow the feeling of purpose among the workers sustains them with the business. Our findings support previous research by Ramalho Luz et al. (2018), which discovered a strong correlation between emotional and cognitive tendencies, as well as satisfaction with pay, career progression, job content, and the desire to lower turnover.

An explanation of the underlying mechanism between an independent variable and a dependent variable is provided by a mediator (Baron & Kenny, 1986). Decomposing the whole effect into its direct and indirect components is a crucial step in a mediation investigation. The mediator serves as a channel for the predictor's influence to reach the outcome variable. Employee performance is influenced by talent attraction through its mediation on employee engagement; in other words, it has an indirect effect. The t-statistical value is 2.910, and the p-value is 0.004. In this study, the bootstrap resampling approach states that the hypothesis is supported if the p-value is less than 0.05 and the sig value of the t-statistic is greater than 1.96. It demonstrates that it was approved. Additionally, consider whether it has a mediation effect. The "variance account for" (VAF) function will be useful in proving whether mediation is full or partial. (If it exceeds 80%, it is full mediation; if it is between 20% and 80%, it is partial mediation.) As well as via its formula ($VAF = \text{indirect effect} / (\text{direct effect} + \text{indirect effect})$), Re-examining the previously mentioned claim, which illustrates how employee engagement mediates the impact of talent recruitment on employee performance, is necessary because the result is 60%. This circumstance demonstrates that the findings of this study are in line with earlier research revealed in Mariza (2016), whose work demonstrates that employee engagement has a favourable and considerable indirect impact on employee performance. This study demonstrates that when workers are engaged and pleased with the task they are doing, it may be inferred that they are already performing well, which drives them to do even better.

The discussion of the same hypothesis (H_4) was carried out. The employee engagement-mediated t-statistic for talent learning and development on employee performance is 4.142, and the p-value is 0.000. Hypothesis 5 has been accepted on the same basis of the bootstrap resampling method. The VAF is 26.4% ($= 0.094 / (0.262 + 0.094)$). The results of the above calculation show that the variable will be classified as partial mediation because the VAF value is between 20% and 80%. Training and development program that are efficient likely to result in more productive employees. It is clear that training and development programs are effective tools for employee productivity.

Employee engagement mediates the effect of talent retention on employee performance, with a t-statistical value of 1.936 and a p-value of 0.053. The sixth hypothesis is rejected because its p-value is greater than 0.05 and its t-statistic value is less than 1.96, as specified by the bootstrap resampling

method's criteria. However, as per the VAF calculations, it equals 36.8% ($0.094/(0.161+0.094)$), which proves that it does have a partial mediation, but if we take into consideration the path co-efficient analysis, the p-value in Talent retention > Employee engagement is 0.042, which is greater than the 0.05 set value showing a positive yet insignificant impact between the two. Employee performance has not been greatly impacted by it. The importance of an employee's contribution increases with their level of loyalty to the organization. In contrast to the first two ideas, the results of this study contradict those of Mariza (2016). They concluded that employee satisfaction had a favourable and large indirect effect on employee performance. This study shows that when workers are engaged and motivated to improve their performance, it may be inferred that they are enthusiastic and delighted with their work.

This experiment aims to determine how employee engagement affects organizational performance. Organizational performance is likely to increase when employees are involved. Engaged workers desire to be a part of the company, internalize its goals, and feel a feeling of ownership in it. After that, the person shows positive attitudes toward the work and is prepared to work harder for it. Therefore, an organization's emotional attachment behaviour serves as the foundation for impression engagement. The data is reliable and consistent for further analysis because the Cronbach value is 0.913 for (EE) and 0.950 for (EP), indicating that employee engagement items are reliable. Additionally, the path analysis shows that employee engagement has a positive and substantial impact on employee performance because the p-value is 0.000, which is less than 0.05, demonstrating that it does, in fact, have a positive impact on the other variable. As a result, employee engagement has an impact on organizational performance.

CONCLUSION

In order to increase employee performance and help the organization reach its goals, the researcher advised leadership and management to establish strategies for talent management, employee engagement, and staff retention. The strategy is conducted through effective personnel management, which includes team-building exercises to foster staff solidarity and boost employee creativity, as well as training and development initiatives. The management of employees' abilities, creativity, and intellect should be improved. They should also enhance their knowledge through education and experience. To effectively contribute to progress, employees must be able to sustain their best performance. HR budgets and the applicant pool have been significantly impacted by the difficult economic climate. The fast expansion of digital recruiting has prompted firms to reconsider how they tackle the sector. The popularity of social media gives new avenues to find applicants; thus, technological advancements have played a significant role. An applicant's first engagement with a potential employer often occurs online and this constructivist change is beginning to manifest itself in a greater appreciation of the value of the applicant experience. The dilemma for many businesses is now necessitated by the need to market the advantages of any opening to applicants simultaneously with recruits seeming to pitch their capability to complete the job. Every business has to source applicants because they are looking for qualified and seasoned individuals. This project's exclusive focus from the beginning has been on talent acquisition efforts among HR experts working in various segmented industries. The three main variables we covered are recruitment, performance evaluation, and employee retention.

This can be accomplished in two ways: internally and externally. Internal sourcing entails asking company personnel to suggest applicants or current employees for a particular role. Using job portals, recruitment ads, and other resources is known as external sourcing. Throughout the epidemic, the majority of HR professionals in this research opted to use the job portal instead of employee referrals. In order to prevent conflict between HR and employees, HR should meet with each employee and explain their concerns regarding the selection of candidates for productivity evaluations. It is stated that certain organizations neglect to define how well the procedure has been appraised in terms of performance evaluation. Most workers leave their jobs for reasons related to careers and salaries, so organizations should solicit employee input on the business culture. Pay packages do not just reflect levels of experience, these findings came from my research of the project's empirical and deductive data. Although some potential advantages will aid in retaining members of staff, the majority of them will not significantly alter the way that employees perceive their jobs.

Limitations of the Research

Confounding variables like the current economic climate and elements like job stability are some of the study's weaknesses. In times of economic instability, financial incentives tend to seem more alluring since they meet essential needs like food and security. The effects of an economic recovery may also have an impact on the outcomes. There were still extraneous variables that could not be controlled for in the experiment despite controlling for characteristics like employer branding and psychological contract that affect job appeal. If additional research were to be done at a time when the economy was more stable, it is possible that the findings would be different. The economic standing and environment of the organizations each participant belonged could not be ascertained due to the convenience sampling method's non-random selection of participants. For instance, organizational restructuring in some organizations, such as layoffs or mergers, may have added to worries about job security.

Future Research

Talent management is acknowledged for its importance and role among academics and practitioners, but little research has been done on the factors that affect an individual's ability to succeed in a talent management program. Since there has not been a clear consensus on strategic talent management or a clear outline of its strategies up to this point, more research is still needed on the approach's relationship to engagement and retention. There have not been many studies on the potential connection between engagement and talent management. variables for mediation and moderation. This study strengthens the case for mediation through engagement.

Competing Interests

The authors declared no competing interests.

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