



RESEARCH PAPER

Talent Management Practices and Employee Performance in Higher Educational Institutions of Quetta City: The mediating role of Employee Creativity

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PAPER INFO	ABSTRACT
<p>Received: February 07, 2022</p> <p>Accepted: May 29, 2022</p> <p>Online: May 31, 2022</p> <p>Keywords: Employee Creativity, Employee Performance, Talent Management Practices</p> <p>*Corresponding Author</p> <p>saima_sahibzada@yahoo.com</p>	<p>The Talent Management practice is hiring the right one, at right time at the right place with efficiency or effectiveness. As the success of every organization is directly related to the success of its employees, the purpose of this research was to investigate the direct effect of talent management practices on employee performance and the mediating effect of employee creativity between the relationship of talent management and employee performance. The faculty members of public and private higher educational institutions were taken as participants. Close-ended questionnaires were circulated among members and 290 responses were collected. To analyze the data Preacher Hayes's macro process was used and mediation was performed by bootstrapping technique. Findings showed that talent management practices have a positive association with employee performance. Furthermore, it was found that employee creativity does mediate the relationship between talent management practices and employee performance. Based on these results, it can be concluded that innovative and talented mindsets enhance the growth and profitability of the organization and the firm utilize talented intellectual employee as an asset that assists the organization in gaining competitive edge.</p>

Introduction

In this competitive world, talent management is considered a key strategy for business survival (Rop, 2015). Moreover, globalization also challenges the firms to formulate such effective policies that could be beneficial for talent management on a national level (Agarwal, 2016). Taie (2015) expressed that firms are not only facing problem of attraction, development, or retention of talented employees but their retention remains a huge challenge as well. Likewise, Lyria (2014) also described that firm's prominent is to retain important employees for business profit maximization and to gain a competitive edge. To address such issues in higher education settings, the present study focuses on talent management how to retain experienced, talented employees, as the retention is vital for organizations' success (Annakis et al., 2014; Barkhuizen et al., 2014). Talent management practices can be sustained by providing training or enhancing the potential of senior professionals to maintain a qualified workforce. To achieve these practices there is key role of training and development department of organizations, if organization are keen to build

creativity and increase their capacity of talent management (Heis, 2014; Richards, 2012; strategic human resource, 2010).

Our research gap is to explore the relationship between talent management practices and employee performance mediated by employee creativity.

Literature Review

Talent Management Practices

In 1993 Mickinsey invent the new concept 'war for talent' since then it is considered an important discussion among professionals, scholars, and academicians. Michaels et al, (2001) realized that talent management practices are a vital concern for everyone. Armstrong (2006) advocates that talent management (TM) is related to admiring the superb results from average employees. Ashton and Morton (2005) determined that TM is portrayed as high-potential outcomes from potential workers at every hierarchy of firms, regardless of who is performing and what is performed. These definitions yield specific points to be highlighted that every worker in the organization has the ability to generate any type of work that could increase a firm's performance. Furthermore, TM is something positive as doing the right things for the right number of people, developing their skills, and guiding them to increase their abilities, work on their strengths and overcome their weaknesses. Wilcox (2005) gives insight into how TM helps in employees' development but also clear advancement of high-performing workers. In the world of competition, talent management is the only vehicle used for the achievement of the firm (Rop, 2015). To remain in the competition, firms are striving hard for the modern techniques of talent management that match with the global demand (Agarwal, 2016). Due to advancements in technology, organizations need talented people; however, it is based on firms that how they could fit the right number of employees, in the right place at right time to increase efficiency. In these conditions' firms set up top-level policies to retain the talented workforce (Elia et al., 2017). Likewise, Tarique and Schuler (2010) also emphasizes on talent management practices as a set of attracting, developing as well as retaining talented individuals.

Employee Creativity

Employee creativity is the creation of new ideas and implementation of new plans (Oldam & Cummings, 1996; Scott & Bruce, 1994). This is all about practicing new ideas how to boost employees' contribution in organization (Kremer, Villamor & Aguinis, 2019). Anderson et al. (2014) expressed that creativity and innovation has little difference as products or the processes that is the result of change and creating something new to the society, creativity is the generation of ideas whereas implementing those ideas is innovation. Creativity is a method that adds benefits to the firm's products and procedures and all other related fields like manufacturing, finance etc. The organizations and top level management are always in struggle to adopt change. Creativity brings incentives or rewards in firm and managers admire and promote such mindsets in organization (Anderson, 1992; Prabhu, Sutton & Sauser, 2008). Nair and Gopal (2010) determined that employee creativity is mental process presenting anything different and unique individually or collectively for the purpose of adding value to the firm. According to Azeem, Hayat and Nawaz (2019) creativity as defined in three characteristics it could be unique, it could be consistent in the situation if happening, and it could result in something useful. Deci and Ryan (1987) have discussed three kinds of creativity, Responsive creativity, Expected creativity and Contributory creativity. Scholars further explain responsive creativity and its benefits to firms, how good managers utilize this tool for the benefits for their organization. Expected creativity is different than responsive; in expected creativity problems are not identified or predetermined by the managers. Last kind of creativity is contributory in which workers are

inherently innovative and they can tackle the problems which are highlighted by the top management at a spot. Organization which competes globally should assist its workers with technical skills, trainings and freedom to share their ideas that they can create valuable milestones for the organization. Leading organizations always appreciate creative workers and they have teams to work together. Collaborative teams transfer their thoughts and ideas without any fear. These innovative teams work with motivation and accept challenges so that they can cope with any issue within or outside the organization (Jahangir, Lubna & Khan, 2018).

Employee Performance

Employee performance means achievement of goals mutually set by workers and managers. Additionally, Harter, Schmidt and Hayes (2002) examined that performance of employee is considered important for the success of organizations (Mackay et al., 2004) including training (Liao & Chang, 2004) or worker's behavior matching with the culture of organization (Imran et al., 2012). Financial rewards are given to the workers to improve their performance (Demirbag, Tataglu, Tekinkus & Zaim, 2006) and also checking employees in non-financial terms for instance, quality and turnover rates (Abdalkrim, 2013) however, organization must design its polices and strategies to fulfill needs of both employees and organization. Researchers Sadikoglu and Zehir (2010) have focused on innovation as important element of employee performance. According to Triwahyuni and Ekowati (2017) organization's mission and vision statements should be in accordance with the performance of employees as well as the efficiency or effectiveness of employee can be determine through performance, in the same way task is given to them. Kirimi and Maende (2019) determined that employees are not only vital concern for any firm but also profit and loss is directly related to them.

Talent Management Practices and Employee Creativity

Research conducted by Jangir, Lubna and Khan (2018) examined that talent management practices in an organization increase the creativity of employees. Moreover, the results of Jangir et al. (2018) showed positive or signification relationship between employee's creativity and talent management practices. Findings of Lewin et al. (2009) also determined that as talent management practices and innovation has positive association, so organizations try to hire innovative workforce. On the basis of these findings, it can be assumed that,

H₁: There is a positive relationship between talent management practices and employee creativity.

Employee Creativity and Employee Performance

The studies on employee performance and employee creativity are limited (Gilson, 2008). Some researchers showed that employee performance is increased by employee creativity. For instance, Cummings and Oidham (1996) examined that there is positive relationship between employee creativity and employee performance. Besides that, they also added that workers perform better if they are asked to work freely without any restrictions as compared to strict supervision and workers would produce products beyond imagination. Workers perform well if the operations are performed with innovative working style and customer's satisfaction is also enhanced (Zhou, 1998; Zhou & Shalley, 2003). So, it was hypothesized that

H₂: there is positive relationship between employee creativity and employee performance.

Employee Creativity as a mediator between Talent Management Practices and Employee Performance

Research conducted by Jangir et al. (2018) examined that talent management practices in an organization increase the creativity of employees. The previous researchers also found a positive links between employees' creativity and employees' performance (see e.g., Cummings and Oidham, 1996). Meddour, Majid, and Abussalaam (2019) determined that employee creativity has a mediating role in the high work performance system and performance of the firm. The relationship between talent management practices and employee creativity and impact of employee creativity on employee performance provide a base to hypothesize that

H₃: employee creativity mediates the relationship between talent management practices and employee performance.

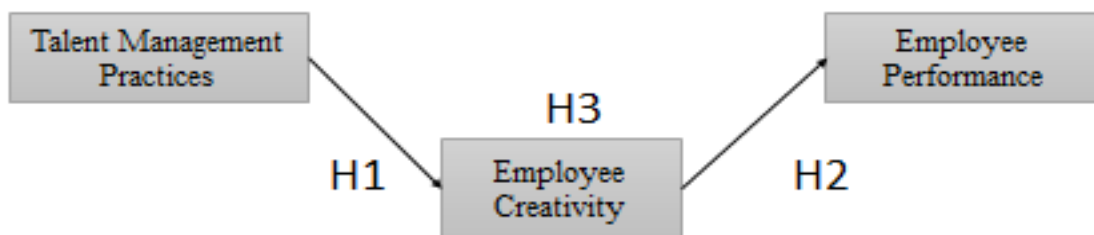


Figure 1: Hypothesized relationship between the variables

Material and Methods

Research Approach

This research is quantitative in nature and used positivist approach. The data was gathered by structured questionnaires with close-ended questions. Examination of empirical reasoning for talent management practices and employee performance, their relationship, and mediation analysis of employee creativity, the variables are tested by inferential statistics, correlation analysis.

Population and Sample

The research was explanatory in nature, and total sample size was 400. In addition, a convenience sampling technique was applied. Faculty members of private and public higher educational institutions of Quetta city were focused including both males and females. Total 153 responses were collected by males which were 51 percent approximately, and 137 from females which were 49 percent. The highest category age wise falls between 31-35 comprising 62 percent which shows majority of the participants were of young age. Most of the respondents belong to public universities.

Measurement

This research utilized a structured questionnaire with close-ended questions which was adopted. Four sections in the instrument were discussed that include the demographics section e.g. age, income, education, sector & gender. The second section was about talent management practices (TMP), the third section employee creativity (EC) & fourth section was employee performance (EP).

Talent Management Practices Scale

The scale used for TMP was developed by Bernsen, Segers and Tillema (2009) which consisted of 15 items and these items were measured on 7-point Likert scale from 1= Strongly Disagree to 7= Strongly Agree. The Cronbach's alpha for TMP scale was 0.972. Sample Items were: "The organization can attract top talent" "Managers are held accountable for losing top performers"

Employee Creativity Scale

EC scale was established by Farmer, Tierney, & Kung-Mcintyre and Cumings (2003) and questionnaire was based on 4 items with Cronbach's alpha 0.898. 7-point Likert scale was used, 1= Strongly Disagree to 7= Strongly Agree. Items included: "I try new ideas and methods first" "I generate ground-breaking ideas related to the field"

Employee Performance Scale

For this research, employee performance scale designed by Bowra et al., (2011) was used and these items were measured by 7-point Likert scale that is 1= Strongly Disagree to 7= Strongly Agree. Cronbach's alpha was found significant at 0.790. Included items: "My performance is better than that of my colleagues with similar qualifications" "I am satisfied with my performance because it is mostly good"

Result and Discussion

Descriptive and Correlation Analysis

To determine the relationship among these variables, descriptive and correlation analysis were carried out.

Table 1
Correlation

	TMP	EC	EP
TMP	1		
EC	.513**	1	
EP	.477**	.734**	1

TMP: Talent management practices, EP: employee performance, EC: Employee creativity
**. Correlation significant at 0.01 levels (2- tailed)

Table 2
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std.Deviation	Skewness	Kurtosis
TMP	290	1	7	5.3165	.7030	1.048	-.286
EC	290	1	7	3.8586	1.4926	.726	-.222
EP	290	1	7	4.2298	1.4027	.501	-.425

Testing Hypothesis

The hypothesis of the study determines following results:

H1: Talent management practices are positively associated with employee creativity

Hayes Process macro shows Results of talent management practices indicate positive association with employee creativity ($\beta=.1422$, $p<.001$). Hence, H1 is accepted.

H2: Employee creativity is positively related to employee performance

The results revealed that employee creativity is positively correlated with employee performance i.e. ($\beta = .3049, p < .001$). Therefore, H2 is also accepted.

H3: employee creativity mediates the relationship between talent management practices and employee performance

A process Macro result indicates the indirect effects of employee creativity in association between talent management practices and employee performance is beta 0.2246. For this reason we will accept H3.

Scale Validity

To verify the factorial validity, Confirmatory Factor Analysis (CFA) was done.

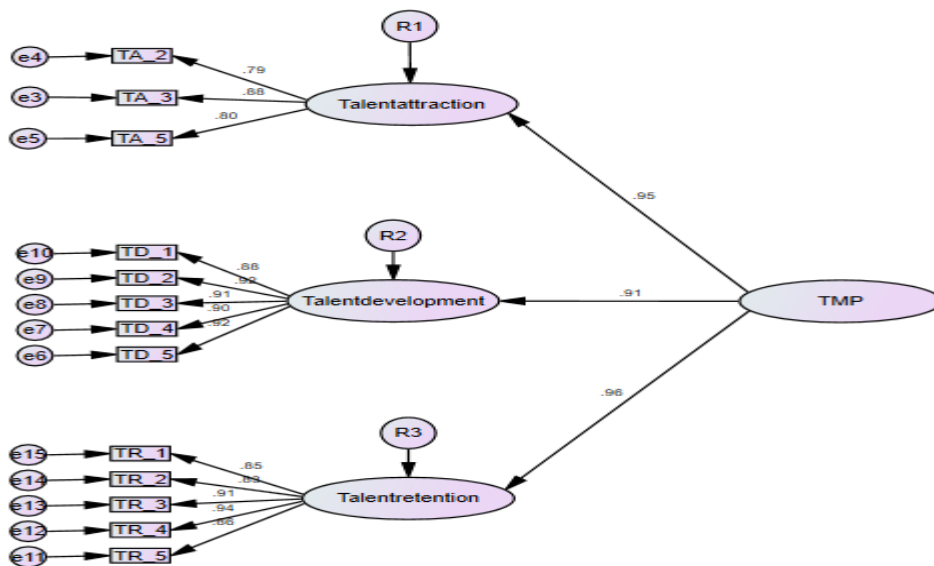


Figure 1 Conformity Factor Analysis of TMP

CFA results indicate an acceptable of the data with $\chi^2/df=3.105$; GFI= 0.911; TLI= 0.962; CFI= 0.970; RMSEA=0.084

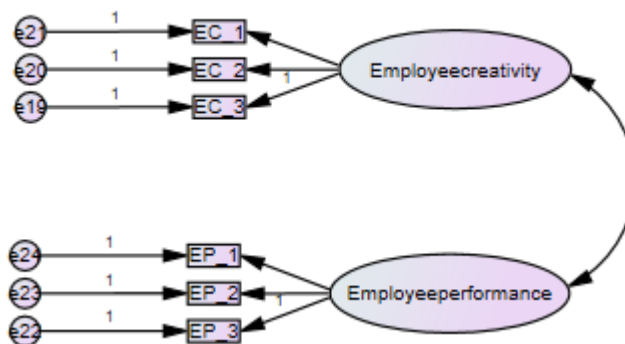


Figure 2 Conformity Factor Analyses of Employee Creativity and Employee Performance

CFA results indicate an acceptable of the data with $\chi^2 /df =1.056$; CFI=1.00; RMSEA=0.014

The aim of this research was to highlight the impact of the talent management practices on employee performance with mediating role of employee creativity focusing faculty members of Higher educational institutions in Quetta city. The current research proposed and tested three hypotheses related to the relationship among talent management practices, employee performance and employee creativity in educational sector.

The first hypothesis was that talent management practices would be positively related to employee creativity, and the results were in line with Jangir et al. (2018), in which they believe that employee creativity increase the performance of the organization. In addition, Henker (2013) also postis that creativity has important role in the success of a company, and to compete in this dynamic world. Similarly, Jahangir et al. (2018) claim that remain in the competition, organizations should provide creative employees the facilities to share their ideas and plans, and these creative workers always work in form of a team, these teams bring innovation to overcome internal as well as external challenge.

The second hypothesis was that employee creativity was positively associated with employee performance. The results of the second hypothesis are consistent with previous research, for instance, Dixit and Dean (2018) found that employee performance have a positive relationship with talent management practices. Previous studies investigate that employee creativity increases job performance e.g. Cummings and oidham (1996) suggest there is a positive correlation between job performance & employee innovation. Moreover, as individuals incorporate innovation at the workplace, it becomes useful for organizations. Innovation can only occur at those workplaces where employees are appreciated for any innovative mindset and creative ideas and where organizations show a supportive culture of risk-taking (West & Sacramento, 2012). Motivated and innovative workers are the need of today's challenging business world, profitability may be increased if talented employees are given attractive pay packages and they must be motivated enough to foster change in the organization, and doing this task as a manager is not a piece of cake, manger must convince these employees (Mak & Sockel, 2001).

The third hypothesis that employee creativity would mediate the relationship between talent management practices and employee performance was also accepted and results are in line with previous research e.g. (Cummings and oidham, 1996) which explained that employee creativity enhances the performance of the organization, they further said that positive association has been found between performance and innovative workers. Meddour, Majid, and Abussalaam (2019) determined that employee creativity has a mediating role in the high work performance system and performance of the firm. Somehow, it is asserted that employee creativity can be taken as a mediator as proved by different research. Research conducted by Jangir et al. (2018) examined that talent management practices in an organization increase the creativity of employees. In the end, employee creativity was positively associated with employee performance and talent management practices.

Conclusion

The primary objective of this research was to examine the mediating role of employee creativity between talent management practices and employee performance. To measure the relationship between talent management practices, employee performance, and employee creativity correlation & regression analysis was performed. Mediation analysis was done by Hayes process macro method & bootstrapping method to check the mediating effects of employee creativity between talent management practices and employee performance, results confirmed the mediating role of employee creativity

between talent management practices and employee performance. The results proved that there is a positive & significant relationship between talent management practices, employee creativity, and employee performance. Employee creativity partially mediates the relationship between talent management practices and employee performance. From a managerial perspective, talent management practices in an organization enable employees to foster their innovation and creativity in work assignments. Talent management literature ensures that management should not only invest in a talented workforce but also attract, develop as well as retained the intellectual workforce.

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