TALENT MANAGEMENT AND ORGANISATIONAL PERFORMANCE: MEDIATION-MODERATION ANALYSIS OF EMPLOYEE ENGAGEMENT AND LEADERSHIP IN CIVIL SERVICES

Submitted by:

DISSERTATION AND DEFENCE APPROVAL FORM

"Talent Management & Organizational Performance: Mediation-Moderation Analysis

of Employee Engagement & Leadership in Civil Services of Pakistan by

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Supervisor's Declaration

The dissertation title "TALENT MANAGEMENT & ORGANIZATIONAL PERFORMANCE: MEDIAN-MODERATION ANALYSIS OF EMPLOYEE ENGAGEMENT & LEADERSHIP IN CIVIL SERVICES OF PAKISTAN" by **Asfand Yar**, registration No. **NDU-LMS/M.P-20/F-001** has been completed under my supervision and is submitted to meet the requirements of M.Phil. degree in the discipline of Leadership and Management Studies.

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CERTIFICATE BY THE STUDENT

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M.Phil. (Scholar-LMS)

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DEDICATION

This thesis is dedicated to:

Allah Almighty the most beneficent, the most merciful; the last Holy Prophet Hazrat Mohammed (May Allah bless and grant him), who taught the world purpose of life, love and peace and to worthy faculty members who guided during research work, especially my supervisor Dr Arslan Rafi.

I am really thankful for my parents, dearest brothers and sisters, who never stopped giving of themselves in countless ways with words of encouragement and excellence. I would like to avail this opportunity to express my gratitude to my mentors who always encouraged and supported me, especially Dr Arslan Rafi.

I owe and pray for all of you!

ABSTRACT

The study is aimed at studying impact of leadership with respect to talent management on employee engagement and organizational performance in civil servants in Pakistan. It is important to understand the employee engagement of civil servants, as it can lead to better organizational performance and overall progress of developing countries like Pakistan. There are administrative manuals that facilitate official business in Federal Government Organizations but it is significant to explore that only talent management can lead to improved employee engagement or there are other crucial factors as well. The current study utilized some important theories including organizational Support Theory and stressed psychological-contract theory for understanding the major principles of employee engagement, organizational performance and leadership. For the current study quantitative data was collected from sample of 300 respondents sampled through convenience sampling and analysed with the use of descriptive and inferential statistics. The findings of the study reveal strong correlation between employee engagement and organizational performance. Whereas employee engagement and leadership significantly predicted the organizational performance except for talent management. Leadership is found to be a significant mediator between employee engagement, and organizational performance. Furthermore, the direct effect of employee engagement on organizational performance is positive and significant (b=.40, p=.002) which indicated that an employee's higher score on employee engagement is likely to have high organizational performance. Hence, leadership acts as a mediator between employee engagement and organizational performance. However, despite talent management, effective communication, flexibility and trust-building are essential for better performance of employees in civil services of Pakistan. Therefore, the findings of the study are important for future improvement in

organizational performance of government institutions in Pakistan through enhance employee engagement.

Keyword: *Leadership, Employee Engagement, Talent Management, Organizational Performance, Civil Services of Pakistan.*

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CHAPTER-1

INTRODUCTION

The present chapter provides an overview of background, the identification of the problem and the rationale for current research study. In addition, key words in the research title are explained so that readers can comprehend basic concepts. As primary responsibility of civil servants is to maintain law and ensure smooth procedures therefore, it is essential to understand the factors that can improve employee engagement in this sector. In various departments of Pakistan, hierarchal organizational structure is followed which highlights the significance of leadership for the success of any department. However, various government organizations of Pakistan involving civil servants report problems of less employee engagement and associated poor organizational performance (Danish, Ahmad, & Khan, 2014). Therefore the current research aims to identify the role of leadership in enhancing organizational performance with respect to talent management and employee engagement in government organizations in Pakistan involving civil servants. When the leadership involves in talent management, it is easier to increase employee engagement. According to Ariani, (2013) highly engaged workforce is self-motivated and can bring better results with less resources. Kahn W. , (2010) agrees that employees are backbone of any organization, high employee engagement reflects internal strength and sustainable growth of organization.

The concept of employee engagement originated in 1990 by Kahn in research about identify theory (Kahn & Fellows, 2013). Also, Hariyono, et al., (2019) agrees that workers feel pride in working for their company and share organizational values when they have favourable

viewpoint about organizational culture. Zainudin, Sutawidjaya, Saluy, Djamil, & Endri, (2021) discusses that employee engagement is crucial for retaining top talent.

1.1 Background of the variables

Leadership in any organization is responsible to enhance performance and positive image. Civil servants not only provide services to their particular department but as a whole to stability and progress of whole country. Therefore, it is the need of the hour to pay ample attention to functional leadership and management in all aspects. According to Bhat & Rainayee, (2019) basic goal of any government organization is to provide quality services to people so that there is overall progress of the country. Since the inception of Pakistan, employee engagement has been overlooked by most of the organizations. Due to lack of proper policies, financial input, structural upgradation and favouritism, leadership has not been able to obtain best services from civil servants. Resultantly, in most of the sectors the organizations have not been successful in achieving their set goals and targets of economic progress. Hence, current study is describing the concept, significance, theories, dimensions and various factors affecting employee engagement. Furthermore, the role of leadership with respect to talent management will be discussed.

Tamsah, Yusriadi, & Farida, (2020) discusses that civil service refers to government sector where employees are recruited on the basis of professional merit rather than direct appointment or selection from management. Civil servants or public servants work for various central and state governments. Initially the concept of civil servant started in China but structure of modern civil services was developed in eighteenth century by the Britain due to rapid growth of British Empire. In sub-continent the concept of civil services was introduced by East India Company in 1829 to promote men of talent and merit only. The basic framework of civil servants' recruitment and promotion was based on four principles i.e., the workforce should be recruited on the basis of merit via competitive examination; the candidates should have vast general knowledge so that they can

be transferred within different departments; a hierarchal structure will be observed in organizations and promotion will be based on personal achievement rather than patronage or nepotism. According to Van Waeyenberg, Decramer, Desmidt, & Audenaert, (2017) a clear delineation is present among mechanical workers and administrative class. The model of civil services was given by Charles Trevelyan in 1855 and remained stable for nearly hundred years.

After independence both Pakistan and India have continued similar method of recruiting civil servants for effectively and transparently running various government departments. In Pakistan, Federal Public Service Commission (FPSC) arranges competitive examination for various civil service posts including Central Superior Services of Pakistan. Federal Public Service Commission select staff members for federal government offices while Provincial Service Commission hire workforce for provincial offices. According to Habba, Modding, Bima, Bijang, & Jamali, (2017) state of institutions is reflective of economic progress and stability of a country. In Pakistan apparently every state institution is performing well but constant review and reforms can improve key processes and systems that will lead to national productivity. Riyanto & Prasetyo, (2021) discusses that role of civil servants is to manage public goods and social contract without any status quo.

Though, there are various policies to safeguard the rights of both the civil servants and the public that seek their support in case of various issues but there is greater need to improve leadership behaviour to foster greater interest of the workers in the wellbeing of the organization. Catteeuw, Flynn, & Vonderhorst, (2007) agrees that effective services are not possible until the delivery and regulatory agencies are not equipped with professional, talented and appropriate staff. Mani, (2011) states that improvement of institutional system is possible only when workforce is provided equal opportunities for professional development and is allocated roles and

responsibilities according to their knowledge and experience. Policies are not made by politicians but bureaucracy works for policy development. When the managerial leadership will be aware of factors that can contribute to employee engagement, it will develop policies accordingly. Before further discussion, explanation of some key concepts present in dissertation topic is given below:

There is great diversity in definition and assumptions about the term talent management therefore, a specific definition has not established. Various phrases like human resource planning, succession management, talent management and talent strategy are interchangeability used for TM (Lewis & Heckman, 2006). According to Ashton & Morton, (2005) talent management is ensuring that the person is assigned role and responsibilities according to his/her skillset, academic qualification, experience and personal disposition. Collings & Mellahi, (2009) states that there are always conscious efforts from leadership of any organization that a balance is maintained in supply and demand of talent by allocating jobs to right candidates. According to Cappelli & Keller, (2014) talent management is a process, outcome and specific decision simultaneously. Various aspects of the same term have prevented development of an agreed definition of TM but researchers believe that managing the recruitment, selection and professional development fall under TM. The purpose of TM is that everyone is provided opportunities to work at the best potential so TM has strategic importance as well. Specialists of various areas narrow down the definition of TM according to respective fields (Cappelli P. , 2008). For instance, for recruiters TM is selection of best possible candidates while training and development department considers TM as arrangement of development programs for talent growth. Leadership focused researchers view TM as strategies to improve planning and leader development (Collings, Scullion, & Vaiman, Talent management: Progress and prospects, 2015). Due to the breadth of perspectives about TM, it is replaced with traditional term of human resources.

According to Richard, Devinney, Yip, & Johnson, (2009) organizational performance refers to performance of an organization against set goals and objectives. In organizational performance predicted output is compared with the real-life performance of a company or department. Langley, et al., (2009) agrees that generally the success of a team is evaluated by dint of its financial performance, market performance and shareholder value. Lee & Yu, (2004) when a group of individuals work together for achievement of specific purpose, it adopts particular course of action that would bring maximum success. Researchers use organizational effectiveness and organizational performance for the same purpose as both concepts are related to human driven factors like leadership, teamwork, employee productivity and alignment of business units. Carmeli & Tishler, (2004) suggests that long-term success of an organization can be determined on the basis of organizational performance in short term goals. Though, there are various strategies to assess the organizational performance but survival and growth is most common wherein level of an organization in meeting its growth expectations is considered. According to Beauregard & Henry, (2009) monitoring and control of organizational performance is significant as it contributes in better asset management. When an organization is performing well it adds to its positive image and builds trust of people in it. Zack, McKeen, & Singh, (2009) believes that organizational performance can be improved with positive employee attitude, integration of modern technology, enhancement of employee skills, and adopting effective leadership style.

According to Kular, Gatenby, Rees, Soane, & Truss, (2008) employee engagement is "harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance". With respect to cognitive engagement the workers' beliefs about the company, its leadership and organizational culture are considered significant. EE is concerned with the negative or positive

attitude of the workforce about the company and its management. The third aspect physical engagement is about the use of physical potential for performing specific role and responsibilities. McBain, (2007) agrees that employee engagement is possible only when the workforce is present both physically and psychologically. Chandani, Mehta, Mall, & Khokhar, (2016) agrees that EE is both intellectual and emotional commitment of workers to the organization.

Saks & Gruman, (2014) discusses that when workforce invest in highest level of discretionary effort, it reflects their passion for work. For Macey & Schneider, (2008) EE can be referred to organizational citizenship attitude or organizational commitment. According to Markos & Sridevi, (2010) EE is different from organizational commitment as later is concerned only with the attitude and attachment of the worker towards the firm while EE encompasses the attentiveness and absorption in organizational role as well. Considering the significance of EE researchers have been studying the factors that can improve EE for better organizational performance. In a study conducted by Albrech, (2011), organizational culture, employee participation, frequent recognition and effective management were seen as major factors affecting EE. However, Little & Little, (2006) believes that the leadership under which a person is working plays pivotal role in increasing or decreasing level of engagement in workers. In current working world good management is essential for retention and engagement of talents as workers prefer staying with the organization that has positive organizational culture regardless of low compensation rates.

Leadership has been most significant topic with respect to social sciences as it determines the ways to organize collective effort which directly contributes to organizational performance (Hogan & Kaiser, 2005). Leaders' ca paly pivotal role in success or failure of an organization. The origin of leadership can be traced from the beginning of the world as human beings have always been looking for a person who could organize, guide and lead them to success. Daft, (2014) agrees

that leaders can coordinate, oversee and manage problems more effectively. Therefore, a leader has to be talented, experienced, equipped with essential skill set and possess specific personal and professional characteristics. It is general viewpoint that leadership should be brighter and more intellectual than subordinates so it can resolve problems by allocating specific roles and responsibilities to workforce according to their potential (Chemers, 2014). According to Sigmund Freud from time to time talented, charismatic and shrewd figures appear in society who can bring out the best from individuals (de Vries, et al., 2010).

Though, there are various theories and models of leadership but competency model given by Hogan and Warrenfetz (2003) states that any leader should have four competencies i.e., intrapersonal skills, interpersonal skills, business skills and leadership skills (Asumeng, 2014). With the passage of time leaders are expected to play more inclusive role by focusing attention on talent management. Shortage of talent, high turnover rate and personnel performing on inappropriate job position can hinder organizational performance.

1.2 Research Gap

Various studies have been conducted about the impact of talent management on organizational performance and the role of different leadership styles in enhancing employee loyalty, motivation and engagement (Ingram, 2016). Talent management from the leadership is crucial to improve employee engagement because it directly affects organizational performance. The researchers have been studying various aspects like flexibility, organizational culture, integration of technology, relationship with the co-workers, leadership and work-life balance as leading factors contributing to employee engagement (Anwar, Nisar, Khan, & Sana, 2014). However, there are limited studies that explore the role of talent management in increasing employee engagement (Taneja, Sewell, & Odom, 2015). Additionally, in modern times talent management cannot be restricted to human resource department only but effective leadership

involvement is essential for acquisition, selection, recruitment, training and professional development of workforce. In the previous studies the researchers have been using qualitative research design which provided subjective viewpoint about the phenomena and did not provide ample information about the relationship of variables (Taneja, Sewell, & Odom, 2015).

1.3 Problem Discussion

The role of civil servants is to manage public goods and social contract without maintaining status quo by dint of assigned powers. Though, there are administrative manuals that facilitate official business in Federal Government Organizations but there needs to be some amendment in appointment, promotion and transfer rules so that quality and integrity of public sector institutions can be improved. Additionally, from constitutional perspective ample efforts has been invested to improve employee motivation and engagement but as mechanical workers have to work under some leader therefore, the significance of organizational leader increases manifold. In most of federal government institutions, managerial leadership is given the authority to take decisions about the professional development, promotion or demotion of staff members. In this regard, it is necessary to collect the viewpoint of mechanical workers in civil services so that management flaws with respect to talent management can be identified that are negatively influencing organizational performance. When Pakistan is looking forward to make progress, all government institutions should ensure maximum output from the workforce. Efficiency of civil servants can be improved only when substantial initiatives will be taken to improve employee satisfaction by manipulating various dimension of talent management. Hence, problem statement of current research is analysing the impact of leadership on employee engagement with respect to talent management in civil services in Pakistan.

1.4 Research Objectives

The research aim of current study is to analyse the impact of leadership on employee engagement with respect to talent management and organizational performance. For achievement of this aim the researcher has set following research objectives:

- To examine the mediators and moderators that influence engagement level in workers of civil services of Pakistan.
- To identify various dimensions of talent management that can contribute to improved employee engagement in civil services of Pakistan.
- To study the leadership factors that can improve organizational performance and employee engagement in civil services of Pakistan.

1.5 Research Questions

The main purpose of the study is to explore the impact of talent management and leadership practices on employee engagement and organizational performance in civil services of Pakistan. The research question of the current study is:

Is there any impact of employee engagement on organizational performance when leadership and talent management is used?

1.6 De-limitations of the Study

Though, the researcher has tried his level best to increase the credibility and reliability of the study but there are some limitations in research design that can impact the research findings. The researcher has used quantitative research method which hinders in-depth study of phenomena (Asmus & Radocy, 2017). Furthermore, relatively small sample population was recruited that could impact the credibility of findings (Van de Schoot & Miocević, 2020). The data is collected from some selected departments in Islamabad therefore, research findings cannot be generalized to other divisions or regions of the country. The researcher has conducted online survey therefore, the researcher could not observe body language and facial expressions of the respondents. Moreover, there is likelihood of giving inaccurate or biased information from research participants

(Vasantha Raju & Harinarayana, 2016). As the author of current study is novice researcher therefore, the scope and depth of discussion is limited as compared to experienced scholars.

1.7 Significance of the Study

The study has both practical and academic implications. With respect to practical perspective, as Pakistan is a developing country therefore, for survival and growth of its various administrative departments, it is essential that employees have higher level of engagement. According to Mann & Harter, (2016) workers can perform more vigilantly when they are recognized for their efforts and allocated roles in agreement to their skill set. The academic benefit of the study is its unique nature wherein the role of leadership in employee engagement is explored with respect to talent management (Pandita & Ray, 2018). To the best of knowledge of researcher there is no study that has attempted to explore the correlation between leadership and employee engagement in the context of civil services of Pakistan. The current study will be helpful for management of various civil service sectors with the improvement of employee engagement.

Current study has highlighted that leadership can play pivotal role in changing negative attitude of workforce towards organization and its objectives. The researcher has used academic work conducted on the same topic by international researchers in diverse settings but implication of various models on local settings facilitated in understanding of existing situation in Pakistani offices. For policy makers, research findings are of paramount significance as they can review existing policies about recruitment, selection, retention, promotion and professional development policies and make essential changes to bring forth better results (Pandita & Ray, 2018). Discussion about additional role of leaders in any department will be helpful for relevant authorities to take remedial actions. The research has brought forth substantial information about the association between employee engagement and leadership with respect to talent management that is necessary for organizational performance. The researcher has used primary data which has provided updated

insight about the state of art (Islam & Islam, 2020). In future, the researchers can work for building better model and select some private sector for data collection. In addition, the researchers can compare the engagement level in private sector with government organizations as well. The study highlights that it is the need of the hour to allocate roles and responsibilities to the workers in civil service sector so that workforce is satisfied and motivated to perform better for better organizational performance.

CHAPTER 2

LITERATURE REVIEW

This chapter discusses the literature sources in association with their significant findings on the topic of talent management for improving employee engagement. The chapter also discusses the findings from literature on the role of leadership on employee engagement. According to Denney & Tewksbury, 2013) literature review is widely used to seek new insights on a particular topic by summarizing and synthesizing arguments by other researchers. It works as a solid ground to conduct further investigation. As literature review is comprehensive overview of various aspects of topic, it provides the insight about the literature gap and the rationale for making new investigation. Cronin, Ryan, & Coughlan, (2008) agrees that an effective literature review covers all the major theme and subthemes of the topic. Literature review educates the researcher and the reader by providing sufficient information about the selected topic. When the researcher reviews and reports about the existent literature, the weaknesses or shortcomings of prior literature are evident which provides basis for conducting new research.

Literature review is significant part of any research study as it enables the reader to understand various aspects of the topic in light of different perspectives given by other researchers. Current literature review has encompassed talent management, organizational performance, employee engagement and leadership. Furthermore, the correlation between these variables is also elucidated. The researcher searched for relevant existent academic literature about the selected terms; critically evaluated them and synthesized in order to provide coherent understand of phenomenon. Current literature is helpful in comprehending role of leadership in civil service institutes. With the reviewing of literature, it was easier to get in-depth insight about various theories of talent management and employee engagement.

2.1 Talent Management

The term TM was developed in second half of twentieth century due to the focus on internal talent development. Initially talent management was restricted to managerial roles only to improve supply of middle -management talent (Polevaya, Zappala, & Kamneva, 2019). According to due to less attention to internal development firms has to face scarcity of talent. In 1997 McKinsey & Company coined the term talent management which developed a connection between HR development and organizational effectiveness. Davies & Davies, (2010) agrees that talent management cannot be limited to human resource department but it should be practiced at all levels. In government offices greater attention is paid to attracting and recruiting talented candidates but there are not any strategies to retain and develop the talent.

The first stage of talent management is recruiting competitive individuals. Makram, Sparrow, & Greasley, (2017) adds that long term success of any organization is not possible without recruitment of proper talent. Since it is difficult to access workers according to exact needs of the position therefore, the employers have to make employees competitive by equipping them with essential skills that can facilitate competitive advantage of company. According to Thunnissen, Boselie, & Fruytier, (2013) if the candidate has all the required knowledge, experience and skills then the management have to reconsider its compensation strategy. For effective talent management, the leadership not only focus on current performance of workers but consider possible potential that is not yet exploited for organizational performance. Minbaeva & Collings, (2013) discusses that talent marketplace is a useful developing strategy wherein workers can select the projects that best suit to their proficiency.

After the selection of talented individuals, it is challenging to retain them for a longer time. According to Mucha, (2004) when organizational resources are invested to train a worker, the organizations try to retain them for longer time so that they can bring profit to the company by dint

of their expertise. Employees cannot be forced to work with the company therefore, the management endeavours to develop healthy long-term relationship with the employees so the organization can benefit from potential of staff members for longer time. Stahl G, et al., (2012) enlists growth options, organizational culture, compensation, and support structure as major factors that can ensure long term employee-management relationship. However, for Collings DG, H, & V, (2011) intangible assets like behaviour of the leader, acknowledgement of efforts, cooperative and just environment motivates a person to stay with a specific firm. Oladapo, (2014) discusses that some workers leave their job finding it boring and lacking any challenge or opportunities to learn new things. Bethke-Langenegger P, P, & B, (2011) agrees that talented workers want to have a feeling of being significant and impactful. Berger & Berger, (2004) suggests that it is essential that leadership develop effective communication with the workforce so that understanding employee expectations essential changes could be brought in organizational culture. Since hiring and retention of right employees brings forth sustainable success both at micro and macro level therefore, implementation of talent management system can be beneficial for any organization.

2.1.3 Theories of Talent Management

A variety of theoretical frameworks and empirical findings provide insight into talent management in corporations. It was recommended by Al Ariss, et al. (2014) that talent management software may be looked at from two different angles. The one is more open and accepting, focusing on people's abilities, whereas the latter is more closed off and judgmental (elitist). According to the egalitarian view, talent management should consider all staff members' abilities. All workers, in this perspective, have equal opportunities to develop their talents and contribute to the company's success. On the other hand, the elitist method focuses only on the skills of high-potential or high-performing workers, who are categorized according to their contribution

to the company (Ntaopane & Vermeulen, 2019). When asked about the differences between their elitist viewpoint and the view that every worker has a talent, Thunnissen, Boselie, & Fruytier (2013) said that they prefer the latter. An employee might be considered talented under the elitist approach if they possess many important skills essential to the success of the business and make significant contributions to its growth. An elite and distinct approach would be to say that some researchers just used the term interchangeably (Dries, 2013). Talent management strategies are targeted only at high-potential workers. However, several theoretical frameworks in the literature have elucidated talent management from either an individual or an organizational standpoint. For instance, Dries (2013) stressed psychological-contract theory, which tracks how employees feel about their obligations to improve their skill sets concerning their impressions of how their employers compensate them for exhibiting certain talents and abilities.

Findings indicating job-seekers who prioritized their careers, financial success, and belonging to a team were more likely to be drawn to Japanese firms were supported by the person-organization fit theory and the attraction-selection-attrition paradigm. To illustrate talent management, Thunnissen, et al. (2013) suggested looking at it from a mutual-benefits viewpoint, which highlights the delicate balancing act that must be performed between expatriate assignments mandated by the business and those that are initiated by the personnel themselves. According to social exchange theory, companies that try to improve their workers' working conditions will see a favourable return on their investment. Based on the tenets of the Organizational Support Theory, researchers have studied how employees feel about their employer's appreciation of high-performing workers and their attention to their health and happiness (Makram, Sparrow, & Greasley, 2017). However, cognitive dissonance theory was first proposed by Festinger in 1957, suggesting that workers who have not been recognized as exceptional may deal with this thought

by downplaying the significance of being a part of the talent pool. Furthermore, equity theory proposes that if workers know the talent level of their co-workers, this knowledge may be considered a variable to uncover workers' attitude responses. Talent management has been described by economic ideas like the human capital hypothesis. After Adam Smith published "The Wealth of Nations" in 1776, the concept gained prominence. According to the human capital hypothesis, a company would be wise to spend money on training and keeping its best workers rather than letting them go for competitors. The human capital theory was also stressed by Mellahi & Collings (2010) to explain the importance of talent management in enterprises. Inputs and outputs are related in the theory since investment is the primary motivator for the business process. The researchers conclude that productivity in an organization may be traced back to a positive feedback loop between inputs and outcomes.

To that end, talent management is seen as an investment with high returns for shareholders, according to the financial perspective of human capital theory (HCT). To put it another way, the study authors emphasized the importance of HCT's emphasis on the company's investment in the growth and education of its most valuable assets: its personnel. A significant expenditure was suggested by Pinar & Yener (2016) on par with purchasing new machinery or cutting-edge pieces of software. Organizations may gain an advantage by investing in their employees' skills and potential via programs of training, development, and recognition, according to this view. Expertise is the most crucial indicator of capital that influences market position, hence talent management's strategic objective. Talent management may also be seen through a resource-based lens; in order to maintain a competitive edge, businesses need to invest in their most valuable assets. Suppose the strategic value is measured by the amount of value added by talents in a certain field. In that

case, the most valuable resources are those who contribute more than the average employee in their field.

The theory of referent cognitions is suggested by Cascio & Aguinis (2018) and it is taken into account in this study. If this hypothesis is believed, talent management processes are more likely to be considered fair. Workers are less likely to look for and fantasize about better opportunities. The competing self-interest theory makes the same claim as the referent cognition theory. Workers have a strong desire to improve productivity. For the sake of argument, assume that talent management processes are unjust, inequitable, and unpredictable, causing workers anxiety about their futures with the company (Cascio & Aguinis, 2018). Their present results become more important as a result of this uncertainty. Despite the widespread emphasis on individuals' abilities, the social capital theory explores how factors like teamwork and leadership in the workplace may be used to spot those with exceptional potential. A built-to-change philosophy has been developed thanks to the work of Anlesinya, et al. (2019), which recognizes the need to incorporate people management activities into an overarching plan of action.

2.2 Employee Engagement

An employee's interests and performance at work are described by the human resources (HR) concept of employee engagement. Employees keep track of their workload and business success and believe that their contributions matter (Goestjahjanti, Impact of talent management, authentic leadership and employee engagement on job satisfaction: Evidence from south east asian industries, 2020). Employee involvement is important to the success of every firm since they may plan their business activities in connection to the work and are involved for reasons more than just a wage. Employee engagement may be crucial to a business's success since it gives it access to a committed and moral workforce. The creation and management of employee participation depend

heavily on communication. The employees become extremely productive and efficient (Afsar, 2020). They also demonstrate a stronger devotion to the company's principles and advantages.

Employers may motivate workers to take part in a number of methods, such as communication emphasis, prizes, and assistance for improved performance. They can also enlighten the workers about the business operations and offer accurate results (Arifin Z. N., 2019). Other strategies include making an effort to give employees a sense of worth and respect, as well as a sense that their ideas are being acknowledged and valued. Employees are devoted to holding onto the notion that the worker's engagement is important, also the managers are valued and encouraging, and that their task has been completed.

The researchers consider the reliable data that demonstrates how to use employee engagement in the working environment, but it eventually seems like a significant obstacle for the researcher. One of the most significant things a manager can do to increase employee engagement is to create an atmosphere where people can boost their confidence. However, administrators can view their most valuable assets whilst employing the synchronisation process employers (Milhem, 2019). Contract-based workers might offer useful suggestions for projects since they can motivate others' interests and promote teamwork. The proposed research may look at various instances of employee behaviour and the impact of cooperation to develop the process of contracting employees (Hoque, 2018).

Since employee engagement impacts the performance of the company, productivity, and revenues, and is essential to a healthy firm, it varies widely. It has a significant influence on how staff can assist customers, and workers, and is essential for attracting and keeping the best talent in rank. (Matthews, 2018) exclaimed that keep in mind the significant influence on an organization's existence to accomplish as leaders attempt to understand what workers must do and

establish strategic strategies to address situations where non-compliance and conflict might emerge (Johnson, 2018). Employee involvement has a significant impact on a number of variables, including productivity, profitability, and company stability.

2.1.1 Dimensions of Talent Management

Different scholars have defined the talent management systems process in different ways. Talent management is a strategic approach to managing an organization's people resources and is an integral part of human capital management (van Zyl, Mathafena, & Ras, 2017) . Finding out what aspects of people management are most essential to the company is a crucial first step. Companies that underwent massive downsizing a few years ago often found that they had lost a significant portion of their collective institutional memory. Companies with the foresight to pursue more original and creative techniques will better stand out in the human resource niche market (Jayaraman, Talib, & Khan, 2018). Recognize talent, attract talent, choose talent, retain talent, manage succession, and alter organizational culture: talent management's six pillars. Talent identification is all about finding and describing what makes each company's top performers tick in positions crucial to the company's success. Organizations may create a new talent characteristics model by identifying the model's features in their current and former talent employees (Nilsson & Ellström, 2012). Recent research into talent management has shown that developing a systematic strategy for spotting and developing talent is crucial for achieving peak results in organizational leadership. The first step in talent management is talent identification, which involves searching for suitable candidates to serve as the organization's talent model in high-impact roles such as CEO and senior executives (Moghtadaie & Taji, 2016). Human resources managers often stress identifying all workers' talents and abilities. When it comes to recruiting, the next part of talent management, talent identification, quickly becomes a difficult problem.

Recruiting top talent means finding and hiring top candidates for open positions. This necessitates a well-thought-out strategy for attracting and retaining top talent inside the company, incentives for workers to search for such talent actively, and an emphasis on open advertising positions and rewarding successful candidates. Good employees might be hard to come by, but businesses must build their brands (Srinivasan, 2011). In order to improve their public standing, businesses must adopt industry best practices across the board. Once qualified individuals have been recruited, placing them in appropriate positions becomes crucial. Selecting a candidate during the talent recruiting phase involves searching for and selecting an exceptionally qualified individual from a pool of applicants (Obeidat, Yousef, Yassin, & Masa'deh, 2018). Individuals selected from a talent pool may exhibit a wide range of skills. In order to get an accurate picture of how well employees fit into their roles, businesses need to combine data from job and employee analyses (Deery & Jago, 2015). Every business should follow this procedure to build high-performing teams that will help them stay ahead of the competition. The term "talent retention" describes an organization's actions to retain its top performers by rewarding them monetarily, symbolically, and otherwise for performing a good job (Moghtadaie & Taji, 2016). To illustrate, imagine businesses care about keeping their top performers on staff. In that scenario, they need to be showered with accolades, given a boost in social status and rewarded financially for their dedication to furthering their education and careers. In order to be successful in the future, a business must have the right leadership and employees (Hasanpour, Abdollahi, Jafarinia, & Memari, 2019). Succession planning refers to preparing for an organization's future leadership needs by identifying and cultivating potential candidates for important positions. Successful leaders know they need to develop their staff through strategies like job rotation, training, and succession planning (Barkhuizen, Mogwere, & Schutte, 2014). Research demonstrates that talent

succession management plays a crucial role in talent management by aiding businesses in a variety of ways, including making sure that top-level managerial talent is readily accessible and providing a curriculum of learning opportunities for them. They need to find raw talent and develop it. The company has to make some big improvements to its talent pool and be ready to make major adjustments to its core values, organizational culture, and even the quality of its top executives (Metcalfe, Makarem, & Afiouni, 2020). To the company, it will continue to be a source of financial and other benefits.

2.1.2 Challenges in Talent Management

There is a lot of evidence that businesses all around the globe are struggling with skill shortages. Successfully recruiting, training, and keeping a steady stream of high-calibre employees is a problem for any business today. According to published research, it is becoming more difficult for businesses to recruit, retain, and develop the talent they need in a world where talent competition is fiercer (Cappelli & Keller, Talent management: Conceptual approaches and practical challenges., 2014). As a result, the global race for talent will remain a formidable obstacle, notwithstanding the present global economic recession, because of important structural factors already in place. To be more precise, businesses have been and will continue to look for people who can successfully navigate the world's complicated, difficult, shifting, and sometimes confusing business climate (Festing & Schäfer, 2014). To rephrase, most organizations throughout the globe, regardless of size, are facing and will soon face several talent management issues that, if addressed, will affect their global business strategies in the short and long term. The administration of human resources is not a simple task. Managers who are not involved in their staff, workers who lack motivation or are dissatisfied with their work and employees who are not a good cultural match are some of the issues that may occur (Schuler, Jackson, & Tarique, 2011). Even in emerging economies, the situation is bleak. The United States and several European

nations have unique challenges, such as an aging population that has led to a shortage of top-level expertise. The developing world has a large and youthful population, but its poor educational infrastructure produces a shortage of top-tier talent (Tarique & Schuler, 2010). They have a large population of highly trained and unskilled workers and a sizable pool of educated but unemployed professionals. These are some of the difficulties encountered by talent management departments in firms as they try to address talent shortages caused by changing demographics.

When it comes to managing talent, the first step is always to choose the best person for the job. There may be problems with the remainder of the talent management process if a firm does not have a solid personnel management strategy. To begin the recruiting process, many companies lack the necessary knowledge (Srinivasan, 2011). They have no idea how to start finding prospects or recruiting top talent. Therefore, it may be challenging for the company to convince qualified people to accept an offer of employment.

According to the research articles, "The State of the Recruiting Industry," a major deterrent for potential employees is a lengthy application and interview process (Tafti, Mahmoudsalehi, & Amiri, 2017). A corporation may have difficulty attracting and retaining the best employees if its inefficient recruiting practices. Further, the applicant would not wait long for an offer if the best talent is successfully identified. Applicants that are most valuable to businesses in terms of their knowledge were allowed to stay on, while others were let go (Collings D. , Integrating global mobility and global talent management: Exploring the challenges and strategic opportunities., 2014).

In a similar vein, there were significant changes made at the very top of the organization. In contrast to individuals who were seen to be responsible for leading corporations into difficulty, these people were considered crisis managers. Talent management recruits ambitious workers who

would not let the company fail due to their ideas. Business processes may be greatly streamlined and simplified with the use of automation (Castellano, 2013). It is common practice for businesses to employ applications like applicant tracking systems (ATS), payroll systems, and accounting programs. The time savings reaped from using software is then used toward expanding operations.

One useful tool in the realm of talent management is the applicant tracking system, which may be used to streamline the recruitment process (van Zyl, Mathafena, & Ras, 2017). Using an applicant tracking system (ATS), recruiters may distribute job openings to a wide audience, communicate with several recipients at once, and keep track of potential employees' contact information. In addition, an ATS keeps tabs on applicants, allowing HR to keep their records long after a position has been filled. The use of payroll and accounting software solutions aids in the automation of additional company activities (Collings D. , Integrating global mobility and global talent management: Exploring the challenges and strategic opportunities., 2014). If the corporation had these, it would have greater resources for managing its employees. A recruiting manager's inability to fully use their tools can stifle personnel management and slow operational procedures (Meyers & Van Woerkom, 2014).

Effective talent management is the quality of the company's leadership. Leaders and high-performing workers are crucial to an organization's cultivating and keeping its best people (Barkhuizen, Mogwere, & Schutte, 2014). Employees will have little direction in honing their skills if the company's leadership is ineffectual. All levels of management must work together to develop and retain staff. If no strong leaders are in place, then talent management will suffer. The goal of talent management is an individual's overall growth and improvement. This has the potential to improve workers' perceptions of their worth, their opportunities for growth, and their overall job satisfaction. Organizations risk high employee turnover rates if they fail to execute

talent management strategies effectively (Whysall, Owtram, & Brittain, 2019). When workers believe their position will not advance and their compensation will not grow, they are more likely to go elsewhere for work. An employee's desire to avoid repetitive work is understandable. Instead, they want to improve their skills, advance in rank, and take on more responsibility (Deery & Jago, 2015). After losing key personnel, businesses often have to begin talent management from scratch. When key personnel, such as managers, leave the organization, recovering may be very difficult. The company must act swiftly to recruit suitable successors in such a case and the talent management process may falter if managers are not involved (Oladapo, The impact of talent management on retention. , 2014).

2.2.1 Factors Influencing Employee Engagement

Consistent with (Saad, 2018) employee involvement may have a significant influence on anything from work happiness to output. Since inadequate involvement might affect the bottom line in the future, many businesses now place a high focus on it. Any firm must comprehend how employee engagement is influenced by these aspects to succeed. Following are both positive and negative factors of employee engagement that influence the organisation;

2.2.1.1 Positive Factors

Career Development Opportunities

(Sun, 2019) and (Kwon, 2020) represent the positive factors that create an impact on employee engagement by saying that employee engagement at work is mostly dependent on their career progress. Employees will discover that the organisation still be fond of optimising processes when employers consistently invest in strengthening their workforce. (Abarantyne, 2019) iterated that the firms should start providing employees with global training so they may learn new skills and professional information in addition to regular training.

Flexible

The convenience of working hours is a crucial element that fosters dedication amongst workers. The shift of employees to regular or part-time work. Other choices include reiterating or beginning after and finishing after the work (Wu, 2019). For example, If an employer is a working parent who needs to drop off or pick up their kids from school will find the flexibility in an organisation to be extremely helpful.

Fair Pay Structure

The payroll is a major part that everyone always discusses even though nobody can escape it and the companies will have to inform the staff about the company's payment procedures and how to determine if an employee qualifies for benefits. (Moletsane, 2019) exclaimed that employees will be better able to grasp this mistrust and strive even harder to convince employees that they are on the verge of promotion if they increase their productivity and their skills of employees. Along with the need to be cautious and explain to someone why employees are not qualified for the promotion and how to improve next time, they also need to assist someone when the time is appropriate.

Cultural Diversity

Since everyone in this time is of different ethnicity, culture has become the foundation of the business. Companies that hire people from all backgrounds, regardless of ethnicity, religion, or culture, are said to have cultural differences but on the other hand, operating and managing several cultural teams has various advantages for both the business and its personnel (Milhem, 2019).

Communication

Another factor that results in commitment from employees is communication. (Sandhya, 2020) & Sulphey (2020) explain that there will always be issues with the project or the business

when the employer and the staff disagree on a certain decision. The firms should consider group talks as a crucial component of business communication that should allow for employee input and how to maintain a constant connection and communication with their organisations' divisions (Johnson, 2018). It may also be a method of informing new employees and workers about a new recruiting procedure so that they are properly informed and do not appear to be missing out on this information.

Employee Recognition

(Abarantyne, 2019) refer that several large corporations are aware that workers play a crucial role in their operations. Employee and staff satisfaction will boost productivity at work and boost sales and profitability for the business. Employees who believe they have a personal connection to their managers are often productive. Additionally, seeing the employees work will make them feel better, which promotes loyalty to good workers.

2.2.1.2 Negative Factors

However, (Sandhya, 2020) argue that employee dedication and engagement might have certain unfavourable effects. Employees frequently become ignorant when there is no hope since they have no idea how to enhance their performance. (Saad, 2018) also argued that employees could depart because of these perks and communication is the key to preserving consistency. Following are the detrimental elements to the employment contract:

Erratic expectations

Effective managers communicate with their staff on common expectations. These demands must be accurate, unambiguous, and transitory. Alternately, the employers should ask the employee to restart when the job is finished and modify the location. (Kwon, 2020) iterated that it is a management of the behaviour of various individuals working at various times rather than an increase. On a monthly basis, for instance, an employee may alter the same statement with the

manager's guidance. The president then strongly reprimanded him for refusing to accept the shift in expectations of month later. (Abarantyne, 2019) Says that "all the employees frequently abstain from participation when there is little optimism because they underestimate the value of their contributions"

Favouritism

Some employees will be easier for the employers to get along with than others. In contrast, leaders may respond differently to these actions of various employees because individuals enjoy them, much like unreasonable expectations. For instance, the manager will provide more information to one employee than the other when they query their employer about a news organisation at separate times (Milhem, 2019). Negative reactions, whether they involve critical remarks or negative comments, can lead to an unfavourable climate that endangers employee engagement.

Micromanagement

This is particularly challenging for those who need a lot of control since they dislike being micromanaged. (Sun, 2019) argued that employees of this nature could assume that their employers do not trust them and that they doubt their expertise and ability to perform well. If their supervisors want them to take charge of every aspect of their employment, this might result in their quitting, thriving, and losing their jobs. Leaders who micromanage can be confident that no one will perform as well as them. This concept of micromanagement of working could annoy them. They could feel uncomfortable as a result, and their workers might get stressed. In contrast, micromanagement can result in small-scale collaborations. This safeguards both the full-time employees and the manager, who chooses to devote too much time to management and little time

to staff development (Goestjahjanti, Impact of talent management, authentic leadership and employee engagement on job satisfaction: Evidence from south east asian industries, 2020)

Distractedness

(Wang, 2020) exclaimed a major drawback that some managers experience health issues such as back problems etc., but they grow cynical whilst still being passionate about their job and they become the leaders who are struggling and frequently overlook their staff. In this situation employees eventually operate in the grain store, distancing themselves from their colleagues and other businesses. They have forgotten how their regular labour activities are regarding the obligations and output of the organisation. They might not put out the effort because they feel inadequate. The behaviours of an employer's expectations from its team members should be modelled by the team itself and that of the leader.

Burnout

(Matthews, 2018) argued in contradiction to the positive factors that if the company wants its staff members appear hardworking and complacent, it can be because of its supervisors. That leaders' teams will be successful if they lead balanced lives with both personal and professional interaction among employees.

2.2.2 Models of Employee Engagement

In accordance with (Moletsane, 2019) knowledge and understanding are what make a person productive and blissful at work and require an understanding of the employee engagement model. Each model emphasises psychology to assist businesses in developing their career paths to raise employee engagement.

2.2.2.1The Zinger's Model

By concentrating on significant worker's requirements, build involvement from the ground up. Zinger's employee engagement model focuses on the top 10 steps that all managers may take

to support staff members. The pyramid plan is used as a basis for David Zinger's employee loyalty programme (Afsar, 2020). The relevance of his requirements, such as tranquilly and productive work, as well as why their dedication is crucial were discussed in this model. To support the obligation in the office, the following steps of this model must be made for each "building block" of the pyramid.

Figure 1 The Zinger's Model (Kusuma & Madasu, 2015)

Bottom row: the necessities

The Zinger pyramid's base focuses on the necessities that each person requires in order to perform their work successfully. At this point, the major goals are to increase empowerment, open capacity, peace, and interpretation (Johnson, 2018). Some of the basic points of this row are discussed below;

- Well-being enhancement: If workers put their physical and emotional health at risk for their jobs, they will not do their jobs any better. Advertising, prolonged leave,

and health care rest are commitments that lay the foundation for success in developing a culture around internal security. These actions do not stem from a fear of violence or prejudice.

- Invigorate energy: Create an environment where employees both provide energy to and derive energy from their job to "enliven" power. Health is typically impacted by the first. The leaders will decide on the second frequent evaluation of employee strengths and then discover the process for determining the energy flow and obstructions.

- Making goals: Workers who have goals at work are more likely to stay for a long time. Conferring to this magnitude of their wage, 90% of persons have a considerable occupational position. In order for a business to succeed and remain afloat, managers must assist their staff in comprehending how their work influences the globe.

- Leverage strengths: The manager must foster an atmosphere where staff members may put in a lot of effort and build on their strengths. As a result, the business becomes stronger and the workers' current resources are enhanced.

Second line: corporate integration

The relationship between people and a broader organisation is the foundation of the second branch of the pyramid. The key tasks at hand are interpersonal development, self-esteem enhancement, and time management.

- Build relationships: People can all agree that doing excellent work is essential to getting results, but teamwork and contentment alone will not make a work engagement process. Employees should be encouraged and supported by their managers to establish working connections through individual or effective group work.

- Foster recognition: This technique involves developing a culture where employees and management collaborate to inform employees on ways to keep employees satisfied, without promoting or changing accurate processes.

- Master moments: Workers must have a sense of emotion and purpose in their job to be engaged. Leaders may help with this by engaging in regular communication to identify problems, solicit input, and seek solutions. The goal is to keep employees interested by designing engaging touch points throughout the workday.

Third row: Operational assistance is what employers do.

The third row of the pyramid contributes to the process of producing outcomes by transforming certain building elements. Seeking advancement and boosting production are the main objectives of creating a useful product. When workers believe that management is interfering with their ability to perform their jobs more effectively, they become irate. This can occasionally result from symbols and procedures that give workers grief. The biggest issue is that management rarely discusses performance. Give their staff a location to work, and make sure that space has a defined purpose.

- Success implementation: Success is something people all aspire to, yet it may often seem a long way off. People must build up a system to monitor and enhance communication if they want their employees to be active, especially in the midst of support and the workplace. Employees' talents, ambitions and objectives are improved and developed when improvement is the focus.

Top of the pyramid: Achieving results

Therefore, the top pyramid having an office that encourages creativity and product creation that is negotiated beforehand is the ultimate objective of their relationship. The employers make sure to express the location of compliance in full at the start of this procedure to ensure employees get these findings (Arifin Z. N., 2019). To monitor the progress and enhance the employee performance with these technologies, concentrate on complicated measures like OBS, staffing and insurance, and KPI development teams' visible outcomes this may track these data and use them for improvement with the implementation of user-friendly email solutions like Call Monkey.

2.2.2.2 The AON Hewitt Model
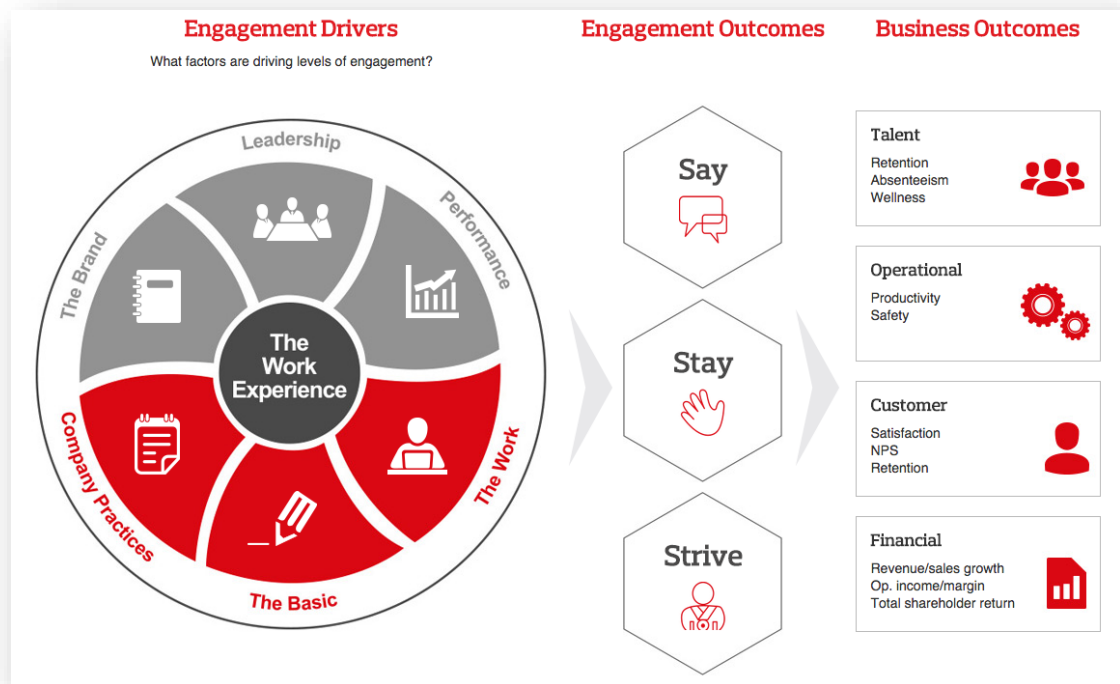
Figure 2 The AON Hewitt Model (Gustomo, 2015)

The employee loyalty model from Aon Hewitt balances corporate advantages. The employees are aware that staff members use customer satisfaction with the game and other factors to gauge collaboration throughout the business. Model Aon Hewitt links businesses and contracts through the addition of information such as promised advantages. These are significant public spaces that support employee engagement leaders (Hoque, 2018). The outcomes of our employee engagement are listed here in succinct "speak, stand up and fight" language. Each explains how the workers behaved:

- Employees at a company are beneficial to their co-workers, network, or clients.
- The worker also desires to remain with the business. They are more than simply names on a list; they trust the company, interact with people, and value the services.

- Last but not least, the diligent individuals gave their all to the task at hand. They work hard to go above and beyond what is asked of them and are content and helpful.

These are the advantages that should be tracked and assessed whilst evaluating contract employees. Keep track of these outcomes and evaluate them against common KPIs. Use real-time monitoring solutions, like Contact Monkey, by monitoring the Online Broadcasting Service (OBS), then observe the relationship between the rise in user income and the rise in OBS (Afsar, 2020). People may use this survey to assess their progress and increase the first contract's return on investment. They must modify the performance levels that correspond to their requirements in order to obtain business advantages and engagement.

2.3 Organization Performance

When individuals form a group to work together toward similar objectives in an organized fashion, it is known as a "group (Khan, 2010)." All levels of government, non-profits, for-profits, businesses such as schools, hospitals, churches, manufacturers, service providers, retailers, police, and armed forces, volunteer groups, new ventures, and established businesses. To fully understand the dynamics inside an organization, it is necessary to be well-versed in the relevant theories and ideas of organizational performance. Some academics have even claimed that the number of models investigating organizational effectiveness equals the number of papers examining that topic (Hongal & Kinange, 2020). Due to its open-ended character, the idea of organizational performance has been given many different interpretations. Due to the ambiguity surrounding "organizational performance," there is no consensus in the academic literature about good metrics for gauging effectiveness. Leaders are responsible for the success of their organizations through their ability to foster a collaborative work environment and direct their teams to achieve common goals (Nelson & McCann, 2010). Emotional investment and empathy from team members are necessary for productive outcomes in solving problems that must be addressed professionally. In

business, a company is said to be doing well if it can successfully compete in the marketplace using its available data, money, and people. When looking at the short, medium, and long-term, an individual's performance might have a favourable or bad impact on the business (Zhang, Khan, Lee, & Salik, 2019).

It is generally agreed upon in the evaluation above of literature that financial metrics have been the standard by which most previous attempts to evaluate management efficiency have been judged. The return on assets (ROA), return on equity (ROE), and return on sales (ROS) are all offered as examples of such metrics. The achievement of a multinational enterprise's (MNE) economic objectives may be measured by several financial indicators, which can then be used to characterize the MNE's success (De Waal & Van Der Heijden, 2015). In addition, market-based financial indicators reflect the investor's perspective, such as the cumulative abnormal returns, market-to-book ratio, and excess value, and emphasize or include risk analysis. All of these metrics, as defined by (de Waal, Goedegebuure, & Akaraborworn, 2014), provide the most limited understanding of business success, with operational performance serving as the conceptual boundary. Organizations are formed for a reason, which the shareholders often set. Organizational performance indicates a company's capacity to satisfy its shareholders' needs and remain competitive in the marketplace (Mustafa & Bon, 2012). Organizational performance results from the efforts made by the people who make up an organization to evaluate how effectively those people and that organization have worked together to achieve their goals. In other words, an organization's success is measured by how well it does at reaching its objectives. When evaluating a company, it is crucial to look at how well it performs in terms of its stated goals (de Waal A. , 2018). It is common practice for organizations to conduct evaluations as speculations about whether or not their aims and objectives have been met. However, their recommendation did not

consider the resources a company requires to attain its goals and desires. According to Skaržauskienė (2010), success is defined as "fulfilling the objectives that were assigned to you in a confluence of corporate approaches." According to Tsai, et al. (2010), performance is not only a discovery of the results but rather the consequence of contrasting the outcome with the aim. Scholars also fostered similar ideas on organizational effectiveness. Organizational performance was defined by (De Waal & Akaraborworn (2013) as an indicator of how well an organization is functioning to accomplish its stated goals. These researchers maintain that an organization's success may be measured in two ways: its expansion and its ability to endure through time. These many definitions had an emphasis on the importance of successfully achieving the objective dimension of organizational performance.

An organization is considered proactive when it seeks and uses opportunities to acquire scarce, high-value resources to legitimize its activities. In the past, Lo & Fu (2016) has also proposed a good fit between the organization and its settings and a good fit between the organization and its contributor in order to evaluate an organization's effectiveness. The author believed that a well-functioning link between a company, its surroundings, and its employees would lead to better results. Staff employees play an essential part in every successful business. Because of this, Cisneros & Hernandez-Perlines, (2018) believed that the quality of individual employee performance had a significant impact on the company's success as a whole. According to the study's authors, a company's performance can only be maintained at a high level if its employees are constantly exposed to new information and learning opportunities that equip them to adapt to the ever-shifting demands of the market (Eruemegbe, 2015). An active, high-performance business maintains customer satisfaction by meeting and exceeding expectations. Despite failing to address the contradiction in the term, as mentioned above, the researchers added

a new dimension to the idea of organizational performance: relevance or customer satisfaction (Kubeš & Rančák, 2018). The notion of performance concerns the means and ends of an organization since it is defined as the degree to which a corporation can achieve its objectives without incapacitating its resources and methods or placing an unnecessary burden on its people. In the 1980s, performance was seen as a social system in which a company could weigh its means and aims. When compared to other scholars of the same era, Lipson (2010) gave the notion of organizational performance the most rigorous and explicit treatment. Lupton claims a dynamic organization has high production levels, member happiness, and motivation. The opposite is true: turnover is minimal, expenses are minimal, and labour discontent is non-existent. However, (El Dahshan, et al. (2018) argues that a company's efficiency and effectiveness are essentially the same things. Efficiency and effectiveness are crucial factors in determining an organization's success since they affect its total profits (El Dahshan, Keshk, & Dorgham, 2018). As a result, the social system approach emphasizes an organization's effectiveness, an additional critical facet of the broader idea of organizational performance.

Organizational performance was defined in the first decade of the twenty-first century as the extent to which an organization could effectively and efficiently use its resources to produce results aligned with its stated goals and useful to its target audience (Vaughan & Yang, 2013). Efficiency, effectiveness, and relevance, the three overarching tenets of organizational performance, are all considered in this formulation. Like Kesti & Syväjärvi, (2010) thinks it's important for performance to account for how well an activity meets its goals. In both qualitative and quantitative contexts, quantification represented the efficacy and efficiency of performance. The definition of Lipson, (2010) and other writers suggest that efficiency and effectiveness are linked to performance. By contrast, it is generally accepted that an organization's performance may

include not just its ability to achieve its stated objectives (effectiveness), but also its use of available resources (efficiency), and the level of satisfaction experienced by its stakeholders through satisfaction and relevancy. Further, "the presence of a link between goals, means, and outcomes such that performance is the product of the simultaneous exercise of efficiency, effectiveness, and sufficient budgeting procedure" is central to de Waal, (2018) definition of performance in the public sector. This term was also used by Eruemegbe, (2015) in their paper. To Taamneh, et al., (2018), organizational performance is defined as the "conversion of inputs into outputs to accomplish predetermined goals." Performance educated about the relationship between least cost and effective cost (economy), least cost and realized output efficiency, and realized output efficiency and attained result effectiveness. Another writer has argued in favor of institutionalizing the public sector's concept of success, including financial metrics and metrics linked to achieving environmental and social equality goals. This goal of environmental and social fairness is an example of a Taamneh, et al. (2018) that argues for the shift from a system based on efficiency, effectiveness, and the economy to one based on five pillars: ethics, ethics, ethics, and ethics (economy, efficiency, effectiveness, environment, and equity).

According to the competing values theory, various interest groups will have different expectations, leading to conflicting organizational objectives. Consequently, various performance metrics may be used by various firms. Stakeholders, as argued by Hongal & Kinange, (2020), want that their organizations be malleable while yet maintaining stability and efficiency. Therefore, productive organizations are built on strong workgroups and dedicated leadership. The author argues that productivity is linked to profitability, efficacy, cost-effectiveness, and fairness (De Waal & Van Der Heijden, 2015). The term "components" may also refer to "products," "consequences," and "effect."

However, performance is a future-oriented design that considers the unique characteristics of an organization or an individual utilizing a causal model connecting the product's components. The author's idea of a "successful" company achieves the objectives agreed upon by the management coalition. Thus, results rely heavily on present and future potential. As a result, performance is seen as subjective and interpretative, not least since it is linked to cost lines, highlighting the term's ambiguity. According to the constituency approach, a group is successful only if its various constituents consider it so. An organization's connections with its stakeholders are crucial in achieving both the organization's and the stakeholders' objectives. In this case, stakeholders failed to take into account internal limitations. Instead, they serve as a tool for achieving the company's goals. A greater ability to direct resources is associated with more organizational impact on performance. Therefore, achieving goals entails catering to the barest minimum of everyone's interests. To evaluate effectiveness, Eruemegbe (2015) outlines three key factors. Every organization needs to assess its performance within the constraints of its chosen operating environment. If the author takes a corporation as an example, the author can assess its success by looking at how well it does in the many marketplaces in which it participates. Second, the entity's goals are tied to actual results. As a result, an organization's success is gauged not by the standards of other parties but by the goals and standards it has set for itself. Third, performance is broken down into easily identifiable components. Performance, goals, and observable, meaningful characteristics are all impacted by a person's Nelson & McCann (2010) theory suggests.

2.3.1 Dimension of Organization Performance

Many studies have been conducted to investigate and refine many concepts and hypotheses. On the other hand, it might be perplexing to a researcher who wants to do an empirical study and

evaluate an organization's performance. Research into developing models and indicators of organizational success is the focus of a literature review on this topic. There is also a literature review that looks at studies that have looked at how various factors affect an organization's efficiency. The causes of an organization's success may be broken down into many categories, but profitability, liquidity, growth, and stock market performance are the four that matter most in the aggregate (Achim, Borlea, & Mare, 2018). An unorthodox method for rating the efficiency of an organization was presented by (Martini, Rahyuda, Sintaasih, & Piartrini, 2018).

Method Based on Competing Values (CVA) was proposed by Ali & Islam (2020). There were two stages involved in the creation of this method. Seven people interested in organizational effectiveness research took part in the project's first phase. As part of a 2-stage judgment exercise, they were asked to narrow a list of 30 criteria proposed by the researchers down to a smaller set. In the first step, participants were instructed to use predetermined decision rules to reduce the criterion. A total of thirteen criteria were discarded at this point. In the second phase, the panellists evaluated the similarity between all feasible combinations of the criteria that had survived the first round of cuts. Organizational results, organizational preferences for either structure or adaptability, and organizational focus were identified as the three main elements of the investigation (means or ends) (Daniel, 2010). This study's findings were confirmed by a second, bigger group of researchers and thinkers in the field of organizational science. Each participant made 136 comparisons based on their assessments of the similarity between all feasible pairing criteria that were not removed by the panel during the exploratory phase. The results of the multi-dimensional scaling study were the same three value dimensions as previously. In multi-dimensional scaling, splitting up those 17 criteria for efficacy led to four distinct models. The Human Relations model places a premium on adaptability and introspection, the Open Systems model on openness to the

outside world, the Rational Goal model on command and direction, and the Internal Process model on internal regulation and order. By highlighting the differences and connections between the four models along these dimensions, the spatial model provided clear evidence for the validity of this hypothesis.

According to Gorji, 2011 proposal, the criteria for determining an organization's success would change depending on its current maturity level. Nine organizational life cycle models were considered for this research, and they all shared four phases. Those phases included structural elaboration and adaptation, formalization and control, collectively, early innovation, and niche development. The Competing Values Approach was implemented to make sense of the efficacy criteria used in the empirical study (Dutta, 2012). As was previously said, people conclude an organization's efficacy along three basic dimensions: internal vs. external emphasis, flexibility vs. control, and aims vs. means. Existing criteria for effectiveness tended to cluster around this axis, with overlap between the four previously used open systems models, good goals, internal process, and human interactions (Joelle & Coelho, 2019). The authors argued that the model's emphasis on various success criteria at different stages of an organization's lifecycle should reflect the dynamic nature of an organization's activities and features (Cisneros & Hernandez-Perlines, 2018). The criteria of the open system, that is the success of the company would be connected with flexibility, expansion acquisition, etc., should be given the most weight during the entrepreneurial period, characterized by invention, creativity, and collection of resources. In the collectively phase, there is a high level of member commitment, individualized leadership, informal communication channels, and a loose organizational framework that fosters a feeling of belonging and teamwork (Wong, Cheung, Yiu, & Hardie, 2012).

The importance of the human relations criterion becomes clear. When an organization has reached the formalization stage, characterized by organizational stability, etc., reasonable objective and internal process models become most significant (Rahawarin, Zacharias, Yusriadi, & Rianti, 2020). The organization's past supported the writers' proposed pattern. After the entrepreneurial phase, the collectively phase ushered in the most powerful strategic constituency from the inside. In this company, formalization and controls were seen as antithetical to the core beliefs that had been established (Hongal & Kinange, 2020). A series of press pieces casting doubt on the efficacy of this internal strategic constituency dealt a blow to the group's progress. As a result, there was great pressure to adopt a more formalized approach that prioritized efficiency, control, and planning. Because of this, plans and operations had to be altered. The research highly predicted changes in effectiveness criteria and organizational lifecycle phases.

In an exploratory research, Hristov, et al. (2021) looked at how the requirements for successful organizations change over developmental phases. This research compared the effectiveness criteria used by entrepreneurs of small start-up firms with those used by professional managers of high-growth and mature firms experiencing a decline. These effectiveness criteria included command and control, leadership and communication, planning, perspectives on change, familiarity with the business, focus on the market, creativity, and taking risks. Thirty-one business owners and managers with professional backgrounds from 27 companies took part in this survey. One key takeaway was that as organizations matured so too will the standards by which they were judged successful. There were three distinct efficiency profiles throughout the three phases of company development. Firms with an entrepreneurial mind set focused inwardly on leadership, strategy, and industry expertise to the greatest extent of the three types (Ali & Islam, 2020). Managers in more complicated businesses, such as those experiencing rapid expansion or those

that have been around for some time, tend to apply a larger variety of criteria, such as proficiency in interpersonal and business skills and a willingness to take risks.

Singh & Rokade, (2014) conducted research in which they looked at the link between attribution conflict and subordinate work satisfaction, perceptions of equality, and turnover intentions and found that it was a function of Leader-Member-exchange quality. One hundred forty-one managerial-level supervisor-subordinate dyads from a big industrial company supplied the data for the research. According to the findings, leaders are more likely to attribute success to employees who report better LMX quality, whereas they attribute failure to employees who report lower LMX quality (Plouffe, 2018). The results also showed that attribution conflict did not predict subordinate job outcomes when quality factors were accounted for, even though it was adversely associated with subordinate satisfaction and perceptions of equality and favourably connected to turnover intentions.

Organizational performance in a construction company was predicted using the competing values method developed by Kludacz (2012). It took three key phases to create the multivariate model that correlates the characteristics of organizations with the CVA's four dimensions of performance. At first, the researcher isolated the factors that mattered. Second, reliability tests were performed, and a questionnaire was developed for use in field research to gather information from management and employees. Ultimately, a multivariate linear model was developed and validated using statistical analysis. Structure, adaptability, rules and regulations, strategic tools and objectives, and individual processes are the four broad categories into which 14 independent variables fall. Although there was some link between subcontracting, integration of services, goal setting, and joint venture activity, Kendall's tau-b coefficient indicated that the relationship was somewhat weak (Hattwick & Wanderley, 2012). There was some connection between compliance

with rules and regulations, coordination, information flow, and management authority. Organizational success is strongly connected with workers' openness to change, their capacity to manage several tasks at once, the cohesiveness of the company's culture, and their stake in making important decisions (Ogunfowora, Bourdage, & Lee, 2010). As a result, a productive business is closely correlated with a robust culture that encourages group input into decision-making.

2.4 Leadership

The term leadership has captured the attention of both the researchers and practitioners owing to its crucial role in employee engagement and organizational performance. According to Bass & Riggio, (2006) leadership allows creation of a vision and inspiring the workforce to invest in hard work enthusiastically. Leaders are important for successful achievement of organizational goals and running smoothly various operations of a business. Chaudhry & Javed, (2012) agrees that in modern world the focus of leadership is on making strategic decisions after considering diversity of opinions from the subordinates owing to different insights and experiences. It is observed that there is more acceptance of leadership decisions as they are formed after building consensus among various stakeholders. Jones & Rudd, (2008) believes that effective leadership is possible with two-way communication, insight, self-awareness and the capability to catalyse common future vision. It is not possible to define specific qualities that can guarantee effective leadership style that would ensure high performance of workforce in resolving problems. Successful leaders are aspired not only in business but medicine, public services and nursing, education, aviation, construction as well.

Since, humanity has always been looking for a charismatic and inspiring individual who could lead them to collective good, therefore, the need for effective leaders has been felt since the beginning of world. Theories about leadership have been evolving according to traits of leaders

observed by researchers. From the late 1800-1930, theorists have emphasized the control and centralization of power in leadership theories like Great Man. The advocates of this theory believes that effective leaders are born with innate qualities of leading people and the quality of leadership cannot be evolved with education or training. However, with the popularity of trait theories of leadership, people lost interest in Great Man theory and accepted that a set of specific qualities present in a person can be foreseen as omen of great leader. Sarros & Santora, (2001) enlisted achievement, capacity, status, situation, participation and responsibility as salient characteristics in any leader. Though, during 1930-40, researchers sought particular qualities in leaders but with the emergence of psychoanalytical perspective development, the focus of theorists was on role of organizations and groups. When shared goals are given to people they are naturally motivated to work together for their achievement. After 1960, the ideas of exchange theories were prevalent in leadership discourse wherein leadership was seen as phenomenon of social exchange between individuals. Later on, situational theories highlighted the significance of social situations that influence the leader. According to Wong & Giessner, (2018) the leader can opt for one of the four kinds of behaviour including task-oriented, supportive, participative and achievement-oriented. Sharma & SINGH, (2013) adds that organizational rules and personal characteristics of subordinated can formulate behavioural leadership style as well.

As the theorists are moving towards significance of social psychology, therefore, the roles of management and leadership have been combined to greater extent. Transformative and transactional theories were used for leadership and management respectively. According to Terzi & Derin, (2016) leaders give vision to the followers and inspire them in a way that would motivate the workforce to greater extent to invest in honest and sincere efforts for organizational success. Ojokuku, Odetayo, & Sajuyigbe, (2012) defines leadership as "the process-oriented, non-specific

practices of challenging the process, inspiring a shared vision, enabling others to act, modelling the way, and encouraging the heart". Antonakis & House, (2014) discusses that the degree of trust varies between the leader and follower. When subordinated have trust in the leader, there is increased commitment and motivation to achieve set goals. It is essential for leaders to communicate freely for exchange of ideas with the subordinates, for considerable increase in productivity and creativity. A leader owns the position by dint of expertise in actions, superior skills, better information and polished skills. For noticeable execution of creativity of devotees, the conventional procedures are insufficient.

According to ALLAFCHI, (2017) the role of leader needs to transcend from organizational limits. For organizational goals the leaders have to be prepared for longer time and develop strategies that would that can ensure successful completion of set goals. The administration abilities of leaders prepare the workforce to devote their skills and knowledge for achievement of collective objective. Leithwood & Jantzi, (2005) discusses that a leader is aware about the right time to take suitable decision that would fit emerging circumstances. Though, there are various leadership styles that can be adopted by management but every style contributes to organizational success. Hwa, (2008) discusses that leadership is the capacity of an individual to impact others to an extent that their conduct is changed in greater favour of the organization. Khan, (2017) adds that leaders have the potential to inspire and coordinate with others so that activities of the group can be headed towards completion. Hence, a leader is responsible for not only setting goals but organizing subordinates in a manner that they are motivated to take initiative with inspirational state of mind wherein obligation is accepted without objection. Jones & Rudd, (2008) discusses that every person has some potential but it is the task of the leader to provide opportunities of personal and professional development to workforce so that they are able to adapt according to

changing circumstances and upcoming challenges. There are various leadership styles that are adopted according to organizational culture and emerging situations. According to Van Vugt, Jepson, S.F., Hart, & De Cremer, (2004) it is not feasible for a leader to work with a single leadership style due to changing conditions, requirements and objectives. A leader can practice a specific leadership style for some particular project or can use a combination of various leadership styles to achieve set aims and objectives. However, some of the most commonly leadership styles are discussed below:

2.4.1 Autocratic leadership

According to Chukwusa, (2018) an autocratic leadership style never allows for involvement of subordinates in decision making but the decisions are imposed on staff members. Therefore, autocratic leadership is also known as coercive leadership as inputs from followers may be taken during processes but are not considered in final verdict. Van Vugt, Jepson, S.F., Hart, & De Cremer, (2004) opined that in autocratic leadership style power is centralized and leadership make choices based on their own judgment. The authoritarian control over staff members allows the leaders to dictate the work methods with less trust on the potential and skillset of subordinates. Akor, (2014) believes that autocratic leadership style can be beneficial to some extent but meaningful organizational progress is not possible with dictatorial strategy. There is less space for creativity in under such conventional leadership style which was more common in ancient times. According to Dyczkowska & Dyczkowski, (2018) when workforce is only expected to obey orders without any explanation, it negatively influences satisfaction and engagement level of workers. In the past few decades, autocratic leadership style has been widely criticized for its harsh approach which is becoming major cause of high turnover and absenteeism rate in organizations. According to Rast III, Hogg, & Giessner, (2013) the uncompromising behaviour of leaders prevents

development of shared responsibility. Top-down communication and unilateral approach curbs creativity and innovation in an organization. Yunarsih, et al., (2020) adds that authoritative leadership style works as an exchange process wherein the contingent reinforcement results into low productivity and performance. Policies, power, and organizational bureaucracy are employed by leaders to maintain control over subordinates. De Cremer, (2006) noted that coercive tactics are common in autocratic leaders to manipulate followers. However, Douglas McGregor's Theory X emphasises that people should be forced to work; monitored strictly and rewarded/punished on the basis of their performance. Fred Fiedler states that autocratic leaders have been successful to greater extent in various situations but for long-term goals, it is difficult to suppress and enforce followers to act in specific way.

2.4.2 Democratic leadership

Bhatti, Maitlo, Shaikh, Hashmi, & Shaikh, (2012) states that democratic leadership style has been playing pivotal role in democratic movements. According to Foels, Driskell, Mullen, & Salas, (2000) democratic leader is one "who encourages participation in decision making and democratic leadership related with higher morale in most leadership situations". A democratic leader is willing to offer guidance to subordinates and allows them to participate in decision making as well. Researchers have confirmed higher efficiency of democratic leadership style in enhancing involvement, satisfaction, productivity and commitment of workforce. ALLAFCHI, (2017) adds that democratic leaders are willing to delegate power and authority to subordinates along with imparting support in challenging tasks. Generation of successful a sustainable organization is not possible without satisfied organizational members. However, Harris & Chapman, (2004) states that as in democratic leadership various stakeholders are involved therefore, the agreed decision is delayed and complex to make.

Page & Ferguson, (2011) observed that undemocratic leadership style may result into apathetic and dependent followers with inefficient implementation on organizational policies. Aggression, social strife and mystification of decision-making process are common in absence of democratic leadership. Terzi & Derin, (2016) adds that active involvement of group members, constructive feedback, honest praise and high level of comradeship are common in democratic leadership style. Though, there have been lack of conceptual precision in definition of democratic leadership style but it is widely defined as an attitude that impacts the people in a way in basic democratic manner including equal participation, deliberation, inclusiveness and self-determination. Hwa, (2008) discusses that in democratic leadership, there is no space for authority and the leader endeavours to prevent development of hierarchies of special privilege. For Ojokuku, Odetayo, & Sajuyigbe, (2012) democratic leadership is more like a behaviour than a position wherein the role of leader is to support the group in achievement of preferred outcomes. When the responsibilities are distributed by democratic leader, it evokes more participation and involvement of staff members. Hence, the power is spread rather than concentrated in democratic leadership style. A democratic leader promotes opportunities for personal and professional development of personnel which pays back in positive manner to the organization as well.

2.4.3 Transactional leadership

McCleskey, (2014) states that transactional leadership style is cost-effective as it involves exchange of values between the leaders and followers. According to Bono & Judge, (2004) in transactional leadership the goals and objectives are defined with effective communication so that employees could organize activities for wider organizational aims and objectives. The acceptance of hierarchal differences is fundamental principle in transactional leadership due to the belief that systems and subordinates can perform better when they are given a clear chain of commands.

However, the motivational force of rewards is used to keep the workforce productive. Odumeru & Ogbonna, (2013) defines transactional leadership as "as the first form of interaction between the leaders and followers". In transactional leadership style contrary to transformational leadership, the leaders take the initiative with the aim to exchange the values. The bargaining process is evident in such leader-follower relationship. Antonakis & House, (2014) elaborated that charisma, idealized influence and intellectual stimulation are significant distinctions in transactional leadership approach. When the expectations are clear, the motivation to achieve rewards is higher.

In transactional leadership, the leader can intervene in a case when there is need for correction. In this regard, the leader can reflect either active or passive management by exception. In active management the leader actively monitors the behaviour of subordinates and timely intervene as the problem is anticipated so that corrective actions can prevent serious or intense difficulties. However, in passive management, the leader waits for the behavioural outcomes and then takes action. Most of the times transactional leadership style is compared with transformational leadership owing to various similar characteristics like motivating the workforce to invest in sincere efforts for achievement of shared common goals. Sarros & Santora, (2001) discusses that transactional leaders predetermine what should be done by the followers to realize professional and personal goals. Bass, Avolio, Jung, & Berson, (2003) adds that transactional leaders are willing to solve problems by controlling structures and organizing boundaries of the organization. Hence, such leaders revolve around formulation and maintenance of contracts by effective negotiation skills. According to Khan, (2017) transactional leaders have the potential to clarify expected performance of workers, the strategies to achieve benchmarks, spelling out areas of performances assessment and providing constructive feedback to employees. Hence,

transactional leadership style is largely correlated to attitude and action of leader rather than involvement of subordinates.

2.4.4 Transformational leadership

Transformational leadership is explained as an approach which brings change in social system and individuals. James MacGregor Burns (1978) coined the term transformational leadership as a process wherein "the leaders and followers help each other to advance to a higher level of morale and motivation". Leithwood & Jantzi, (2005) agrees that transformational approach can bring considerable change in organizational performance and behaviour of people. Unlike transactional theory, it is not based on the principle of give and take but the personality traits of leader motivate the team to perform. The transformational leaders have the capability to influence the followers with their expertise, knowledge, loyalty and admiration. Ghasabeh, Soosay, & Reaiche, (2015) adds that when such person gives a mission and vision to followers, the transformed followers are motivated to act in agreement with the instructions of idealized leader.

Various researches have shown that transformational leadership style positively influences micro and macro level organizational variables. Berkovich, (2016) believes that strong and authentic leadership inspires followers without much effort. Furthermore, such leaders try to change organizational culture which contributes in employee satisfaction, and development. According to Givens, (2008) transformational leadership is dynamic and complex procedure as the leaders have to influence the beliefs, values and objectives of workforce in a way that are favourable for the organization. When workforce is satisfied and engaged, they are willing to invest in more efforts as mentioned in contracts. The roles of mentor, advisor and supporter are performed by transformational leaders to develop a sense of mission, respect, trust and broader perspectives in employees. According to Sashkin, (2004) atmosphere of trust encourages the workers to work

beyond their self-interest which allows conversion of individual interests into collective goals. Leadership is moral, spiritual and conscious process which facilitates power balance in leader-follower relationship. It is essential to elucidate future prospects of the organization to workforce so that they are aware of right direction and pursue organizational goals without diversion.

The significance of transformational leadership cannot be overlooked in current era owing to rapid change in working world scenario. The unstable working environment has set various challenges for organizations that can be addressed by improving performance of workforce and preparing them to turbulent and unpredictable situations. According to Bass & Riggio, (2006) competitive advantage can be achieved and maintained by facing global economic challenges with the support of superior and satisfactory performance of workers. The effectiveness of transformational leadership increases manifold in change management process. The level of support or resistance from the employees is directly correlated to leadership style.

2.4.5 Laissez-faire leadership

Delegative leadership or laissez-faire leadership allows the group members to make decisions owing to their experience and skillset. In this leadership style there is absence of intervention from leaders. The leaders are reluctant to give feedback or reward employees for exceptional performances. According to Sharma & SINGH, (2013) Laissez-faire leadership is useful in settings when the team members have better knowledge of the field as compared to leaders. In this hands-off approach, the leader arranges training and support for the workers but the final decisions are left with the employees. Furthermore, direction is provided only at the start of project and employees are left to complete the project with less monitoring and oversight. According to Jones & Rudd, (2008) Laissez-faire allows for personal and professional growth of workforce as an environment of development is supported by leaders. In addition, the freedom to

adopt appropriate strategy to achieve set goals, accelerates creativity and innovation in the organization. Wong & Giessner, (2018) adds that micromanagement endows autonomy to workers allowing strengthening of confidence.

Skogstad, Einarsen, Torsheim, Aasland, & Hetland, (2007) states that freedom and lack of oversight can lead to several challenges in Laissez-faire leadership like unclear roles, uncooperative working culture and low accountability. In larger firms' Laissez-faire leadership approach has not been successful owing to passive role of leaders. In some cases, the leaders even do not try to motivate workforce, acknowledge their efforts and involve them in group activities which negatively impacts the high productivity and efficiency of workers. Chaudhry & Javed, (2012) agrees that it is the most ineffective leadership style as the leaders are not interested neither in motivating the team members nor support them.

2.5 Leadership and Talent management
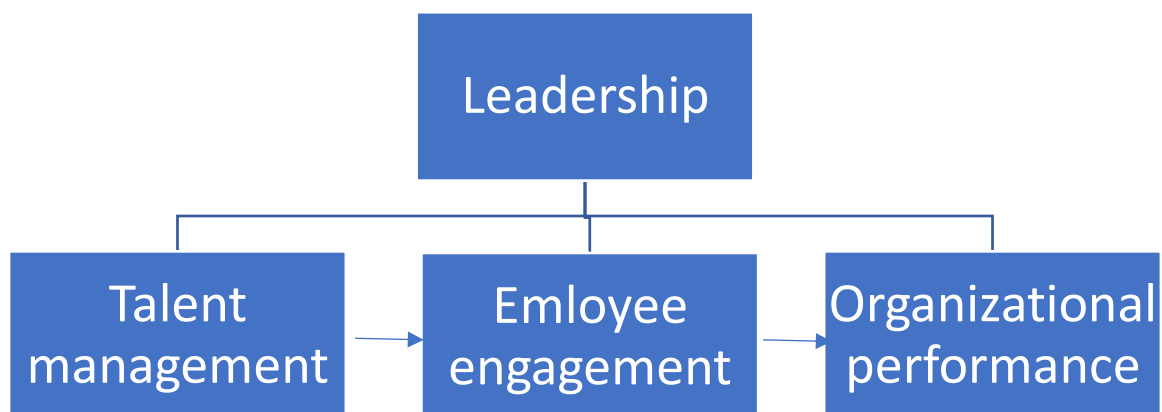
Our existence and our workplaces are being impacted by how the world is evolving. Even though significant changes are already taken place (Widodo, 2020). Businesses that operate in an external world will need leaders that employ the greatest techniques to advance their community through skill development. This requires local leaders to choose topics that are appropriate for professional growth in these circumstances. At large conferences or meetings where they may exchange prior experiences with external leaders and executives, employees might offer new learning methods and further research developments. It serves as evidence that supervisors may develop or polish their workers' talents. Most businesses have some initiatives for cultural development (Nurimansjah, 2022). The purpose of this is frequently to learn new abilities, which may be crippling and slightly different in how one uses technology for the conduct of the business. The modern, fast-paced world is seeking solutions to problems. Progressively, business leaders will understand that the success of their organisation may depend on working as a team or a joint force system.

They are becoming aware of the significance in this regard. Nothing less than a business that takes risks such as a company's ability to draw in, nurture, engage, and retain customers will be a critical issue over the next 20 years. Constant turnover and the loss of knowledge and skills linked with senior staff members who develop excellent leaders are sometimes become problems. Several organisations are investing more funds in cultural development as a result of this demand. According to (Harun, 2020) poll, businesses spent close to $500,000 on leadership development in 2008, with small businesses paying as little as $170,000 and large businesses as much as $1.3 million. Organisations prepare for competition and change by fostering the development of leaders.

To ensure that representatives of the business are held accountable in all companies, managerial abilities and the leaders eventually play a crucial role. The practice of culture is thought to be the solution to the disintegration or improvement of the organisation, making it one of the first principles that can improve the relationship between management power and employee retention. The beginning is thought to be important for any organisation (Jia, 2021). The model that is chosen by the employers will determine the organisation's path. The actions and attitudes of a leader play a significant role in assisting their followers or believers in achieving the objectives of the organisation when the leader contributes to determining the future course of the organisation. The administration of culture and the talent management inside an organisation have long been intimately related (Morukhu, 2021). Because when a company finds the proper management and treats its staff well, it may strengthen the company and increase employee happiness and retention. The business will hire skilled employees and more leaders from diverse cultural backgrounds. Leader in an organisation that aids in managing abilities; they provide newcomers and rivals training. They are able to encourage and support employees at all levels of the organisation. The leader inspires his followers to achieve a goal. They are able to steer diligent workers in that direction by establishing a clear vision for them. Planning is highly essential because effective leadership encourages staff retention, which is good for the growth and success of the company (Shahi, 2020). Finding the connection between managerial abilities, staffing, and culture is the goal of this kind of leadership.

The ability and positive predictive value of human resources with clear management, communication, and interpersonal skills as well as experience, commitment, and behavioural role should contribute to the significance of their organisation and be efficient for their current and future work, according to the definition of talent management. The values and principles of culture

are one of the features of talent management, and this should be an essential foundation for leadership (Turyahebwa, 2022). Knowledge also implies that individuals who hold these values and basics are used to working successfully. As one of the most important indications for hiring talent management who are informed about and have the abilities to work in an organisation, management skills are a solution to the present difficulties that companies confront in the field of human resources. The development of talent management can play a vital role in making an effective business leader. It generally consists of the four major steps that are discussed below;

Stage 1: Determine the necessary abilities.

This entails determining the capital requirements as they arise and controlling their availability across the company. It is regarded as a crucial stage in the management of skills because it prepares leaders with the abilities needed to solve their company's problems, and because managing skills is one of the indications and prerequisites for discovering, recognising, and acquiring knowledge, working with, and including leaders of the company ability to lead (Almaaitah, 2020). It is crucial to decide if firms will require future cultures, therefore they must choose the best method of identifying potential employees. It demonstrates that the selection of leadership capabilities depends on their suitability and potential for a culture that stands for understanding and knowledge, growth, and learning.

Stage 2: Intellectual allure

A passion for culture implies option and choice, and this level aims to develop leadership abilities that influence future enterprises and help them to reach the goals of leadership. The greatest leaders for the job, whether they are leaders inside or outside the firm, involve being identified, having their talents and credentials for the leadership position they may pursue judged (Mousa, 2019). The way in which people manage their lives and occupations, their talents and

efforts as intellectuals, amongst other things, all have an impact on how fascinating talent management is to culture.

Stage 3: Development of talent

Building capital resources is one of the finest methods to develop cultural skills, which are at the core of managerial abilities. Because having a successful development model is one of the difficulties, survival in the present setting of global competitiveness depends on strengthening management abilities and the significance and obligations that businesses must bear in order to improve their management skill set (Magambo, 2021). Improvement in leadership is similar to improvement in management, so 25% of the time in leadership is spent on improvement in leadership skills, and growth is given independent great importance for leaders in the application of the organisation's strategy (Hughes, 2018). At this stage, improvement in leadership is willing to take responsibility for improving the capacity of leaders but instead improving their performance, aiding organisations in addressing the major problems arising in recent years, and as a result, many intelligent leaders see this as their main priority. Most businesses' performance is improved by leadership development, which also helps to train leaders with the necessary abilities for positions of leadership (Mayo, 2018).

Stage 4: Retention of talent

The retention of leadership abilities should be a top priority for all businesses since this level is crucial in comparison to the preceding level. It is one of the most crucial levels of leadership talent management since management skills are still crucial and leadership abilities are a crucial component of the company strategy because there are so many of them, it is crucial for dividing and fostering leadership under challenging circumstances (Kusi, 2020). Just as firms must concentrate on managing the greatest cultural skills and doing all in their power to maintain those,

applicants have possibilities to enjoy and utilise their services. Developing cultural skills will limit their capacity to lead.

2.6 Leadership and organisational performance

The leaders inspire individuals to outrival in their relationships and their professional endeavours. The management system that enables the operation and accomplishment of the organisation's goals includes leadership as a crucial component. In the real world, culture plays a crucial role in effective team management. Leaders put their attention on management by inspiring people to achieve greatness by pushing their rights, supporting and guiding for change, and being devoted to sharing with vision and knowledge of goals (Mayo, 2018). The success of an organisation depends on its leadership. It is the practice of motivating others to perform tasks willingly, effectively, and efficiently. The director of the temple cannot work effectively without leadership. Local leaders and their styles convert energy into real life. An organisation's culture may be admired by all employees when it is strong.

A strong organisational culture develops naturally rather than being coerced. Good and open communication took place. Everyone supports the organisation's vision and goal so that they may grow since they all understand them. People work hard to make the organisation successful because they believe they are an integral part of it. The organisational culture needs to rise to the occasion (Ansar, 2018). Creating a vision for the organisation's future and mission is the first task. Making objectives, or altering the vision and strategy that results in performance in all areas that leaders view as essential to success, is another problem. Creating a plan of action that will prepare a person to achieve goals is the third difficulty in giving good counsel. Because a company cannot always focus on all factors, strategic counsel is required to determine how initiatives will affect the organisation in the greatest way possible.

The management of the organisation's workforce is crucial to the workers there. These leaders develop the best employees to work for them, and they collaborate to develop the greatest goods that can successfully compete with their rival products. Although employers frequently think of businesses competing on their goods, today's businesses may be competing more on their leadership than on their products. The organisation's high degree of professionalism is essential to its success (Younas, 2020). Only with strong management from the managers can this top position be avoided. Since cooperation and teamwork are essential for reaching the organisation's objectives, leadership is essential for getting the job done. Local leaders may motivate staff members to participate and adopt the proper mind-set for success through talent management and strong leadership. Their leaders inspire individuals to excel in their relationships and their professional endeavours (Al Ariss, Cascio, & Paauwe, 2014).

The management system that enables the operation and accomplishment of the organisation's goals includes leadership as a crucial component. In actuality, culture plays a crucial role in effective government. The goal of talent is to foster an atmosphere where each employee may grow and perform to their potential. It has the ability to persuade and inspire the team to accomplish its objectives. Effective leadership is required of line leaders. They must have a positive culture. Local leaders may conceive and put into action initiatives that provide them with a competitive edge with strong leadership. The distinction between values, motives, and other personal values that are particular to leaders has been the subject of much research in the field of leadership well (Ahsan M. , 2018). The culture has been put to the test from a variety of angles, such as personnel conduct, design, and the personal traits of the leaders (Nowak, 2021). The goal of charismatic leadership is to clarify how leaders encourage people to achieve their own goals in the interest of the company (Sunaryo, 2022). In difficult organisations or environments where

survival is at stake, charisma, which is a rare and challenging phenomenon that is difficult to control and modify is especially evident (Bos, 2019). Additionally, charisma is seen as a key factor in the development of a culture based on a shift in perspective.

The long-term perspective of business leaders in the workplace who wants to create new ideas and further development has shown to be the finest testing ground for these models, which are challenging to experiment with using cross-sectional research techniques. Leaders with a certain style show care for and support for others. They will ask their missionaries for facts, check with their staff before making crucial decisions, and then evaluate the work rather than the individuals (Maurya, 2018). This leader also aims to foster harmony, has set high expectations for job performance, and encourages staff competition. Both of these strategies fit the leader's personality since they both represent the director's preferences. Each model is thought to function differently depending on the situation, such as when the subcategories and types of labour vary. For instance, it appears that structural design functions best when carried out by specialist employees and resources, such as an R&D unit or teamwork (Wibawa, 2022). On the other hand, a start-up will operate most effectively in situations where the duties demand management, coordination, monitoring, and stress (Wiblen, 2021).

2.7 Leadership and employee engagement

The foremost role of leadership is to encourage employee involvement. Every leader in a company impacts their team in a favourable or bad way, which has an impact on personal participation. The staff members may be impacted by factors including the company's general success, each director, and particular team problems. Managers must be able to recognise the factors that encourage employees to participate and those that drive them away in order for everyone to successfully support their efforts (Li, 2021). An organisation's culture may have a

significant effect on the workers working there. The talent recruitment method can only be used temporarily by executives to maximise employee performance due to corporate culture.

Organisations must create management techniques that will enable them to learn how to foster relationships with their workforce, express their vision, and foster trust. People under a leader who uses these abilities greatly value them (MEIYANI, 2019). As a consequence, staff members become more dedicated to the company and become more productive. Managers must be aware of their influence on staff members and the value of developing a shared future vision with all staff members. Additionally, dependable leaders who have self-efficacy, such as change leaders, will be able to encourage employee engagement more effectively than those who do not take an independent decisions (abeen, 2021). In addition to assisting them in completing the duties at hand, providing an understanding of the organisation's workers and how the employee fits within it will result in a successful staff.

Leaders must develop their ability to communicate effectively. To ensure that workers understand why they are expected to perform particular activities, involves communicating goals, objectives, and the rationale behind choices. It is crucial for the culture to share success tales from both individuals and institutions. For instance, watching a successful individual on a team might motivate everyone in the business (Yan, 2021). Additionally, it's crucial to avoid assuming that everyone in the business is aware of the organisation's achievements, such as presents, announcements, or donations. There should be two-way communication between management and employees in a company. Employees are more engaged because they feel their opinions matter when given the chance to offer candid input about management. Employee surveys, in-person interviews, and short interviews can all be used to achieve this.

An employee understanding of their leadership position is aided by the organisation's goals being communicated to them. People may make goals to reach their level using these excellent objectives as a guide. By detailing how each individual contributes, setting personal goals that are in line with the organisation's objectives fosters greater communication. All employees now have an answer as a result of this choice (Mazzetti, 2022). Presenting a vision encourages staff members to realise their connection to the organisation's purpose as well as their own, which increases engagement in their work.

It is simple to murder the employees when it is unclear who is in command. On the other hand, people could be more motivated to fulfil such desires if they are aware that they are to blame for certain occurrences. By acting responsibly and carrying out their tasks, leaders may fulfil their responsibility (Alharahsheh & Pius, 2020).

Moreover, these three strategies of leadership increase employee engagement. Employees have a clear route ahead when expectations are shared and personal objectives are established via effective communication. They are aware of their requirements as well as the reasons behind their actions. The conversation begins with culture, thus they must adapt their cultural development if the leaders are not yet ready to apply these techniques. According to a Harvard Business Research poll of business leaders, 71% of them said that employee engagement was crucial to the success of all firms (Ali & Islam, 2020). Only effective customer service and operative communication have a favourable effect on responders, with corresponding ratings of 80% and 73%. It's intriguing that effective communication with senior employees is one of the factors contributing to successful communication. Because they see the significance of the firm and their place within it, employees have a shared enthusiasm for the business.

Exchanges between leaders, managers and employees are conjoint. Employees think about leadership when a manager discusses employee engagement. According to Deloitte, the ethics of workers who want to stay and those who want to go differ by 35% in the article (Nguyen, 2020). Because conflict is one of the early indicators of high pay, employee insurance is always a crucial component of employee participation. Participating workers have greater faith in their managers. People who want to be in the same party believe that their leaders' communication is better than that of those who want to participate, which is a similar notion in terms of cultural communication (Islam, 2021). By enhancing leadership techniques, firms may solve resource inequities, engage staff members, and generate less money from hassles and expenses. Good leaders values, and seek out and aid good individuals (Sugianingrat, 2019). It will be challenging for the employer without strong leadership abilities to recruit and keep effective staff. Additionally, creating, training, and supporting insiders for a longer period of time are frequently less expensive than recruiting outsiders, contributing to a positive organisational culture.

Organisations require leadership strategies that support the company strategy and provide personnel with the management abilities necessary to put them into action. Organisations may grow their cultural and economic well-being by improving their culture. "Improving culture has the ability to build and transform culturally and economically sound," the Board of Trustees stated (Handayani, 2018). In comparison to the typical costs of recruiting someone from the outside, developing, teaching, and supporting individuals from the inside out is more expensive. People's capacity to lead the world is undermined by cultural evolution. Several organisations have a greater chance of success when they focus on things other than the production of excellent leaders and the drive to raise the total capital of the organisation (Nikolova, 2019).

2.8 Conceptual Model

Conceptual framework is helpful to illustrate what is sought in the research. The relevant variables are mapped out in visual form to comprehend relationship between various concepts. The readers can get idea about the research purpose from conceptual model. After conducting the literature review, the researcher selected the variables and created conceptual framework after identifying relationship between them.

2.9 Hypothesis

The hypothesis in research is a statement about the prediction or expectation that is tested in the research study. It is considered a tentative answer to research question. The researcher can use several hypotheses to test the relationship of various aspects in research study. Mourougan & Sethuraman, (2017) agrees that in scientific setting, hypothesis is "a testable statement about the relationship between two or more variables or a proposed explanation for some observed phenomenon". Hypotheses work as a logical prediction about specific event without evidence of empirical support. In scientific and objective studies hypothesis are developed to predict relationship between various variables based on theoretical guidelines. The hypotheses are not designed in the form of question and are empirically testable. The researchers formulate specific and precise hypothesis so that they have the power of prediction with respect to selected problem. The major source of hypothesis is theory which encompasses large body of information by presenting lawful and consistent association between general concepts about the phenomenon. The null and alternative hypotheses for current study are:

H_1: Talent management has significant impact on organizational performance.

H_2: Leadership acts as moderator between talent management and organizational performance.

H₃: Employee engagement acts as mediator of organizational performance

The literature review in this chapter provided basis for development of hypotheses of the study.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Methodology

Kothari, (2004) discusses that research methodology consists of particular processes and techniques that are employed to identify, collect, arrange and analyse data about research problem. The methodology section contributes in evaluating overall credibility, validity and reliability of research process. In this chapter the researcher has not only elucidated various options available for research methodology but rational for selecting specific research philosophy, approach, research design, strategy and data analysis method along with its limitations. According to Goddard & Melville, (2004) appropriate research methodology facilitates not only collection and analysis of data but bringing forth accurate findings as well. The detailed discussion about various processes adopted during the study are given below that contributes in enhancing the reliability and credibility of current research.

3.2 Research Philosophy

According to Hovorka & Lee, (2010) research philosophy refers to way the data is collected, arranged, analysed and used about a phenomenon. Epistemology and doxology encompass various philosophies used by researchers. In Western tradition of science, interpretivism, positivism and realism are prevalent to discover various aspects of a research problem. Alharahsheh & Pius, (2020) discusses that in positivism stable reality is observed and described from an objective point of view. Ryan, (2018) adds that in positivism external phenomena is studied in isolation without interference of actors related to the reality. It is a scientific approach of study to explore regularities and link between various variables. The

researcher can make predictions on the basis of previous behaviour of the variables. In interpretivist paradigm the subjective perspective of researcher is allowed to play an active role. According to Irshaidat, (2019) in interpretivist philosophy the researcher studies the phenomena in its natural setting with the involvement of personal views about the issue, due to the belief that various interpretations of reality are part of scientific knowledge. Realism like positivism largely depends on the idea 'independence of reality from the human mind'. It is also based on the assumption that scientific approach should be adopted for development of knowledge.

For the current study the researcher has used positivist philosophy which relies on quantitative data. The selected research philosophy facilitated the researcher in obtaining objective information about the research topic. Since set rules and laws are followed in the study therefore, the research findings are credible and reliable. The disadvantage of positivism is that the study can be claimed to be inflexible as the researcher largely depended on facts and figures which eliminated lateral thinking. In addition, only the intensity, frequency and relationship of variables could be explored with less information about the how and why of research problem.

3.3 Research Approach

Goswami, (2011) discusses that plans and procedures for research that consists of from wider assumptions to comprehensive methods of data collection, analysis and interpretation. There are two research approaches i.e., inductive, deductive that determine the direction of research process. In inductive reasoning the researcher moves from the specific to general. Heit & Rotello, (2010) adds that in inductive research approach the after-data collection, data is viewed broadly to identify prevalent pattern so that general conclusions could be inferred. Hence, a bottom-up approach is adopted.

Inductive reasoning
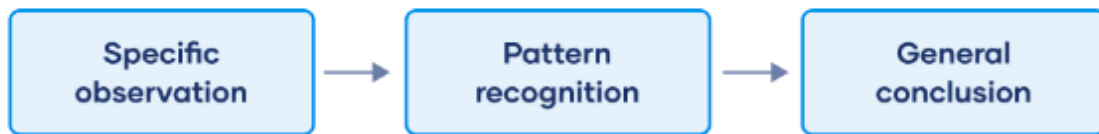
Figure 3 Inductive reasoning

The deductive reasoning is employed to reject or accept any developed theory about a phenomenon. The researcher moves from generalization to specific conclusions. According to Newstead, Handley, Harley, Wright, & Farrelly, (2004) in deductive reasoning an argument is made about the research topic and conclusion is drawn with application of various premises. Deductive reasoning is used in quantitative data to test hypothesis whether they are supported by real world data or not.

Deductive reasoning

Figure 4 Deductive reasoning

For the current study the researcher has selected positivist research philosophy which uses quantitative data for examining a phenomenon therefore, deductive reasoning is applied. The researcher started the study with the development of hypothesis and after examining various possibilities reached to a conclusion. The major advantage of deductive approach is veracity of each premise. When the premises are true, it reflects that argument is valid and conclusion is true

as well. With the use of deductive reasoning, it became easier to explore causal relationship between variables and notions.

3.4 Survey Design

According to Sadan, (2017) data is the collection of information in form of facts, figures, symbols objects or events that is collected from various sources for strategic decision making. In quantitative studies experiments, surveys, polls and controlled observations are used for data collection. For the present study the researcher has used survey method for collecting information from target population. There are various kinds of surveys like focus group, face-to-face survey method, online surveys. Bowling & Bowling, (2014) agrees that survey is an effective and flexible strategy to allow exchange of information between researcher and research participants. The researcher used a set of structured questions as research instrument. The respondents consisted of predefined group answered survey questions on the basis of their knowledge and experience. For standard data collection research instrument was composed of queries related to research context. Following research instruments are used for collecting information about the variables.

- To measure employee engagement, 17 scales from Utrecht Work Engagement Scale (UWES) are used to assess level of energy, inspiration, pride challenge and concentration in work. Research participants gave their responses on five-point Likert scale: (1) strongly disagree to (5) strongly agree.

- Organizational Performance Scale was made by collecting relevant statements from focused group interviews carried out with 6 project managers from different firms in Pakistan. Research participants gave their responses on five-point Likert scale: (1) strongly disagree to (5) strongly agree.

- Multifactor Leadership Questionnaire (MLQ) developed by Bass (1985) in his study: Leadership and Performance beyond Expectations is used to measure leadership from twenty items. Research participants gave their responses on five-point Likert scale: (1) strongly disagree to (5) strongly agree.

- Research participants gave their responses on five-point Likert scale: (1) strongly disagree to (5) strongly agree.

Close-ended questions were included with rating and semantic scales. The researcher conducted online survey by forwarding the survey form to sample population via email. De Leeuw, (2008) discusses that survey method facilitates collection of information from larger sample size which contributes to accuracy and validity of the research findings. However, there was likelihood of subjective bias and high survey dropout percentage that could affect the research findings.

3.5 Research Strategy

Research strategy is related to approach and the type of data that is collected for a study (Mason, 2002). The researcher can collect either qualitative or quantitative data according to researcher purpose, aims and objectives. However, in some cases the study can use mixed research strategy wherein both qualitative and quantitative data is used. Bernard, (2016) discusses that as in qualitative research design non-numerical data is collected therefore, it is useful in providing a comprehensive perspective about the experiences and knowledge of individual. On the other hand, in quantitative research facts and figures are used to generate research findings. The author has used quantitative research strategy to produce objective data that is free from subjective bias and prejudice. The results are also communicated through numbers and statistics.

3.6 Target Population

Since the aim of current study is to investigate the impact of leadership on employee engagement and organizational performance with respect to talent management in civil services of Pakistan therefore, the target population of present study are employees that are related to various civil services offices. The researcher is exploring the perspective of workforce therefore, elite officers are not accessed in the target population. Nearly 581,755 civil servants are working under Federal secretariat and attached departments. The larger percentage (95.37%) of civil servants belong to basic scales 1-16 while only 4.63% are performing on high level scales i.e., 17-22 in Federal Government civil servants. There are approximately 54 ministries operative in Federal Government but it is not possible for the researcher to access all the offices therefore, the researcher has selected only a few divisions:

1. Aviation

2. Capital Administration & Development

3. Commerce

4. Climate Change

5. Defence

3.7 Sampling

According to Berndt, (2020) there are two types of sampling methods including probability sampling and non-probability sampling. In probability sampling is based on random selection wherein every individual has equal chance of being selected as member of sample population. On the other hand, non-probability sampling use convenience criteria for selection of research participants. Etikan & Bala, (2017) discusses that simple random, systematic, stratified and cluster sampling are various types of probability sampling strategies while convenience, purposive,

snowball and quota sampling techniques fall under the category of non-probability sampling methods.

3.8 Sampling Technique

For present study the research adopted convenience sampling technique to access easy to approach workers in civil services in Pakistan. For selection of appropriate and representative sample population through convenience sampling the eligibility criteria were the person from any gender group working as civil servant in above mentioned divisions.

3.9 Operational definitions

Target population is defined as the group of people that possesses the characteristics required in specific research problem (Acharya, Prakash, Saxena, & Nigam, 2013). In most of the cases due to limited resources and time period, it is not possible for the researchers to recruit entire target population. Sample population is defined as a sub set of target population that is representative of entire target population (Israel, 2012). Later on, research findings from sample population can be generalized for entire target population.

Sampling strategy refers to steps that delineate sampling plan. Any sampling strategy consists of multiple stages i.e., selection of target population, selection of accessible population, determining eligibility criteria, stating sampling plan and recruitment of sample population (Voorhees, 2014).

According to Edgar & Manz, (2017) convenience sampling is currently the most prevalent type of nonprobability sampling, primarily due to its overuse. Edgar & Manz, (2017) further states that convenience sampling entails a technique for conveniently selecting data by obtaining samples from locations or organisations that are conveniently placed.

Data collection is the act of obtaining and evaluating reliable information from a variety of data sources to find solutions to research questions, patterns and possibilities, to assess prospective

consequences (Bilsborrow, 2016). According to Mkandawire, (2019) two styles of investigation, qualitative and quantitative research, could be employed to acquire information from various sources. Interviews, inspections, artefacts, textual analysis, focus group discussion, extended ethnography, graphic approaches, and documentary analysis are all ways that could be employed to obtain qualitative research data. Whereas according to Mkandawire, (2019) the quantitative data gathering instruments and procedures involve questionnaire surveys or schedules, class examinations, standardized tests examinations, and polling.

According to Rice, (2006) data analysis is "the process of systematically applying statistical and logical techniques to describe, illustrate, condense, recap and evaluate data". Ott & Longnecker, (2015) agrees that it is the most crucial and time taking process as the researcher has to glean useful information to make informed decisions. Data analysis process consists of five key stages i.e., identification, collection, filtering analysing and interpreting the data.

3.10 Data Collection

In the current research the primary method of data collection through use of survey questionnaires was used. The rationale of using primary data collection is related to collecting reliable and unaltered information as per the aims of the research. The researcher forwarded survey via email to collect data. The email addresses of research participants were obtained from human resource department of each division. Research invitation consisting of nature, purpose, and duration of research study was forwarded to 600 workers but survey questionnaire was emailed only to interested participants. The researcher received 300 complete survey forms for data analysis.

3.11 Data Analysis Strategy

After collection of data from survey respondents it was coded and prepared for data analysis. The researcher used data screening strategies to check out code responses. Standard

Package Statistical Software Version 21 was used for various statistical tests. Bendat & Piersol, (2011) states that SPSS is widely sued by researchers for factual study of collected data. The researcher has run Principle Component Factor analysis and scree pot is also measured to classify the factors. Skewness and kurtosis values are also calculated. Psychometric properties of current scale are analysed with the use of reliability and validity tests. Cronbach's alpha is employed to assess internal consistency of items. For evaluating the validity of selected scale construct validity is used. Correlation Matrix is used for further validation.

The researcher used factor analysis to measure Kaiser-Mayer-Olkin (KMO) to analyse sample adequacy. Bartlett's Test of Sphericity is used for identifying correlation between items. Pearson Product Moment Correlation, Mediation, and linear regression measures of inferential statistics are also used with the use of SPSS v25 and mediation by using PROCESS macro v3.3.

CHAPTER 4

ANALYSIS & DISCUSSION

The collected responses from sample population are analysed and discussed in this section. The researcher has used descriptive and inferential statistics to analyse data. The researcher conducted validity, reliability analysis, demographic analysis and hypothesis testing by employing regression analysis. The researcher transferred the collected data to SPSS v25 for analysis test. Descriptive analysis was useful in elaborating the actual facts and findings in the data. Factor analysis allowed assessing reliability and validity of research instrument. Furthermore, regression analysis facilitated hypothesis testing. In the end, the results of various analysis were elaborated.

4.1 Data Preparation

The errors from the collected responses were removed and so that best results could be obtained. Statistical Package for Social Sciences (SPSS v25) was used to analyse the data. Before entering the data into SPSS, all the responses were rectified and coded. Primarily all the responses were compiled in Microsoft Excel and then the data was imported to SPSS software.

4.2 Demographic analysis

Survey questionnaire was forwarded to five civil services departments employees from functional workers. It was time-taking process receiving responses from research participants. In the current research gender, age, BPS, and experiences of employees were demographic characteristics collected via survey. The frequency of demographic characteristics in the study is given below:

Demographic features of the dataset (N=300)

Variables	f(%)	M(SD)
Gender		
Male	128(42.7)	
Female	172(57.3)	
Age		29.84(6.16)
Work experience		
1-5 years	234(78.0)	
6-10 years	41(13.7)	
11-15 years	17(5.7)	
More than 15 years	8(2.7)	

It is evident from above table that out of 300 respondents 172 were females and 128 were males. Hence, the percentage of female respondents was greater (57.3%) compared to 42.7% of males. Furthermore, the larger work experience group was 1-5 years (78%) while only 2.7% civil servants had more than 15 years' experience in their respective federal service department. Mean age of respondents was 29.84 years. Therefore, it can be assumed that responses are largely from young female civil servants that have been serving for 1-5 years.

4.3 Organizational Performance Scale
4.3.1 Factor Analysis

Organizational Performance Scale was made by collecting relevant statements from focused group interviews carried out with 6 project managers from different firms in Pakistan. After assembling statements, a scale of 10 items was made and the data was collected from 300 participants to analyze factors. Results from Principle Component Factor analysis are demonstrated in several steps mentioned below.

Principle Component analysis was carried and a number of appropriate factors were identified through Eigen Values. Factors having Eigenvalues ≥ 1 were accepted according to the criteria of Kaiser (1960). Furthermore, the scree plot was also measured to classify the factors according to the criteria of Catell (1966). The scree plot is given in the figure below.
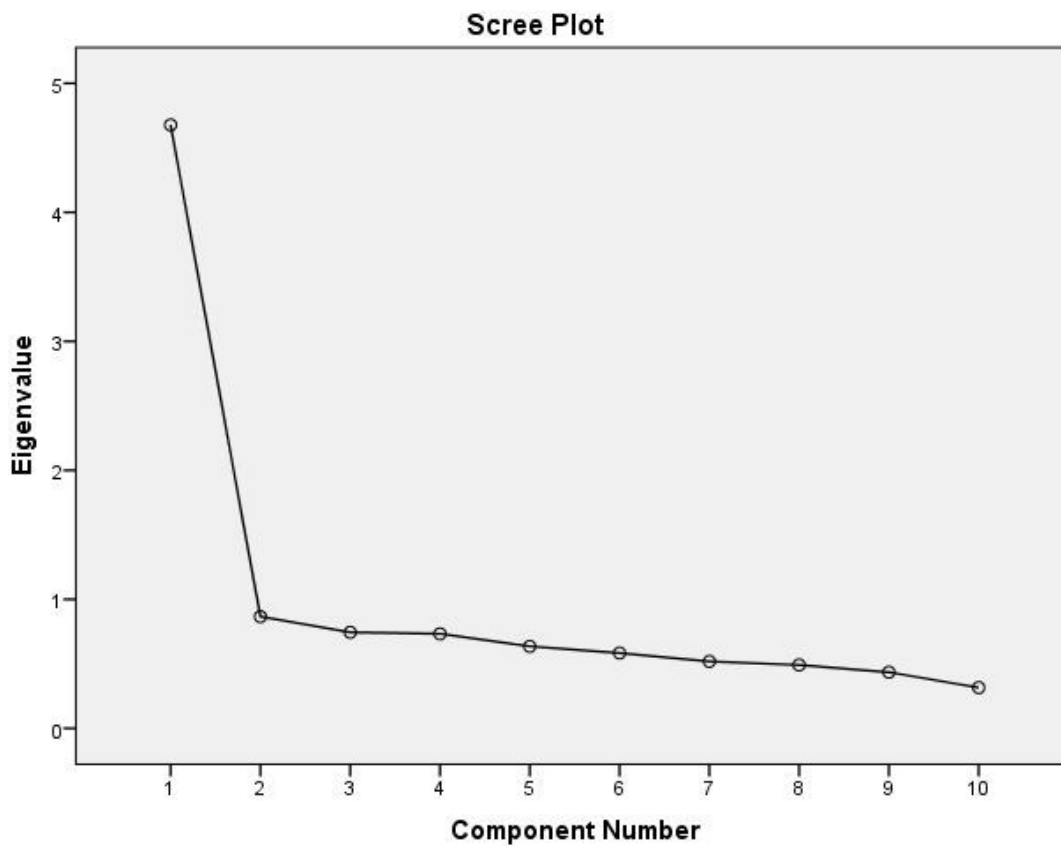
Fig 1. Scree Plot Showing Eigenvalues of Factors

From figure 1, it can be demonstrated that only one factor has emerged and all the 10 items have fallen on a single factor with a combined Eigenvalue of 4.67 (see table 1). The criteria for identifying the number of factors be determined by the factor loadings of each item. For further elaboration, the rotated component matrix was observed and table 1 is depicting factor loadings of occupational performance.

Table 1.

Factor Analysis for Organizational Performance (N=300)

		Loadings	
Serial No	Item	Factor 1	Communality
1	OP1	.77	.59
2	OP2	.73	.54
3	OP3	.62	.38
4	OP4	.60	.36
5	OP5	.67	.45
6	OP6	.62	.39
7	OP7	.66	.44
8	OP8	.70	.50
9	OP9	.72	.52
10	OP10	.68	.47
Eigen Value			4.67
% of total Variance			46.77
Total Variance			46.77%

Note. Values low on Factor 1 are high on other factors, items have been dropped because of their low factor loadings <.45

4.3.1.2 Descriptive and Psychometric Evaluation

The descriptive statistics were analyzed by determining skewness and kurtosis values along with the range of scale and the results revealed that the data is negatively skewed with the value of -1.09 (see table 2). Furthermore, to analyze the psychometric properties of the current scale, the test of reliability and validity were used. Cronbach's alpha is used to assess the internal consistency of items and an alpha coefficient of 0.70 has been identified as an acceptable threshold for reliability; though, 0.80 and 0.95 is ideal or desired for the psychometric quality of scales. The current study's alpha value is 0.87 which means the scale is consistent (see table 2).

To analyse the validity of the current scale, the most common statistical form of validity is construct validity (convergent and differentiation by identified groups; correlations). For the purpose of the construct validity, the correlation matrix was used to further validate by calculating the correlation between the total occupational performance score and the empirically recognized 10 items. Results from the analysis revealed that all the items are positively correlated with each other, thus, the items are inclusive (see table 3).

Table 2

Descriptive and Psychometric Properties of Scale (N = 300)

				Range		
Variables	M	SD	A	Actual	Potential	SK[a]
Organizational Performance	4.01	.88	.87	10-50	10-50	-1.09

Note: n=100 aStandard error of skewness = .14; b Standard error of kurtosis = .28.

Table 3

Item to Item Correlation Matrix (N=300)

	Item	1	2	3	4	5	6	7	8	9	10
1	OP1	-	.59**	.47**	.40**	.44**	.41**	.39***	.47**	.56**	.44***
2	OP2		-	.43***	.40**	.49**	.36*	.40**	.44**	.42**	.39**
3	OP3			-	.29**	.41**	.24**	.32**	.42**	.30**	.36**
4	OP4				-	.34**	.26**	.36**	.36**	.37**	.38*
5	OP5					-	.35***	.44**	.35**	.37**	.36***
6	OP6						-	.43*	.44**	.41**	.39**
7	OP7							-	.38**	.40**	.45***
8	OP8								-	.53**	.39**

9	OP9	-	.49**
10	OP10		-

Note. *p < .05, **p< .01, *** p<.001

4.3.1.3 Sample Adequacy

Kaiser-Mayer-Olkin was measured through factor analysis to analyse sample adequacy. According to Kaiser (1960), the KMO value should be a minimum of 0.5. Although, the KMO value is 0.90 in the current dataset. This demonstrated that the sample was adequate as in the current study the sample size was large. Furthermore, Barlett's Test of Sphericity was also significant, $\chi2$ (2904.691) = ρ<.001 which indicated the correlations between the items were significantly large (also see table 3). Therefore, factor analysis was considered appropriate.

Table 4

KMO and Bartlett's Test (N=300)

Kaiser-Meyer-Olkin Measure	.90
Approx. Chi-Square	1047.402
Bartlett's Test of Sphericity	2904.691***
Df	45
Sig	.000

Note. *p < .05, **p< .01, *** p<.001

4.4 Correlational Analysis

This step is based on analyzing the predicting relationship between the study variable. For this purpose, first, the psychometric statistical features of the dataset were analysed and secondly, inferential statistics were performed which include Pearson Product Moment Correlation, Mediation, and linear regression. Basic inferential analyses were performed on SPSS v25 and for mediation PROCESS macro v3.3 was used.

Table 5 displays the mean of the present study along with the standard deviation of the current research variables. It demonstrated internal consistency for all scales used in this research (Cronbach's alpha) and the results revealed that all scales are internally compatible.

Table 5

Descriptive and Psychometric Properties of Scales of Present Study (N = 300)

Variables	M	SD	α	Range		SK[a]
				Actual	Potential	
Leadership	63.04	13.22	.82	20-100	20-100	-.33
Employee Engagement	68.09	14.99	.67	17-85	17-85	-.94
Talent Management	32.41	6.29	.93	13-48	10-50	-.40
Organizational Performance	38.63	8.84	.88	10-50	10-50	-.94

Note: n=300 aStandard error of skewness = .14; b Standard error of kurtosis = .28.

4.5 Pearson Product Moment Correlation

Table 6 showed the results of the Pearson product-moment correlation analysis that has been used to investigate the connection between demographics and study variables. The result presented that age has a negative significant relationship with employee engagement, talent management, and organizational performance which indicated that older employees have low scores on employee engagement, talent management, and organizational performance as compared to young employees.

Furthermore, gender has a positive significant relationship with employee engagement, whereas negative significant relationship with leadership and talent management, which indicated

females have high employee engagement, but males have high scores on leadership and talent management. On the other hand, the working scale has a positive significant relationship with organizational performance, which indicated that higher a higher working scale leads you towards more organizational performance. Whereas, employee engagement has a positive significant relation with leadership, talent management, and organizational performance which indicated employees with high scores on employee engagement are likely to have higher scores on leadership, talent management, and organizational performance. Furthermore, leadership has a positive significant relationship with talent management and organizational performance. Whereas, talent management has a positive significant relationship with organizational performance.

Table 6

Pearson Product Moment Correlation among Study Variables (N=300)

		1	2	3	4	5	6	7
1	Age	-	-.09*	.38***	-.24***	-.10	-.14*	-.21***
2	Gender		-	-.08	.15**	-.16**	-.11*	.09
3	Working Scale			-	-.02	0.1	.01	.11*
4	Employee Engagement				-	.23***	.17**	.71***
5	Leadership					-	.34***	.26***
6	Talent Management						-	.18**
7	Organizational Performance							-

Note. *p < .05, **p< .01, *** p<.001

4.6 Mediation Analysis

It was hypothesized that leadership will act as a mediator between employee engagement and organizational performance. Mediation analysis was carried out between employee engagement, leadership and organizational performance, using *PROCESS* macro v3.3, (Hayes, 2019).

Table 7

Direct Effects of employee engagement, leadership and organizational performance (N=300)

Antecedent	Consequent									
	Leadership					Organizational Performance				
	Coeff.	*SE*	*P*	F(1,298)	R^2	*Coeff.*	*SE*	*P*	F(2,297)	R^2
Employee Engagement	.20	.04	.000	16.56***	.05	.40	.02	.002	156.75***	.51
Leadership						.06	.02	.012		

Note. Coeff= standardized regression coefficient

The results of direct effects of employee engagement on leadership (b=.20, p=.000), indicate that employees who have higher employee engagement are more likely to have a higher score on leadership. The direct effect of leadership on organizational performance is positive and significant (b=.06, p=.012), indicating that employees who are having high scoring in leadership are more likely to have high organizational performance. Furthermore, the direct effect of employee engagement on organizational performance is positive and significant (b=.40, p=.002) which indicated that an employee's higher score on employee engagement is likely to have high organizational performance.

Table 8

Indirect Effects of leadership between employee engagement and organizational performance (N=300)

	Effect	BootSE	95%BootCI	
			BootLL	BootUL
Employee Engagement	.01	.01	.00	.03

Note. Effect = standardized regression coefficient, BootCI = bootstrapped confidence interval, BootLL = bootstrapped lower limit, BootUL = bootstrapped upper limit

The indirect effect is tested using non-parametric bootstrapping. The results of the indirect effect showed that leadership was found to be a significant mediator between employee engagement, and organizational performance.
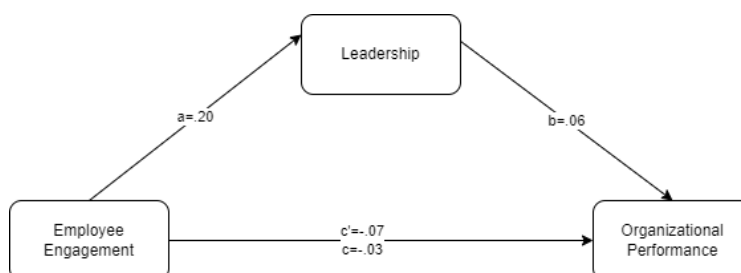
Emerged Model

*Fig 2. The model emerged from a mediation analysis*

4.7 Linear Regression analysis

Table 9 demonstrates a simple linear regression that was used to predict organizational performance from employee engagement, leadership and talent management. The assumption of multi-collinearity was tested. The values of tolerance in all variables are more than .25 and the value of VIF is also lower than 4 in all variables which are direct indictors, there is not a significant multi-collinearity that needs to be corrected. Whereas employee engagement and leadership significantly predicted the organizational performance except for talent management. A total of 51% of the variance is explained by all variables in organizational performance (see fig 3).

Table 9

Linear Regression (N=300)

Variables	Estimate	SE	95% CI		P	Collinearity Statistics	
			LL	UL		Tolerance	VIF
Constant							
Employee Engagement	.40	.02	.35	.45	.000	.93	1.06
Leadership	.06	.03	.00	.12	.036	.85	1.17
Talent Management	.05	.06	-.06	.17	.401	.87	1.14
Total R^2	.51						
Durbin Watson	1.72						
F(3,296)	104.63***						

Note. *p < .05, **p< .01, *** p<.001,
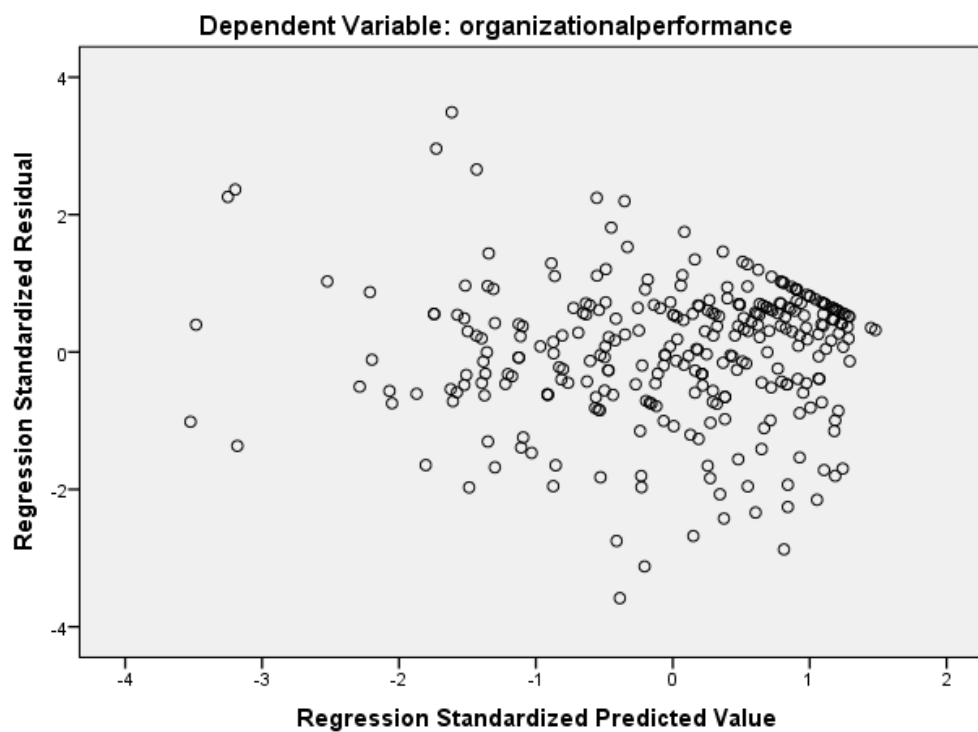
Fig 3. Scatter plot

4.8 Summary

Through various analysis used in the study, it is evident that leadership and employee engagement are interconnected. When talent management is observed effectively, it results into better organizational performance. Employee engagement is significantly correlated to organizational performance and effective leadership. The relationship between employee engagement and organizational performance is highly significant. Though talent management is an important factor in employee engagement but there are other elements as well that can impact employee engagement.

CHAPTER 5

CONCLUSION & RECOMMENDATIONS

This research has been completed when management skills are used to explain why people and groups decide to engage in particular activities and manage their time. In the professional office environment, initially staff members could feel uneasy and frightened. The worker's drive to succeed or ability to accomplish their goals can be tied to this term. The age, life experience, and time history of all civil servants are all crucial considerations, and management advise them in taking into account how cultural change has evaluated the individuals in a working environment (Rashid, 2022). Although many organisations use talent management teams primarily to encourage healthy business environment and to boost its sales, current study findings indicate that talent management is also used to develop uncommon capacity of the employees which they do not recognised without a team. If physical training is conducted, learning environment for the workers can be altered to increase employees' access and to increase their skills (Nauman, 2021).

Given that in the proposed study, the female workers appear to be at a disadvantage when it comes to improving their talents, the aforementioned evidence suggests that physical training should step up their efforts and to inspire women in the work place more than men. The proposed research also demonstrates that managing an employee's resources may be dependent on how they perform while working with older clients, and this information may be tied to their job. Although more extensive research is needed, the findings of this research have suggested that using cognitive techniques to create cognitive control can boost the further enhancement of talent between workers and employers. The average appearance for this group is still low even though they show more members in the group with the greatest skills management profile, such as self-employment. According to this discovery, continual research of the fundamental procedure that might enhance learning transfer is required to improve and expand the role of the initial study in the talent management process.

5.1 Summary of the Key Findings

The findings of this research indicates that age has a positive link with employee engagement, management abilities, and organisational performance. Older employees score lower on these variables than younger ones, with better job satisfaction and organizational commitment,

management skills, and organisational performance. In addition, gender has a favourable link with employee engagement and a negative relationship with leadership and management abilities, indicating that males score better in leadership and management skills than women do in terms of performance. On the other hand, performance level and organisational performance are positively correlated, demonstrating that greater performance is a direct result of higher performance. Even though there is a strong correlation between employee engagement and organisational performance, leadership, management, and organisational performance abilities are more likely to be highly rated in workers with good grades. Additionally, managerial abilities and organisational success are strongly correlated with leadership. However, the success of a company is intimately tied to talent management.

Factors that impact employee's cognitive control are included in the above literature evaluation of instructors' teaching approaches. It has been demonstrated that talent management instructors' use of methods, strategies, tools, and resources helps to establish training and learning environments where workers may learn and achieve success. The research also underlined the need for talent strategies and approaches to help employee's intellectual management in a proper learning environment. Through unique training techniques, talent management of any company may engage workers who learn well and motivate them to succeed. The findings of this study also demonstrate that the communication between workers and management does not affect a team's traits or its abilities in any way beyond that which is contained in management contribution.

Additionally, there is a positive and substantial direct relationship between employee engagement and organisational performance (b=0.40, p=0.002), suggesting that increased engagement will result in better performance. Various measuring models are displayed by using a two-stage methodology in this research. This approach is use to create the measurement model before conducting the structural analysis. Using this model, the researcher can determine how well the variables fit together as a single model. When evaluating a model, it is advised to utilise reliability that is based on the factorial loading of the latent variable items. Given that 0.70 is the minimum value accepted in fundamental research, interpretation is comparable to Cronbach's alpha. Only one of the three ratios with a value of 0.74 exceeds the minimal value, while the other two are close to 0.90, or a high value (TM = 0.89 and SP = 0.87) In a similar manner, the average variance extracted (AVE), whose value must be more than 0.5, is obtained to verify the correctness of the difference. Two variables (TM and SP) in our situation are higher than 0.5. But the AOC is

almost 0.5. (0.48). According to Butt, (2021), scores the lower rate is 0.5 but mixed reliability ratings above 0.6 signify sufficient agreement.

Additionally, the proposed research employs two key techniques one is factor's test and the Sari, (2020) method to assess the various procedures in various study models. The Harman factor test may be used to calculate the likelihood of various techniques. In actuality, all the variables included in the unroasted factor matrix analysis are used in the exploratory factor analysis in this manner. It is mentioned in the methodology that the modification is not clear if one or both additional explanations occur. In this instance, three values were discovered, indicating the presence of three variables and ruling out the potential of more errors. Furthermore, the proposed research also employ the Han, (2018) technique, which also uses some factors but still has them be important for estimating. In order to regulate the change in variables, a partial correlation is employed once these new variables have been connected. There were no appreciable changes in the three instances when frequency analysis were maintained with similar significance.

The results of this study, which employed several methodologies, also looked at how social and environmental changes affect workers. It seeks to ascertain how effectively staff views anticipate shifts in performance metrics in the talent management course learning environment. Knowing the objectives of the employees and their degree of training readiness is crucial for maximising the learning and comprehension of the pupils. The behaviour of individuals or groups can be predicted. The final model takes into account both each individual's class level and the features of the weather the researchers are experiencing. The key findings imply that factors at all scales, including specific classes, have an impact on both employee engagement and organizational performance. Unsurprisingly, while considering the weather in physical education, characters and gender orientation are taken into account. Because men and women have different values, they achieve success in different ways.

This study also adds to the body of several literature by examining the impact of Talent management processes on employee through the role of effective employee roles as a mediator in an organisation. The purpose of this study is to analyse the influence of Talent management (TM) practices on employee performance (EP) and examine the role of effectiveness in the connection between TM and EP practices in Pakistan's private companies. This research is only one of several carried out at these companies. In order to accomplish and support their workers' jobs, highly trained leaders may use the study's findings as a roadmap to enhance their tactics and policies in

companies. Talent management training is crucial since intelligence significantly affects how effectively one manages the employee's abilities and the consequences of those abilities, interpersonal interactions, information and skills related to customer satisfaction, as well as self-confidence and self-esteem. In order to create systems that will help the employees, TM trainers will recognise the importance of EP (Jahanzeb, 2020). The researcher can all agree that professionalism and quality are the key variables influencing employees who do well in companies and boost the company's sales. The results of this evaluation will demonstrate the requirement for a reconsideration of the EP policies at Pakistan. Through the framework provided by this initiative, educators and the country an Institute of Talent Management may promote the creation and application of lifelong learning for employees to enhance their skills.

5.2 Recommendations

The connection that develops when efficient intellectual talent management is applied in the public sector is examined in this research. In reality, as the company serves as the relationship's greatest agent, the conclusion is that it is crucial to comprehend the organization's dedication (Chughtai, 2019). As a result, the proposed research is better able to comprehend how organisational commitment and managerial performance are related. To improve productivity, public companies must provide staff coordination without putting barriers in the way of skill management. This option is connected to the first decision because this implies that the methods for tempting, training, keeping workers more agile and skilled and have the ability to produce productive work commitments. Therefore, it is crucial to the New Public Management system (NPM) that the importance of employee dedication is recognised. Employees will desire to progress well in the services they offer to the general public is guaranteed. As a result, there are two key objectives that was accomplished, first is, the workers' significant contribution to the quality of the services, and second is, the involvement of the employees who are impacted by the organisation. Both of these are crucial for the modernization of government operations and the outcomes that will follow in terms of growth and organisational effectiveness.

The current study appears to be significant since it identifies the initial administrative decision, the service's functioning, and more significantly the development of the co-ordination model. This clarifies how the success of talent management development may be ensured. According to theory discussed in the literature and the resources and capabilities theory, employee's activity is what differentiates an organization's performance and ability to compete.

In this situation, the talent development model informs the workers that in order to fulfil the service, they must have the employees' dedication. The key to delivering great service appears to be obtaining workers' commitment, which is attained through talent management processes. Therefore, employees will obtain the emotional commitment that will boost the value of their services as long as they continue to develop their soft HR abilities inside the company. Since there seems to be more theory than reality in public administration, especially when it comes to management, HR, and TM, there are still a lot of studies to be done. It is obvious that better integration with the public sector is needed and that a direct transition and the usage are unlikely to be beneficial, even though research frequently changes the management model straight to the private sector. Therefore, additional research is required to capitalise on the private sector's achievements in public administration, both in TM and the study of contracts and teamwork

5.3 Future Implications

Several studies that do follow talented employee skills into employers' capacity can provide more precise and in-depth information on how talent management training for physical employment varies and impacts the degree of performance in workers. It will also be important to encourage young people to organise their skills and abilities before enrolling in TM training, which is often done under the management of top abilities and involves providing a vast variety of different departmental activities. Through longitudinal analysis, data studies may also evaluate if people utilise a group differently as a result of exposure to various types of information or learning contexts. As a final point, it is impossible to determine how general the study's findings are, and it is possible to extrapolate them based on the findings of subsequent research. By looking at the talent management training methods and curriculum enhancement of staff's agility in continuing their participation in physical training and increasing retention, future research can enhance the findings of the current study.

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