



MIDOCEAN university

College of Management

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Analyzing the Connection Between Talent Management Practices, Employee Engagement Levels, and Organizational Performance in Public and Private Sector Organizations in Saudi Arabia

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Academic year

2024-2025

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Acknowledgement

I would like to express my sincere gratitude to all those who have supported me throughout the course of this research.

I am deeply grateful to Midocean for providing the resources and environment that made this research possible. My sincere thanks go to the faculty and staff for their assistance and encouragement throughout my academic journey.

I would like to extend my appreciation to all the participants who took the time to contribute to the study. Without their cooperation and willingness to share their experiences, this research would not have been possible.

A special thanks to my colleagues, friends, and family for their constant support, understanding, and patience during the course of this project. Their encouragement and belief in me have been a constant source of motivation.

Lastly, I am thankful to all those who provided technical assistance, resources, or advice during this research. Your contributions have been greatly appreciated.

Thank you all for your support and for making this research journey a rewarding experience.

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Abstract

Background: In today's business landscape, talent management and employee engagement are widely recognized for their role in improving organizational performance. However, there remains a research gap in understanding their empirical relationship within Saudi Arabian workplaces (Dayel et al., 2020). This study seeks to fill that gap by exploring how these factors contribute to organizational performance in Saudi Arabia.

Purpose: The study aims to examine the link between talent management, employee engagement, and organizational performance by addressing key questions: What is the relationship between talent management and employee engagement? How do these practices influence performance? To what extent does employee engagement mediate this relationship?

Research Design and Methodology: A quantitative approach was used to analyze the interaction between these variables. Data were gathered from employees across various industries in Saudi Arabia through structured surveys employing stratified probability sampling. The survey featured Likert scale items assessing talent management, employee engagement, and organizational performance. Statistical techniques, including correlation and regression analyses, were applied for data analysis.

Findings: The results revealed a strong positive correlation between talent retention and organizational performance, with employee engagement playing a mediating role. While talent acquisition and development had a less direct impact, their effects were still positively influenced by engagement. These findings emphasize the critical role of talent retention in sustaining high levels of engagement and enhancing performance.

Practical Implications: The study highlights that effective talent retention strategies in Saudi Arabia can significantly enhance employee engagement and overall organizational performance. The insights gained can help organizations design targeted talent management practices to boost productivity and competitive advantage.

Originality/Value: This research offers novel empirical evidence on the relationship between talent management, employee engagement, and organizational performance in Saudi Arabia. It addresses an essential research gap and provides practical recommendations for improving talent management strategies.

Limitations and Future Research Directions: A key limitation of this study is its cross-sectional design, which restricts causal inferences. Future research should adopt longitudinal approaches and explore different regions to enable comparative analysis. Overcoming these limitations can further refine talent management practices and contribute to global organizational performance improvements.

CHAPTER 1

1.1 Introduction

Talent management and employee engagement have become increasingly important in driving organizational performance (Kamel, 2019). Studies show that well-executed talent management strategies can lead to higher employee engagement, which positively affects overall performance (Hongal & Kinange, 2020). Engaged employees are often more productive, making engagement a key factor in organizational success (Payambarpour & Hooi, 2015).

With rising competition and a limited pool of skilled professionals, organizations are placing greater emphasis on attracting, developing, and retaining talent while also building work environments that encourage engagement (Oladimeji et al., 2023; Urme, 2023). Retention and employee development are now seen as essential components of long-term success.

There is growing agreement that talent management, engagement, and recognition contribute meaningfully to performance across different organizational contexts (Masri & Suliman, 2019). However, the specific relationship between these elements and how they affect outcomes still requires further clarification. For example, while Figure 1.1.1 proposes certain links, it's not yet confirmed whether those factors have a direct and measurable influence on performance.

Talent management typically includes practices such as attracting, hiring, developing, and retaining skilled individuals. These practices are especially critical for organizations competing in fast-changing industries where talent is scarce (Ifeoma et al., 2015).

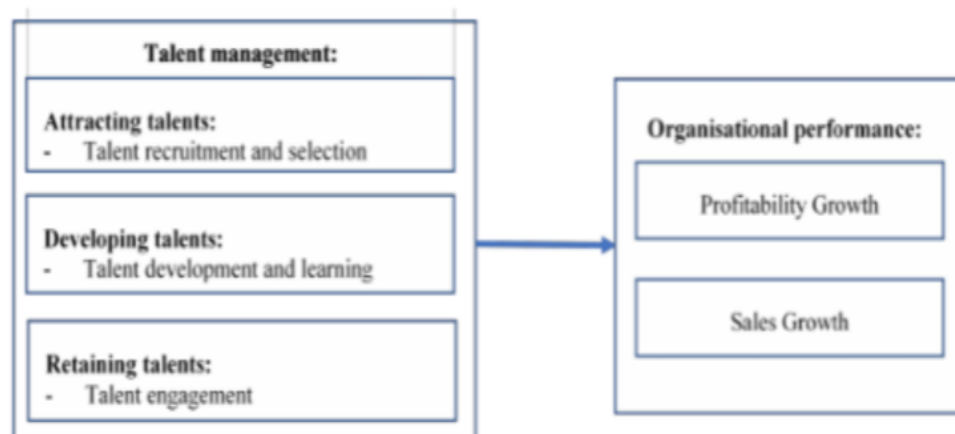


Figure 1.1.1: Conceptual framework: talent management and its influence on organizational performance (Čizmić & Ahmić, 2021)

Within talent management practices, it is evident that learning and development strategies, along with career management, have more significant and statistically

noteworthy impacts on sustainable organizational performance compared to talent attraction and retention. Which indicates that investing in employee learning and development initiatives and adopting effective career management strategies are essential for organizations aiming to improve their long-term performance and sustainability (Al Aina & Atan, 2020).

Construct	Coefficient	Std. Deviation	t-Value	p-Value
Talent Attraction	0.260	0.197	1.337	0.181
Talent Retention	-0.186	0.128	-1.157	0.247
Learning and Development	0.237	0.086	1.984	0.047
Career Management	0.517	0.126	3.153	0.002

Construct	Mean	Std. Deviation	(1)	(2)	(3)	(4)	(5)
Career Management (1)	4.06	0.558	1				
Learning and Development (2)	3.67	0.574	0.636	1			
Talent Retention (3)	3.93	0.535	0.741	0.694	1		
Talent Attraction (4)	3.46	0.416	0.844	0.686	0.851	1	
Sustainable Organizational Performance (5)	2.69	0.449	0.758	0.618	0.542	0.701	1

Figure 1.1.2: Descriptive statistics and the correlation matrix, estimation of the model (Al Aina & Atan, 2020)

However a clearer understanding of how talent management, employee engagement, and organizational performance are connected is still needed, especially in the context of Saudi Arabian workplaces. This study addresses that gap by using a quantitative approach to examine the relationships between specific talent management practices, levels of employee engagement, and key performance outcomes. The goal is to offer practical insights that can help organizations strengthen their talent strategies and improve overall effectiveness.

1.2 Problem Statement

Adeoye and Adong (2023) suggest that a strong research problem should address a gap in existing knowledge, which often stems from limited data or weak methodologies that prevent clear conclusions (Ajemba & Arene, 2022). Recognizing such gaps helps guide future research efforts and contributes to advancing the field (Chand, 2023).

In today's competitive landscape, the shortage of skilled professionals has intensified the race among organizations to attract and retain talent (Dalayga et al., 2017). While hiring is essential, many companies face a deeper challenge: how to balance talent acquisition with fostering genuine employee engagement. Long-term success depends not just on bringing in qualified individuals, but also on keeping them engaged and committed (Dahshan et al., 2018).

The growing demand for specialized talent, coupled with a shrinking supply, has increased pressure on organizations. Strategic talent placement—putting the right people in the right roles at the right time—has become a key factor in driving performance (Rabbi et al., 2015). At the same time, companies are finding it harder to retain high-performing employees, especially as global competition and mobility increase (Mohamad Mazlan & Jambulingam, 2023; Amankwah-Amoah, 2020). With greater freedom to change jobs or locations, skilled employees are less tied to traditional ideas of job stability. Their departure can bring significant operational and financial costs, making talent retention strategies more critical than ever (Rexhepi & Vladi, 2015).

This study addresses the lack of empirical research that connects talent management, employee engagement, and organizational performance in a unified framework. Although each of these elements has been studied on its own, there is a need for a clear, data-driven understanding of how they interact and influence each other. The key research question guiding this study is:

What is the most effective balance between talent management practices and employee engagement levels in driving organizational performance?

1.3 Significance of the Study

This study adds value by exploring how talent management and employee engagement affect organizational performance, focusing on Saudi workplaces where research is still limited. It helps fill a gap in understanding how these elements work together and offers practical insights for improving HR strategies. The findings can support companies in attracting and retaining talent, boosting engagement, and improving results. HR professionals, managers, and policymakers can use the insights to make better decisions and shape more

effective practices suited to the local market. This research also strengthens academic knowledge by offering real data from the Saudi context.

1.4 Research Objectives

This research aims to understand how talent management and employee engagement influence organizational performance. To support this, the study sets out the following objectives:

- Examine the link between talent management practices and employee engagement
- Measure employee engagement levels in Saudi organizations
- Analyze current talent management practices in Saudi Arabia
- Assess how both talent management and engagement impact performance
- Offer practical recommendations to improve HR strategies and outcomes in Saudi workplaces

1.5 Research Questions

The research questions guiding this study are:

1. How are talent management, employee engagement, and organizational performance related?
2. What's the link between talent management practices and employee engagement?
3. How do talent management and engagement impact organizational performance?
4. What's the connection between engagement and performance?
5. Which talent management practices have the strongest effect on performance?
6. Does employee engagement mediate the relationship between talent management and performance?

1.6 Research Hypothesis

To achieve the study's objectives and answer the research questions while attempting to bridge the identified gap, several hypotheses are proposed. These hypotheses stem from a comprehensive review of existing literature, including both historical and recent research on the relationships between talent management practices, employee engagement levels, and organizational performance. Below is a detailed presentation of the formulated hypotheses:

Hypothesis 1:

- 1a: There is a significant positive relationship between talent management practices and

employee engagement levels.

Sub-Hypotheses:

- 1.1a: Talent acquisition practices significantly positively influence employee engagement levels.

- 1.2a: Talent development practices significantly positively influence employee

engagement levels.

- 1.3a: Talent retention practices significantly positively influence employee engagement levels.

Hypothesis 2:

- 2a: There is a significant positive relationship between talent management practices and

organizational performance indicators.

Sub-Hypotheses:

- 2.1a: Talent acquisition practices significantly positively influence organizational performance indicators.

- 2.2a: Talent development practices significantly positively influence organizational performance indicators.

- 2.3a: Talent retention practices significantly positively influence organizational

performance indicators.

Hypothesis 3:

- 3a: There is a significant mediating effect of employee engagement on the relationship

between talent management practices and organizational performance indicators.

Sub-Hypotheses:

- 3.1a: Employee engagement significantly mediate the relationship between talent

acquisition practices and organizational performance indicators.

- 3.2a: Employee engagement significantly mediate the relationship between talent

development practices and organizational performance indicators.

- 3.3a: Employee engagement significantly mediate the relationship between talent

retention practices and organizational performance indicators

1.7 Research Approach

The study uses a quantitative approach based on survey data from employees across various sectors in Saudi Arabia. It applies statistical tools like correlation and regression to explore how talent management affects employee engagement and how both influence organizational performance. Control variables are included for accuracy.

By targeting diverse industries and using strong sampling techniques, the study ensures generalizability and reliability. The findings aim to support better HR decisions and highlight how strategic talent management boosts engagement, retention, and overall organizational success.

CHAPTER 2

2.1 Introduction

Talent management, employee engagement, and organizational performance are essential components of organizational success, especially in competitive business environments. As the job market continues to face growing challenges, implementing effective talent management strategies and employee engagement initiatives has become critical to sustaining performance and achieving long-term goals.

Previous research has examined the connections between these elements, showing how talent management improves organizational outcomes, how employee engagement enhances productivity, and how the limited supply of skilled professionals poses challenges. Studies also highlight the importance of learning and development for long-term growth, as well as the need for strong talent retention strategies in a globally competitive job market.

This study expands on existing research by exploring the connections between talent management, employee engagement, and organizational performance, specifically within the Saudi Arabian workplace. It aims to offer empirical insights into how employee engagement influences the impact of talent management on performance, addressing a key gap in the literature relevant to the region's unique economic and cultural setting.

2.2 Previous Studies

Several studies have explored the relationships between talent management, employee engagement, and organizational performance, underlining their collective impact on organizational success in today's competitive business environment.

1. Talent Management and Organizational Performance: Kamel (2019) stressed the importance of talent management in enhancing organizational outcomes. Similarly, Hongal and Kinange (2020) provided empirical support showing that effective talent management improves both engagement and performance.
2. Employee Engagement and Productivity: Payambarpour and Hooi (2015) found that engaged employees contribute more to productivity. Their findings indicate a clear link between higher engagement and better individual and organizational outcomes.
3. Challenges in Talent Availability: Oladimeji et al. (2023) discussed the ongoing shortage of skilled professionals, urging organizations to focus on retaining and developing internal talent to stay competitive.

4. Learning and Development: Al Aina and Atan (2020) demonstrated that investment in employee learning and career growth has a positive, measurable impact on sustainable performance, making it a vital component of long-term success.
5. Global Competition and Talent Retention: Amankwah-Amoah (2020) highlighted the increasing pressure from global job markets, noting that companies must prioritize retention strategies to combat high turnover and protect organizational knowledge and performance.

2.3 Theoretical Framework

This study is grounded in the connection between talent management, employee engagement, and organizational performance. These three elements are key to driving growth and sustainability in today's competitive business environment. With talent shortages and rising demands for high-performing teams, understanding how these factors influence each other is essential.

The framework explores how effective talent management can boost engagement and how engaged employees contribute to better performance. It also investigates whether engagement acts as a bridge between talent strategies and outcomes. By focusing on the Saudi Arabian context, the study offers fresh insights into how these relationships play out in a unique cultural and economic setting, addressing a gap in the current literature.

CHAPTER 3

3.1 Introduction

This study uses a structured research strategy to explore the links between talent management, employee engagement, and organizational performance. A model will be built based on existing literature and tested through a detailed questionnaire using established measurement tools. Data collected will be analyzed using statistical methods like correlation and regression to draw insights and suggest practical actions.

The research follows a quantitative approach, using surveys to gather data from employees at different levels. These surveys will focus on key themes like talent practices, engagement, and performance. With a specific focus on Saudi Arabia, the study aims to offer valuable guidance for improving organizational effectiveness and employee motivation.

3.2 Methodology

The research strategy employed in this study involved the development of a comprehensive model based on existing literature and established theories. The aim was to assess the model's validity through the administration of questionnaires utilizing well-established measurement scales. To achieve this, an extensive review of the relevant literature was conducted, considering all variables encompassed by the model.

To construct the questionnaire, a diligent exploration of various measurement scales was undertaken. Attention was given to adapting and modifying the questions to encompass all relevant factors within the model. Following this, a sample was selected, and the questionnaires were distributed among the participants. Subsequently, statistical analysis was performed on the collected data, facilitating a detailed examination and interpretation of the findings. The insights garnered from the analysis were then comprehensively discussed. The final part of the thesis provided recommendations and conclusions based on the research findings. These recommendations served to inform future practices and initiatives in the field, while the conclusions summarized the key findings and implications of the study.

3.3 Research Approach

This study uses a quantitative approach to examine how talent management and employee engagement affect organizational performance in Saudi Arabia. Data is gathered through employee surveys and supported by financial information for deeper analysis.

A stratified probability sampling method ensures diverse representation. The data is analyzed using correlation and regression techniques to identify key patterns, aiming to offer practical insights for improving HR strategies and organizational outcomes.

3.4. Research Design

This study adopts a quantitative research design to explore the links between talent management, employee engagement, and organizational performance in Saudi Arabia. The decision to use this approach stems from the need for objective, data-driven conclusions that reduce bias and support theory testing.

Primary data is collected via employee surveys, with financial data used as secondary support. A stratified probability sampling method ensures broad representation. The data is analyzed using statistical tools like correlation and regression, offering a structured way to test the model and evaluate the mediating role of employee engagement.

3.5. Survey Design

In quantitative research, surveys provide a structured method for systematically gathering information on a specific topic. This process involves collecting data from a targeted population using tools like questionnaires or interviews, followed by quantitative analysis. Questionnaires are particularly beneficial due to their ease of digital distribution, cost-effectiveness, and time efficiency (Yavuz, 2023). However, they also come with limitations, such as rushed responses, lack of follow-up questions, and potential data analysis complexities. Additionally, the impersonal nature of questionnaires may hinder deeper engagement with respondents (Yavuz, 2023).

The survey begins with an introductory section that outlines the purpose and significance of the research. It emphasizes the importance of participant cooperation and ensures strict confidentiality, stating that all collected data will be used exclusively for research purposes. The consent section clearly explains the voluntary nature of participation, privacy safeguards, and how the data will be utilized, enabling participants to make an informed decision before proceeding.

The questionnaire is divided into three main sections:

1. Talent Management
2. Employee Engagement
3. Organizational Performance

Each section contains Likert scale questions, allowing participants to express their opinions and perceptions on various aspects of these topics. This format enables quantitative analysis, helping to identify trends and patterns within the data.

Additionally, the survey includes demographic questions to capture details such as age, gender, educational background, organization type, and job position. These factors provide deeper insights and help assess potential variations in responses based on participant profiles.

Overall, the survey design is comprehensive, covering key areas of interest and utilizing appropriate measurement tools. It follows a structured approach to collect data on talent management, employee engagement, and organizational performance, contributing to a better understanding of these factors within the Saudi Arabian context.

3.6 Theoretical Concept

This part of the study focuses on the theoretical foundation behind the relationship between talent management, employee engagement, and organizational performance. Using a quantitative approach, the study aims to understand how talent management practices influence performance—specifically within the Saudi Arabian work environment. Many past studies have explored these links and offered useful insights into how organizations can improve outcomes (Hongal & Kinange, 2020).

Some research, like Almazrouei and Dahalan (2022), highlights the importance of smart hiring and how selecting the right people contributes to success. Others, like Kafetzopoulos (2022), emphasize talent development and how building employee skills directly impacts performance. Mazlan and Jambulingam (2023) focus on retention strategies, pointing out how keeping skilled employees supports long-term growth. Azmy (2021) explores the role of employee engagement and how it drives productivity. Agaba et al. (2023) connect talent management to organizational success, stressing that strong talent strategies lead to better performance.

Together, these studies help build a clearer picture of how talent management, employee engagement, and organizational performance work together—and how companies can use that knowledge to grow.

3.7 Model Plan

The conceptual model developed in this study examines the relationships among key variables: talent management (TM), talent acquisition (TA), talent development (TD), talent retention (TR), employee engagement (EE), and organizational performance (OP).

The model outlines the assumed links between these variables, positioning talent acquisition, development, and retention as core components of talent management. It proposes that talent management directly influences both employee engagement and organizational performance. In addition, the model suggests that employee engagement may mediate the link between talent management and organizational performance, indicating its central role in shaping organizational outcomes.

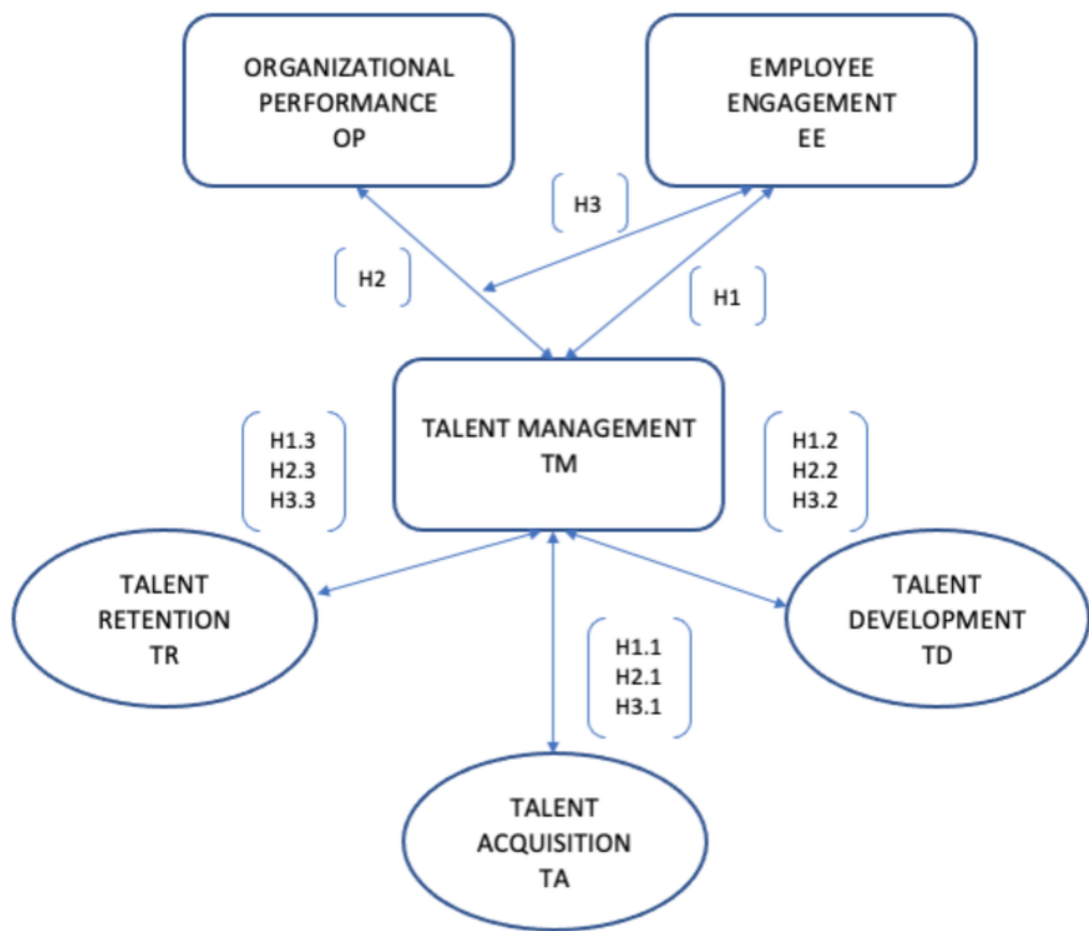


Figure 3..7.1: Conceptual Model

3.8. Research Instrument

A questionnaire was used as the primary tool for data collection in this study. It was designed and distributed through the Google Docs platform, allowing respondents to conveniently complete it online while maintaining safety protocols. To maximize participation, the link to the document was shared through various channels, such as student groups at Saudi Electronic University on social media, workplace colleagues, HR administrators in different organizations, and LinkedIn.

3.9. Method of Analysis

Categorical variables were presented using frequencies and percentages, while continuous and scale variables were presented using the mean and standard deviation (SD). The percentage of agreement for scale items was calculated by dividing the mean score by the maximum possible value (5). To test the study hypothesis, correlation, regression, and Structural Equation Modeling (SEM) were conducted. A p-value of 0.05 or less was considered statistically significant.

3.10. Data Collection

Primary data was collected from 303 responses through employee surveys designed to measure engagement levels and perceptions of talent management practices within their organizations. The survey questionnaire was developed based on established scales and validated instruments. The surveys were distributed electronically to selected participants, ensuring confidentiality and anonymity.

3.11. Data Validity and Reliability

The study assessed the reliability of the questionnaire items using Cronbach's Alpha, a statistical measure of internal consistency that evaluates how well the items collectively measure the intended construct (Bonett & Wright, 2014). To explore the factor structure of the questionnaire, a Confirmatory Factor Analysis (CFA) was conducted using the Principal Component Analysis (PCA) extraction method. PCA is commonly used to identify underlying factors and determine the relationships between observed variables (Greenacre et al., 2022).

To explore the relationships between the variables, a Structural Equation Model (SEM) was created using Maximum Likelihood Estimation (MLE). SEM is a comprehensive statistical framework that examines both observed and latent variables, as well as their interrelationships. MLE aims to maximize the likelihood of obtaining the observed data within the given structural model (Maydeu-Olivares, 2017).

Through the application of these statistical techniques, this study sought to evaluate the

Reliability of the questionnaire items, explore the underlying factor structure, and investigate the relationships between the variables of interest. These methods offer a rigorous and systematic

approach to analyzing the data and deriving meaningful conclusions from the findings of the study.

3.12 Sample Selection and Inclusion of Participants

This study will use stratified probability sampling to select participants from various industries across Saudi Arabia. The sample will include employees, talent management professionals, and managers at different levels and functions, ensuring diverse and meaningful input. The sample size will be determined using statistical guidelines to secure adequate representation.

Stratified sampling was selected because it provides more accurate and representative results by dividing the population into key subgroups and sampling proportionally. This method enhances efficiency, lowers sampling errors, and is cost-effective. It has proven reliable in large-scale studies, such as national health surveys in the US and UK (Parsons, 2017).

A statistically sound sample size will be calculated based on the complexity of the analysis and the level of precision required.

While the exact number depends on factors such as precision requirements and analysis complexity, a suitable range is estimated between 300 to 500 participants (Nanjundeswaraswamy & Divakar, 2021).

3.13 Limitations

Although this study offers meaningful insights into talent management, employee engagement, and organizational performance, several limitations must be acknowledged. First, the focus on organizations within Saudi Arabia may restrict the broader applicability of the findings. Second, the reliance on self-reported data introduces the possibility of response bias. Third, the cross-sectional design limits the ability to draw causal conclusions (Olufowote, 2017).

Future research can build on this work by employing longitudinal designs to explore causal relationships over time. Comparative studies across industries and geographic contexts can enhance the generalizability of results. Incorporating objective performance indicators and qualitative methods may also offer richer insights into employee experiences. Moreover, examining the influence of cultural factors and tailoring the analysis to specific talent management practices could further deepen understanding (Gutiérrez, 2018).

CHAPTER 4

4.1 Introduction

The Results and Analysis section offers a detailed examination of the data collected and the insights drawn from the study. It identifies key patterns and relationships, with a particular focus on how talent management practices influence employee engagement and organizational performance. Through the use of appropriate statistical methods, this section explores the dynamics between these variables and how they collectively shape organizational outcomes. The findings are interpreted alongside existing literature, offering context and reinforcing their relevance to both academic and practical settings. This analysis also highlights actionable insights for organizations aiming to enhance their talent management approaches to drive engagement and improve performance.

4.2 Data Analysis

The collected data is analyzed using appropriate statistical methods and techniques. Descriptive statistics are employed to summarize the survey responses and the demographic characteristics of the participants. Inferential analysis, including correlation and regression analysis, will be conducted to explore the relationships between talent management, employee engagement, and organizational performance indicators. Statistical software such as SPSS, SPSS AMOS, and Excel will be used for data analysis.

The results are presented in tables, figures, graphs, and charts. The findings are organized in a logical manner, aligned with the research objectives outlined in the report, providing a clear and concise summary of the data.

4.3 Results

Null Hypotheses

Null Hypothesis – 1:

- H01: There is no significant positive relationship between talent management practices and employee engagement levels.

Sub-Hypotheses:

- o H01.1: Talent acquisition practices does not significantly positively influence employee engagement levels.
- o H01.2: Talent development practices does not significantly positively influence employee engagement levels.
- o H01.3: Talent retention practices does not significantly positively influence

employee engagement levels.

Null Hypothesis – 2:

- H02: There is no significant Positive relationship between talent management practices and organizational performance indicators.

Sub-Hypotheses:

- o H02.1: Talent acquisition practices does not significantly positively influence organizational performance indicators.

- o H02.2: Talent development practices does not significantly positively influence organizational performance indicators.

- o H02.3: Talent retention practices does not significantly positively influence organizational performance indicators.

Null Hypothesis – 3:

- H03: There is no significant mediating effect of employee engagement on the relationship between talent management practices and organizational performance indicators.

Sub-Hypotheses:

- o H03.1: Employee engagement does not significantly mediate the relationship between talent acquisition practices and organizational performance indicators

- o H03.2: Employee engagement does not significantly mediate the relationship between talent development practices and organizational performance indicators.

- o H03.3: Employee engagement does not significantly mediate the relationship between talent retention practices and organizational performance indicators.

Analysis of Results

The analysis begins with a review of participants' demographic and employment profiles, followed by an assessment of their responses to items related to talent management, employee engagement, and organizational performance. Bivariate analysis reveals positive correlations among the core variables, with talent retention emerging as the most strongly associated with organizational performance.

Regression analysis identifies key predictors of employee engagement. Interestingly, while talent acquisition and development show negative associations with engagement, talent retention demonstrates a clear positive effect. The mediating role of employee engagement between talent management and organizational performance is also explored, suggesting its central role in this relationship.

To confirm the reliability of the measurement scale, factor analysis and internal consistency tests are conducted, both supporting the scale's validity. Finally, structural equation modeling highlights the significant influence of talent retention within the broader talent management framework and underscores the role of employee engagement in driving organizational outcomes.

Participant Characteristics

Table 4.3.1 presents an overview of the participants in the study sample. Among the 303 respondents, nearly half (48.2%) were aged between 25 and 34 years. Approximately two-thirds were male, and 61.4% held a bachelor's degree. Participants employed in large enterprises accounted for 42.9%, while 38.9% worked in medium-sized enterprises.

Regarding job roles, 23.8% were supervisors, 22.8% were senior employees, and 19.8% were managers. Most participants were engaged in production and operations, sales, or administrative departments. Employees with 11–15 years of experience made up 44.2% of the sample, while 33.0% had an organizational tenure of 1–3 years. The average performance evaluation score was 9.1, with a standard deviation of 1.2.

Variable	N=303	%
Age		
<25	11	3.6
25-34	146	48.2
35-44	120	39.6
45-54	24	7.9
55 and above	2	0.6
Gender		
Male	206	68.0
Female	97	32.0
Educational Qualification		
High School	12	4.0
Bachelor	186	61.4
Master	84	27.8
PHD	11	3.6
Associate	10	3.3
Organizational Type		
Micro Enterprise	23	7.6
Small Enterprise	32	10.6
Medium Enterprise	118	38.9
Large Enterprise	130	42.9
Organizational Sector		
Private	193	63.7
Public	37	12.2
Semi-Public	73	24.1
Organizational Industry		
Financial Services and Banking	38	12.5
Business Solutions	27	8.9
Maintenance	26	8.6
Oil and Gaz	26	8.6
Others	186	61.4
Job Position		
Supervisor	72	23.8
Senior Employee	69	22.8
Manager	60	19.8
Others	102	33.6
Department		
Production/ Operation	51	16.8
Sale Marketing	47	15.5
Administration	40	13.2
Others	165	54.5
Experience Tenure		
1-5	43	14.2
6-10	87	28.7
11-15	134	44.2
>15	39	12.9
Organization Tenure		
1-3	100	33.0
4-6	68	22.4
7-9	87	28.7
10 +	48	15.8
Performance Evaluation¹ Mean SD	9.1	1.2

Table 4.3.1: Characteristics of participants

Percentage of Agreement

Tables 4.3.2 to 4.3.3 present the mean scores and percentage of agreement for each item, along with the overall mean and agreement percentage across different scale domains. The overall agreement percentages were 77.6% for talent acquisition, 78.2% for talent development, 82.8% for talent retention, 87.8% for employee engagement, and 83.2% for organizational performance.

Item	Mean Score	% Of Agreement
The organization's talent acquisition process effectively identifies and hires talents through tests, interviews, assessment.	4.26	85.2
The organization successfully attracts and acquires highly talented individuals in the industry.	4.40	88.0
The work-life balance and positive organizational climate in this company are strong motivating factors for our employees.	4.07	81.4
The organization creates a talent pool to facilitate and optimize talent acquisition efforts.	3.75	75.0
Talented individuals aspire to belong to the organization.	3.79	75.8
The organization offers attractive salaries, increments, and incentives for talented people.	3.91	78.2
The organization actively searches for talents with expertise and competence to fill important senior positions.	4.06	81.2
The organization identifies the potential talents of its employees and values their competencies.	4.11	82.2
My organization has a competitive compensation system compared to other organizations in the same industry, which serves as a motivating factor for our employees.	4.04	80.8
The organization values the inputs, efforts and outputs provided by its employees.	4.01	80.2
Talented individuals consider available opportunities to transfer to other units within the organization.	3.31	66.2
Talented individuals usually stay & thrive in the organization.	3.89	77.8
I am frequently considering searching for a new job.	2.80	56.0
Overall	3.88	77.6

Table 4.3.2 Talent Acquisition

Item	Mean Score	% Of Agreement
The organization provides training, courses, and certification programs on a regular basis to enhance employee skills and knowledge.	3.89	77.8
The organization focus on teaching the needed technical skills, promoting continuous learning, providing coaching by line managers, and facilitating on-the-job training.	3.87	77.4
There is a clear career development and growth chance available for employees within the organization.	3.90	78.0
In-company job rotation opportunities are provided to employees to expand their skills and experiences.	3.73	74.6
It is common for employees to be retained and have opportunities for growth within the organization for five years or more.	4.07	81.4
Vacancies for higher positions within the organization are often filled through internal promotions.	4.11	82.2
My organization invests more heavily in management development compared to comparable organizations.	3.80	76.0
Overall	3.91	78.2

Table 4.3.3 Talent Development

Item	Mean Score	% Of Agreement
The organization ensures that the right employees/talents are in the right role/position.	3.92	78.4
The organization conducts periodic reviews of talented employees to measure their performance and implement development plans.	4.06	81.2
This company strongly believes that career planning facilitates the expansion and growth of the organization.	4.23	84.6
The organization effectively utilize and deploy employees' talent and capability, while also providing sufficient technology and tools to talents in order to foster creativity and innovation	4.07	81.4
The organization places a high emphasis on highlighting the role of talented employees and facilitating their mission within the company.	4.05	81.0
Human resource and talent management policies in our organization are linked to organizational goals, clearly aligned with the business strategy, and the talent management and development initiatives are designed to support the business strategy	4.20	84.0
The organization has implemented clear and reasonable career path plans for talented employees.	4.43	88.6
Overall	4.14	82.8

Table 4.3.4: Talent Retention

Item	Mean Score	% Of Agreement
The achievement of our goals is equally important to me as it is to my organization, and I am genuinely motivated to accomplish them.	4.51	90.2
I believe that I bring value to my work and contribute to the success of the organization.	4.67	93.4
I have a strong sense of belonging and feel connected to my organization.	4.54	90.8
Management in this organization actively contributes to the growth and development of employees' talents.	4.02	80.4
Talents in this organization are reassigned to critical tasks to improve results and maximize their potential.	4.23	84.6
I find inspiration in my work and genuinely enjoy tackling challenges and generating Solutions.	4.37	87.4
Overall	4.39	87.8

Table 4.3.5: Employee Engagement

Item	Mean Score	% Of Agreement
The talent retention strategy implemented by my company has resulted in an increase in sales/accomplishments.	3.87	77.4
Talent management practices in the organization have led to increased employee productivity.	4.25	85.0
The succession planning implemented by this company has contributed to a high return on investment.	4.27	85.4
The organization's profitability is above the industry average, and its market share is greater.	3.88	77.6
The organization is experiencing rapid growth, and the growth rate has recently accelerated.	4.29	85.8
The organization is performing better and meeting objectives more effectively after implementing talent management practices.	4.09	81.8
There has been a noticeable improvement in internal processes and outcomes since implementing talent management.	4.27	85.4
Customer/client/beneficiaries satisfaction and retention have improved since implementing talent management practices.	4.30	86.0
Overall	4.16	83.2

Table 4.3.6 Organizational Performance

Bivariate Analysis

Bivariate correlations among the study components were examined using a correlation matrix in Figure 4.3.1. The Pearson correlation coefficients indicated a positive and significant relationship between the variables. The strongest correlation was observed between talent retention and organizational performance (0.88). Additionally, moderate correlations were found between talent acquisition and both employee engagement (0.54) and organizational performance (0.59). A very strong correlation identified between employee engagement and organizational performance (0.92).

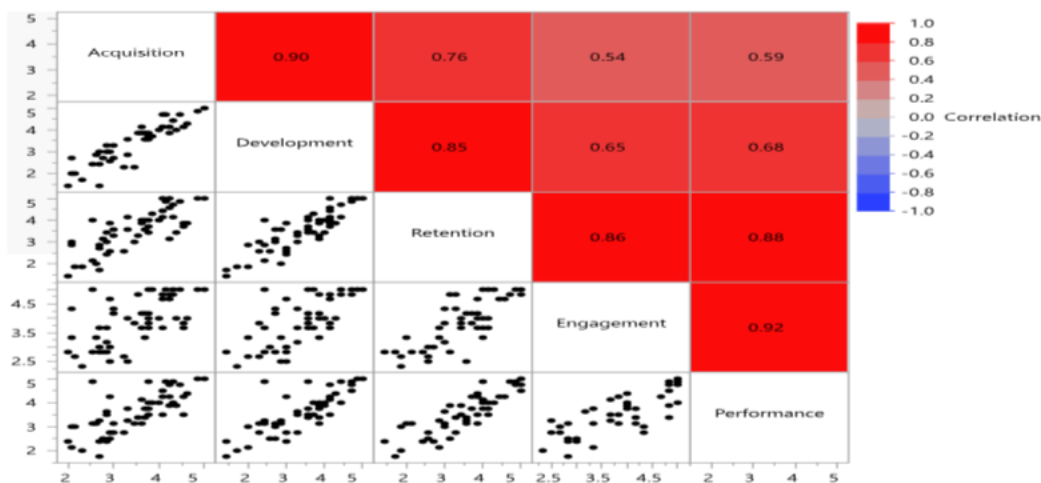


Figure 4.3.1: Correlation Matrix between Scale Components

Regression Analysis

A regression analysis was conducted to identify the predictors of employee engagement, with results summarized in Table 4.3.7. Talent acquisition, talent development, and talent retention were found to be significant predictors. While talent acquisition and development negatively impacted employee engagement when controlling for talent retention, talent retention had a strong positive effect.

Table 4.3.8 presents the regression analysis examining the impact of talent management indicators on organizational performance. The findings revealed a negative effect of talent acquisition on organizational performance. Similarly, talent development showed a negative correlation when controlling for other variables. In contrast, talent retention demonstrated a strong positive impact on organizational performance.

The regression models in Table 4.3.9 were used to assess the mediating role of employee engagement in the relationship between talent management practices and organizational performance indicators. In the simple model, the coefficient for talent acquisition was 0.703, which decreased to 0.151 in the multiple models that included employee engagement. These results indicate that employee engagement mediates the relationship between talent acquisition and organizational performance. Similar findings were observed for talent development and talent retention.

Independent Variable	β	SE	T Ratio	P-value
Talent Acquisition	-0.197	0.074	2.651	0.008
Talent Development	-0.151	0.078	1.941	0.053
Talent Retention	1.005	0.047	21.24	0.001
R^2 0.772				

Table 4.3.7 Talent Management Predictors of Employee Engagement

Independent Variable	β	SE	T Ratio	P-value
Talent Acquisition	-0.143	0.076	1.892	0.059
Talent Development	-0.121	0.079	1.526	0.128
Talent Retention	1.000	0.048	20.73	0.001
R^2 0.784				

Table 4.3.8: Talent Management Predictors of Organizational Performance

Dependent	Independent	β	SE	T Ratio	P-value
Performance	Acquisition	0.703	0.056	12.431	0.001
Engagement	Acquisition	0.622	0.056	11.192	0.001
Performance	Acquisition	0.151	0.032	4.740	0.001
	Engagement	0.887	0.028	31.831	0.001
Performance	Development	0.691	0.043	16.261	0.001
Engagement	Development	0.625	0.042	14.721	0.001
Performance	Development	0.159	0.029	5.411	0.001
	Acquisition	0.852	0.030	28.040	0.001
Performance	Retention	0.819	0.026	31.471	0.001
Engagement	Retention	0.769	0.026	29.233	0.001
Performance	Retention	0.317	0.038	8.255	0.001
	Engagement	0.654	0.043	15.221	0.001

Table 4.3.9 Mediating effect of employee engagement, on the relationship between talent management practices and organizational performance indicators

Factor and Internal Consistency Analysis

Factor and internal consistency analysis in table 4.3.10 indicated a high degree of factor loading and internal consistency between items in each component of study scale.

Factor	Item	Loading	Cronbach α	A If item deleted
Talent Acquisition	Acq1	0.497	0.878	0.862
	Acq2	0.617		0.861
	Acq3	0.733		0.864
	Acq4	0.472		0.870
	Acq5	0.519		0.874
	Acq6	0.685		0.853
	Acq7	0.726		0.866
	Acq8	0.819		0.855
	Acq9	0.772		0.860
	Acq10	0.807		0.860
	Acq11	0.615		0.897
	Acq12	0.723		0.861
	Acq13	0.731		0.906
Talent Development	Dev1	0.674	0.906	0.898
	Dev2	0.826		0.883
	Dev3	0.743		0.886
	Dev4	0.683		0.897
	Dev5	0.610		0.899
	Dev6	0.719		0.901
	Dev7	0.825		0.879
Talent Retention	Ret1	0.798	0.910	0.896
	Ret2	0.760		0.902
	Ret3	0.788		0.889
	Ret4	0.861		0.890
	Ret5	0.747		0.902
	Ret6	0.695		0.908
	Ret7	0.824		0.891
Employee Engagement	Eng1	0.723	0.926	0.919
	Eng2	0.679		0.915
	Eng3	0.814		0.901
	Eng4	0.822		0.902
	Eng5	0.764		0.926
	Eng6	0.774		0.906
Organizational Performance	Per1	0.810	0.938	0.926
	Per2	0.847		0.924
	Per3	0.838		0.925
	Per4	0.636		0.961
	Per5	0.817		0.925
	Per6	0.839		0.919
	Per7	0.791		0.927
	Per8	0.837		0.925

Table 4.3.10: Factor and Internal Consistency

Structural Equation Model (SEM) of the Variables

Table 4.3.11 and Figure 4.2.6.1 present the factor loadings for each item and variable analyzed using Structural Equation Modeling (SEM). Talent retention exhibited the highest significant loading and the strongest impact on talent management. Additionally, employee engagement was found to have a significant effect on talent management.

			Estimate	S.E.	C.R.	P
Management	<---	Acquisition	-.001	.019	-.041	.967
Management	<---	Development	-.079	.024	-3.221	.001
Management	<---	Retention	.953	.037	26.070	***
Acq1	<---	Acquisition	1.000			
Acq2	<---	Acquisition	1.069	.094	11.400	***
Acq3	<---	Acquisition	.926	.075	12.365	***
Acq4	<---	Acquisition	.637	.067	9.446	***
Acq5	<---	Acquisition	.465	.052	8.935	***
Acq6	<---	Acquisition	1.438	.106	13.530	***
Acq7	<---	Acquisition	1.135	.099	11.442	***
Acq8	<---	Acquisition	1.406	.108	13.025	***
Acq9	<---	Acquisition	1.028	.081	12.685	***
Acq10	<---	Acquisition	1.086	.089	12.151	***
Acq11	<---	Acquisition	-.076	.075	-1.018	.309
Acq12	<---	Acquisition	.911	.072	12.708	***
Acq13	<---	Acquisition	-.172	.092	-1.873	.061
Dev1	<---	Development	1.000			
Dev2	<---	Development	1.732	.120	14.384	***
Dev3	<---	Development	1.659	.121	13.764	***
Dev4	<---	Development	.888	.083	10.680	***
Dev5	<---	Development	1.005	.093	10.797	***
Dev6	<---	Development	.953	.089	10.702	***
Dev7	<---	Development	1.548	.106	14.544	***
Ret7	<---	Retention	1.000			
Ret6	<---	Retention	.729	.044	16.480	***
Ret5	<---	Retention	.716	.049	14.494	***
Ret4	<---	Retention	1.189	.049	24.225	***
Ret3	<---	Retention	1.089	.065	16.696	***
Ret2	<---	Retention	.857	.076	11.332	***
Ret1	<---	Retention	.836	.066	12.604	***
Performance	<---	Management	1.000			
Engagement	<---	Management	.922	.022	42.786	***

Table 4.3.11: SEM Estimate

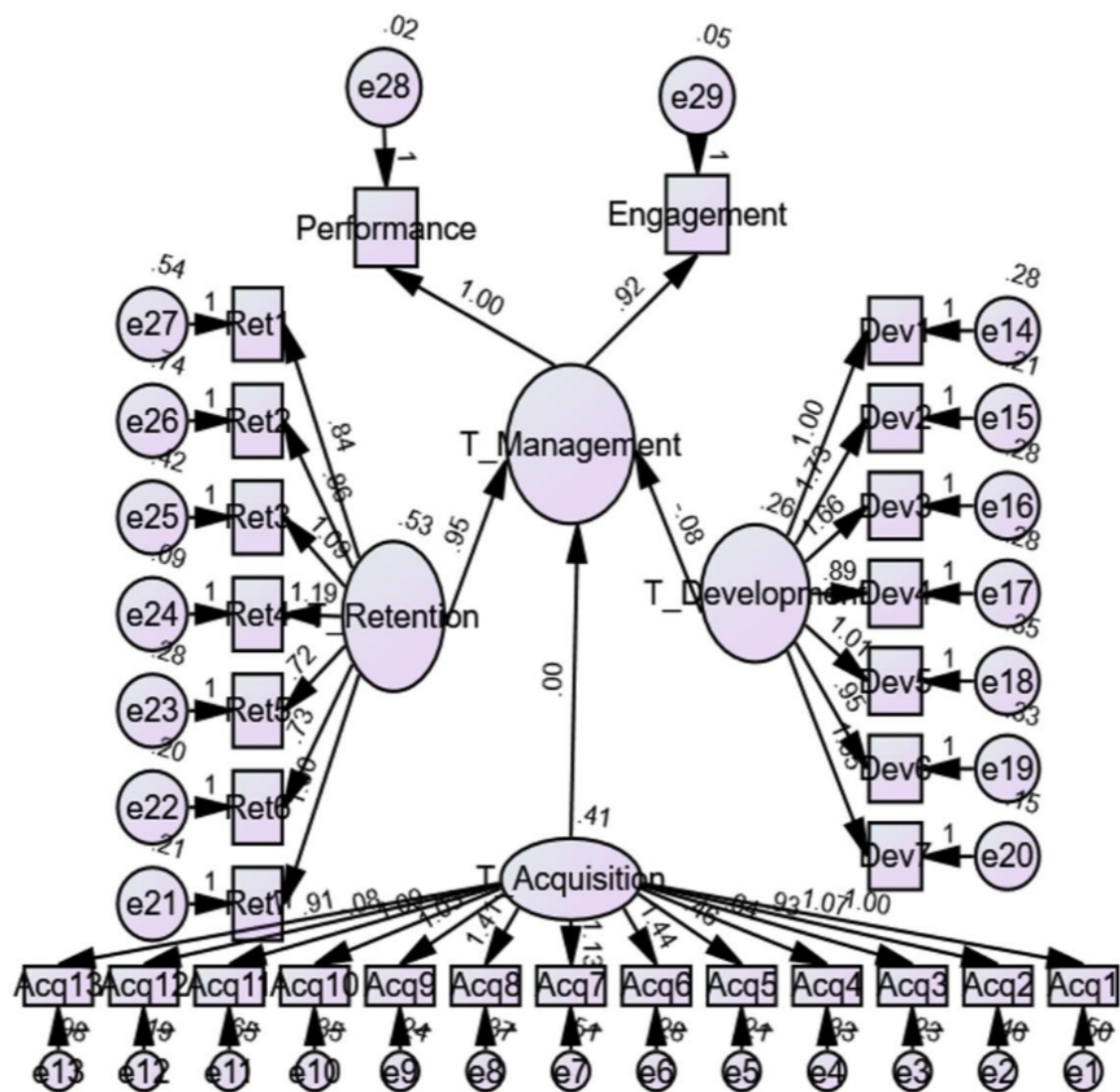


Figure 4.3.2 Structural Equations Model

The empirical findings from testing the hypotheses and sub-hypotheses highlight the complex relationship between talent management practices, employee engagement, and organizational performance. The results indicate that talent acquisition and development do not positively impact employee engagement; instead, they may have a negative effect. In contrast, talent retention significantly enhances engagement, emphasizing the importance of maintaining a stable workforce to sustain high engagement levels. The validation of the primary hypothesis (H1a) confirms that talent management practices are positively linked to employee engagement, primarily due to effective retention strategies.

Furthermore, the findings suggest that talent acquisition and development do not contribute positively to organizational performance and may even negatively affect it. However, talent retention has a strong positive impact on performance. Despite this, the overall relationship between talent management practices and organizational performance is negative, as the main hypothesis (H2a) was

rejected. This implies that the adverse effects of acquisition and development outweigh the benefits of retention.

Additionally, the acceptance of all sub-hypotheses under H3 supports the idea that employee engagement mediates the relationship between talent management and organizational performance. The significant positive mediation effect of employee engagement on the link between talent retention and performance (H3.3a) underscores the crucial role engaged employees play in translating retention efforts into improved performance. This mediating role helps counteract the negative impact of acquisition and development practices.

In conclusion, the findings highlight the critical role of talent retention in enhancing both employee engagement and organizational performance. While talent acquisition and development may not directly yield positive outcomes, their effects can be influenced through employee engagement. Organizations should prioritize workforce engagement to maximize the effectiveness of their talent management strategies, particularly in the area of retention.

Hypotheses Testing

Alternative Hypothesis	Description	Decision	Conclusion
H1.1 <i>a</i>	Talent acquisition practices positively influence employee engagement levels.	Rejected	Negative Influence
H1.2 <i>a</i>	Talent development practices positively influence employee engagement levels.	Rejected	Negative Influence
H1.3 <i>a</i>	Talent retention practices positively influence employee engagement levels.	Accepted	Significant Positive Influence
H2.1 <i>a</i>	Talent acquisition practices positively influence organizational performance indicators.	Rejected	Negative Influence
H2.2 <i>a</i>	Talent development practices positively influence organizational performance indicators.	Rejected	Negative Influence
H2.3 <i>a</i>	Talent retention practices positively influence organizational performance indicators.	Accepted	Significant Positive Influence
H3.1 <i>a</i>	Employee engagement mediate the relationship between talent acquisition practices and organizational performance indicators.	Accepted	Mediating effect
H3.2 <i>a</i>	Employee engagement mediate the relationship between talent development practices and organizational performance indicators.	Accepted	Mediating effect
H3.3 <i>a</i>	Employee engagement mediate the relationship between talent retention practices and organizational performance indicators.	Accepted	Significant Positive Mediating effect

Table 4.3.12: Sub-Hypotheses Testing Results

Main Hypothesis	Description	Decision	Conclusion
H1 <i>a</i>	There is a Positive relationship between talent management practices and employee engagement levels.	Accepted	Positive influence
H2 <i>a</i>	There is a Positive relationship between talent management practices and organizational performance indicators.	Rejected	Negative influence
H3 <i>a</i>	There is a mediating effect of employee engagement on the relationship between talent management practices and organizational performance indicators.	Accepted	Significant Positive Mediating effect

Table 4.3.13: Hypotheses Testing Results

- H1.3 a: As shown in Table 4.3.12 talent retention practices have a positive impact on employee engagement levels. This hypothesis is accepted for the following reasons: first, the regression analysis demonstrated a significant positive effect of talent retention on employee engagement, even after accounting for other variables. Second, participants expressed a high level of agreement (82.8%) on the importance of talent retention practices, signaling their recognition of its significance. Lastly, a strong positive correlation (0.88) between talent retention and organizational performance further supports the effectiveness of retention efforts.
- H2.3 a: Table 4.3.12 suggests that talent retention practices positively impact organizational performance indicators. This hypothesis is accepted based on the following reasons: the regression analysis revealed a strong and positive influence of talent retention on organizational performance. In addition, the high level of agreement (82.8%) among participants regarding the importance of retention, combined with the very strong correlation (0.88) between talent retention and organizational performance, reinforces this finding. Moreover, the participants' high performance evaluation scores (mean score 9.1) and significant experience (44.2% with 11-15 years) also highlight the value of retention practices.
- H3.1 a, H3.2 a, H3.3 a: As shown in Table 4.3.12 employee engagement mediates the relationship between talent management practices and organizational performance indicators. These hypotheses are accepted for the following reasons: the regression analysis indicated that employee engagement plays a mediating role between talent management practices and organizational performance. For example, the coefficient for talent acquisition significantly decreased when employee engagement was included in the model. The very strong correlation (0.92) between employee engagement and organizational performance further emphasizes the mediating effect. Additionally, the high agreement percentages on

employee engagement (87.8%) and organizational performance (83.2%) demonstrate strong consensus among participants.

- H1 a: As shown in Table 4.3.13, there is a positive relationship between talent management practices and employee engagement levels. This hypothesis is accepted based on the following reasoning: the regression results confirmed that talent acquisition, development, and retention significantly predict employee engagement. Despite the negative effects observed in talent acquisition and development, the strong positive impact of retention on engagement supports the overall positive relationship. The high overall agreement on employee engagement (87.8%) further reinforces the positive influence of talent management practices.

- H3 a: As shown in Table 4.3.13, employee engagement mediates the relationship between talent management practices and organizational performance indicators. This hypothesis is accepted for the following reasons: the mediating effect of employee engagement is confirmed by the reduction in coefficients for talent acquisition and development when engagement is included in the regression models. The strong correlations and high agreement percentages further validate the mediating role of employee engagement.

4.4 Conclusion

The accepted hypotheses provide meaningful insights into the link between talent management practices, employee engagement, and organizational performance. The findings emphasize the strong influence of talent retention on both engagement and performance outcomes. Notably, employee engagement plays a mediating role, reinforcing its importance in translating talent management efforts into measurable organizational success.

Talent retention practices were particularly effective, with 82.8% of participants expressing strong agreement on their impact. This is supported by a high positive correlation (0.88) and significant regression results. Organizations that prioritize retention are more likely to foster engaged employees, which contributes to improved performance.

Additionally, retention strategies were linked to strong organizational performance metrics, as reflected in a high average performance score (9.1) and a low standard deviation (1.2). The consistent correlation between retention and performance confirms the value of these practices in sustaining a stable, high-performing workforce.

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The analysis also showed that employee engagement acts as a bridge between talent management practices and organizational performance. When engagement was factored into the regression models, the impact of talent acquisition and development dropped noticeably—highlighting engagement's role as a key link. With 87.8% of participants agreeing on its importance, it's clear that engagement plays a major part in driving performance.

There's also a strong overall relationship between talent management and engagement levels. Even though some practices had weaker or even negative effects, the big picture shows that talent management significantly shapes how engaged employees feel. The high agreement across different practices supports this view. That means managers need to fine-tune how they attract and develop talent, while making sure they're keeping the right people through effective retention strategies.

All in all, engagement clearly mediates the link between talent management and performance. The drop in impact for acquisition and development when engagement is added to the model proves this. Strong correlations and high agreement numbers back it up. So, if organizations want better performance, they should see employee engagement as a strategic priority—and invest in talent practices that actually boost it (Gutiérrez, 2018).

4.5 Recommendations

This study offers valuable insights into the complex relationships between talent management practices, employee engagement, and organizational performance. The accepted hypotheses highlight the critical role of talent retention and employee engagement in driving organizational success. Organizations that focus on these factors and adopt a comprehensive talent management strategy are more likely to see improved engagement and better performance.

For organizations in Saudi Arabia, prioritizing talent retention practices is essential to enhancing employee engagement and driving organizational performance. Strategies such as career development opportunities, recognition programs, and

initiatives supporting work-life balance can help create a positive work environment and increase engagement (Kossyva et al., 2021). Moreover, talent acquisition and development alone may not directly lead to higher employee engagement or organizational performance. A holistic approach to talent management, addressing the entire employee lifecycle—from recruitment to retention—should be adopted (Schuler et al., 2017). This includes aligning talent management practices with employee engagement efforts to maximize their impact on performance.

Additionally, organizations should recognize the vital role of employee engagement in driving performance. By investing in practices that foster engagement, such as offering meaningful work, cultivating a supportive culture, and promoting work-life balance, companies can create a motivated and high-performing workforce (Chowdhury, 2019). The study also highlights the mediating effect of employee engagement in the relationship between talent management practices and organizational performance, emphasizing the importance of prioritizing engagement as a key driver of performance (M., 2021). Therefore, organizations should focus on creating an engaging work environment and aligning talent management practices to boost engagement, ultimately improving overall performance.

The findings of this study emphasize the strong connection between talent management, employee engagement, and organizational performance, offering valuable insights for optimizing talent management strategies. The research provides evidence-based recommendations to help organizations attract, develop, and retain talented employees, which are essential for long-term success and sustained growth (Alanazi, 2022). Additionally, these findings offer practical guidance for improving talent management practices, driving employee engagement, and enhancing organizational performance, particularly in Saudi Arabia. Policymakers, managers, practitioners, and HR professionals can use these insights to refine their approaches to talent acquisition, development, and retention. The study also helps policymakers understand the challenges and opportunities in talent management, supporting the creation of policies that promote effective talent management practices.

This research holds significant scientific value by expanding the existing knowledge on talent management, employee engagement, and organizational performance. By exploring how these elements are interconnected, the study enhances our understanding of how talent management practices influence employee engagement and, in turn, impact organizational outcomes (Pandita & Ray, 2018). This contribution enriches the broader fields of organizational behavior and human resource management, adding depth to scholarly knowledge. The study's findings provide greater clarity on the practices and strategies that positively affect engagement and performance, offering valuable guidance for organizations seeking to optimize their human resource strategies.

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APPENDIX

Appendix A: Questionnaire Structural Resources

Item - TA	Source
The organization's talent acquisition process effectively identifies and hires talents through tests, interviews, assessment.	(Obeidat et al., 2018)
The organization successfully attracts and acquires highly talented individuals in the industry.	(Almohtaseb et al., 2020)
The work-life balance and positive organizational climate in this company are strong motivating factors for our employees.	(Aina & Atan, 2020)
The organization creates a talent pool to facilitate and optimize talent acquisition efforts.	(Obedgiu et al., 2023)
Talented individuals aspire to belong to the organization.	(Obedgiu et al., 2023)
The organization offers attractive salaries, increments, and incentives for talented people.	(Yuniati et al., 2021)
The organization actively searches for talents with expertise and competence to fill important senior positions.	(Yuniati et al., 2021)
The organization identifies the potential talents of its employees and values their competencies.	(Obeidat et al., 2018)
My organization has a competitive compensation system compared to other organizations in the same industry, which serves as a motivating factor for our employees.	(Aina & Atan, 2020)
The organization values the inputs, efforts and outputs provided by its employees.	(Obedgiu et al., 2023)
Talented individuals consider available opportunities to transfer to other units within the organization.	(Long et al., 2022)
Talented individuals usually stay & thrive in the organization.	(Long et al., 2022)
I am frequently considering searching for a new job.	(Long et al., 2022)

Item - TD	Source
The organization provides training, courses, and certification programs on a regular basis to enhance employee skills and knowledge.	(Obeidat et al., 2018)
The organization focus on teaching the needed technical skills, promoting continuous learning, providing coaching by line managers, and facilitating on-the-job training.	(Obeidat et al., 2018)
There is a clear career development and growth chance available for employees within the organization.	(Obedgiu et al., 2023)
In-company job rotation opportunities are provided to employees to expand their skills and experiences.	(Payambarpour & Hooi, 2015).
It is common for employees to be retained and have opportunities for growth within the organization for five years or more.	(Payambarpour & Hooi, 2015).
Vacancies for higher positions within the organization are often filled through internal promotions.	(Payambarpour & Hooi, 2015).
My organization invests more heavily in management development compared to comparable organizations.	(Payambarpour & Hooi, 2015).

Item - TR	Source
The organization ensures that the right employees/talents are in the right role/position.	(Almohtaseb et al., 2020)
The organization conducts periodic reviews of talented employees to measure their performance and implement development plans.	(Almohtaseb et al., 2020)
This company strongly believes that career planning facilitates the expansion and growth of the organization.	(Aina & Atan, 2020)
The organization effectively utilize and deploy employees' talent and capability, while also providing sufficient technology and tools to talents in order to foster creativity and innovation	(Obedgiu et al., 2023)
The organization places a high emphasis on highlighting the role of talented employees and facilitating their mission within the company.	(Yuniati et al., 2021)
Human resource and talent management policies in our organization are linked to organizational goals, clearly aligned with the business strategy, and the talent management and development initiatives are designed to support the business strategy	(Payambarpour & Hooi, 2015).
The organization has implemented clear and reasonable career path plans for talented employees.	(Long et al., 2022)

Item - EE	Source
The achievement of our goals is equally important to me as it is to my organization, and I am genuinely motivated to accomplish them.	(Obeidat et al., 2018)
I believe that I bring value to my work and contribute to the success of the organization.	(Obeidat et al., 2018)
I have a strong sense of belonging and feel connected to my organization.	(Obeidat et al., 2018)
Management in this organization actively contributes to the growth and development of employees' talents.	(Almohtaseb et al., 2020)
Talents in this organization are reassigned to critical tasks to improve results and maximize their potential.	(Almohtaseb et al., 2020)
I find inspiration in my work and genuinely enjoy tackling challenges and generating Solutions.	(Obedgiu et al., 2023)

Item - OP	Source
The talent retention strategy implemented by my company has resulted in an increase in sales/accomplishments.	(Aina & Atan, 2020)
Talent management practices in the organization have led to increased employee productivity.	(Aina & Atan, 2020)
The succession planning implemented by this company has contributed to a high return on investment.	(Aina & Atan, 2020)
The organization's profitability is above the industry average, and its market share is greater.	(Almohtaseb et al., 2020)
The organization is experiencing rapid growth, and the growth rate has recently accelerated.	(Almohtaseb et al., 2020)
The organization is performing better and meeting objectives more effectively after implementing talent management practices.	(Almohtaseb et al., 2020)
There has been a noticeable improvement in internal processes and outcomes since implementing talent management.	(Almohtaseb et al., 2020)
Customer/client/beneficiaries satisfaction and retention have improved since implementing talent management practices.	(Payambarpour & Hooi, 2015).

Questionnaire

2. **Age ***

in years العمر

Mark only one oval.

☐ <25

☐ 25 - 34

☐ 35 - 44

☐ 45 - 54

☐ >55

3. **Gender ***

الجنس

Mark only one oval.

☐ Male

☐ Female

4. **Educational Qualification ***

المؤهل العلمي

Mark only one oval.

☐ High School

☐ Associate Degree

☐ Bachelor's Degree

☐ Master's Degree

☐ PHD

5. **Organization Type ***

The organizational size type (Micro, SME, Large).

حجم جهة العمل

Mark only one oval.

- ☐ MicroEnterprise - 1 to 9 employees
- ☐ Small Enterprise - 10 to 49 employees
- ☐ Medium-sized Enterprise - 50 to 249 employees
- ☐ Large Enterprise - 250 employees or more

6. **Organizational Sector ***

نوع قطاع جهة العمل - عام، شبه عام، خاص

Mark only one oval.

- ☐ Public Sector
- ☐ Semi-Public Sector
- ☐ Private Sector

7. **Organization Industry ***

مجال جهة العمل الحالية

Mark only one oval.

- ☐ Business Solutions & Consultation
- ☐ Metals & Mining
- ☐ Tourism, Entertainment & Culture
- ☐ Communication & Technology
- ☐ Energy & Water
- ☐ Transport, Supply Chain & Logistics
- ☐ Industrial & Manufacturing
- ☐ Oil & Gas, & Chemical Industry
- ☐ Financial Services & Banking
- ☐ Health Care
- ☐ Education
- ☐ Trade & Retail
- ☐ E-Commerce
- ☐ Maintenance, Operation & Services
- ☐ Construction
- ☐ Real Estate
- ☐ Agriculture
- ☐ Non-profit
- ☐ Other

8. **Job Position / Rank ***

المستوى / المرتبة الوظيفية
Job position level

Mark only one oval.

- ☐ Junior Employee
- ☐ Senior Employee
- ☐ Team Leader
- ☐ Supervisor
- ☐ Manager / Department Head
- ☐ General Manager / Director
- ☐ Executive Management
- ☐ Owner / Founder
- ☐ Internal Consultant / Advisor
- ☐ Other

9. **Department / Division ***

القسم / القطاع

Mark only one oval.

- ☐ Human Resources
- ☐ Sales & Marketing, Business Development
- ☐ Finance & Accounting
- ☐ Production / Operations
- ☐ IT
- ☐ Supply Chain
- ☐ Quality
- ☐ Administration
- ☐ R&D
- ☐ Other

10. **Experience Tenure ***

مجموع سنوات الخبرة
Years of total experience

Mark only one oval.

- ☐ 1 - 5
- ☐ 6 - 10
- ☐ 11 - 15
- ☐ + 15

11. **Organization Tenure ***

Years of experience in your current organization / company سنوات الخبرة في المنظمة / جهة العمل / الشركة الحالية

Mark only one oval.

☐ 1 - 3

☐ 4 - 6

☐ 7 - 9

☐ 10 +

12. **Performance Evaluation ***

Your last performance evaluation at current organization / company آخر تقييم أداء لك في المنظمة / جهة العمل / الشركة الحالية

Mark only one oval.

1 2 3 4 5 6 7 8 9 10

Poor ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ Exceeding Expectations

13. **Confirmation of job location ***

do yo work in an organization / company in Saudi Arabia هل تعمل حاليا في منظمة / جهة عمل / شركة في المملكة العربية السعودية؟

Mark only one oval.

☐ Yes, I work in an Organization / Company in the Kingdom of Saudi Arabia

☐ No

Talent Management

Talent Attraction - Talent Retention

On a scale from 1 to 5, (Likert Scale), please indicate the level of how you agree or disagree with each statement about your current organization.

1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree

أداة المواهب
ذنب المواهب - الاحتفاظ بالمواهب

لي مقياس من 1 إلى 5 ، يرجى الإشارة إلى مدى موافقتك أو عدم موافقتك على كل عبارة حول جهة عملك الحالية.

: لا أوافق بشدة 2: لا أوافق 3: محايد 4: أوافق 5: أوافق بشدة

14. The organization's talent acquisition process effectively identifies and hires talents through tests, interviews, assessment.

ة اكتساب المواهب / الاستحواذ على المواهب في جهة عملي تعمل على تحديد المواهب وتوظيفها بشكل فعال من خلال الاختبارات والمقابلات والتقييم.

Mark only one oval.

1 2 3 4 5

Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree

15. The organization successfully attracts and acquires highly talented individuals in the industry
تجذب منظمتي (جهة عملي) وتكتسب الأفراد الموهوبين للغاية في مجال عملها بنجاح

Mark only one oval.

1 2 3 4 5

Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree

16. The work-life balance and positive organizational climate in this company are strong motivating factors for our employees.

يعد التوازن بين العمل والحياة ومناخ العمل الإيجابي في هذه الشركة (جهة عملي) من العوامل المحفزة القوية لموظفينا.

Mark only one oval.

1 2 3 4 5

Strongly ☐ ☐ ☐ ☐ ☐ Strongly Agree

17. The organization creates a talent pool to facilitate and optimize talent acquisition efforts. *

تقوم جهة عملي بإنشاء مخزون معلومات عن مجموعة من المواهب لتسهيل وتحسين جهود اكتساب المواهب.

Mark only one oval.

1 2 3 4 5

Strongly ☐ ☐ ☐ ☐ ☐ Strongly Agree

18. Talented individuals aspire to belong to the organization. *

يطمح الأفراد الموهوبون إلى الانتماء إلى هذه المنظمة (جهة عملي).

Mark only one oval.

1 2 3 4 5

Strongly ☐ ☐ ☐ ☐ ☐ Strongly Agree

19. The organization offers attractive salaries, increments, and incentives for talented people. *

تقدم جهة عملي رواتب وعلاوات وحوافز مغرية للأشخاص الموهبين.

Mark only one oval.

1 2 3 4 5

Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree

20. The organization actively searches for talents with expertise and competence to fill important senior positions.

تبحث جهة عملي بنشاط عن المواهب ذات الخبرة والكفاءة لشغل المناصب المهمة ذات الدور العالي.

Mark only one oval.

1 2 3 4 5

Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree

21. The organization identifies the potential talents of its employees and values their competencies.

تحدد جهة عملي وتميز المواهب المحتملة لموظفيها وتقدر قيمة كفاءاتهم.

Mark only one oval.

1 2 3 4 5

Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree

22. My organization has a competitive compensation system compared to other organizations in the same industry, which serves as a motivating factor for our employees.

تمتلك جهة عملي نظام تعويضات ومكافآت تنافسي مقارنة بالمؤسسات الأخرى في نفس المجال، وهو بمثابة عامل تحفيز لموظفيها.

Mark only one oval.

1 2 3 4 5

Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree

23. The organization values the inputs, efforts and outputs provided by its employees. *

تقدر جهة عملي المدخلات، المجهودات والمخرجات المقدمة من موظفيها.

Mark only one oval.

1 2 3 4 5

Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree

24. Talented individuals consider available opportunities to transfer to other units within the organization.

يفكر الأفراد الموهوبون في الفرص المتاحة للانتقال إلى وحدات أخرى داخل المنظمة التي يعمل بها.

Mark only one oval.

1 2 3 4 5

Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree

25. Talented individuals usually stay & thrive in the organization. *

عادة ما يبقى الأفراد الموهوبون ويزدهرون في هذه المنظمة.

Mark only one oval.

1	2	3	4	5
Strongly Disagree	☐	☐	☐	Strongly Agree

26. I am frequently considering searching for a new job. *

كثيرًا ما أفكر في البحث عن وظيفة جديدة.

Mark only one oval.

1	2	3	4	5
Strongly Disagree	☐	☐	☐	Strongly Agree

Talent Management

Talent Learning, Training and Development

On a scale from 1 to 5, (Likert Scale), please indicate the level of how you agree or disagree with each statement about your current organization.

1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree

إدارة المواهب

تعليم وتدريب وتطوير المواهب

لدى مقياس من 1 إلى 5 ، يرجى الإشارة إلى مدى موافقتك أو عدم موافقتك على كل عبارة حول جهة عملك الحالية.

: لا أوافق بشدة 2: لا أوافق 3: محايد 4: أوافق 5: أوافق بشدة

27. The organization provides training, courses, and certification programs on a regular basis to enhance employee skills and knowledge.

توفر جهة عملي التدريب والدورات وبرامج اكتساب الشهادات بشكل منتظم لتعزيز مهارات الموظفين ومعارفهم.

Mark only one oval.

1 2 3 4 5

Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree

28. The organization focus on teaching the needed technical skills, promoting continuous learning, providing coaching by line managers, and facilitating on-the-job training.

تركز جهة عملي على تعليم المهارات التقنية اللازمة، وتعزيز التعلم المستمر، وتوفير التدريب من قبل المدراء المباشرين، وتسهيل التدريب أثناء العمل.

Mark only one oval.

1 2 3 4 5

Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree

29. There is a clear career development and growth chance available for employees within the organization.

هناك فرصة واضحة و متاحة للتطوير الوظيفي والنمو للموظفين داخل جهة عملي

Mark only one oval.

1 2 3 4 5

Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree

30. In-company job rotation opportunities are provided to employees to expand their skills and experiences.

يتم توفير فرص التناوب والتدوير الوظيفي داخل الشركة للموظفين لتوسيع مهاراتهم وخبراتهم.

Mark only one oval.

1 2 3 4 5

Strongly Agree

31. It is common for employees to be retained and have opportunities for growth within the organization for five years or more.

من الطبيعي والشائع أن يتم الاحتفاظ بالموظفين وأن تتاح لهم فرص للنمو داخل جهة عملي لمدة خمس سنوات أو أكثر.

Mark only one oval.

1 2 3 4 5

Strongly Agree

32. Vacancies for higher positions within the organization are often filled through internal promotions.

غالبًا ما يتم ملء الوظائف الشاغرة للمناصب الاعلى داخل جهة عملي من خلال الترقيات الداخلية.

Mark only one oval.

1 2 3 4 5

Strongly Agree

33. My organization invests more heavily in management development compared to comparable organizations.

تستثمر جهة عملي بشكل أكبر في التطوير الإداري مقارنة بالمؤسسات المماثلة.

Mark only one oval.

1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	Strongly Agree

Talent Management

Talent Career Management, Planning & Deployment

On a scale from 1 to 5, (Likert Scale), please indicate the level of how you agree or disagree with each statement about your current organization.

1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree

إدارة المواهب
إدارة وتخطيط وتعيين وظائف المواهب

لدى مقياس من 1 إلى 5 ، يرجى الإشارة إلى مدى موافقتك أو عدم موافقتك على كل عبارة حول جهة عملك الحالية.

: لا أوافق بشدة 2: لا أوافق 3: محايد 4: أوافق 5: أوافق بشدة

34. The organization ensures that the right employees/talents are in the right role/position. *

تضمن جهة عملي أن الموظفين/المواهب المناسبة في الدور/المنصب المناسب.

Mark only one oval.

1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	Strongly Agree

35. The organization conducts periodic reviews of talented employees to measure their performance and implement development plans.

تقوم جهة عملي بإجراء مراجعات دورية للموظفين الموهوبين لقياس أدائهم وتنفيذ خطط التطوير.

Mark only one oval.

1 2 3 4 5

Strongly Agree

36. This company strongly believes that career planning facilitates the expansion and growth of the organization.

تؤمن جهة عملي بشدة أن التخطيط الوظيفي يسهل توسع المنظمة ونموها.

Mark only one oval.

1 2 3 4 5

Strongly Agree

37. The organization effectively utilize and deploy employees' talent and capability, while also providing sufficient technology and tools to talents in order to foster creativity and innovation

ندم جهة عملي مواهب وقدرات الموظفين وتعينها وتنشرها بشكل فعال، مع توفير التكنولوجيا والأدوات الكافية للمواهب من أجل تعزيز الإبداع والابتكار.

Mark only one oval.

1 2 3 4 5

Strongly Agree

38. The organization places a high emphasis on highlighting the role of talented employees and facilitating their mission within the company.

تركز جهة عملي بشكل كبير على إبراز دور الموظفين الموهوبين وتسهيل مهمتهم داخل الشركة.

Mark only one oval.

1 2 3 4 5

Strongly ☐ ☐ ☐ ☐ ☐ Strongly Agree

39. Human resource and talent management policies in our organization are linked to organizational goals, clearly aligned with the business strategy, and the talent management and development initiatives are designed to support the business strategy

بط سياسات إدارة الموارد البشرية والمواهب في جهة عملي بالأهداف التنظيمية، وتتماشى بشكل واضح مع استراتيجية العمل، كما أن مبادرات إدارة المواهب وتطويرها مصممة لدعم استراتيجية العمل.

Mark only one oval.

1 2 3 4 5

Strongly ☐ ☐ ☐ ☐ ☐ Strongly Agree

40. The organization has implemented clear and reasonable career path plans for talented employees.

طبقت جهة عملي خطط مسار وظيفي واضحة ومعقولة للموظفين الموهوبين.

Mark only one oval.

1 2 3 4 5

Strongly ☐ ☐ ☐ ☐ ☐ Strongly Agree

Employee Engagement

Organizational commitment - Organizational effectiveness - Organizational Culture - Employee Empowerment
- Dedication

On a scale from 1 to 5, (Likert Scale), please indicate the level of how you agree or disagree with each statement about your current organization.

1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree

ارتباط الموظفين

التزام التنظيمي - فعالية المنظمة - ثقافة المنظمة - تمكين الموظفين - التفاني في العمل

على مقياس من 1 إلى 5 ، يرجى الإشارة إلى مدى موافقتك أو عدم موافقتك على كل عبارة حول جهة عملك الحالية.

: لا أوافق بشدة 2: لا أوافق 3: محايد 4: أوافق 5: أوافق بشدة

41. The achievement of our goals is equally important to me as it is to my organization, and I am genuinely motivated to accomplish them.

تحقيق أهدافنا لا يقل أهمية بالنسبة لي كما هو الحال بالنسبة لجهة عملي، ولدي دافع حقيقي لتحقيقها.

Mark only one oval.

1 2 3 4 5

Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree

42. I believe that I bring value to my work and contribute to the success of the organization. *

أعتقد أنني أضيف قيمة لعملي وأساهم في نجاح المنظمة.

Mark only one oval.

1 2 3 4 5

Strongly Agree

43. I have a strong sense of belonging and feel connected to my organization. *

لدي شعور قوي بالانتماء وأشعر بالارتباط بجهة عملي.

Mark only one oval.

1 2 3 4 5

Strongly Agree

44. Management in this organization actively contributes to the growth and development of employees' talents.

تساهم الإدارة في جهة عملي بنشاط في نمو وتطوير مواهب الموظفين.

Mark only one oval.

1 2 3 4 5

Strongly Agree

45. Talents in this organization are reassigned to critical tasks to improve results and maximize their potential.

يتم إعادة تعيين المواهب في جهة عملي إلى المهام الحاسمة لتحسين النتائج وتعظيم إمكاناتها.

Mark only one oval.

1	2	3	4	5	
Strongly	☐	☐	☐	☐	Strongly Agree

46. I find inspiration in my work and genuinely enjoy tackling challenges and generating Solutions

أجد الإلهام في عملي وأستمتع حقًا بمعالجة التحديات وإيجاد وتوليد الحلول.

Mark only one oval.

1	2	3	4	5	
Strongly	☐	☐	☐	☐	Strongly Agree

Organizational Performance

Value - Sustainable organizational performance - Comparative / External Performance - Internal Performance

On a scale from 1 to 5, (Likert Scale), please indicate the level of how you agree or disagree with each statement about your current organization.

1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree

إم المنظمة

نممة - الأداء التنظيمي المستدام - الأداء المقارن / الخارجي - الأداء الداخلي

لى مقياس من 1 إلى 5 ، يرجى الإشارة إلى مدى موافقتك أو عدم موافقتك على كل عبارة حول جهة عملك الحالية.

: لا أوافق بشدة 2: لا أوافق 3: محايد 4: أوافق 5: أوافق بشدة

47. The talent retention strategy implemented by my company has resulted in an increase in sales/accomplishments.

أدت استراتيجية الاحتفاظ بالمواهب التي نفذتها جهة عملي إلى زيادة المبيعات / الإنجازات.

Mark only one oval.

	1	2	3	4	5	
Strongly	☐	☐	☐	☐	☐	Strongly Agree

48. Talent management practices in the organization have led to increased employee productivity.

أدت ممارسات إدارة المواهب في جهة عملي إلى زيادة إنتاجية الموظفين.

Mark only one oval.

	1	2	3	4	5	
Strongly	☐	☐	☐	☐	☐	Strongly Agree

49. The succession planning implemented by this company has contributed to a high return on investment.

ساهم تخطيط تعاقب وتوالي الموظفين الذي نفذته جهة عملي في تحقيق عائد مرتفع على الاستثمار.

Mark only one oval.

	1	2	3	4	5	
Strongly	☐	☐	☐	☐	☐	Strongly Agree

50. The organization's profitability is above the industry average, and its market share is greater. ⁴
ربحية جهة عملي أعلى من متوسط الصناعة (المجال)، وحصتها في السوق أكبر.

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

51. The organization is experiencing rapid growth, and the growth rate has recently accelerated. ⁴
تشهد جهة عملي نمواً سريعاً، وقد تسارع معدل النمو مؤخراً.

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

52. The organization is performing better and meeting objectives more effectively after implementing talent management practices.
أداء المنظمة (جهة عملي) أصبح أفضل، وتحقيق الأهداف يتم بشكل أكثر فعالية بعد تطبيق ممارسات إدارة المواهب.

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

53. There has been a noticeable improvement in internal processes and outcomes since implementing talent management.

هناك تحسن ملحوظ في العمليات والنتائج الداخلية منذ تنفيذ إدارة المواهب.

Mark only one oval.

	1	2	3	4	5
Strongly Disagree	☐	☐	☐	☐	☐ Strongly Agree

54. Customer/client/beneficiaries satisfaction and retention have improved since implementing talent management practices.

لقد تحسن رضا العملاء/المستفيدين والاحتفاظ بهم منذ تطبيق ممارسات إدارة المواهب.

Mark only one oval.

	1	2	3	4	5
Strongly Disagree	☐	☐	☐	☐	☐ Strongly Agree

End of Survey, Thank you for your participation! please submit your participation

Thank you for your participation in this survey. Your valuable insights and time are greatly appreciated. Your contribution will significantly contribute to the success of our research project. If you have any further questions c would like to receive updates on the study's findings, please feel free to contact us. Thank you once again for your valuable input.

To complete submitting your participation, please click **SUBMIT** below.