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كلية الإدارة

قسم / تخصص إدارة الأعمال

عنوان البحث

Analyzing the Connection Between Talent Management, Employee Engagement, and Organizational Performance Across Various Organizations and Work Sectors in Saudi Arabia

تحليل العلاقة بين إدارة المواهب وتفاعل الموظفين وأداء المنظمة في أنحاء المنظمات وقطاعات العمل في المملكة العربية السعودية

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The considerable importance of talent management and employee engagement in enhancing organizational performance has gained significant recognition recently (Kamel, 2019). According to Hongal and Kinange (2020), the effective implementation of a talent management strategy within an organization has been empirically shown to positively impact employee engagement, leading to improved organizational performance. Notably, increased levels of employee engagement have consistently been associated with higher productivity levels (Payambarpour & Hooi, 2015). Organizations are increasingly concentrating on attracting, developing, and retaining talent, and creating an engaging work environment to drive productivity and overall success (Oladimeji et al., 2023). According to Urme (2023), in today's business environment characterized by intense competition and a scarcity of skilled professionals, organizations are recognizing the critical importance of employee retention and development for long-term success. Talent management strategies have become a key focus for organizations aiming to attract, develop, and retain top-performing employees (Urme, 2023). It is widely acknowledged that talent management, employee engagement, and recognition play significant roles in enhancing organizational performance across various settings (Masri & Suliman, 2019). The main issue revolves around the need to establish and substantiate the connection between talent management, employee engagement, and organizational performance. However, it remains unclear whether the factors shown in Figure 1.1.1 are directly relevant to impacting organizational performance outcomes. Talent management strategies encompass a range of practices aimed at attracting, acquiring, developing, and retaining talented individuals, which are crucial for organizations operating in competitive environments and facing a scarcity of skilled professionals (Ifeoma et al., 2015).

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).

However, a research is needed to establish a clear understanding of the relationship between talent management, employee engagement, and organizational performance, particularly within Saudi Arabian workplaces. This research aims to address this gap by conducting a quantitative study to examine the relationships between talent management practices, employee engagement levels, and organizational performance indicators. By exploring these relationships, the study seeks to provide valuable insights and practical recommendations for organizations to enhance their talent management strategies and improve overall performance.

مشكلة الدراسة:

According to Adeoye and Adong (2023), a good research problem should fill a gap in knowledge to encourage more research. This gap, called a research gap, means there's not enough information to fully explore a topic (Ajemba & Arene, 2022). Due to limited data and flawed methods, researchers can't reach clear conclusions. Identifying these gaps helps future studies to expand the field (Chand, 2023).

In today's competitive industries, the lack of skilled professionals with the necessary expertise and qualifications has heightened the competition among organizations to secure this limited talent pool (Dalayga et al., 2017). However, a crucial question arises about finding the perfect balance between acquiring new talent and fully engaging all employees. Many organizations are increasingly recognizing that attracting and retaining top talent are essential for achieving long-term success and promoting continuous growth (Dahshan et al., 2018).

An anticipated surge in demand for talented individuals, combined with a diminishing supply, has led to intensified competition in the talent market. Simultaneously, organizations are progressively acknowledging the strategic importance of effectively placing individuals with the requisite skills into appropriate roles at opportune moments. This strategic placement has emerged as a vital determinant of their growth potential (Rabbi et al., 2015). Employers are currently grappling with transformed market dynamics that pose intricate challenges in retaining highly skilled prospective employees, thus hindering the sustained expansion of their operations (Mohamad Mazlan & Jambulingam, 2023). Moreover, the intensification of global competition in the job market further compounds the complexities faced by organizations in acquiring and retaining talented individuals, underscoring the

pivotal role played by talent retention strategies (Amankwah-Amoah, 2020). In the current landscape, employees have unprecedented opportunities for geographical and occupational mobility, leading to a shift from the conventional notion of employment stability to the concept of employee stability. This shift is driven by the recognition that proficient individuals are more inclined to disassociate themselves from organizations at any given point. Consequently, the departure of such skilled employees entails multifaceted costs, thereby emphasizing the utmost significance of implementing effective talent retention initiatives (Rexhepi & Vladi, 2015).

The research problem addressed in this study is the lack of comprehensive empirical evidence on the relationship between talent management, employee engagement, and organizational performance. While there is an expanding body of literature on the individual importance of these factors, there is a need for a quantitative analysis that examines their interdependence and impact on organizational outcomes. This study aims to address this gap by investigating the following general research question:

"What is the balanced combination to perceive as logical focus for businesses in the relationship between talent management practices, employee engagement levels, and organizational performance?"

أهمية الدراسة:

Conducting research promotes the development of scientific and inductive reasoning, while also fostering logical thinking patterns and refining organizational skills (Singh, 2021). **This study aims to enhance the existing body of knowledge by exploring the relationship between talent management practices, employee engagement levels, and organizational performance indicators.** It will focus specifically on workplaces in Saudi Arabia, where empirical studies in this area are scarce. **The significance of this study lies in its potential to provide valuable insights and practical recommendations for organizations within the Saudi Arabian context.** Additionally, it can make significant contributions to the existing literature and research. The implications of this research are important for multiple stakeholders. Organizations across various industries can use the

findings to improve their talent management strategies, increase employee engagement levels, and ultimately enhance organizational performance (Gautam, 2023). The primary contribution of this study is in bridging the gap in empirical research by providing evidence-based insights into the relationship between talent management, employee engagement, and organizational performance in the unique Saudi Arabian context. The potential benefits include the development of better talent management strategies, increased employee engagement, and improved organizational performance, as well as facilitating informed decision-making for organizations, HR professionals, managers, policymakers, and industry experts. The study adds to the current literature on critical aspects influencing organizational performance from both managerial and academic perspectives.

أهداف الدراسة:

In thesis writing, the precise formulation of research objectives is crucial, as they significantly influence the scope, depth, and overall direction of the research effort. The research question, acting as the central inquiry of the study, requires a well-supported response based on research findings. Thus, it is essential to define a clear and understandable research question, followed by specific research objectives that support and contextualize the study (Rojon & Saunders, 2012). As a result, the research has been developed with the **following primary objective and sub-objectives:**

To examine, evaluate, and understand the impact of talent management and employee engagement on organizational performance.

- To explore the relationship between talent management practices and employee engagement levels.
- To measure the level of employee engagement within organizations in Saudi Arabia.
- To analyze the current talent management practices across organizations in Saudi Arabia.
- To evaluate how talent management dimensions and employee engagement factors influence organizational performance.
- To provide recommendations for Saudi Arabian organizations regarding their talent management and employee engagement strategies, focusing on performance.

A research question acts as a critical inquiry that guides a research endeavor in its pursuit of knowledge. These questions often stimulate projects aimed at generating new insights and enhancing the existing body of knowledge. The primary goal of a research project is to contribute unique and substantial insights to the preexisting knowledge base, thereby fostering intellectual discourse and promoting intellectual advancement within the academic community (Mattick et al., 2018). The identified gap is to explore the impact of employee engagement on the entire relationship. **Therefore, the research questions for this study are:**

1. What is the relationship between talent management practices, employee engagement levels, and organizational performance?
2. What is the relationship between talent management practices and employee engagement levels?
3. What is the effect of talent management practices and employee engagement levels on organizational performance?
4. What is the relationship between employee engagement and organizational performance?
5. What are the significant talent management practices that strongly affect organizational performance?
6. What is the mediating effect of employee engagement on the relationship between talent management and performance management?

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

الدراسات السابقة:

Many studies have delved into the connection between talent management, employee engagement, and organizational performance, emphasizing the essential roles each of these factors play in organizational success, particularly in a competitive landscape.

1. Talent Management and Organizational Performance: Kamel (2019) highlights the growing role of talent management in improving organizational outcomes. Hongal and Kinange (2020) also provide empirical evidence showing that effective talent management strategies directly enhance both employee engagement and organizational performance.
2. Employee Engagement and Productivity: According to Payambarpour and Hooi (2015), employee engagement positively impacts productivity. Their research underscores that higher engagement is linked with increased individual and organizational productivity, which promotes organizational growth and success.

3. Challenges in Talent Availability: In today's competitive job market, Oladimeji et al. (2023) identify the limited supply of skilled professionals as a major challenge. They emphasize the importance of effective talent retention and development strategies to help organizations navigate this shortage and remain competitive.
4. Importance of Learning and Development: Al Aina and Atan (2020) show that learning, development, and career management practices have statistically significant effects on sustainable organizational performance. Their research suggests that prioritizing employee development contributes to long-term organizational growth.
5. Global Competition and Talent Retention: Amankwah-Amoah (2020) explores the global competition in the job market, emphasizing that effective talent retention strategies are increasingly essential. With high levels of job mobility, organizations must adopt retention-focused strategies to reduce turnover and maintain productivity.

المنطلقات النظرية للدراسة

This study's theoretical framework will be centered on the interrelationship between three core concepts: Talent Management, Employee Engagement, and Organizational Performance. These concepts are key to organizational growth, especially in the face of intense competition and the shortage of skilled professionals in the job market.

Through examining these relationships, this study aims to provide an empirical understanding of how talent management and employee engagement impact organizational performance. It also seeks to determine if employee engagement serves as a mediating factor between talent management practices and performance, particularly within the Saudi Arabian work environment. This approach will bridge the gap in literature by exploring these dynamics in a distinct cultural and economic context.

المنهجية وطرق البحث:

The research strategy that will be employed in this study will involve the development of a comprehensive model based on existing literature and established theories. The aim will be 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 will be conducted, considering all variables encompassed by the model.

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

أدوات الدراسة:

In quantitative research, a **survey** will serve as a systematic approach to obtaining information pertaining to a specific subject matter. This method will involve the meticulous gathering of data from a targeted study population, employing tools such as questionnaires or interviews, and subsequently subjecting the acquired data to quantitative analysis. Additionally, **data analysis tools** will be used to draw conclusions and share more insights.

For data collection purposes, a **questionnaire** will be employed as the primary research instrument. The questionnaire will be designed and administered using the Google Docs/Microsoft Forms platform, which will help convenient online completion by respondents while adhering to safety protocols. To ensure broad participation, the document link will be shared through multiple channels, including groups on social media, colleagues in the workplace, HR personnel across various organizations, and LinkedIn.

حدود الدراسة:

While this study will provide valuable insights into talent management, employee engagement, and organizational performance, it will not be without limitations. First, the research will focus on a **specific context (e.g., Saudi Arabia)**, which will limit generalizability. Second, the study will primarily **rely on self-report measures**, which may introduce response biases. Finally, the research design will be cross-sectional, preventing causal inferences (Olufowote, 2017).

Future research will be able to address these limitations by conducting longitudinal studies to establish causal relationships. Additionally, comparative studies across different industries and countries will enhance generalizability. Utilizing objective performance measures and incorporating qualitative methods to gain a deeper understanding of employee experiences will also strengthen future research. Exploring the role of cultural factors and considering the

impact of different talent management practices on specific organizational outcomes will represent potential avenues for further investigation (Gutiérrez, 2018).

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