

THE IMPACT OF TALENT MANAGEMENT ON EMPLOYEE PERFORMANCE OF TOWN PLANNING AND SURVEY DEPARTMENT IN THE UNITED ARAB EMIRATES

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Abstract

This study examined the relationship between talent management (talent acquisition, talent development, and talent retention) on employee performance in the Town Planning and Survey department in the UAE. The study utilises a survey method with 325 questionnaires distributed to the Directorate of Town Planning and Survey (DTPS) in Sharjah. Nevertheless, only 208 of the questionnaires were usable for further analysis. Partial Least Squares Structural Equation Modelling (PLS-SEM) was used to test the direct hypotheses. The study finds no effect between talent management, acquisition, and retention on employee performance in the Town Planning and Survey department; that's a mean of insignificant relationship variables. In contrast, the study finds a positive and significant relationship between development and employee performance in the Town Planning and Survey department in the UAE.

Keywords: Talent Management, Talent Acquisition, Talent Development, Talent Retention, Employee Performance, Town Planning and Survey Department, UAE.

1.0 INTRODUCTION

The primary aim of strategic management in the contemporary context is to achieve organizational performance through the establishment of an internal environment that is interconnected with human resource management (Anwar & Abdullah, 2021). In order to attain a high level of performance and achieve excellence, organizations dedicate efforts towards upgrading their internal environment, providing assistance to their personnel, and fostering the development of their skills and capabilities, thereby ensuring their continued existence and expansion. Nevertheless, over the last two decades, there has been a notable focus in government research on the evaluation of performance (Knies, Boselie, Gould-Williams & Vandenabeele, 2018).

The subject of employee performance has garnered significant attention from researchers in recent years (Sopiah, Kurniawan, Nora & Narmaditya, 2020). The role of employee performance in addressing global challenges faced by organizations is of strategic importance (Yoon, Kim & Eom, 2019). This is because employee performance has a direct impact on organizational efficiency and overall performance (Sopiah et al., 2020). Performance is a

significant factor that holds relevance for both organizations and individuals alike. Anlesinya & Amponsah-Tawiah (2019) assert that the primary objective of talent management is to ensure the responsible execution of talent management initiatives. The primary tenets of an effective talent management system encompass the ideals of equal opportunity and equity. There is a prevailing belief that employees who possess exceptional skills and abilities are a valuable asset to organizations. When these individuals are effectively utilized and their capabilities maximized, they may contribute significantly to the growth and competitive advantage of the organization. According to Tlaiss (2020), it has been argued that highly skilled employees demonstrate outstanding performance and attain remarkable outcomes. Consequently, organizations are actively endeavouring to enhance the utilization of talent management strategies and ascertain their influence on various organizational aspects, including organizational performance. This is particularly crucial in the context of identifying and retaining critical personnel.

Organizations place utmost importance on ensuring that staff demonstrate exceptional performance. Hence, the global importance of talent management is on the rise. In order to establish a robust correlation between talent management and employee performance, it is imperative for an organization to possess a formidable employer brand, which enables the recruitment and retention of highly talented personnel. Recent research has demonstrated that talent management has emerged as a global concern necessitating effective organizational management. A scarcity of adequate talent on a global scale vying for the same pool of resources can provide challenges for organizations seeking to grow their operations or increase profitability. Talent management plays a crucial role in fostering employee engagement and dedication to their work, as it encourages individuals to invest both their emotional and cognitive resources into their job responsibilities (Mahmoud, 2019).

Performance management, succession planning, professional development, and workforce planning constitute integral components of the comprehensive approach to talent management. The implementation of this method is crucial for every organization as it facilitates the growth and advancement of both the organization itself and its workforce. The attainment of improved outcomes is facilitated by the presence of employees who have undergone comprehensive training within an organization. The primary policies used by organizations encompass the management of talent, performance, knowledge storage, succession planning, fostering creativity and innovation, leadership development, and the administration of the global workforce. Motivation, as a prominent determinant, plays a crucial role in augmenting employee performance. It elucidates the correlation between human resource practices, such as talent management, and employee performance.

The primary objective of this research is to examine the impact of talent management (talent acquisition, talent development, and talent retention) on employee performance within the Town Planning and Survey Department in the United Arab Emirates. While, the research question is: what is the impact of talent management (talent acquisition, talent development, and talent retention) on employee performance in Town Planning and Survey department in UAE?

2.0 LITERATURE REVIEW & HYPOTHESES DEVELOPMENT

2.1 Town Planning and Survey (DTPS)

The Department of Planning and Survey oversees a multitude of projects that necessitate a high level of expertise and diverse skill sets, particularly in the fields of engineering and technology. Given that the majority of these projects are engineering-focused, it is imperative to attract and cultivate top-tier engineers while also ensuring their retention. However, there appears to be a lack of comprehensive analysis and strategic planning in addressing these specific workforce requirements.

As an academic researcher engaged in the field of Digital Transformation and People Strategy (DTPS), it is evident that numerous domains necessitate further enhancement and advancement, particularly those pertaining to the workforce. The use of DTPS is expected to have a positive impact on the governmental development of Sharjah. The decision to pursue the topic of Development and Public Administration (DTPS) as a subject of study was motivated by the recognition of the government's growing significance as a key institution in Sharjah. Additionally, the researcher's interest in enhancing the effectiveness of their organization played a role, as they possess a comprehensive understanding of its flaws and areas requiring improvement. The research will establish a comprehensive framework for the senior management of the Department of Trade and Public Services (DTPS) to effectively leverage their human resources. Finally, in order to optimize projects within the domain of DTPS, it is important to use a range of management practices that serve to incentivize staff and foster the intended outcomes of these projects.

According to the Dubai Competitiveness Report of 2018, it is evident that there is a pressing need to enhance the development of the local talent pool in order to augment their participation in the labor market. This imperative arises from the recognition that relying solely on attracting foreign talent is not a sustainable approach in the long term.

The report proposes that enhancing the Emirate's competitiveness is necessary to foster more participation of local talent in Dubai. In order to maintain a robust local talent pool, it is imperative to promote staff training and talent retention, since this would result in heightened levels of motivation. In order to effectively achieve long-term competitiveness, it is imperative for a programme to prioritize the cultivation of a committed local talent pool.

Furthermore, the report underscored the significance of implementing talent management practices in order to effectively attract and cultivate a skilled workforce. Additionally, the report also identifies several areas within the Directorate of Town Planning and Survey (DTPS) that require improvement. Furthermore, there is a lack of a talent policy or strategy within the DTPS to effectively manage various aspects such as attraction, development, and retention of personnel. Lastly, many departments within the DTPS exhibit deficiencies in competencies that are crucial for achieving strategic objectives.

In recent years, scholars have expressed apprehensions over the performance of employees (Sopiah et al., 2020). The role of employee performance in addressing global difficulties is significant, as it is closely associated with organizational performance and efficiency (Yoon et al., 2019; Sopiah et al., 2020). Both individuals and organizations share a common concern for performance. Therefore, a significant emphasis is placed on conducting thorough research and providing practical attention to employee performance.

According to Charan, Barton & Carey, (2018), numerous organizations face challenges in meeting their talent targets. The understanding of the influence of local contextual factors on talent management (TM), particularly in relation to TM practices such as talent attraction, development, and retention, is insufficient (Tyskbo, 2019).

The impact of contextual factors on the design and implementation of talent management (TM) has been acknowledged by researchers (Gallardo-Gallardo, Thunnissen & Scullion, 2020). However, the evolution of TM in the public sector remains an area of limited understanding, as it has received relatively little attention in study (Kravariti & Johnston, 2020). The authors contended that there exists a limited understanding regarding the influence of key actors on both individual and organizational results. According to Meyers, van Woerkom, Paauwe & Dries, (2020), scholars have asserted the necessity of examining various TM constructs across multiple levels of study. There is a scarcity of empirical evidence establishing a direct correlation between talent management (TM) in the public sector and individual performance, as noted by Wickramaaratchi and Perera (2020).

2.2 Employee Performance

According to Williams and Anderson (1991, p. 605), employee performance inside an organization refers to the extent to which an employee contributes to the achievement of organizational goals. In the study conducted by Adnyani and Dewi (2019), the term "job performance" is defined as the set of abilities possessed by employees that allow them to effectively carry out their assigned tasks in order to achieve organizational objectives. According to Elbadawi (2021), the performance of employees plays a crucial role in achieving corporate performance. Whereby, the employees experience a feeling of fulfilment upon successfully completing their assigned tasks. As well as, the provision of career development options has been shown to have a positive impact on employee performance. According to Rivaldo (2021), Research findings indicate that employees who experience higher levels of job satisfaction tend to exhibit enhanced performance in their respective roles.

2.2 Talent Management

The achievement of organizational goals is crucial for attaining optimal performance within an organization. In order to effectively pursue objectives, organizations require proficient people resources in conjunction with technological advancements and infrastructure. Organizations have the ability to cultivate skilled human resources by implementing efficient strategies in recruiting, selection, employee classification, career development possibilities, and employee placement based on expertise, qualifications, and skills (Afiyati, 2018). As a result, with the advent of talent management, more advanced functions including intricate configuration and

machine-driven planning were introduced. The HR department was identified as the sole department with the capacity to proficiently oversee staff management and evaluate the existing business organizations and environment concurrently.

Organizations have the potential to enhance their competitive advantage through the effective utilization of their human resources. The talent management strategies implemented by the organization, which encompass the recruitment, development, and retention of skilled people, also have a significant role in influencing this competitive advantage.

According to Kaleem (2019), the recognition and emphasis placed on talent management by organizations worldwide has led to the implementation of intricate strategies in talent management activities. However, it is worth noting that various organizations may interpret the notions of talent and talent management in different ways. According to Amiri and Shawali (2021), organizations have implemented many techniques in order to choose, develop, and retain a competent staff, mostly due to the absence of standardized and clearly defined approaches. The formulation of talent management plans for any organization should be grounded in considerations of organizational culture, business objectives, and available resources. Talent management plays a significant part in the success of projects by exerting influence on the human resources involved in these projects. Based on the research findings, it can be concluded that there is a notable association between strategy talent management and project success in project-based organizations.

2.2.1 Talent Acquisition

According to Pattnaik, (2020) it has been observed that in the contemporary business landscape, the competitive advantage of organizations is predominantly achieved and sustained through the acquisition and utilization of the skills and expertise possessed by proficient workers. The acquisition of a suitable and skilled personnel allows an organization to mitigate challenges, foster creativity, enhance employee satisfaction, and enhance the intellectual assets of the organization (Ali, Mahmood & Mehreen, 2019). According to Kaleem (2019), talent acquisition encompasses the process of identifying and attracting suitable individuals to fulfil various roles within an organization, with the aim of facilitating the achievement of organizational goals. The persons who have been recruited subsequently exert their efforts towards the successful completion of initiatives. The employer's ability to fulfil their given tasks is directly contingent upon the effectiveness of the acquisition procedure. The successful implementation of talent acquisition strategies is crucial for organizations to attract suitable personnel for certain jobs, enabling them to efficiently carry out organizational duties and achieve optimal employee performance.

Talent management practices have been identified as facilitating organization's ability to effectively access and choose individuals possessing a significant level of expertise. Furthermore, multiple research (Almarzooqi, Khan & Khalid, 2019; Jerónimo, Lacerda & Henriques, 2020) have demonstrated a significant correlation between the process of selection and the subsequent performance of employees. Sadikova (2020) highlighted the importance of talent acquisition in organizations, emphasizing that the full potential of employee productivity

cannot be realized without the recruitment of new and skilled individuals who can contribute to boosting organizational efficiency and productivity.

2.2.2 Talent Development

The provision of organizational support to employees is a crucial factor in determining employee performance. The organization may provide support to employees for their development through the implementation of a structured plan and procedure aimed at nurturing the potential of individuals in senior positions (Kumar, Jauhari, Rastogi & Sivakumar, 2018). According to Kaleem (2019), in this particular situation, the duties of global human resources and development encompass the acquisition of skilled individuals through various means such as employment branding, outreach networking, and fostering relationship development. These activities contribute to the broadening of the talent pool and talent network, hence providing advantages to organizations in their hunt for suitable labor that aligns with their organizational requirements. Kilanko & Onukwube, (2023) have posited that the performance of employees is subject to positive and significant influence from factors such as training facilities and career development.

2.2.3 Talent Retention

Talent retention pertains to the organizational capacity to retain its workforce. In order to navigate the intense competition for skilled personnel, organizations must prioritize the retention of their workforce and implement a comprehensive plan for employee retention (Kaleem, 2019). Organizations must prioritize the preservation of their highly skilled personnel. Talent retention is a strategic practice that recognizes and values the skills and abilities of current employees, resulting in increased levels of employee confidence and enthusiasm. Talent retention enables organizations to conduct regular evaluations of employee performance in order to identify deficiencies and failures, and to encourage people to exert efforts towards addressing these deficiencies. According to Kaleem (2019), the utilization of this approach allows organizations to identify and address problems in their early stages, hence mitigating the potential negative impact on both employees and the organization. Additionally, this proactive strategy helps to minimize a high rate of employee turnover.

Furthermore, it has been shown that employees' morale and self-confidence are enhanced when they strategically plan their career paths in anticipation of the potential career opportunities provided by their particular organizations (Araújo, Henriques & Martini, 2018; Ameen et al., 2018). Considering the importance of employee or talent retention, it is imperative for organizations to integrate retention into their talent management practices in order to sustain the organization's performance and market position (Scullion, Mullholland & Zaharie, 2020). Training facilities have been found to enhance staff retention. According to Niroula and Updhaya (2022), the fulfilment of employee needs is achieved by providing them with valuable information and skills through training programmes.

According to the research conducted by Jawali, Darwish, Scullion & Saheem (2021), it was found that a significant number of public sector organizations in Dubai face challenges in providing appropriate career routes for their employees. As a result, the task of retaining highly

skilled individuals is a significant challenge. Therefore, it is imperative for public sector organizations to prioritize the implementation of career planning initiatives in order to foster the growth and retention of highly skilled personnel. The primary objective of implementing the Talent Management (TM) method within the public sector is not focused on the retention of highly skilled individuals. A significant number of organizations that engage in the practice of conducting exit interviews do not effectively utilize the data obtained from these interviews to gain a comprehensive understanding of voluntary turnover. The findings from the study conducted on the public sector indicate that organizations within this domain commonly encounter a depletion of skilled personnel as a result of insufficient emphasis on staff retention. Enhanced policies and practices for staff retention can be developed by leveraging turnover data. According to Niroula and Updhaya (2022), organizations that provide effective support to managers and colleagues see enhanced employee retention over an extended period of time.

2.3 Relationship between Talent Management and Employee Performance

According to Mahmoud (2019), the emergence of talent management can be traced back to the shift in human resources' primary duties from simple administrative tasks to more complex roles involving configuration and computer-based planning in 1990. According to Tlaiss (2020), it is imperative for businesses to prioritize the adoption of talent management strategies and evaluate their influence on critical organizational aspects such as employee and organizational performance. This is particularly crucial due to the significance of attracting and retaining valuable people. According to Tlaiss (2020), individuals possessing exceptional abilities are associated with remarkable achievements and notable levels of performance inside the organization. In contrast, employee performance is the outcome of the tasks performed by an individual in fulfilling assigned obligations, which are determined by their skills, past experiences, ethical conduct, and ability to meet deadlines (Sumendal et al., 2018).

According to Rahardjo and Nurhayati (2022), it has been contended that talent management has a limited impact on worker performance. The impact of talent management, encompassing talent acquisition, talent retention, and career management, on employee performance in terms of quality, quantity, or effectiveness at work is negligible.

Therefore, the importance of talent management is on the rise and is garnering increased global attention (Kaleem, M., 2019). There exists a favorable relationship between talent management, talent development, talent acquisition, and talent retention. Based on the findings of the majority of participants, it can be inferred that the enhancement of employee performance is facilitated by the implementation of strategies such as acknowledging and equipping potential employees for pivotal positions, as well as establishing clearly delineated succession plans that enable employees to effectively undertake managing responsibilities.

Hence, the implementation of sustainable talent management (TM) strategies has been found to positively impact employees' work performance, as evidenced by the study conducted by Manzoor, Wei, Bányai, Nurunnabi & Subhan, (2019). According to Pangestuti (2019), a study has established a correlation between training and employee work performance at Kenya State University, indicating a favorable impact on employee performance. Furthermore, Arpiani &

Mulyana, (2022) reported similar findings, indicating that talent management exerts a favorable and statistically significant influence on employee performance.

Numerous scholars have investigated the correlation between talent management and its various dimensions on employee performance, consistently finding a positive and statistically significant relationship (Ali and Mehreen, 2018; Gordon and Overbey, 2018; Gryphon and Pustay, 2020; Horseman, 2018; Kaleem, 2019; Nagi et al., 2020). Consequently, the subsequent hypotheses were formulated for investigation:

- H1. There is a positive and significant impact of Talent Acquisition on employee performance in Town Planning and Survey department in UAE.*
- H2. There is a positive and significant impact of Talent Development on employee performance in Town Planning and Survey department in UAE.*
- H3. There is a positive and significant impact of Talent Retention on employee performance in Town Planning and Survey department in UAE.*

3.0 METHODOLOGY

This section discusses the philosophical approach to this research. Therefore, the research philosophy used in this study is a scientific philosophy. Whereas, the approach of this research was the quantitative approach. Hence, this approach was employed in answering the research question. Whereas, the study intends to quantify the relationship between talent acquisition, talent development and talent retention on employee performance in Town Planning and Survey department in UAE. The conceptual framework for research is covered in the following paragraph.

With a constructive answer to this research inquiries and attain its objectives relevant to research variables which are talent acquisition, talent development and talent retention on employee performance the current research model is formed. The model is supported by previous studies. According to earlier research, such as (Mahmoud, 2019; Tlaiss, 2020; Rahardjo & Nurhayati, 2022; Ali and Mehreen, 2018; Gordon and Overbey, 2018; Gryphon and Pustay, 2020; Horseman, 2018; Kaleem, 2019), all dimensions of talent management will measure through 17 items. The independent variables represent the (talent management). It will be measured based on its basic dimensions, which are talent acquisition, talent development and talent retention, as proposed by Arous (2020). Whilst, the dependent variable (employee performance) is explained by using 12 items that have been adopted from the study of Koopmans et al., (2011). The current study's model is illustrated as in figure 3.1.

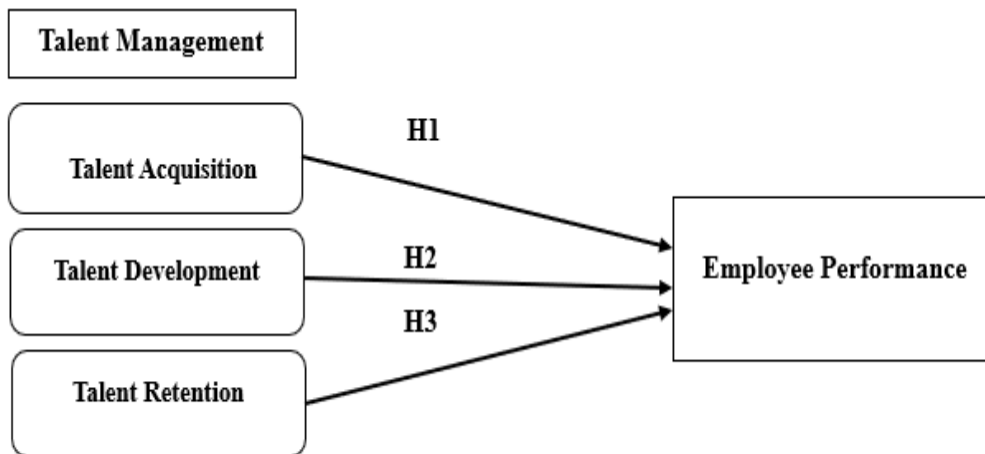


Figure 3-1: Research Framework

3.1 Population and Sample Size

The study population consists of all the components connected to the research question that the researcher hopes to generalize from in order to draw conclusions (Habes, Ali, and Pasha 2021). Therefore, all employees and staff members of the Directorate of Town Planning and Survey (DTPS) in Sharjah. The Directorate of Town Planning and Survey (DTPS) have been defined as the research community for the purposes of this study regardless to the classification category for the staff (Elareshi, Mokhtar, Habes, Ali & Ziani, 2021). Whereby, The Directorate of Town Planning and Survey (DTPS) are the population of this study consist of 500 male and female employees distributed among all the major departments in accordance with the organizational structure of the Directorate of Town Planning and Survey (DTPS). Hence, the data collection in this study collected by a questionnaire survey which begins with elicit participants' opinions on the talent acquisition, talent development and talent retention on employee performance in Town Planning and Survey department in Sharjah.

Consequently, Krejcie and Morgan (1970) have provided a table to simplify the decision for determining sample size from a given population. The sample size for a given population of 500 = 217, to complete the survey using the questionnaire protocol.

3.2 Research Instrument

In this study the questionnaire comprised of a cover letter and questions which were segmented into sections started from 1 to 3 (Oehley's, 2007; Koopmans et al., 2011). The cover letter briefly demonstrated the aim of the research and confidentiality of data collected in addition to general information for filling out the questionnaire form (Al-Shakhanbeh and Habes 2022; Alghizzawi and Habes 2020; Tahat, Khalaf, Al-Sarayrah, Salloum, Habes & Ali, 2022). The first section of questionnaire will collect information regarding research sample's personal data, which is (gender, title, qualification, major and experiences). The second section asked about

the data related to independent variable i.e. talent management. It has three basic dimensions talent acquisition, talent development and talent retention. The dimension composed of 17 items which are adopted by previous study conducted by Oehley's, (2007). Lastly, the section three elaborates the information related to dependent variable i.e., employee performance. This section comprised of 12-items which are adopted by the study of Koopmans et al., (2011).

4.0 RESULTS AND DISCUSSION

4.1 Sample Profile

Table 4-1 represents the frequencies and percentages of the demographical variables.

Table 4.1: Participants' Demographic Information

Demographic Variable	Category	Frequency	Percent
Gender	Male	110	52.9
	Female	98	47.1
Title	Supervision	144	69.2
	Executive	64	30.8
Qualification	Higher Education	37	17.8
	University	99	47.6
	Diploma	51	24.5
	High School	21	10.1
Major	Management	105	50.5
	Engineering	58	27.9
	Other	45	21.6
Experiences	0-5	52	25
	6-10	35	16.8
	11-20	105	50.5
	More than 20 years	16	7.7

N=208

Over 217 collected questionnaires, 208 useful responses were received from 110 the male (52.9%) and 98 from the female (47.1%). Therefore, the sample of this study is almost equally dominated by both male and female. The responders were asked to specify their title. As the result, from supervision 144 which presented (69.2%) of the respondents, and 64 from executive stated which showed (30.8%). In specifying the educational qualification of the respondents, 17.8% of them had higher education (Master Degree & Doctorate), 47.6% had university (Bachelor Degree), 24.5% had 2-Year Diploma, 10.1% had High School. Furthermore, the respondents were asked to specify their major employment. As the results, 50.5% of them work as management; while, 27.9% of them work as engineering; finally, 21.6% as other services. Eventually, the work experience, 25% of the respondents were under 5 years' experience, 16.8% were 6-10 years' experience, 50.5% were 11-20 years' experience; finally, 7.7% were more than 20 years' experience.

4.2 Descriptive Analysis

In this analysis, covariance matrix method was used to calculate the descriptive function so that all of the variables could be included in the analysis. The composite scores of the variables were computed by parceling the original measurement item scores. Parcels are sum or averages of several individual indicators or items based on their factor loadings on the construct (Coffman & Maccallum, 2005; Hair, et al., 2013). Table 4-2 displays the means and standard deviation of the constructs, assessed on a 5-point Likert scale:

Table 4-2: Results of Descriptive Statistic for Variables

Construct	Mean	Minimum	Maximum	Std. Deviation
Talent Acquisition	3.668	1.4	5	0.88
Talent Development	3.219	1.2	4.8	0.719
Talent Retention	2.792	1.3	5	0.487
Employee Performance	3.358	1.4	4.9	0.793

N=208

The mean was applied as a measure of central tendency, which indicated that the mean values of all constructs were higher the midpoint level of 3 out of 5-point Likert scale except talent retention variable it was under 3. The phenomenon indicated that the consensus respondents' perception toward these variables were above the average except talent retention variable. The highest mean rating belonged to Talent Acquisition with the mean value of 3.668; while, the lowest mean rating belonged to Talent Retention with the mean value of 2.792.

4.3 Examining Direct Effect Hypotheses

In the structural model, the direct causal effects from Talent Management (Talent Acquisition, Talent Development & Talent Retention) on Employee Performance were examined. (i.e., H1, H2 and H3 respectively). The Smart-PLS model is portrayed in Figure 4-1.

Table 4-3: Examining Results of Hypothesized Direct Effects of the Constructs in Structural Model

	Relationship	Std Beta	p-value	t-value	95% LL-CI	f ²	VIF	نتائج الفرضيات
H1 ⁺	TA→EP	0.160**	0.02	3.105	0.062	0.031	1.837	Support
H2 ⁺	TD→EP	0.125*	0.01	2.378	0.022	0.017	1.997	Support
H3 ⁺	TR→EP	0.061	0.22	1.220	-0.033	0.004	1.432	Reject

*p< 0.05, **p< 0.01, ***p< 0.001

As shown in Table 4-3, all paths were statistically significant as their p-values were below the standard significance level of 0.05 except one variable which is Talent Retention (TR). Thus, the causal (direct) hypotheses H1 and H2; whereas, H3 was rejected.

5.0 DISCUSSION

H1+) Talent Acquisition (TA) has significant positive effect on Employee Performance (EP).

The probability of getting a t-value as large as 3.105 in absolute value is 0.02 for Talent Acquisition (TA) in the prediction of Employee Performance (EP). The regression weight is significantly different from zero at the 0.01 level with no intervals straddling a 0. The standard path coefficient was 0.160, indicating a positive relationship. The f^2 was 0.031, indicating small effect size. The VIF was 1.837, less than threshold of 5 and demonstrated free from collinearity. These results demonstrated that H1 is supported; $\beta = 0.160$, 95%LL-CI = 0.062, 95%UL-CI = 0.266, $t > 1.645$, $p < 0.01$, $VIF < 5$, $f^2 = 0.031$.

H2+) Talent Development (TD) has significant positive effect on Employee Performance (EP).

The probability of getting a t-value as large as 2.378 in absolute value is 0.01 for Talent Development (TD) in the prediction of Employee Performance (EP). The regression weight is significantly different from zero at the 0.05 level with no intervals straddling a 0. The standard path coefficient was 0.125, indicating a positive relationship. The f^2 was 0.017, indicating small effect size. The VIF was 1.997, less than threshold of 5 and demonstrated free from collinearity. These results demonstrated that H2 is supported; $\beta = 0.125$, 95%LL-CI = 0.022, 95%UL-CI = 0.228, $t > 1.645$, $p < 0.05$, $VIF < 5$, $f^2 = 0.017$.

H3+) Talent Retention (TR) has significant positive effect on Employee Performance (EP).

The probability of getting a t-value as 1.220 in absolute value is 0.22 for Talent Retention (TR) in the prediction of Employee Performance (EP). The regression weight is insignificant different from zero at the 0.05 level with no intervals straddling a 0. The standard path coefficient was 0.061, indicating a positive relationship. The f^2 was 0.004, indicating small effect size. The VIF was 1.432, less than threshold of 5 and demonstrated free from collinearity. These results demonstrated that H3 is rejected; $\beta = 0.061$, 95%LL-CI = -0.033, 95%UL-CI = 0.018, $t > 1.220$, $p < 0.05$, $VIF < 5$, $f^2 = 0.004$.

6.0 RECOMMENDATION

Yet, since there is an association among employee performance and talent management (talent acquisition, talent development & talent retention), it would be suitable to apply longitudinal research. Through this kind of study, the complexity amongst the relationships can be observed and managed over some time and it would not be limited to a single point of time like for cross-sectional research. An accurate observation can be made for the developments that take place within the variables. Nevertheless, owing to the findings exhibited in this research, recommendations were made as follows: - Firstly, the Town Planning and Survey (DTPS) in UAE must effectively engage all managers at different levels and sectors to improve a talent management of leadership when discharging their responsibilities.

Secondly, the Town Planning and Survey (DTPS) in UAE should ensure all managers, engineering and other staff get some training to make sure they understand traits and the benefit of talent management to all employees and the institution. Thirdly, this study has the potential to help the contribution to the re-design of appropriate policies and strategies for the Town Planning and Survey (DTPS) in Sharjah, as well as the UAE at large.

7.0 FURTHER STUDIES

For this study, only used three dimensions from talent management (talent acquisition, talent development & talent retention): therefore, as a matter of reducing the possibility of findings biases, upcoming researchers may consider the inclusion of several factors for an expansive view. Furthermore, studies to be carried in the future may involve the use a moderator or mediator variables to see how they effect on employee performance for the Town Planning and Survey (DTPS) in Sharjah, as well as the UAE at large. More so, future researchers may consider the use of different research designs such as qualitative or mixed research methods since the results from such research methodology could provide additional in-depth perceptions of the respondents.

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