

## THE IMPACT OF TALENT MANAGEMENT ON EMPLOYEE PERFORMANCE IN UAE

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### Abstract

The article explores the significant influence of talent management on employee performance in the United Arab Emirates (UAE). It highlights key aspects such as strategic talent acquisition, continuous learning and development, performance feedback and recognition, succession planning, and retention strategies. In the context of the UAE's dynamic business environment and diverse workforce, effective talent management practices are crucial for attracting, developing, and retaining skilled individuals. The article emphasizes how these practices contribute to enhanced employee performance, fostering a positive work culture and ensuring organizational success in a competitive market.

**Keywords:** UAE, Talent, Performance, Management, Talent Acquisition.

### INTRODUCTION

Talent in an organization as an important factor to ensure achieving the organizational goals and objective (Khan and Dash 2014). Organizations that focus on their talent, are more likely to achieve their objectives, competitiveness, and reputation (Winter et al. 2018). However, lacking interest in talent, their wellbeing, and development can have detrimental impacts on organizational performance and development in multiple ways According (Johnson 2020) to investing in talent results into different positive outcomes including improved organizational performance, increased reputation, reduced employees' turnover, increased citizenship, and conformity, and overall, an increased organizational growth and progress (Moreno, Tench, and Okay 2017). As noted by when an organization invests in their employees, they invest in their employees, that in turn results into profitable outcomes in many aspects. Investing in talent means gaining a prominent position in the market, and enjoying the good reputation among the rival organizations (Johennesse and Chou 2017). However, it is notable that, investing in talent does not merely mean spending financial resources, it also stands for psychological support, support, and encouragement as a basic source of motivation to them (Rabbi 2021). The effectiveness of the employee is evaluated in comparison to the performance benchmarks set by the company Productivity, efficiency, high quality, profitability, and effectiveness are only few of the processes that may be taken into account while assessing performance (Kravariti and Johnston 2020). Effectiveness is the ability to produce the intended results while utilizing the fewest resources possible, whereas efficiency is the ability of people to fulfill the desired purposes or target (Bolander, Werr, and Asplund 2017). The task for ensuring that businesses aspire for and ultimately attain high performance levels rests on the corporate management. (Omotunde and Alegbeleye 2021) The company ensures that its workers are helping to provide high-quality products and/or services by monitoring employee performance. Monitoring makes it simple to motivate employees to accomplish firm objectives because employee performance

is higher in satisfied and happy workers. Job freedom is therefore a crucial metric when it comes to the employee's ability to make decisions about their line of work (Jinda and Shaikh 2020).

### **Talent management strategies**

In this highly competitive world, the organization needs every resource it can obtain, and in every location it needs talent to be able to keep pace with developments. Organizations today also need to focus on creating new approaches and methods to enable them to develop, and these methods and approaches must provide confidence. In the organization's ability to achieve sustainable and long-term success (Dirani 2018). As a result of the boom in globalization and intense competition witnessed in the twenty-first century, there has become a new administrative term in the field of human resources management, which is talent management. Some organizations are interested in talent management when developing their administrative goals by attracting, possessing, retaining and rehabilitating talent (de Talento n.d.).

Therefore, organizations apply strategies and mechanisms aimed at providing a suitable talent environment to create a unique competitive advantage (Luna-Arocas and Lara 2020). Talent management has become an integral part of any organization seeking continuity and success in its field (Al-Sheikhly, Abdul-Razzaq and Al-Obaidi n.d.). In the Arab world, the public and private sectors pay direct attention to human resources, specifically talent management, which in turn contributes to achieving strategic and economic visions, as talent has become a key element for organizations to achieve their goals with efficiency and excellence (Ali Almohtaseb et al. 2020). Talent management is one of the modern concepts that has received the attention of many writers and researchers in the theoretical and applied fields, due to its significant impact on the ability of organizations to acquire and develop rare human resources, which are considered one of the most important factors that affect the success of the organization, which reflects positively on performance and excellence in its competitive environment (Damer 2020). Talent management has become a key strategy in today's organizations environment to ensure organizational success, efficiency and consistency (Sarfraz 2021). Strategic focus can only be established and maintained if talent management is aligned with the business strategies, overall strategic objective and operational objectives of the organization, followed by business strategies, recognized as an essential competitive asset in business organizations and managed as a core business practice so that it can achieve organizational capability, sustainability, growth, and the organization's competitive advantage. In a competitive job market like the UAE, retaining top talent is as crucial as attracting it (Meyer and Xin 2018). Talent management practices that focus on employee retention, such as offering competitive compensation, creating a positive work culture, and providing work-life balance, contribute directly to sustained high performance (Gallardo-Gallardo, Thunnissen, and Scullion 2020). Organizations that prioritize employee satisfaction and well-being are more likely to experience lower turnover rates, ensuring continuity and stability in operations (Vito, Alagala, and Naakuu 2018).

## **Strategic Talent Acquisition**

One of the primary components of talent management is strategic talent acquisition (Karacay 2018). In the UAE, where competition for skilled professionals is intense, effective recruitment strategies are crucial. Organizations that invest in comprehensive talent acquisition programs can attract top-tier candidates, ensuring a pool of individuals with the right skills and cultural fit (Azma et al. 2019). This targeted approach contributes directly to improved employee performance from the outset (Rezaei and Beyerlein 2018).

## **Motivation-enhancing practices**

These practices reflect the organization's ability to attract and train employees to acquire the knowledge, abilities, and skills necessary to perform functions that fit the organization's strategic initiatives and to adapt to changes likely to occur in the external environment (Lee and van der Waldt 2020). Ability-enhancing practices are found directly in high-performance work practices related to recruitment, selection, training and development, as these practices help improve employees' ability to do their jobs by influencing their stock of cognitive skills and increasing their capabilities and competencies to achieve organizational goals. Recruitment and selection practices help in searching for potential employees and selecting employees who match the skills and competencies for specific job requirements (Kumar 2022). Recruitment and selection enhances a highly skilled workforce by attracting and selecting employees who have higher levels of knowledge and skills relevant to the organizations (Ramli et al. 2018). Training and development practices increase the knowledge and skills of employees within organizations by providing them with the appropriate knowledge and skills to perform the job (Johnson 2020). Effective recruitment, selection, training and development practices thus help organizations recruit and retain good employees, boost morale, and reduce turnover rates (Liu, Li, and Xia 2021). Finally, motivation is a psychological force or contract that can increase individual effort and perseverance to strive for and achieve a goal (Johnson 2020). Motivation can be developed by dividing it into intrinsic factors and material factors, where intrinsic factors include: independence, participation, and teamwork, while material factors include: evaluation, recognition, and rewards (Ramli et al. 2018).

## **Continuous Learning and Development**

Employee development is a cornerstone of talent management. In the UAE's rapidly evolving business landscape, organizations must prioritize continuous learning to keep their workforce abreast of industry trends and innovations (Moreno et al. 2017). By providing employees with opportunities for skill enhancement and professional growth, talent management initiatives foster a culture of learning and adaptability. This commitment to development translates directly into improved performance as employees become more adept at handling challenges and driving innovation (Johennesse and Chou 2017).

## **Performance Feedback and Recognition**

Regular performance feedback and recognition are vital elements of talent management that significantly impact employee engagement and performance. In the UAE, where cultural

diversity is prominent, acknowledging and appreciating the contributions of employees fosters a positive work environment (Ramli et al. 2018). Talent management practices that incorporate timely feedback and recognition not only boost morale but also motivate employees to excel in their roles, leading to enhanced overall performance (Moreno et al. 2017).

### **Succession Planning**

Effective talent management goes beyond the present workforce and extends to future leadership needs. Succession planning is critical in the UAE, where a rapidly evolving business landscape demands leaders with a global perspective. Identifying and grooming internal talent for leadership positions ensures a seamless transition and continuity in organizational performance (Johennesse and Chou 2017). By proactively planning for leadership succession, organizations in the UAE can maintain stability and sustain high levels of employee performance (Kravariti and Johnston 2020).

### **Retention Strategies**

In a competitive job market like the UAE, retaining top talent is as crucial as attracting it. Talent management practices that focus on employee retention, such as offering competitive compensation, creating a positive work culture, and providing work-life balance, contribute directly to sustained high performance (Omotunde and Alegbeleye 2021). Organizations that prioritize employee satisfaction and well-being are more likely to experience lower turnover rates, ensuring continuity and stability in operations (Bolander et al. 2017).

It is the responsibility of this strategy to attract and encourage the largest number of qualified human resources available in the labor market according to the quality determined by the organization, in addition to the need to ensure the desire and conviction of these resources (Ali Almohtaseb et al. 2020). The talent attraction process is the step concerned with creating awareness of the organization, acquiring suitable employees to join the organization, and how to effectively integrate new talented employees into the organization. At this stage, three important considerations are emphasized: reputation management, the organization's brand, and human resources planning (Olszewski-Kubilius et al. 2019). For the organization to be able to attract the right talent to key positions, attention to reputation and brand management becomes necessary, as the organization must try to make the talent aware That working for the organization will be the best choice they will ever make. Branding can have the strategic impact of an established reputation (Damer 2020). To attract top talent, an organization must behave like a top organization, as organizations with a strong positive reputation attract better people. This process contains a set of policies and practices used to identify and select talented individuals through two areas: planning and distributing talent, and the second area is building a distinguished reputation in order to attract talented individuals (Sarfraz 2021). Therefore, organizations must achieve a set of considerations to attract talent, which is necessary to fit the culture and values of talented individuals. With the culture and values of the organization, promoting the name and brand of the organization in the labor market, and the organization's prestigious reputation in the labor market, it creates an important impression on talented people to attract them, and the high market share of the organization contributes to attracting talented

people (Gallardo-Gallardo et al. 2020).

### **The importance of talent management strategies**

The importance of talent management strategies is due to the fact that they came in response to changes in the labor market and globalization, with which the mission of any organization has become to attract the best elements of the workforce and work to develop them and motivate them to perform and continue in them, especially since 80% of new jobs require some level of education and training. on technology and knowledge, which requires the presence of talent to keep pace with change in the labor market (Vito et al. 2018). Talent management details the type of investments an organization makes in the people it believes will best help it achieve competitive advantage in the future (Al-Sheikhly, Abdul-Razzaq and Al-Obaidi n.d.). Talent management views human resources as a group of human resources assets that differ according to the assessment of each individual's current and potential contribution to the success of the organization (Luna-Arocas and Lara 2020). The roots of this type of people who will receive different types of investments stem from the talent culture in the organization (Damer 2020) .

### **Employee performance**

Academic researchers have been concerned about employee performance over the previous ten years. According to empirical research, how well employees perform has a strategic impact on how well a firm respond to challenges (Ramli et al. 2018). Declining employee performance will be associated with both organizational success and failure, claim. Talent management is one defining trait that can be used to explain the success of both high-level and low-level employees. Most businesses across the world are struggling with a significant talent management conundrum. Organizations or businesses are forced to compete for the same talent to successfully maintain, expand, and accomplish the organization's objectives when there is a lack of talent (Johnson 2020). Effective people management is one of the critical success aspects for firms to develop a long-term competitive advantage, as shown by previous research. The success of a company is related to employee performance (Kravariti and Johnston 2020).

Finding, nurturing, and assessing talent is only the beginning of what talent management can do for an organization and its employees. So far, however, suitable talent management practices give employees commitment, leading to improving employees' performance (Kravariti and Johnston 2020). It is essential for a growing country like UAE to categorize and identify the variables that impact employee performance in public corporations (Johnson 2020). The results of this research reveal a number of talent management practices and other characteristics that influence employee performance. These talent management practices are realistic job previews, performance-oriented compensation, perceived organizational support Mentoring and training and development After an extensive literature review, the researcher devised these talent management practices to validate their theoretical and practical significance within the study context. Despite the growing interest among academics, there is a scarcity of research, and there are various questions about talent management practices and employment in the UAE government sector that numerous concerns must be handled (Johennesse and Chou 2017). (Al

Olaimat et al. 2022) Despite the growing importance of talent management to improving employee performance in light of the potential mediating effect of leadership efficiency conceptually, the research problem is how to employ the leadership efficiency variable as an influence on talent management practices correctly in the UAE government sector to reach a state of Improvement in staff performance, not to mention academic research on this building is still lacking, especially in developing countries such as the UAE. As a result, this study aims to learn more about talent management and employee performance in UAE government sector, given the mediating role of leadership competency (Winter et al. 2018).

## CONCLUSION

Talent management plays a pivotal role in shaping the success of organizations by strategically identifying, developing, and retaining skilled individuals. In the context of the United Arab Emirates (UAE), a country known for its dynamic business environment and diverse workforce, the impact of talent management on employee performance is of paramount importance. This article explores the key facets of talent management and its direct influence on enhancing employee performance in the UAE. talent management has a profound impact on employee performance in the UAE. By strategically aligning recruitment, development, feedback, succession planning, and retention strategies, organizations can create an environment conducive to excellence. In a country characterized by its diverse workforce and dynamic business landscape, investing in talent management is not just a strategic choice but a necessity for sustained success. As organizations in the UAE continue to navigate the challenges of the global business arena, effective talent management will undoubtedly be a key differentiator in achieving and maintaining a competitive edge.

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