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***Impact of Talent Engagement on Employee's Performance with the mediating role of
Job Satisfaction in the Higher Education Sector of Pakistan***



By:

Mohammad Hamza Bin Akbar

(01-221202-013)

Supervisor:

Dr. Syed Haider Ali Shah

Department of Business Studies

Bahria University Islamabad

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Name of Student: Mohammad Hamza Bin Akbar

Enroll # 01221202-013

Class: MBA 1.5

Approved by:

Dr. Syed Haider Ali Shah

Supervisor

Mr. Zahid Majid

Examiner-I

Dr. Aftab Haider

Examiner-II

Dr. Syed Haider Ali Shah

Research Coordinator

Dr. Khalil Ullah Mohammad

Head of Department

Business Studies

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Abstract

This study aims to investigate the impact of Talent Engagement on Employee performance with the mediating role of Job Satisfaction in Higher Education Sector of Pakistan. The model of this research study indicates that talent engagement (Job engagement, Organizational engagement) have an impact on employee performance. Other purpose of the study is to find out the relationship among talent engagement, employee performance and job satisfaction as a mediator in the higher education sector organizations, and identified that there is association among these variables, whereas job satisfaction has significant mediation effect between talent engagement & employee performance. For this research study, convenience sampling technique is used for data collection and data was calculated from top four universities of Islamabad. PLS-SEM (Partial Least Square- Structural Equation Modeling) tool is used for hypothesis testing and SSPS is used for descriptive analysis. The result of present study indicates that talent engagement has a significant positive impact on employee performance. Likewise, result describes that the faculty members which are well engaged towards their jobs are more satisfied with their work performance and also satisfied with their jobs or organizations. The findings of this study, contributes for the top management of higher education institutes to improve the engagement of their employees towards their job and organizations, to improve their performance and job satisfaction. Present study also has important theoretical contributions in the existing literature of talent engagement, employee performance and job satisfaction. Furthermore, current study also explains the relationships among these variables in the higher education sector of Pakistan.

Keywords: Talent Engagement, Employee Performance, Job Satisfaction, Job Performance, Work Engagement, Organizational Engagement, Talent Management, Work Satisfaction.

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Chapter 1

Introduction

1.1 Background of the study

In the era of globalization, where the environment is changing rapidly; technological changes and customer demand are evolving on day to day basis. This enables exciting competition between the organizations. To deal with this scenario, organizations must need to revolutionize themselves and implement strategies, which help them to differentiate from others and to achieve a competitive advantage over their rivals (Medhora & Fanelli, 1998, pp. 3-28). Human Resource of the organization is considered as the most valuable asset of organizations that can help any organization to achieve its strategic goals (Armstrong, 2006).

Human assets are deliberated most important factor of innovation and creativity in organizations. Due to capitalism, the need for talented human resources and their effective engagement is essential for organizational success and long-term performance. The “War for talent” was explained by Mckinsey, (2000) catches the attention of practitioners” and academicians” related to talent engagement which is used to achieve performance. Many kinds of research work indicate that satisfied employees generally attempt to create value for their organizations which are intangible assets.

Echols, (2007) Manages research on human capital and concludes that more than 80 percent value creation is attempted by Employees but surprisingly these efforts or contributions are not visible at cost account. Similarly, like other jobs employees are the key elements that can play a vital role that can help students to attain the knowledge for progress and overall competitiveness for their organizations in Higher Education.

In light of facts, we can say that Higher Education Sector is more difficult and demanding than ever. In the Higher Education Sector jobs are hard and challenging because of hectic workload, monotonous work, time limitations, and most important limited career growth prospects. Employees who have faced these kinds of issues usually have intentions to switch their organizations or always look for a better opportunity, moreover it have negative effect on

employees performance. Satisfied employees always have a very less degree of complaints related to their work and more willing to contribute with their managers for the betterment of their business (Maulabakhsh & Raziq, 2015).

Numerous research studies shows that engagement is the key to retaining talent in an organization. This is due to the fact that engaged employees are fully immersed in the organization and participate in different activities and see themselves as a key element of the organization and rarely intended to leave their jobs. The retention of great talent is a very significant for every organization, because it is talent that helps the organization to achieve their strategic goal which enables a competitive advantage and assure long-term viability of the organization. The more involved employees are, the more productive they are and the more likely they are to leave. The concept of Talent engagement is emerged recently and gained significant attention from scholars, because organizations success is largely depending on their employees (Khan, Awan, Yasir, Azmi, & Shah, 2014). Likewise, the concept of engagement is viewed in two dimensions (Saks, 2006) because engagement can be directed at both the job and the organization.

Developing and utilizing the talent at the workplace is one of most important responsibility of the management, engagement of talent is dynamic concept which includes from selection of candidate then to develop according to the organization needs, lastly to retain that employee over the period of time to benefit the organization. However, raising employee engagement in organizations is very difficult; many organizations lack to engage their employees and become a challenge for them (Christian, Garza, & Slaughter, 2011). Employee engagement helps to enhance the loyalty of employees towards the organization or business, which results in employees, tends to stay with organization for a longer period of time. Moreover engaged employees feel good sense of responsibility which helps and motivate the employees to work hard for the organization (Silversto, 2002).

Employee performance is another impact factor that plays a very vital role in the achievement of organizations goals. Interestingly some research studies suggest that different levels of employee performance (High or low) depend on two dominant factors-Talent management and Work engagement (Englert & Helming, 2017). Talent Management is directly linked with Talent Development; Talent Development enables us to advances the knowledge,

skills, abilities and other capabilities of the workforce (Isa, Baharin, Jaffer, & Ibrahim, 2018). Talent Management contributes in knowledge and skills of employees, which also helps in their career growth is a great motivation and inspires them to involve extra in their work. This non-monetary benefit can be a great source of motivation for employees and helps organizations to engage them well in their assigned jobs (Ali & Guha, 2018). Work Engagement is another important factor considered for employee commitment and good performance (Desseler, Gray, Angelica, & Diana, 2015). Through work engagement organizations can easily attain modest advantage over opponents; moreover this type of advantage cannot be comfortably replicate. This can be achieved by improving the overall performance of employee through employee engagement (Awaludin & Mewsantri, 2018).

Higher Education Sector of Pakistan has the major significance and importance towards the transformation and creation of knowledge that can impact the nation headed for progress and development. Institutes working under the higher education sector play a vital role in the learning & development of youth that may work or control the different systems of the country. Additionally, universities are the solely responsible for the creation of the knowledge that also highlights the importance of Higher Education Sector (Rawan, 2021).

Although schools colleges provide the actual teaching built the foundations of students that determines their path and contribution in society, but universities have more important role in undergraduate and professional education. Universities develop their knowledge and make them able to perform at society on different levels. Universities have highly qualified Instructors that usually have both International and Local exposure with Different Experiences, Big Infrastructures, research labs and libraries that can help to transform or create the knowledge among students (Khan, 2011).

Although Higher Education institutes development and progress indicators are not good as a comparison of regional countries. Pakistan's higher education system isn't even close to being among the best in the world in terms of quality. Many elements influence the quality of higher education, including environment which is effective for learning, arrangement of classes with suitable equipment, qualified faculty, modules, and information related to the students' progress and analytical skills for research. Other reasons for the inefficiency in Higher Education

Institutes are organizational structure and lack of employee empowerment. There should be more institutional autonomy and accountability among HEC based organizations (Khan, 2019).

With regards to globalization, opportunities are expanding and new openings and requests for advanced learning are emerged. To satisfy those needs, we really want to construct high class infrastructure with proper facilities, qualified staff and result oriented institutes. Education is the basic right of citizenship, for everyone living in the country and it is also most basic elements for the improvement of lower-class groups of a nation (Ashraf, 2019). Furthermore, these organizations need to invest on human capital that can help them to meet their wanted objectives. Human capital is known as the important element of innovation and success for organizations, it is the human capital which provides substantial advantage to any organizations over its competitors (David & Kandampully, 2008).

1.2 Research Gap

The purpose of this study is to address a research gap by investigating the impact of talent engagement on employee performance in the context of selected higher education institutes of Islamabad .The study also sheds light on the role of job satisfaction as a mediator between talent engagement and employee performance (Wickramaaratchi & Perera, 2020). As a result, the current research study adds contribution towards the knowledge in the fields of talent engagement, employee performance, and job satisfaction.

Previously, many researches exist on this topic, but there is little analysis related to Higher Education Institutes of Pakistan, so I felt there is a need and intends to contribute related to our country's context. Many researchers also highlights that talent engagement is very important in higher education institutes, particularly in the competitive environment of business (Shah, Memom, & Tunio, 2021).

We also identify that previous researches uses different demographics, job positions, specific organizations or industries. Therefore, this study was conducted to examine the relationship between talent engagement, employee performance and job satisfaction as mediator in Top four universities of Islamabad. Understanding and association of these concepts can contribute that talent engagement at higher education institutions is critical to achieving institute-specific goals as well as meeting societal and national expectations.

Context Analysis for this study is that present work emphasis on higher education sector organizations of Pakistan and the focus area of these study Top four universities of Islamabad. The participants of this study are faculty members of higher education sector organizations. Moreover, as such recently no study has been done on impact of Talent engagement on employee performance with the mediating role of Job Satisfaction in Pakistani context. Therefore, present work contributes significantly towards the literature as well as for the higher education sector.

1.3 Problem Statement

Higher Education Sector organizations are already working in competitive environment and competition is also increasing with rapid pace, to gain edge over each other they are required to gain better human capital. The major problem faced by the universities in lack of organizational commitment and poor job satisfaction of their faculty members. Due to that employees are not performing on the level, where they can achieve their organizational goals (Post, Clipper, Manning, Enkhbaatar, Riley, & Zaman, 2007).

Pakistan higher education sector is relative small but seeing a surge in the number of people pursuing higher education. The number of universities and other degree-granting institutions continues to grow. Which provide number of employment opportunities in these institutes as well as in overall economy of Pakistan. There is a criticism on Pakistani Institutes that the performance of these institutes is not up to the marked and lacks to contribute in the national development (Durriya, 2021).

Employees Engagement is relatively low and Job Satisfaction is the major issues in the Higher Education Sector of Pakistan. Usually, employees are less engaged and less satisfied with their organizations and always look for better opportunities, which limits their performance due to that many organizations are lacking to achieve the desired objectives. Engaged and Satisfied employees always like to do hard work to maximize their performance that can help these organizations to increase their productivity and to achieve their goals (Shah, Haider, & Beh, 2016).

This research study aims to observe the effect of Talent Engagement and Job Satisfaction on overall employee performance in higher education sector organizations of Pakistan. Higher Education Sector organizations of Pakistan are evolving and competition is increasing progressively, so organizations in this sector need to continuously progress which helps them to

distinguish from others and to achieve a competitive advantage. For this reason, the main focus of this study is that do engaged and satisfied employees have a significant positive impact on their overall performance (Shah, Memom, & Tunio, 2021). The Focus area of this study includes top four universities that are located in Islamabad, Pakistan.

1.4 Research Questions

The present study aims to find the following questions:

1. What is the relationship between talent engagement and employee performance in Higher Education Institutes?
2. Does talent engagement contribute towards the job satisfaction?
3. How does job satisfaction impacts the employee performance?
4. Does job satisfaction mediate the relationship between talent engagement and job satisfaction?

1.5 Research Objectives

The defined objectives of this study are;

1. To find out the relationship between talent engagement and employee performance.
2. To examine the relationship between talent engagement and job satisfaction.
3. To investigate the role of job satisfaction on employee performance in Higher Education Institutes.
4. To examine the mediating role of job satisfaction between talent engagement & employee performance.

1.6 Significance of the Study

This study would be helpful to recognize the impact of talent engagement related to employee performance, and also creates the awareness that employee or work engagement have great significance at workplace, which will enhance the productivity as well positive attitudes of employees. Moreover organizations can improve their overall performance and also be able to deal with dynamic challenges if their workforce is well engaged and align with their strategic goals.

In an underdeveloped country like Pakistan, specifically for the development of education sector is very important for the national development. This study has practical significance researchers who want contribute in the field of higher education sector, this can also help the top administration of higher education institutes for further improvement related to their performance and accomplishing the desired objectives.

This study also highlights that Talent Engagement; Job Satisfaction can improve employee performance due to that organizations can achieve their strategic goals and determine their future success. Additionally this work also supports the importance of talent engagement and job satisfaction on employee performance of faculty members of different Academic organizations.

1.7 Scope of the study

The present research consists on Talent Engagement and Job Satisfaction effects on employee performance. The main reason to select these variables is to because somehow they are interlinked with each other can definitely provide results that can contributes for the study area.

Furthermore, higher education sector is a backbone of any country; no nation can develop without progressing in education, so engagement performance and job satisfaction of these employees are the key area of interest in this study. However, because this study has a time limit of three to four months, it will be unable to expand it on a larger scale, and the research hypothesis, results, and findings will be limited to this time frame.

1.8 Summary

In this chapter, we have reviewed the introduction of the research study. This chapter highlights the Background of study, Gap Analysis, Problem Statement, Research Questions and Research Objectives, Significance of the Study, Scope of the study.

Chapter 2

Literature Review

2.1 Introduction

Chapter 2 provides the detailed literature review of the variables of the study and their relationship among with each other's. In 1st section, we provide definitions of the variables. In 2nd Section we provide comprehensive relationship among these variables based on existing literature and theories i.e. Talent Engagement (IV), Employee Performance (DV) and Job Satisfaction as a mediator. Lastly, we have mentioned the theory which supports this research study along with its Research Model and Hypothesis Statements.

2.2 Talent Engagement

Attracting and retaining the talented workforce in organizations is an important responsibility of the management. Attracting the right peoples for work, develop them for changing needs and to retain them for longer period is very demanding in a competitive environment. Organizations are facing difficulties to engage their employees in such a way that can benefit the both (Chirstian & et al, 2011). Talent engagement is referred to keeping the employees over the long term in the organization by creating effective relationship of engagement towards work in the organization. In early 90's concept of work engagement was first introduced by Kahn, he is considered as the pioneer in the area of work engagement. Kahn defined the concept of engagement as "Utilize your workforce in work roles; engage them positively towards their work so that, they can use their liberty, express their emotions and cognitive abilities at workplace (Kahn, 1990)

In between 2000-2005, these are the years when numerous scholars and practitioners acknowledged and conduct research studies related to talent engagement. Likewise experts conducted a research study at Gallup and Hewitt Associates with precisely intended questionnaires known as Gallup Workplace Audit and Q 12 questionnaire for employee engagement (Harter, Schmidt, & Hayes, 2002). DDI explained the concepts of talent engagement that can shape the positive behavior of employees, sensation of being core part of organization and improve their work performance. There is another study, which attempts to recognize and

express the involvement of employees from the discipline of psychology, identified as positive psychology. A positive attitude is defined by the presence of various factors, while the absence of these factors or other variables leads to burnout (Harter et al., 2002). Pecuniary benefits and acknowledgement, organizational and supervisor support, perceived equity of incentives, and fairness of processes are the defining elements that lead to engagement and burnout (Harter et al., 2002).

The main reason for the criticism on the studies is the fact that characterizing engagement as the opposite of burnout is inappropriate, as exhaustion/burnout & engagement are two unlike concepts conducted studies that are important in defining the necessary elements or motives for the occurrence of engagement. However, a fundamental flaw in these studies is that they do not provide sufficient reasons for why people respond to various stimuli in different ways (Kahn, 1990). Talent Engagement is refers as an individual's ambition and concentrated energy that is visible to other in the form own initiative, effort and determination towards the organizational objectives (Hall & Moss, 1998).

Talent engagement is also viewed differently by unlike organizations; some believe that employees with strategic importance are relevant towards engagement, while others believe that all of the employees are special and may have some kind of talent, so they must develop a positive relation with their employees. Lewis and Heckman, describes the talent engagement key objectives includes employee well-being, develop skills and abilities, improved employee behavior related to their work, organizations must require to meet the existing and forthcoming workforce, as well as develop the procedures to attract, hire, engage, control, and to retain a well-performing employees (Lewis & Heckman, 2006). Employees and leader who put efforts to push their organizations forward are referred to the organization's talent (Hansen, 2007). These types of employees are high achievers who put efforts and push other to achieve the greater success at workplaces.

In terms of organizational success and progress, talent engagement is a critical instrument. The organization's approach for investing in their human resources by providing them suitable or latest technology, empowering them according to their roles, and performance evaluation with respect to their jobs resource can all is used by talent engagement. The advancement of talent engagement is essential in the development and retaining of their employees in competitive

environment (Mary, Enyinna, & Ezinne, 2005). According to Laff (2006), talent engagement is more than just an elegant term for engaging the workforce towards their job roles. Talent engagement demands a systematic approach that imposes the dynamic interaction of numerous activities and processes. It entails recruit, evolving, motivating, and retaining capable and highly skilled personnel who can lead. Talent engagement consists different a set of activities aimed at attracting, developing, motivating, and retaining critical employees (Hughes & Rog, 2008)

Different researchers put in a lot of effort in the area of engagement between 2006 and 2010. Saks does the most notable work in this area (Saks, 2006). Saks refers to employee engagement as an incorporation of rational, non-cognitive, and behavioral components, in support of Kahn's work on engagement (Kahn, 1990). The outcome of talent engagement is actually determined by top management's enthusiasm, dedication and commitment. Top management must establish commitment and sincerity, and this must deeply engraved and mixed in the culture. The three important aspects of an organization's people management strategy, according to Ready and Conger (2007), are dedication, engagement, and ownership.

People generally confused between these two terms; Talent Engagement and Talent Management. There are different definitions of Talent engagement. Whereas Uren (2007) describes that talent management facilitates or provides the environment to locate and engage their employees for higher performance and remain loyal with their firms. According to (Bakker & Demerouti, 2008) engagement of employees are referred to attentiveness, responsible toward their job, determined and submerged to their roles. Another scholar Rutledge supported that via work engagement employee develops their abilities, which leads to sense of responsibility and felt more adjacent to the organization (Rutledge, 2009).

Furthermore, Kehinde, (2012) describes that most firms' talent engagement program has failed due to insufficient planning, ineffective management rules, and bad processes. While right planning, worthy polices and systematic processes are the tactics that can help companies to hire, locate and retain effective employees, as well as they can help to gain a competitive advantage over its competitors. To achieve a competitive edge and long-term success, businesses must align all departments to the organization's performance and increase their functional capabilities (Mary et al., 2005) Through engagement, it is fulfilling and worth full task that have a connection with state of mind related by strength, devotion, perseverance (Vaimal, Vance, & Haslberger, 2015).

Various research have been undertaken to investigate the outcome and determinants of employee engagement. Employee engagement, particularly a managerial involvement under take to utilize the workforce effectively, it is critical for the organizational long term existence and performance (Karatepe & Ngeche, 2012). Employees that are engaged are less likely to leave the company, according to research (Bux & Tay, 2010). Employees have two types of engagement, both of which are equally significant. The engagement has been viewed in two dimensions in their studies. The two aspects are work engagement and organizational engagement, according to (Saks, 2006) and (Shah, Haider, & Beh, 2016) and (Bux & Tay, 2010). Employees in organization usually perform two basic types of roles; first one is related to their work named as job roles and the second is also very important, in which employee understand as a part of the organization. These two dimensions are named as work engagement as well as organization engagement. According to Saks engagement concept has both perspectives micro and macro (Saks, 2006).

Individuals' interest towards to their organization and considered his job as sense of pride and have job ownership, and willingness to put forth greater discretionary effort in terms of time and energy all are because of talent engagement. It is one of the most important factors in assuring increased, effective productivity and efficient performance, as well as a significant and pivotal aspect in an individual's or an organization's success (Shah, Saeed, Yasir, Siddique, & Umer, 2017). Motivated human resource of any organization is the most important proficiencies and that set the pace of the workforce towards success (Ibrahim & Daniel, 2018).

The engaged workforce is rationally and sensitively connected with their organization, they feel excited about their goals, and generally committed with their organizations. That represents an encouraging environment for work; it also indicates balance mix high job satisfaction and performance. (Marrybeth, Brackz, Hadson, & Sandy, 2019). Another study work represent that employee engagement reduces the employee turnover and contributes towards the growth of businesses. Moreover engagement is long term dedicated job that cannot be achieved by training programs. Organizations need to develop the systematic processes which can enhance the involvement of employee, also update decision making criteria's and involve your worker, and this can help in the engagement of employees (Kumari, 2020) .

2.3 Employee Performance

Scholars have defined employee performance in many ways. According to Schermerhorn, (1989) employee performance states the level of value and value accomplished by individuals or groups after completing their task. Moreover, they also highlight that it is very important to evaluate the performance of employees over the period and reward them according to their performance; this can help to improve the performance of employees. Job performance, have been described as, that the behaviors and results that individuals are involve in and that are associating with organizations predetermined objectives and achievements (Viswesvaran & Ones, 2000).

Job performance was once thought to be a sole concept; later on after research studies and findings experts are now agreed that it is a multi-dimensional aspect (Austin, James T., Villanova, & Peter, 1992). Another research study indicates that work performance can be furthermore divided into two sub categories; task performance & contextual performance (Motowidlo & Vanscotter, 1994). It goes without saying that individuals who perform well will have a larger chance of being hired than those who do not. To satisfy an organization's missions and goals, as well as to continue the origin of competitive advantages, high achievers are required As a result, in order to raise productivity in an organization, it is needed to be identified and utilized the solutions that can improve employee job performance (Sonnetag & Micheal, 2002).

Furthermore, "Performance (work performance) is quality and quantity of the work attained by an employee in carrying out his duties in accordance with the obligations provided to him," (Naldi, Nordqvist, Sjoberg, & Wikalund, 2007). Quality, efficiency, and effectiveness are the three categories identified or used by Lee, (1999). Additionally, efficiency defines that how much work is completed by workers with respect to time; productivity rate according to schedule of tasks whereas effectiveness defines, that how well workers accomplishes their task; effectiveness depends on objectivity of the tasks and quality refers to defects in production process or mishandling in services and overall complaint rate from the customers as well as supervisors', clients', and coworkers' satisfaction (Lee & Lain, 1999).

According to Aguinis, (2009) "The concept of employee performance does not include the effects of conduct, but merely the behavior". Employee performance mostly depended on

conduct or arrangements for their task/activity rather than the product or result related to their work. In another research, performance is considered as an element of an employee capacity/skill/exertion, according to the situation (Lawyer & Porter, 1967). Job execution likewise is "the absolute anticipated value to the business that an individual does over a standard period" (Motowidlo et al., 1994). Profitability is the ultimate goal of any business or organization; whereas organization's success is mainly dependent on employee performance, as poor performance of employees limits the capacity of business or organization to prosper. An organization success is usually determined by the overall performance, which is based on the performance of each individual employee (Kumari, 2008).

Employee work performance is dignified by two factors: one is task performance and other is contextual performance (Kahya, 2009). Employee performance is important aspect that draws conclusion whether the employees complete their work effectively in the given circumstances. Employee performance also depends on individual's talent, skills and prospects that he/she has offered and how much he/she are satisfied by the work (Gurman & Saks, 2011). Research study suggests that Job success is measured in three ways; result, job conduct, and personal attributes (Samuel, Onuoha, & Ojo, 2014).

There are different definitions exist for the term of Job Performance. But the most common and simple definition of Job performance refers to that, how a worker does his or her job at workplace, more precisely if he/she does it well or not (Javed, Balouch, & Hassan, 2014). Job specific task proficiency, non-job specific task proficiency, written and oral communication, effort, maintaining personal discipline, maintaining peer and team performance, supervision/leadership, and management/administration are the eight dimensions of job performance (Campbell & Viernik, 2015). "Employee performance is an element that reflects how well employees accomplish the job requirements" stated by (Harwiki, 2016).

Behavioral performance is referred to natural conduct & several other work responsibilities, which can be classified as both positive & negative behaviors, positive behavior represents organizational citizenship & negative behavior represent antisocial behavior (Seung, Gaeun, Seung, & Dong, 2016). Extra-role performance is term, basically used for when employees do extra activities outside of the boundaries at his discretion to fulfill the organizational objectives, whereas general performance describe to an personnel/staffs actions to

meet the traditional demands of his position. Personnel with significant performance usually have better thoughtfulness of their jobs and also have connection, to contribute for the organization and achieving their goals, sense of responsibility, and decent remuneration expectations for good performance have deeply associated with the improved performances at new jobs (Endri, 2020). Managers and employees in different cultures are likely to perceive performance differently, resulting in cross-cultural and intercultural variances in performance definition and interpretation.

Employee performances can also be measured from excellence and amount of work accordance with the company's work standards. Performance of employees will be excellent if they are well-trained and optimistic about the future (Pancasila, Haryono, & Sulistyono, 2020). Good performance is defined as optimal performance required by the company, that helps the company achieve its objectives three things have an impact on performance: Individual qualities and knowledge, as well as background and demographics, are the first considerations. Employee awareness, behavior, character, knowledge, and determination are the second group of psychological elements. Capitals, management guidance, incentives, environment, and facilities related to work are the third group of organizational factors. Conduct and efforts of an employee that determines the achievement of organizational goals is measured by job performance. This definition incorporates employee conduct, which can help identify which behavioral boundaries are important to job performance (and which are not). Work performance and motivating factors, particularly those relating to work behavior aspects, can be split into two categories (Astuty & Udin, 2020).

As a result, in individualistic culture or societies, the focus is always on individual hard work and due to that what results are achieved, key points related to jobs are considered as evaluation criteria, Moreover, sometime performance is measured in terms of excellence or in the form of impact of achievement, long hours at work, big responsibilities and flexibility toward organization, and no desires towards different type of rewards. Findings indicate that climate has a greater impact on human behaviors, therefore a better climate will likely result in higher yields. Employee evaluation may have significance and increases their interests and motivate them to contribute in new plans or ideas, as well as help them reach their goals (Paais & Pattiruhu, 2020). Work evaluations provide feedback, and possibly highlight the new development strategies to

perform the work successfully, it can also help employees in the development their skillset that help them to perform at maximum level (Alexandar, Hidayat, & Endri, 2021).

2.4 Job Satisfaction

Job satisfaction was introduced by Hoppock, (1935). Job satisfaction is the combination of different physical and psychological factors that impact employee behavior so that a person honestly describes that he/she is satisfied with his/her job. Job satisfaction states as employee feeling with regard to their work/job. It can be impacted by several factors. Job satisfaction depends on many factors such as Environment of the workplace, Wage, Career opportunities, Management Styles, Colleagues, and Engagement at the workplace (Happock & Spiegler, 1938).

Job satisfaction is a combination of either positive or negative feelings that employees have related to their Job. Whereas, if an employee has positive feeling toward his/her Job it is considered as satisfied and negative feeling tends towards less satisfaction. Moreover, when an employee joins a business organization, he/she comes up with many expectations, experiences and objectives. So with the help of job satisfaction, we can sign that to which extent their expectations are matched to the organization. Job Satisfaction is also associated with the behavior of employees at the workplace (Davis, 1989).

Job satisfaction is extensively accepted as a main factor, which can help in employee retention and increases the productivity of employees. Employee satisfaction is regarded as essential for enhancing output, developing the sense of responsibility, enhancing the value, and appreciation. Important motivational factors both intrinsic and extrinsic include; the quality of supervision, effective social relationship with their work group, these elements are important and contribute towards their success or failure and also influence their job satisfaction. Studies proved that if the expectations of job holder are met then he/she is more like to satisfy with the job and there will be very little chance of abandoning the job by the employee (Alexander, Linchtenstien, Ullman, & Hyun, 1998).

According to studies, High Job satisfaction has a positive effect on constructive ends, for example, loyalty. On the other hand, low Job satisfaction has a negative impact, for example, disloyalty; employees intended to leave the organization and also decrease their performance. Another important view point from many researchers that job satisfaction is the contrast between

job holder expectations and real experience (Mason & Griffin, 2002). Satisfied workers tend to be a positive approach toward the work and try to achieve their goals. Job Satisfaction also has a relationship with individual personality traits. Job satisfaction is the most important element that employee leads to recognition, monetary awards, advancement in career, and can achieve other aims which bring a sense of success (Kaliski, 2007) .

Job satisfaction mirrors that the employee is happy with the job, more importantly, does the job fulfill his/her physical and physiological needs (Aziri, 2011). Many researchers defined the job satisfaction as employee overall attitude toward their employment. Concept of job satisfaction demonstrates that, there is a link between people and their surroundings. The most basic explanation is that how ample employees committed with their jobs. Job satisfaction relates essentially to how much workers like their employment (Bentley, Coates, Dobson, Goedegenbuure, & Meek, 2012).

Stello, (2011) provided the following definition of job satisfaction: "Job satisfaction in workforce' views that how effectively employment delivers the aspects due to which employee are working". "With regard of organizations context, job satisfaction is widely acknowledged and considered as most significant and frequently researched term. Employee beliefs related to the remuneration have deep association with their efforts, which also determines the satisfaction of the job. Satisfaction of job is a significant component to consider when analyzing organizational behavior.

There are various dimensions of Job Satisfaction. It can be used to express one's feelings or to refer to one's job. There are five dimensions of job satisfaction, furthermore, the task at hand, salaries and advancements, conditions of employment, supervisors, bosses, and coworkers, workplace and personality compatibility (Lumpkin & Dess, 2001). "There are various elements that determine job satisfaction, namely the factors that exist in the employee and the job component," those aspects are: Aptitude level, unique skills, age group, fitness level, knowledge, experience related to relevant field, employment years, nature & behavior, feelings, views & opinions, and work outlooks are all characteristics that affect employees. Nature of job, organizational style and culture, work role, post, supervision, economic stability, growth opportunities, interaction with colleagues, and other relationships regarded to job are all important (Sukirno & Siengthai, 2011).

Employees who are motivated and feel committed to their organization and when the task is provided to them, they tried to complete it and improves their satisfaction level. Additionally, they tend to engage themselves more towards their organizations and put their efforts related to firm's success (Paais et al., 2020). Based on the research study, career growth, work impact, collaboration between the groups and difficulties of the job are some of the major elements, that have impacts on job satisfaction (Riyadi, 2013). Employees that are working in the organization expects to receive that can benefit him. Employee perspective related to their working conditions and emotional attachment towards the job will generally affect them at their jobs (Bailey, Albassami, & Al-Meshal, 2016).

Job Satisfaction is set different feelings appealing or harsh associated with their working environment referred to the Job Satisfaction. Hence, satisfaction at work is mostly determined by the disparity among prospects, wants, and other important factors they have gotten or achieved via their employment, based on their feelings or views. Likewise, when everything is achieved by individual and remains no gap between that is intended and reality, and then wants minimal level is achieved and person will be satisfied (Zablah, Carlson, Alex, Brad, & James, 2016).

Satisfaction of employees has been a very important consideration for industrialists and organizational psychologist researchers. There are different types of peoples, according to findings there are individuals who enjoy work-life and believe it as a crucial part of their lives. Similarly, there are individuals, who generally don't interested in work, but they have needs that why they use to work. The degree of work fulfillment demonstrates how much individuals enjoy their jobs. Furthermore job satisfaction is the most important element in organizational behavior context (Anwar, 2017). It's critical to realize how fulfilled representatives are working with the organizations. There are numerous research findings that, job satisfaction have significant impact on employees and employers or managers. With regard to employees, it is discussed that people wants to be fairly treated at workplace. Employee feels satisfied and respected if they are dealt with appropriate treatment at workplace. This can also help to make improvements in the performance of employees, which will eventually impacts on organizational results (Davis, Malone, Smith, & Owens, 2021).

2.5 Relationship among Different Variables

2.5.1 Talent Engagement & Employee Performance

Internal characteristics of organizations are difficult to copy, rather than the firm's product-market positions, are widely regarded among management researchers as providing a durable competitive advantage. Human capital is one the important resource of any firm or organizations, after that other facilities like infrastructure, equipment's, knowledge and information oriented decisions are considered as the firm's tool for gaining a long-term competitive advantage (Pablos & Ordonez, 2004). According to Heinen and O'Neill, (2004) talent engagement is the valuable strategy to gain a long-term sustainable advantage over its competitors. Engaged employees of the company are the most effective resources, which can't be easily replicated or taken by the competitors and ensures the reason of a long-term competitive advantage.

Likewise another study shows the significance that, Strategic human resource practices enables organizations to have a good succession planning for their important professionals, through this approach they can have continuity in their performance standards, moreover in this way they can identify their key candidates for top level positions and satisfy their workforce with career growth ambitions. Succession plans outline efforts to improve the quality of the leadership talent pool in relation to the organization key position during the design phase. It is quite clear after the validation of many studies that succession planning can be very effective to create a competitive advantage, but it must complete by engaging and development of talented human capital (Pattan & John, 1986).

Engagement of talent is very important element for any organization because engagement of employees ensures the improved performance of employees, furthermore many research indicates that engagement of employees results in effective productivity and efficient performance. Every organization wants to improve the morale of employee but Human resource managers had very limited tools to motivate the employee on continuous basis, the concept of talent engagement catches the attention of many Human resource experts related to this matter (Rani & Reddy, 2015).

Another study suggests that different type of capital structures determines the future success of organizations; these capital structures are Human capital, relational capital and

structural capital, but the most important factor among all of them is Human Capital (Pablos et al. There are also a lot of evidence; suggesting organizations which have a proper planning of succession for their top level management positions have better return on investment (ROI) than those who don't (Farashah, 2015). Furthermore, finds that organizations who adopt plans that cover the manager's two tiers below the top have an even bigger advantage.

Talent engagement is a crucial program that must be done by a firm or organization. Talent engagement is a set of procedures used by an organization to find, develop, retain, and place the appropriate peoples according to their positions. Talent engagement practices can have an impact on employee engagement and performance. Employee performance is mediated by various aspects, including employee attachment and work engagement; numerous factors also have an effect, but the most common one how they are emotionally connected to their organizations as well as how they identify themselves with the organization (Dhanlakshmi & Gurunathan, 2014).

Talent management has a link to company performance through work engagement (Quddus, 2015). Talent engagement stated that, it is similar to business strategies in an organization that can help the firm achieve its goals. In other words, if a worker or employee possesses a skill that is difficult to duplicate, the company gains a competitive advantage over competitors. The findings show that employee involvement in talent engagement has an impact on firm performance (Kamel, 2019). There are various previous researches on talent engagement and employee performance that reflects that there is substantial positive relation between talent engagement and employee performance (Dahshan, Dahshan, & Keshk, 2018). Another research study indicates that there is a significant impact of talent engagement on firm performance (Al-Qaed, Khaddam, Al-Azam, & Atieh, 2018).

Many organizations want to identify the level of engagement of employees because studies results represent that high engagement of employee produce good outcomes for organization for e.g. employees have fewer intentions toward turnovers. Engaged employee generally like to remain with same company or organization moreover this is also linked with higher level of productivity and revenues. Additionally, it is significant that employee engagement plays vital role in individual performance as well as for organizational success (Hill, 2019).

Hence, on the basis of above literature and numerous research studies first hypothesis of this study are as follows:

H₁: Talent Engagement has a positive relationship with employee performance.

2.5.2 Talent Engagement & Job Satisfaction

It has been noted that talent engagement utilization has a major regarded to the satisfaction of employees. If the employees are not engaged well with their jobs, then after some period of time they are affected by dissatisfaction, which have negative effect on productivity. So it is recommended that apply engagement practices, in this way firms or organization use their workforce effectively and efficiently (Bhatnagar, 2008).

Many businesses consider talent engagement to be a key part of their overall strategy. The fundamental goal of talent engagement is to improve the engagement of employees toward their work and organizations, in order to meet the current difficulties facing businesses and to increase organizational performance while meeting organizational needs (Tash, Cheshmeh, & Amadzadeh, 2016). There is no singular definition of talent engagement, given the recognition of the current arrival era of talent; it's no surprise that talent engagement has regained prominence. (Ashton & Morton, 2005)

In the field of human resources, Talent engagement is becoming most important topic day by day. A number of recent surveys on employee engagement have got the attention and interest among different human resource researcher and experts, the importance of the topic has become more commonly recognized inside firms. Talent engagement has a good association with talent retention, avoiding employee turnover, employee value addition, organizational growth, and survival (Bano, Khan, Rehman, & Humayoun, 2011).

Engaged HR professional are more inclined towards their roles both at work role and organizational role that provides them great sense of attachment and overall good experience towards their organizations. Employee engagement is thus a critical component of human resource success. Furthermore, some researchers have looked at the relationship of job satisfaction and employee engagement and recognize that engagement is a result of job satisfaction (Bano, Khan et al. Employee engagement and job satisfaction are linked in a major way. Higher job satisfaction is linked to engaged employees. Employee engagements were

positively linked with the job satisfaction in the correlation results, indicating that engagement of employees is a significant driver of job satisfaction (Abraham, 2012) .

Talent engagement practices are useful and considered for persuading employee attitude and satisfaction towards their jobs, which can improved outcomes for organizations (Dixit & Arrawatia, 2018). As a result, talent engagement is a critical aspect in increasing employee job satisfaction. Training and Development are two talent management aspects that are utilized to increase employee engagement, which has a direct effect on employee behavior and job satisfaction, as well as career development opportunities that lead to job satisfaction improvement (Latif & Sher, 2013).

Initiatives related to employee management can lead to talent engagement. Research findings represent that organization who invest in workplaces initiates the talent engagement, this is also considered as strategic technique for talent engagement. Employee involvement has an impact on an organization's performance as well (Brahim, Dridri, & Sdkaoui, 2016). Employees who are totally engaged are one approach to retain workers in today's competitive economy. The competitive atmosphere is essential in the long run to improve the condition of contentment to engagement (Kim-Soon & Manikayasagam, 2015). Employee engagement and job satisfaction have a favorable association. Employee engagement also has a link with job happiness in several researches (Vorina, Simonic, & Vlasova, 2017).

Another prominent research study investigated the impact of job satisfaction on employee engagement in a public university and found that, there is association between job satisfaction and employee engagement, and that the relationship between the two variables was both positive and significant (Ali & Farooqi, 2014). In Herzberg's, (1987) motivational theory, employee engagement was favorably associated to both motivators and, relating to intrinsic and extrinsic influences (Lee, 2017). There is always very limited scope of the job at individual level, but interestingly it can modify by the talent engagement, talent engagement has the ability to improve level of job satisfaction (Dixit & Arrawatia, 2018). Organization can drive the talent engagement by using these elements; appreciation of performance by offering rewards, packages related workforce wellbeing, provide adequate development prospects and diversity of employee can contribute towards the improved relationship between employee and employer (Hezekiah, Opeyemi, & Oluwatunmise, 2020). Furthermore, they stated that talent engagement has been

identified as a successful strategy for increasing an employee's job satisfaction; as a result, a greater level of job satisfaction will generate a motivated employee who, in turn, will drive the firm in a better path.

As a result, the following is the second hypothesis:

H₂: Talent Engagement has a positive relationship with Job Satisfaction

2.5.3 Job Satisfaction & Employee Performance

Job satisfaction was stated as "a satisfying or encouraging emotional state coming from an assessment of one's employment and job experiences" (Douglas & Locke, 1985). Basically, job satisfaction reflects as the "final stage of feeling." If the needs of individual are fulfilled with respect to the job context, then the feelings towards job are positive otherwise it would remain as negative. (Saif & Sartawi, 2013). Job satisfaction has a big impact on organizational metrics like customer satisfaction and profitability. As a result, organizational success and competitiveness can be achieved (Saari & Judge, 2004).

Employee work satisfaction can also be explained as motivating employees to achieve high workability. If this theory is applied to an organization, it may be claimed that organizations with satisfied people are more successful; resulting in increased output (Robbins & Sanghi, 2006). Employee performance, dedication, inter-employee connections, and the desire to stay with the company are all used to assess organizational performance. Work satisfaction has confident association with the four indices of organizational performance. Job satisfaction has the strongest association with employee performance (Morrison & Robbison, 1997).

Employee performance is very important and can be critical for organizational success, for an effective employee performance critical management decisions are required (Sonnetag, Volmer, & Spsychala, 2008). Behavior that achieves results" is how performance is defined (Armstrong & Taylor, 2014). Job performance is described as "things that people really want to accomplish activities that they take, that contribute to the goals of the organization" (Campbell et al. Furthermore, performance behaviors are defined as "the whole collection of work-related behaviors that businesses expect an employee to demonstrate" (Griffin, 2005). The relevance of personnel job satisfaction and performance was not limited to a single company. These terms are essential for all types of organizations (Kappogoda, 2012).

Business must need to develop innovative methods to engage their workforce effectively to achieve the goals and objectives of their business, it is highly critical in today's fast-paced business environment (Maulabakhsh et al., 2015). Many research studies have observed the effects of job satisfaction on employee performance. The most of the findings validates that job satisfaction has a notable impact on the performance of employees. They indicates that job satisfaction influences the motivation of employees, and motivation enhance the interest towards the work, which outcomes with the higher productivity hence in this way performance of employee has a significant impact by job satisfaction (Aziri, 2011). Satisfaction at job is vital element, which can be responsible for the improvement of task performance and conceptual performance (Kappogoda, 2012).

Another study highlights that, job satisfaction is positively linked with employee performance but key factors that can determines positive association between them are; salary packages, level of trust, and incentives. Employee enabling and the good working conditions also linked positively towards the job satisfaction. Employees who have autonomy related with their work decisions and a good work place usually their level of satisfaction is high, which result in high level of employee performance (Javed, Balouch, & Hassan, 2014).

Generally, performance of employees at their best if they are satisfied with respect to their salary package, comfortable with their jobs, satisfied with the recognition and remuneration system (Awan & Asghar, 2014). Performance of employees is well linked by job satisfaction. Satisfied employees are vital part of their organizations; they do work in an effective and efficient manner and assist their organization's to achieve their business goals, whereas unhappy employees act as liabilities and decreases the productivity (Shmailan, 2016). Satisfy workers usually have a positive link with their work performance. It is essential to reward your employees regarded to their performance, this will help to motivate them over a long period of time at work. In term of rewards both psychological and physical rewards have an association with job satisfaction. To achieve higher degree of job satisfaction, employers must reward their employee (George, Alshomaly, & Alaromaihi, 2017).

Therefore on the basis of above literature and numerous research studies third hypothesis are as follows:

H₃: Job Satisfaction has a direct positive relationship with Employee Performance.

2.5.4 Mediating role of Job Satisfaction

Numerous research studies are conducted on job satisfaction as mediator in context to employee performance but disagreeing outcomes are observed. Most of these studies use different HR practices or variables due to that mixed results are concluded. In this study, we aim to find out the mediating relationship of job satisfaction between talent engagement and employee performance. Literature suggests that there is positive relation between job satisfaction and employee performance. Job satisfaction has a close association with employee performance, so that job satisfaction determines the performance of employees. Satisfied employee usually performs better as compared to less satisfied counterparts in the same organization (Ramli, 2019).

In contrast to engagement, studies indicate that positive engagement of employees influence the behavior of employee and turned them into happy and satisfied employees. Engagement has a positive relation with job satisfaction. Engagement of employees connected to their commitment, desire, and interest toward their work and jobs roles; whereas it is only effective, when organizations provide them opportunities to do their best, provide clear goals and direction along with proper resources and compensation packages. Likewise many organization uses engagement as a strategy to motivate and improve the productivity of their workforce (Riyanto, Herlisha, & Endri, 2021).

After the in-depth analysis of literature, our argument and research hypothesis related to the mediating role of job satisfaction is as follows:

H₄: Job Satisfaction has a mediating relationship between Talent Engagement & Employee Performance.

2.5.5 Theoretical Background

For this research study, Social Exchange Theory has been used for theoretical foundation. Social exchange theory is firstly proposed by (Homan, 1958), moreover other important contributors are (Thibaut & Kelly, 1959), (Blau, 1968) and (Cook & Rice, 1976) they provided valuable understandings, developed and drawn-out this theory.

This research work investigated the association between talent engagement and employee performance using the social exchange theory.

2.5.5.1 Social Exchange Theory

The social exchange theory which was proposed by (Homan, 1958) provides different basis to recognize the relationship between employees and employers. Social Exchange Theory is appropriate for the development of Human Resource and it can also comprehend with behavioral aspects that can also help to motivate the employees. Furthermore it transforms engagement into relationships which can enhance the performance of the employees. Social Exchange theory is considered as most influential theory related to organizational context (Cropanzano & Mitchell, 2005). Additionally, Social Exchange Theory is frequently studied and one of the eldest. The roots and authors of begin back in 19th century. Likewise in 1920, results indicate that peoples don't only relay on rational thinking but their decisions are outcome of their emotions, traditions and habits that are developed over a period of long time (Lambe, Wittman, & Spekman, 2001). Many research studies from 1950s to 1960s validate these concepts and later Social Exchange Theory. There is little dispute related to main founder of this theory, conversely (Homan, 1958) is considered main founder of Social Exchange Theory. Additionally other important contributors are (Thibaut & Kelly, 1959), (Blau, 1968) and (Cook & Rice, 1976)they provided valuable understandings, developed and drawn-out this theory Reference.

Social Exchange Theory supports that human performance can be influenced by rewards and overall relationship bond with the two parties (Employee or employer). (Blau, 1968) suggests that positive relationship between two or more parties may not limited to monetary exchange only but also go beyond, sometimes it involves the social exchange process (Snape & Redman, 2010). Similar other significant researches based on this shows that relationship between employee and employee are not just restricted to financial benefits only, other socio-emotional factors also have a great significance such as respect, appreciation and support from the organization. Hence this determines a clear point that humans are influenced by exchange process and expect benefits from other. These benefits are usually are of two type; monetary and social benefits (Cropanzano & Mitchell, 2005).

Literature commends that effective relationship of employment must have ample involvement of economic and social exchange (Budhwar & Debrah, 2013). Whereas previous or general exchange processes are subjected to predetermined agreements, which often limits the additional output of employees and doing something extra other than contractual terms.

Exchange process is based on the principle of mutual benefits, which indicates if employees feel obliged, only then they make extra efforts to provide the benefits for the organizations (Tzafrir, Baruch, & Dolan, 2004). Social Exchange Theory also suggest that fair treatment of employees from employer is also very important, if there is sense of fairness at workplace this can also gratify the employees and they will try to perform at their best. Likewise HR practices also have a significant role towards improving or advancing the social exchange process. Many studies revealed that HR practices can be helpful to transform the attitude and behavior of employees (Buck & Watson, 2002).

According to this theory, organizations that are able to provide adequate resources and develop their employees through motivation, by providing suitable training and empowering them related to their work, definitely have a positive relationship with their organizations (Kwon, 2009). Likewise employee inclines to do extra work and contribute at highest level to provide the value for organization (Eisenberger & Lieberman, 2004). Therefore, social exchange theory offers the foundations and suggests that motivation-enhancing, empowerment-enhancing, and skill-enhancing activities can have an impact on employee engagement, emotional commitment, and turnover intentions (Madhow & Bruvold, 2003).

Similarly, (Sanders & Shipton, 2012) refers that social exchange theory can be utilized to examine the relationship between talent engagement over employee performance. Therefore, this study is intended to investigate the impact of talent engagement on employee performance using social exchange theory.

2.5.6 Research Hypothesis

Following are the hypothesis statements of this study, which are developed on the basis of detailed analysis of existing literature and theories related to these variables.

H₁: Talent Engagement has a positive relationship with employee performance.

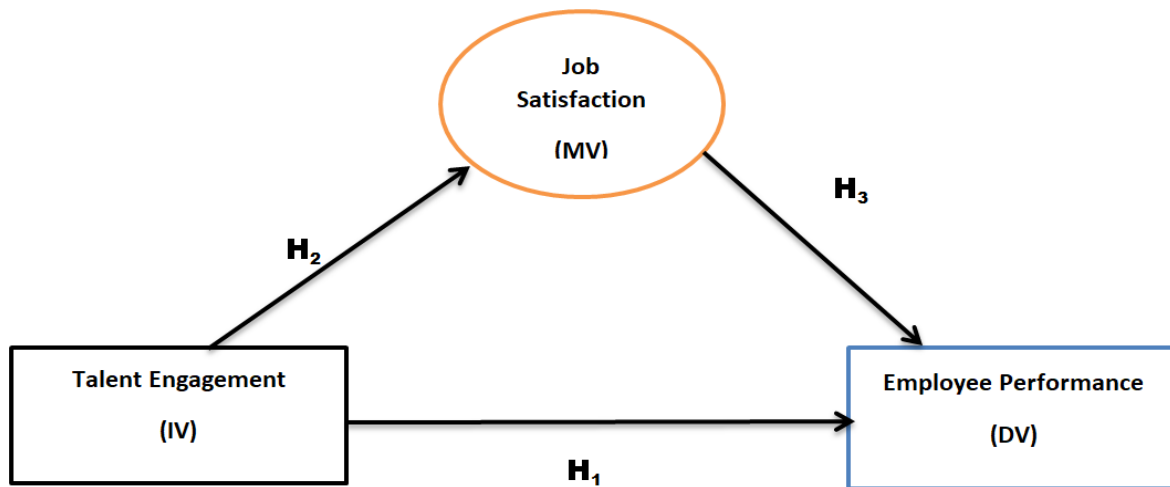
H₂: Talent Engagement has a positive relationship on Job Satisfaction.

H₃: Job Satisfaction has a positive relationship between Employee Performance.

H₄: Job Satisfaction has a mediating relationship between Talent Engagement & Employee Performance.

2.6 Research Model

Figure 1 : Impact of Talent Engagement on Employee's Performance with the mediating role of Job Satisfaction in the Higher Education Sector of Pakistan



Chapter 3

Research Methodology

3.1 Introduction

In this chapter, we will cover the methodology section of this research study. This chapter provides the research design of the study, population size, sampling techniques and sample size, data collection mode and instruments, unit of analysis and data analysis techniques for this research study.

3.2 Research Design

This research study is based on positivism philosophy. In positivism researches, present study uses earlier researches and existing theories to sustain our hypothesis which will then be tested empirically for verification of the proposed hypothesis. Survey research method is selected for this research study; furthermore, Google Form-based internet survey via email and other social media tools are used to float the questionnaire and data collection. In which adapted questionnaires are used to collect the data from the target audience related to this study. It will consist of a Talent Engagement questionnaire, Employee performance questionnaire, and Job Satisfaction questionnaire.

3.3 Population

A population in research is a broad group of individuals, institutions that have common characteristics are the interest of the researcher. Population that will be used in this study includes employees (Faculty members) working in Top four higher education institutes of Islamabad. Ranking of these institutes were determined through HEC official website ranking which was announced in 2016. Top four Higher Education institutes of Islamabad consist of N.U.S.T University, Quaid-e-Azam University, Comsats University, and Institute of Space Technology. Population size is also based no of faculty member working in these institutes; including both permanent and visiting faculties.

Table 1 : Population of the research study

Institutes	No of Faculty Members	Source
N.U.S.T, Islamabad.	1012	HEC, 2017 & 2018 Stats
Quaid-e-Azam University, Islamabad	261	HEC,2017 & 2018 Stats
Comsats, Islamabad	334	Comsats, website
Institute of Space Technology, Islamabad	187	HEC,2017 & 2018 Stats

3.4 Sampling Technique

Data collection is always a very difficult and costly process. Therefore sampling is the most shared and effective procedure to collect data for research purposes. For this research study, Convenience sampling technique had been used for the collection of data (Lavrakas, 2008). Hence the purpose of selecting this sampling technique is to gather the maximum data of research representatives in less time to articulate the tangible results. Through convenience sampling technique it is easy to collect the data swiftly, easily in an inexpensive way. Another objective of convenience sampling to collect the data from respondents those are easily accessible for the research study.

3.5 Sample Size

The sample size for this study will be identified through systematic a method that is widely accepted and considered as an accurate method for choosing the sample for data analysis. Krejcie & Morgan, (1970) sample calculation method are used to determine the sample the size for this research study and sample is “313” with 95% confidence level and 5% margin of error. Another important factor that will determine the sample size for this quantitative study is the availability of resources and time constraints.

3.6 Data Collection & Instruments

Adapted questionnaires are used to gather data from research participants. These questionnaires include different questions related to the variables and some additional questions related to their demographics furthermore “Likert scale” will be used to analyze the questionnaires. First Section questionnaire is related to demographics of respondents; such as

Gender, Age, Academic Qualifications and Work- Experience. Second section of questionnaires is focuses on Talent Engagement variable, for this study 11 items scale are used to measure talent engagement on two dimensions, work engagement and organizational engagement altogether, Talent engagement questionnaire is adopted by study of (Saks, 2006) . In third section three item scale of employee performance variable are used to evaluate the employee performance and this scale is adapted by (Bowra et al , 2011. Last and Fourth section consist of job satisfaction questionnaires, which are used on 5 item scale to determine the job satisfaction of faculty members and this questionnarie is adapted by (Hackman & Oldham, 1975)

Table 2: Instruments of the Study

Variable	Item	Study Position	Source
Talent Engagement	11	IV	(Saks, 2006)
Employee Performance	3	DV	(Bowra et al., 2011)
Job Satisfaction	5	MV	(Hackman & Oldham, 1975)

3.7 Unit of Analysis

The unit of analysis is a key object that a researcher analyzes to find the result in its study. It ranges from individuals to different groups of peoples, institutes and cultures. For this study, the main focus is on the relationship between Talent Engagement and Employee Performance so our units of analysis are Faculty Members. To evaluate the results, we will analyze the responses of Faculty members of “Top Four Higher Education Institutes of Islamabad”.

3.8 Data Analysis Technique

For data analysis multiple techniques and tools are used for this quantitative study. For Descriptive Statistics are computed by using SPSS. For data analysis this study uses Smart PLS 3.3.6. Smart-PLS is a graphical user interface based software for data analysis, it provides the results through partial least square structural equation model (PLS-SEM) and considered a tool for future researches. PLS-SEM is widely used in different social sciences disciplines for research work and very effective for primary data analysis. PLS-SEM is able to handle complex models, run multiple variables together & high degree of statistical power.

Following are the important steps that have been used for data analysis in this study.

1. Questionnaires were converted into excel spread sheet in comma delimited format.
2. Descriptive Statistics & Demographic analysis were computed by using SPSS.
3. Smart PLS 3 was used to create the latent variables with respective to their indicators
4. PLS Algorithm was used for the calculation of measurement model/ inner model.
5. In measurement model, Cornbach-Alpha, Composite Reliability & AVE are used to validate the construct validity & Reliability.
6. Fornell & Harker Criteria and HTMT Ratio are used to validate the Discernment Validity.
7. Bootstrapping is used for the calculation of Structural Model, In structural model collinerity statistics, path coefficient, R^2 and Model fit to are used to conclude the results.

Chapter 4

Results & Interpretations

In this chapter, we will interpret the findings and results of this research study. Different tools are used to analyze the data. SPSS is used for demographics analyses and descriptive statistics for this study, whereas Partial Least Square Equation Model (PLS-SEM) is used to for Data Analysis. Structural Equation Modeling has two components. First one is measurement model which is used for outer model and second is structural model for inner model or path and relationship.

4.1 Results

This study is conducted on the impact of talent engagement on employee performance with the mediating effect of Job Satisfaction. The data is collected from faculty member of different higher education institutes of Islamabad. Sample Size for this study was 313 whereas only 146 respondents provide their valuable response which is close to 50%. This study also have four demographic variables along with research hypothesis and objectives. Result and interpretation are mentioned below in detail along with their relevant tables.

4.2 Demographic Analysis

4.2.1 Sample Characteristics

Table 3: Demographic of Respondents

<i>Sr.</i>	Demographic	Frequency	Percentage
1	<i>Gender</i>		
	Male	88	60.3
	Female	58	39.7
	Total	146	100
2	<i>Age</i>		

25-32	49	33.6
33-40	34	23.3
41-49	31	21.2
50-54	21	14.4
55-60	11	7.5
Total	146	100

3

Qualification

BS/Bachelor	21	14
Master	26	17
MS/MPhil	65	44
PhD	34	23
Total	146	100

4

Experience

0 to 5	50	34.2
6-10	45	30.8
11-20	32	21.9
Above 20	19	13.0
Total	146	100

These demographic statistics are analyzed by SPSS statistics tool. Above table#3 demonstrates the frequency and participation of the respondents. Table #3 clearly shows the frequency and participation percentage of the respondents. The total frequency calculated for the respondents are “146”, from them 88 were male and 58 were female respondents. The percentage of female respondents was relatively low. According to age group, frequency for 25-32 was “49” among the highest of any other group, frequency for 33 to 40 is 34, “31” respondents lie in range

of 41-49 age group, “21” response are calculated from 50-54 group and from last group 55-60 the frequency is “11” which is 7.5% of total responses.

This table also clarifies the level of academic qualifications of respondents. “21” frequency calculated from BS/Bachelor level, “26” frequency related to Master level, “65” frequency is calculated from MS/MPhil respondents. There are 34 valuable responses are collected from PhD respondents for this study.

Results, indicates that “50” frequency is calculated from least experience group. Whereas “45” frequency is calculated from “6 to 10 year” experience group. “32” respondents relates to “11 to 20 years” group and their frequency was “19”.

4.3 Descriptive Statistics

Table 4 : Descriptive Statistics of the Study

Variables	Number	Min	Max	Mean	SD
Talent	146	1	4.64	3.397	.571
Engagement					
Employee	146	1	5	3.639	.728
Performance					
Job Satisfaction	146	1	5	3.411	.748

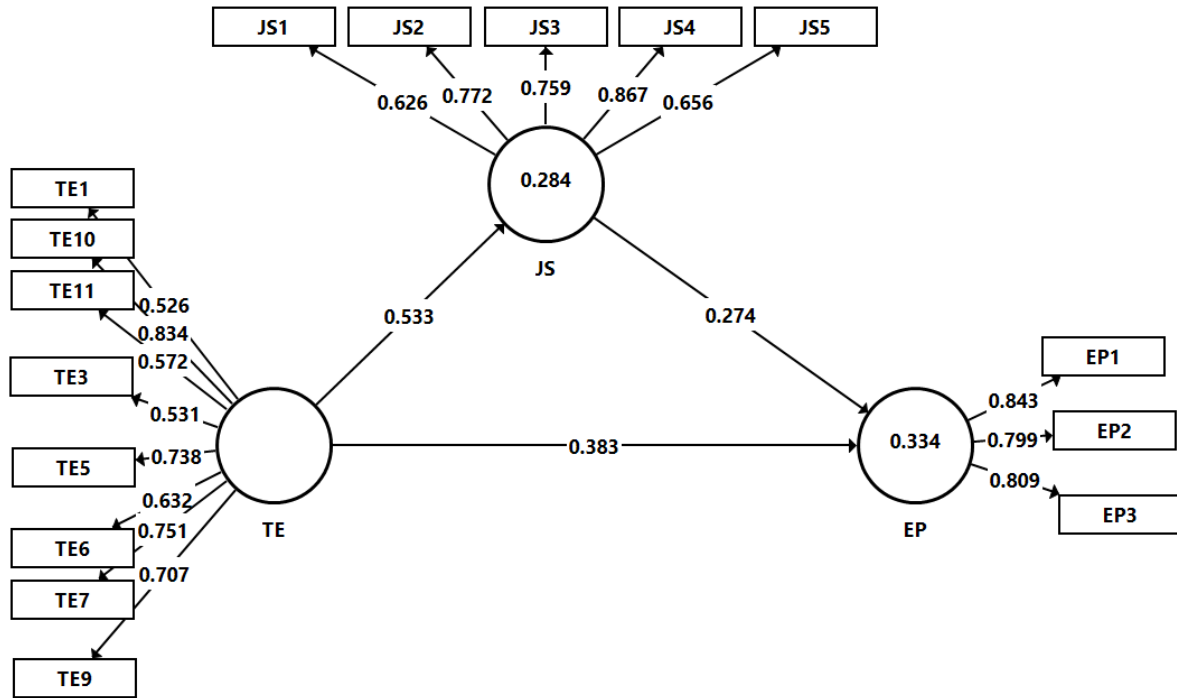
In Table #4 presents’ descriptive statistics of the research study, which shows the value of mean, maximum, minimum and standard deviation of the research variables.

4.4 Evaluation of PLS-SEM Results

There are two components of PLS-SEM, One is Measurement Model and other is Structural Model (Hair, Ringle, Sarsted, & Hult, 2017). (PLS-SEM) uses power analysis techniques which combing the regression analysis, it is also very effective large models while confirming the theoretical relationship (Akter, Dewan, & Fosso, 2017).

4.4.1 Research Model (PLS-SEM)

Figure 2 : Research Model



Above figure#2 shows the research model of the study in PLS-SEM. This model represents two important points. First are the latent variables of study along with their construct and second their relationship among each other's.

4.4.2 Measurement Model

Firstly, measurement model are used to authenticate the research model, on the basis of Construct Reliability, Validity and Discriminant Validity.

4.4.2.1 Construct Reliability & Validity

In measurement model of this research study, Cornbach-Alpha and Composite Reliability are used to verify the construct reliability. For composite reliability, the higher values of reliability indicates good level of reliability, minimum value for acceptance of construct reliability is 0.6 to 0.70 and satisfactory value refers to 0.70 to 0.90, whereas values over .95 are considered as redundant can be problematic, for Cornbach-Alpha least acceptable value is 0.7 (Diamantopoulos, Sarstedt, Wilcz, & Fuch, 2011).

Lastly in measurement model assessment, we also analyze the convergent validity of constructs measures. Convergent validity determines that, to which extent construct is related to

its items. To compute the convergent validity average variance extracted (AVE) metric is used. Generally, 0.50 is effective value for AVE, whereas the least acceptable value for AVE is 0.40 but must have good reliability value of that variable (Larcker & Fornell, 1981).

Table 5 : Construct Reliability & Validity

	Cronbach's Alpha	rho_A	Composite Reliability	(AVE)
EP	0.748	0.748	0.856	0.664
JS	0.799	0.840	0.859	0.552
TE	0.828	0.847	0.869	0.458

Above table#5 specifies that construct reliability & validity in acceptance ranges, which validates that constructs of this study is accurate according to research model.

4.4.2.2 Discriminant Validity

Discriminant validity is a test used to identify that whether the measures of the study don't exceedingly correlate with each other, they are supposed to differ so that to identify effective results (Henseler, Ringle, & Sarstedt, 2015).

There are two criteria for assessing the discriminant validity such as Fornell & Larcker Criteria proposed by (Larcker & Fornell, 1981) and heterotrait-monotrait (HTMT) ratio proposed by Henseler et al. (2015) and high values are considered as problematic in discriminant validity, threshold value is .90.

4.4.2.2.1 Fornell & Lacker Criteria

Table 6 : Fornell & Lacker Criteria

Variables	EP	JS	TE
EP	0.815		
JS	0.481	0.743	
TE	0.522	0.550	0.677

Above table#6 shows that discriminant validity of measures in acceptable range. So measures are significantly varies from each other to collect effective responses.

4.4.2.2.2 Heterotrait-monotrait (HTMT)

Variables	EP	JS	TE
EP			
JS	0.569		
TE	0.624	0.626	

Table 7: HTMT

Table#7 signifies that HTMT ratio of correlation is in valid range and below than acceptable threshold of .90 which represents that correlations between the construct and their indicators are diverse or different in among each other.

4.4.3 Structural Model

Assessment of structural models / inner models includes coefficient of determination (R^2) simply it explains how much change in dependent variable occurred by the independent variable, other assessments includes path co-efficient and determinant of co-efficient (r^2) represents the effect size, overall fit of the estimated model is also relevant (Hair Jr, Marko, Lucas , & Kuppelwieser, 2014) . Researchers indicate that it is important to assess the collinearity statistics first, because it can support to analyze and interpret the results (Becker, Volckne, Sarstedt, & Christian, 2015).

4.4.3.1 Collinearity Statistics

Table 8 : Outer VIF

	VIF
EP1	1.783
EP2	1.475
EP3	1.444
JS1	1.606
JS2	2.000
JS3	1.375
JS4	2.412

JS5	1.621
T1	1.268
T10	2.471
T11	1.455
T3	1.341
T5	1.711
T6	1.397
T7	1.780
T9	1.625

Table 9 : Inner VIF

Variables	EP	JS	TE
EP			
JS		1.434	
TE		1.434	1.000

Table#8 and #9 exhibits collinearity statistics (VIF) of inner & outer model, (VIF) issues arise when $VIF \geq 5$ ideal range < 3 , in this case (VIF) is under acceptance range.

4.4.3.2 R^2

Table 10 : R^2

Variables	R Square	R Square Adjusted
EP (DV)	0.326	0.317
JS (MV)	0.303	0.298

Above table#10 exhibit the R^2 values 0.326 & 0.303 respectively, minimum acceptance criteria for R^2 is 0.10 and referred to satisfactory.

4.4.3.3 Path Co-efficient

Table 11: Path Co-efficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
JS -> EP	0.278	0.270	0.113	2.468	0.014
TE -> EP	0.369	0.380	0.102	3.616	0.000
TE -> JS	0.550	0.560	0.067	8.162	0.000

Table#11 exhibits path co-efficient analysis, interpretation of the path co-efficient indicates that TE has significant impact on JS with beta value of 0.550 and p value is 0.00, TE has significant impact on EP with beta value of .369 and p value of 0.00, Lastly JS has significant impact on EP with beta value of .278 and p value in this case is 0.014.

T-Statistics value for acceptance is must be greater than from 0.196 and for p-value; criteria is values must be in between .0 to .05 for acceptance (Hair et al, 2019).

4.4.3.4 Mediation Analysis

Table 12 : Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value s
TE -> JS - > EP	0.153	0.151	0.064	2.379	0.018

Table 13 : Direct Effect

Constructs	Effects	Level
TE -> JS -> EP	0.155	Partial Effect

Table#12 & #13 exhibits specific indirect effects and direct effects, for mediation effect requires both indirect and direct effects significant and positive. The threshold value of the significance is 0.05 and present study fulfills the criteria.

4.4.3.5 Model Fit Summary

Table 14 : Model Fit

	Saturated Model	Estimated Model
SRMR	0.088	0.088
d_ULS	1.061	1.061
d_G	0.317	0.317
Chi-Square	242.396	242.396
NFI	0.730	0.730

Table#14 exhibits model goodness of fit, acceptable range of Standardized Root Mean Square Residual (SRMR) is less than 0.10 or 0.08 is considered as a good fit (Hu & Bentler, 2009). Whereas Normed Fixed range is considered as appropriate close to 0.95 or to 1 (Lohmoller, 1989)

4.5 Discussion

4.5.1 Hypothesis 1

H₁: Talent Engagement has a significant positive impact on Employee Performance

Hypothesis-1 was accepted; according to the above mentioned results in table#11 show that talent engagement has a significant positive relationship with employee performance with the beta value of .369 and p value of .00 both value are in acceptance range, so Hypothesis-1 was clearly accepted. Numerous pervious researches on talent engagement and employee performance show us that there is substantial positive relation between talent engagement and employee performance (Dahshan et al, 2018). Talent engagement influence motivational aspect of employees which result in improvement in their performance, moreover engaged employees have sense of responsibility towards their job and attachment with their organizations that effects in performance of employees. Engaged employees can work extra or go a mile beyond their job in order to achieve the goals and objectives of organizations (Shah et al. , 2017). Hence, on the basis of above results and previous research studies; employee performance of higher education institutes also has a significant relationship with talent engagement.

4.5.2 Hypothesis 2

H₂: Talent Engagement has a significant positive impact on Job Satisfaction

Hypothesis 2 talent engagement has a significant positive impact on Job Satisfaction was accepted, above table#11 reflects that there is positive relationship between talent engagement on job satisfaction with beta value of .550 and p value of .00. Both values are in acceptance range and conclude that hypothesis was correct. Previously conducted researches have similar results related to employee engagement towards the job satisfaction. Talent engagement results in higher level of job satisfaction in employees. These both variables have a positive association with each other (Ali et.al , 2014). (Dixit et al., 2018) suggests that it is very difficult to improve the satisfaction level of employees but with the help of engagement, managers/employers can influence the satisfaction of employees. Hence on the basis of previous researches and above mentioned results; clearly reflects that through talent engagement, job satisfaction of faculty members can be influenced.

4.5.3 Hypothesis 3

H₃: Job Satisfaction has a significant positive relationship with Employee Performance

Hypothesis#3 is under acceptance criteria, table #11 clearly indicates that beta value .278 and p value is 0.014, so therefore it is accepted. Job satisfaction has a significant positive relationship with employee performance. Job satisfaction plays important role in the performance of employees, if employees are satisfied with their jobs, there will like to perform well at their jobs. Previous researches also indicate the similar kinds of results (Shamailan, 2016).

4.5.4 Hypothesis 4

H₄: Job Satisfaction has a mediation relationship with Talent Engagement & Employee Performance

Hypothesis#4 job satisfactions has a mediation relationship with talent engagement and employee performance also accepted, table#12 & table#13 shows that job satisfaction has a partial mediation between talent engagement and employee performance. Total direct effect for the present study .155 and p value is less than .05 which shows that there is mediation relationship among job satisfaction, talent engagement and employee performance. Likewise, other research studies also have alike results (Ramli, 2019); (Riyanto et al., 2021).

4.5.4.1 Summary of hypothesis

Table 15 : Summary of Hypothesis

<i>H₁: Talent Engagement has a significant positive impact on Employee Performance</i>	Accepted
<i>H₂: Talent Engagement has a significant positive impact on Job Satisfaction</i>	Accepted
<i>H₃: Job Satisfaction has a significant positive relationship with employee performance</i>	Accepted
<i>H₄: Job Satisfaction has a mediating relationship with Talent Engagement & Employee Performance</i>	Accepted

Chapter 5

Conclusion & Recommendations

5.1 Implications

5.1.1 Theoretical Implications

This research study also has few important theoretical contributions in the existing literature; firstly it provides experimental evidence that there is link among talent engagement, employee performance and job satisfaction. Furthermore current study also explains various relationships among these variables in the Pakistani context. Current work empirically justifies that there is talent engagement have association related to employee performance and job satisfaction in higher education sector. Previous studies also have a similar kind of result, so these result advocates the existing literature and indicates that talent engagement have significance related to education sector (Marrybeth et al., 2019).

Secondly, this study also contributes towards the connection of talent engagement and employee performance. According to results, talent engagement has significant positive link with employee performance. It is evident that engagement of employee plays an important role to improve their performance, likewise this study analyzes that engaged employees are more satisfied with their work performance. Past studies also suggest that talent engagement is one of the important strategy, that can help businesses/ organizations to achieve the higher level of performance (Jeswani & Sarkar, 2008).

Thirdly, present study supports that talent engagement positively associated with job satisfaction. Numerous other studies indicates that engagement of employees influences the motivation level of employees (Shamailan, 2016), whereas this study highlight this relation in the context of education sector, so this is another major contribution provided by this study in the existing literature of talent engagement.

5.1.2 Practical Implications

The results of this study are very valuable for the top management of higher education sector organizations. Present study findings will definitely help them to understand the role of Talent

engagement in association with job satisfaction and employee performance in higher education based institutes. This study provides them very useful insights on their basis; they can increase the level of engagement of their employees. Employee engagement is very important; through engagement we can improve the performance of employees and job satisfaction. This study provides the evidence, that engagement of employees is also very important in higher education sector organizations and results indicates that engaged employee are more satisfied with their performances and jobs, which will eventually contributes to overall performance of the organizations. So, by using talent engagement strategies top management of these organizations can improve the productivity and satisfaction level of their employees. The findings of this can also be utilized for other education sectors as well as other sectors, which have some of kind of similarities related to Higher Education Sector Organizations.

The outcomes of this research study would be very helpful to arrange the workshops, seminars and different training sessions for the employees of higher education sector, so that they can transform their effective workforce into highly effective and engaged workforce.

5.2 Conclusion

This research study describes the impact of talent engagement on employee performance with the mediating role of job satisfaction in higher education sector of Pakistan. The present was conducted in top four universities of Islamabad and unit of analysis was faculty members, furthermore online survey questionnaires were used for data collection and data is analyzed by using PLS-SEM. The result of this study indicates that there is significant positive relation between talent engagement and employee performance, whereas job satisfaction have partial mediation between independent and dependent variables. Findings of the study shows that engaged faculty members are usually satisfied with their work performance and also with their jobs. So engagement is important aspect in these organizations, if the employees have good engagement with their jobs and organizations, then this can result in better performance and job satisfaction. Likewise less engaged employees are not well coupled with their jobs, which limits their job performance and also have low satisfaction level towards their jobs and can possibly leave the organizations, if they have any other suitable opportunity. Present study indicates that talent engagement is very important factor and leaders/manager/ management of higher education sector must consider it, use effective strategies which are proposed by Saks, (2006)

and later Shah et al., (2017) have done notable work related to talent engagement in Pakistani context. By applying those talent engagement strategies they can improve the performance of their employees and job satisfaction level of them, which can results in overall performance of the organization.

5.3 Limitations

This research study provided the comprehensive analysis of talent engagement on employee performance through job satisfaction; however current study has some limitations which can overcome by upcoming research studies. The first limitation of this study is that, due to time and budget constraint, present study have selected only top four universities of Islamabad, furthermore these all universities are of same city, so these result may not provide the complete representation of higher education institutes. Secondly the cross-sectional design of study is another important limitation. In third, responses and sample size of the present study can be another limitation that we need to address in future research studies.

5.4 Recommendations

In this section, we have provided the direction and recommendations for future research studies. For new researches, it is recommended that to collect data from multiple cities so that we can get more generalize results. Secondly it will be more effective, if researchers use any other research design like longitudinal or comparative research design. Thirdly, we recommend probability sampling technique for sample size, as present work used convenience sampling technique for this study. Fourthly, new research studies can add more variables to analyze the impact of talent engagement. Fifthly, present study has been conducted in higher education institutes so future research work can be conducted on other sectors such as Healthcare, Banking, Telecommunication and Media.

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APPENDIX

Appendix A: Questionnaire

Impact of Talent Engagement on Employee Performance with the mediating role of Job Satisfaction

Dear Respondents,

The purpose of this study to complete the compulsory requirements of MBA Thesis. This study will solely used for academic purposes.

I request to you kindly provide your responses, It will just take your 10-15 mins to answer the research questions & providing the relevant information, I complete assure your responses will be kept as confidential.

Scale: Each question is measured against Five points Likert Scale with anchors labelled as:

Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5.

Thank you for being a part of this Study.

Section 1: Demographic of Respondents (MCQ's Based)

Gender

1	2	3
Male	Female	Other

Age

1. 25 to 32

2. 33 to 40
3. 41 to 48
4. 49 to 54
5. 55 to 60

Academic Qualification

1. BS/Bachelor
2. Master
3. MS/MPhil
4. Phd

Work Experience

1. 0 to 5
2. 6 to 10
3. 11 to 20
4. Above 20

Section 2: Talent Engagement (Likert Scale 1 to 5)

Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5.

Job Engagement

1.	I really “throw” myself into my job.	1	2	3	4	5
2.	Sometimes I am so into my job that I lose track of time.	1	2	3	4	5
3.	This job is all consuming; I am totally into it.	1	2	3	4	5
4.	My mind often wanders and I think of other things when doing my job	1	2	3	4	5
5.	I am highly engaged to this job.	1	2	3	4	5

Organizational Engagement

1.	Being a member of this organization is very captivating.	1	2	3	4	5
2.	One of the most exciting things for me is getting involved with things happening in this organization.	1	2	3	4	5
3.	I am really not into the “goings-on” in this organization	1	2	3	4	5
4.	Being a member of this organization make me come “alive.”	1	2	3	4	5
5.	I am highly engaged in this organization.	1	2	3	4	5
6.	Being a member of this organization is exhilarating for me.	1	2	3	4	5

Section 3: Employee Performance

(Likert Scale 1 to 5)

Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5.

1.	My performance is better than that of my colleagues with similar qualifications.	1	2	3	4	5
2.	I am satisfied with my performance because it is mostly good.	1	2	3	4	5

3.	My performance is better than that of employees with similar qualifications in other organizations.	1	2	3	4	5
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Section 4: Job Satisfaction (Likert Scale 1 to 5)

Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5.

1.	My basic salary is sufficiently paid according to my daily working hours and work load.	1	2	3	4	5
2.	I am satisfied with my chances for salary increases.	1	2	3	4	5
3.	The work i do is appreciated.	1	2	3	4	5
4.	I believe those that do well on the job have fair chances of being promoted.	1	2	3	4	5
5.	It is possible to get promoted fast in my job.	1	2	3	4	5