

VALIDATING THE EFFECT OF TALENT MANAGEMENT ON ORGANISATIONAL OUTCOMES WITH MEDIATING ROLE OF JOB EMPOWERMENT

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ABSTRACT

Over the past decade, talent has become more important than investments, capital, research or strategy in business. The most important resource for business organizations is their talent. It is also a great basis of competitive advantage in the market. Hence, majority of the companies are now concentrating on designing and developing the talent management strategies in their businesses. The four essential elements of talent management process are identifying significant positions, competency based training, critical talent development, reward and recognition. The whole process of talent management affects the organisational outcomes. The major objective of this research study is to understand the linkages and influence of talent management with the organisational outcomes in various organizations. The study was conducted with the help of survey of 324 respondents from service, manufacturing and information technology companies in Indonesia and India. The analysis uses the factor analysis and the outcomes revealed the positive relationships of talent management process and organisational outcomes with employee participation and organizational engagement through the mediating role of job empowerment.

Keywords: *Talent Management, Organisational Outcome, Talent Development, Job Empowerment, Employee Participation, Organizational Engagement, Talent Attraction, Organizational Impact*

1. Introduction

The term talent has witnessed different meanings and significances. Also English language dictionaries have various descriptions of the talent. The dictionary of longman explains talent as an inherent ability to do something good, while the dictionary of Oxford describes a talented individual as a person with special skills and ability which links them to a higher mental capacity. Talent is often called inherent and believed to be inherent in a few people, and is applied to in the sense of the capacity of a person to participate in music or sport or some sort of human activity (Thunnissen & Van Arensbergen, 2015). Hence, the importance is put on identifying talented individuals who function better than others (Lohman & Foley Nicpon, 2012). The consensus on human resources confirms that higher investments in recruiting and retaining these workers would improve organizational efficiency and develop institutions ability to achieve success (Yapp, 2009). The force-based philosophy to talent supports identification of individuals' particular strengths. Developing people into things they are passionate about and lets them regularly achieve success (McCauley & Wakefield, 2006; Amabile, 2001). This strategy will increase the efficiency of the company and encourage employee psychological well-being, which is expected to contribute to improved results of the organization (Pawar & Charak, 2015; Buckingham & Vosburgh, 2001). In any company talent is the most important tool. Enterprise companies are continually searching for foundations of competitive advantage to keep ahead of the competitors. The human capital are one of the fundamental sources of competitive advantage to an enterprise (Ardichvili & Dirani, 2005).

The human resources are used as a basis of income which subsidizes to the growth of the firm (Suseno & Pinnington, 2018). Because today's economic environment is highly competitive, businesses are wobbling to achieve strategic edge with each other (Sangvikar, Pawar, & Paurkar, 2019). Institutions gain value over their contenders by generating entrance barriers such as economy of scale, product differentiation, price advantage, physical infrastructure, and financial resources. Despite of the economic metrics steadily standardized and market segmentation rising, businesses are result in an increase distribution individuality as a competitive edge (Sangvikar et al., 2019). The supply chain systems and processes are either being developed or dependent upon individuals. While, talent is a vital differentiator as well as a foundation of competitive advantage and, consequently, the talent war is going on (Kontoghiorghes, 2016; Cahyono, Pawar, Indrati, & Loupias, 2020).

The foremost aim of talent management is to employ, develop and retain the best talent within the company. The human resource department also needs to achieve that workforces with the right values and capabilities stay longer with the organisation. Talent management starts with the recognition of the effective talented workers necessary for the company and then there is an adequate selection of people in the specific job with the needed capability and abilities. After finding and choosing the right kind of staff, Talent Management introduces fair benefits for the workers that can include good salary-package, annual raise, health insurance, and compensated vacations. Training and daily nourishment services are offered to the chosen employees to reflect the firm's changing requirements. A sufficient group of professional and qualified workers will streamline the task of attaining the organization goals and guide future on things that really matter to the institution's interests. Hence, the ultimate aim of talent management is to maintain the company with a professional and productive workforce. The value of talent management is next to none in contemporary companies. If a company has the talented workers needed, it cannot achieve its target even though it has other factors, such as resources, technology and infrastructure. It's really individuals who push a company to the next productive stage (De Boeck, Meyers, & Dries, 2018; Pawar, 2018a).

In the Indonesian context, it is understood from the concepts, practices and challenges in implementation of talent management that the talent management implementation will depend on the culture, type of company, and individuality of the company. While, indulgent of the talent management is different at each level. In the case of Unilever Indonesia, the talent management practices use the people inclusive approach which synergizes with the long-term business strategies. However, still it needs more of improvements in terms of work experience, job assignment, coaching and mentoring, and formal development (Ali, Hermawan, & Asnawi, 2019). Moreover, talent management is a concern as well as this issues in developing ASEAN countries. It is vital for Indonesian organisations to redesign their talent management policies, practices and strategies to survive in their business sector. Hence, there is an utmost need to implement effective talent management systems in Indonesian's organization to build the global talent pipeline (Darpita, 2016). The contribution of Kusuma (2017) have determined the talent management system in the human resources development program in Indonesia. It has included the in the characteristics of talent management aspects like development oriented thinking, positive work culture, support from management, and good human resource information system. It is realised

that there exists the widest opportunity to the resources owned companies to grow by providing the grade improvement, promotion, and rewards to the talent for consistent performance.

The contribution of Ashton & Morton (2005) has acknowledged the no-availability of succinct concept of talent management. In a comprehensive analysis, Lewis & Heckman (2006) defined different types of thoughts, namely identifying talent management as a set of human resource strategies, roles, actions and dedicated extents like recruitment, selection, growth, career and succession management (Glaister et al., 2018) and supplementing for those strategies with organisations. The talent management program is designed to prepare and improve key crucial talent's necessary skills and recognize them based on their contribution to the company performance of the company (Tafti, Mahmoudsalehi, & Amiri, 2017). Effective talent management systems are applied to promote desirable behaviors within the talent pool of companies and help to accomplish the strategic goals of the company (Lepak & Shaw, 2008). Therefore, employee conduct is theorized so as to intervene the talent management system in order to acquire the organisational results in positions of the success of the company.

For companies and their talent management processes this study is important. Today, organizations have a stronger interest in cultivating talented employees. It is crucial to have outcome-based knowledge to contrivance the effective talent management practices within the organization. This research is intended to provide HR professionals a better understanding on the connections among talent management practices and organizational results. Such awareness would help them develop talent management techniques for success of the company. The prime objective of this paper is to deliberate the role of talent management in organisations and to further explore the association among the talent management process with employee participation and organizational engagement. It also reflects the mediating role of job empowerment with talent management process, employee participation and organizational engagement.

2. Review of Literature

The ability of an individual to accomplish is also conditional on the circumstances whereby they function as well as the leadership and work climate have an impact on their success levels (Iles, 2008; Pawar, 2016). The approach to the subject related to talent as humans is more frequently attributed to the company (Wahyuningtyas, 2015). Such two distinct talent approaches rely upon

different available organisational structures. The concept is formulated on the basis of high-potential and high-performing employees (Du Plessis et al., 2015) along with the workforce distinction viewpoints (Whysall, Owtram, & Brittain, 2019) that are explored. This proposal draws a distinction between workers regardless on their competency and performance, and the top performers recognized are considered as talent (Collings, Mellahi, & Cascio, 2019). The talent management protocols that are suitable to upkeep talent development and the integration of talented employees to critical positions within the organization is vital. The HR strategies focused on building on the commitment, motivation, and involvement of those in pivotal positions are crucial (Seopa, Wöcke, & Leeds, 2015).

Human Resources is one of the important factor and backbone of the movement in private as well as public organizations. Moreover, in the current era of the talent war, it takes skills to manage employee's talent. There are several models of Talent Management that have been implemented in some developed countries as well as in Indonesia (like PT Garuda Indonesia, and PT Astra International). It is realised that each Talent Management Model have different significance in terms of objectives, approach, and its stages. Hence, organisations can adopt and implement them for management of talent in accordance with the needs of the organization (Rejeki, 2020). Nowadays, companies must adapt to pass talent management needs in this global era. Hence, organization must provide time to repair, increase, and energies the performance from the new talent. As, talent will do the best when organization appreciates their job (Endratno, 2013).

The talent management system is critical since it has the potential to affect the performance of employees. Previous studies indicate that the viewpoint of worker distinction elicits ideal behaviors at work from workers (Mensah, 2015; Collings & Mellahi, 2009). This allows for individual success and thereby increases organizational efficiency. The procedural justice of financial compensation is important in enhancing individual efficiency. The institutions have drawn attention to enhancing capabilities through preparation and providing opportunities for developing potential capability needs. This took on meaning in terms of the organizations financial commitments and their effect on results (Noe Raymond et al., 2005). It is crucial, then, how employees discern organizational strategies to build opportunities for future growth. A career potential is a significant factor that touches the engagement and dedication of talented workers (Pawar, 2018b; Gebaure et al., 2008).

The talent is commonly referred to as individual characteristics. Workplace institutions recognize the difference and identify talent as people approach and characteristics. The orientation of the object to ability categorizes ability as inherent in existence and people are viewed as born with exceptional abilities and behaviors that cannot be trained and are impossible to control (Davies & Davies, 2010). This approach supports an emphasis on talent empowering for organizations. This method basically means identifying a balance between the capacity of a person as well as the work in which he or she is involved. The focus is on the significance of the organisational setting, and thus talent is viewed as linked to the context (Henriksen & Stambulova, 2017; Pawar & Charak, 2016). Thus, talent recognition and recruiting are also conducted on the basis of selection criteria to assess different skills required at the jobs. The intelligence quotient is also calculated to measure ability as the indicator of successful results since recruiting was seen as a high IQ (Schmidt & Hunter, 1998). The 'nine-box' approach used by human resource managers throughout companies to compare success with opportunity has been commonly used to classify talent (Silzer & Church, 2009).

Despite the recognition of talent management as a method, there is a significant shortage of conceptual advancement in achieving a shared understanding (Sparrow & Makram, 2015; Thunnissen, Boselie, & Fruytier, 2013). Several of the models we found throughout our existing literature was the one which was established by Collings & Mellahi (2009). It was among the first efforts to separate talent management from handling the human capital. The central objective in human resources management is on all of an organization's workforce. Those few talented are the subject of talent management. Furthermore, the job freedom relates to the degree to which the job consents a person to practice his ability to plan work and make judgments that could have a monetary effect on the company and indicate approach to conducting tasks and feel accountability for the actions of his behavior (Saddozai et al., 2017). This is a significant aspect of successful job design within the job characteristics theory (Johennesse & Chou, 2017) and psychological empowerment state formation (Sparrow & Makram, 2015). The ability to choose methods for executing tasks and making decisions will allow better learning and improve personal sense of commitment (Deery & Jago, 2015). This increases intrinsic motivation and persistence at the completion of the mission by providing new responsibilities (Damarasri & Ahman, 2020). Some many earlier empowerment studies shows that the target specificity and job autonomy have an overall effect and results in productivity improvements that may imply ability enhancements

(Miller & Monge, 1986; Campbell & Gingrich, 1986). In addition, the importance of control and flexibility in the execution of activities is crucial. Employees will initiate their own behavior to perform tasks, choose preferred results and organize how to attain them. People feeling less tension when left to express their own preference. The perspective of resistance changes is characterized by being governed and guided to accomplish duties. While, increased flexibility at work makes it possible for individuals to be versatile in identifying their position, because they will be able to exercise their independence in way to display for performing the task. (Troyer, Mueller, & Osinsky, 2000). People in critical positions can need adequate flexibility for good performance at the work.

It is reported that the practice of HR management developed to expand the awareness, knowledge and competencies of staff, encouragement and ability to participate is correlated with positive results such as greater involvement (Martin, 2015). However the essential causal and impact connection mechanisms between HRM processes and performance consequences are still uncertain (Akunda, Chen, & Gikiri, 2018; Huselid and Becker, 2011). They discovered two opposing strategies that the investigators followed to analyze the influence of HR activities on diverse management aspects in human resources. The behavioral approach tends to indicate that HR activities influence organizational outcomes by promoting desirable behaviors that allow workers to perform in a manner that is consistent with organisational priorities and enhances job performance. The second approach that focuses on the capabilities of workers that are focused on the perceptions of human capital and resources. This specifically distinguishes the findings relevant to specific organizations because they aim to analyze a pair of human resource outcomes based on the behavioral context, respectively employee engagement and organizational commitment (Nazir & Islam, 2017; Walden, Jung, & Westerman, 2017). This concept is embraced as companies are increasingly realizing that the focal role of workforce results in the process of talent management is to insure their degree of involvement and dedication within the company.

It was highlighted that the talent management and knowledge management together have a significant effect on the performance of employees in Indonesia (Harmen & Darma, 2018). Similarly, the self-efficacy is insignificant to employee performance but the talent management has positive and significant effect on employee performance. (Damayanti, 2019). Furthermore, employee retention is an effort to encourage talented employees to have high loyalty. High

employee retention rates can be achieved if the company takes into account the factors of talent management and employee engagement. It is realised that the talent management has a significant influence on employee retention and employee engagement. Moreover, the employee engagement also has a significant impact on employee retention. Hence, employee engagement mediates the relationship between talent management and employee retention in Indonesia (Ratnawati & Subudi, 2018). Moreover, talent management systems are applied to create desirable position behaviors within the pool of talented companies and help to undertake the strategic goals of the company (Kaliannan, Abraham, & Ponnusamy, 2016). Employee attitudes are thus theorized for mediating the organizational effects of the talent management system. Various studies have highlighted organizational engagement as a significant element for acknowledging employee work behaviors in institutions (Al-Hussaini et al., 2019). The motives for its significance can be related as a determinants of employee attitudes, showing willingness to continue with the company, relating to subordinates as well as management, and growing awareness of organizational engagement (Pandita & Ray, 2018).

In recent times, there is growing interest in employee involvement. Some connect employee benefits, good performance in the company and improved financial results to commitment (Richman, 2006; Baumruk, 2006). Some say engagement is decreasing, and it has culminated in a decline in corporate income (O'Connor & Crowley-Henry, 2019). It is a commonly used common term by professionals (Mitchell, 2019). Many of these assertions made by professionals need immediate attention for this domain (Sadeli, 2015). Employee participation has been established in several ways and shared understanding and consensus does not exist (Mohammed, 2016). Many people compare it to work motivation and there is a general tendency that being in for an employees is a positive state because it has an institutional intent as reflects participation, dedication, zeal, excitement, concentrated energy and effort, and it is associated with both attitudinal and behavioral attributes (Khoreva, Vaiman, & Van Zalk, 2017). The highly engaged employees adds more value and stays more with the company. The active discussion over employee participation can be seen as a situation, characteristic or behavior. The employee participation as a psychological concept is developing, and is therefore inconsistent. Many respond to commitment as a cognitive state of mind, indicating job performance, a sensation of willingness to work, emotions, and so on. The involvement is not an attribute while, it is the extent to which

an organization is responsive and executed in performing their roles (Zaware et al., 2020; Macey & Schneider, 2008).

The human resource management research have concentrated on the impact of HR activities. A current analysis suggests a move towards analyzing HRM activities as a systematic strategic methodology and how they lead to successful productivity, thereby improving the performance (Chowdhury, 2020; Hughes, 2019; Mensah, 2015). HRM discipline experts have concluded that all workers within an enterprise are handled with a standardized set of HR activities. But this opinion is not shared by other scholars (Schuler & Jackson, 2008). In addition, some researchers (Nair, Sadasivan, & Krishnan, 2019; O'Bryan & Casey, 2017; Cappelli, 2015) stated that firms should hire people with unique abilities, and this is central to effective success. Thus, organisations have jointly implemented specific HR systems that allow them to handle various groups of employees and the strategic, financial and organizational significance that customers feels (Zaware et al., 2020; Wright & McMahan, 1992). The primary aim of this research is to access the structure of talent management through the effect on organizational outcomes.

3. Research Methodology:

This study is directed at discovering the association among the talent management and organisational outcomes in the form of employee participation and organizational engagement. Moreover, the study also explores the mediating role of job empowerment in talent management and the variable of organisational outcomes. The quantitative research approach is employed in the study. This study has utilized the survey research method. The research survey was conducted using the cross sectional method with closed ended questions developed using the Likert scale. The data is collected from 324 respondents working at various levels from 13 different companies of different sectors from Indonesia and India. The sampling is done with the use of judgmental sampling method which sufficiently represented the total population. Furthermore, the statistical analysis is completed using bivariate and multivariate techniques which were used considering the nature and type of variables. The primary goal of this research is to realise the association among the variable of talent management and organizational outcomes with the job empowerment as a mediating variable for the study.

On the basis of synthesis of literature review, the researchers have developed the research questions as below:

- A) *What is role of talent management in organisations? Is there is a relationship of talent management with employee participation and organizational engagement?*
- B) *Does the job empowerment mediates the relationship among the variables of the talent management process and employee participation?*
- C) *Does the job empowerment mediates the relationship among the variables of the talent management process and organizational engagement?*

On the basis of synthesis of review of literature, it was realised that talent management will results in higher organisational benefits. On the grounds of the research questions, this study explores the association between talent management process and organisational outcomes. In addition, this study assessed the mediating role of job empowerment with other groups of variables in the study. These talent management practices encompasses crucial positions, capability trainings, talent development and rewards management. While the organisational outcomes constituents the employee participation and organizational engagement in the study.

4. Analysis and Results

The analysis and results are deliberated with the framework of study, descriptive analysis, composite analysis, factor analysis, and hypothesis analysis as below.

4.1 Framework of Study:

The proposed framework is composed of two sections, the process of talent management and organizational outcomes. The analysis of the mentioned current literature helped to establish the Research Framework. It consists of the realization of crucial positions which subsidize differently to the organization's success and talent management. The capacity training is used to develop internal tools, to strengthen existing professional skills, to develop careers and to retain talent. The advancement of talent is therefore focused on the capacity, motivation and structure of opportunity to generate desirable behavior for effective performance of the organization. In turn, capacity building is to assure that the talents have a clear career path that suits their aspirations in line with their potential and efficiency. The links in the literature highlight the relational influence of various

forms of inherent and extrinsic rewards. A feature that has been traditionally overlooked in job performance-related organizations.

Through the literature review, the talent management dimensions were established which are crucial positions, capability trainings, talent development, and rewards management. While the other side of the framework have the organisational outcomes which constituents the employee participation and organizational engagement. A unique characteristic of this framework is that it incorporates all the aspects of the talent management process and helps the company to synchronize the successful execution of the talent management approach with various organisational functions.

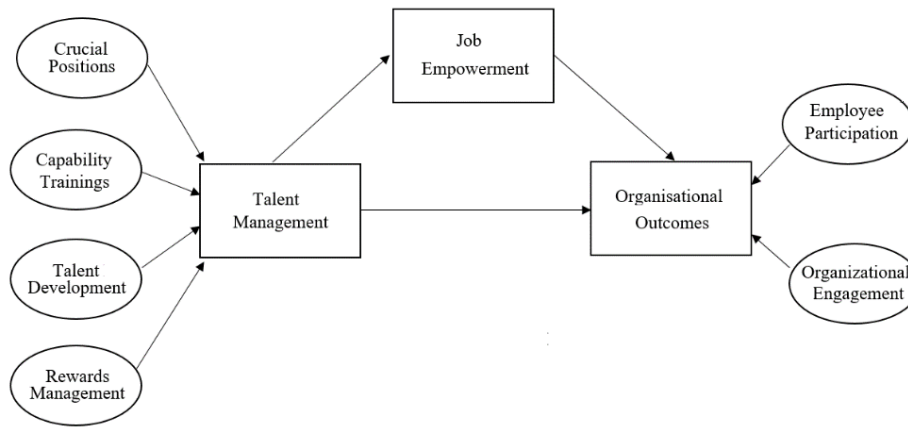


Figure 1: Framework of Study

In this framework, the talent management process involves the variables of Crucial Positions (CP), Capability Trainings (CT), Talent Development (TD), and Rewards Management (RM). The organisational outcomes involves the variables of Employee Participation (EP) and Organizational Engagement (OE).

4.2 Descriptive Analysis:

The table below describes the results of descriptive statistics as mean values, standard deviations and correlation among the variables of study.

Table 2: Descriptive Statistics for Variables

No	Variable	Mean	SD	Talent Management Practices				Job Autonomy	Organisational Outcomes	
				CP	CT	TD	RM		EP	OE
1	CP	4.010	0.661	1.000						
2	CT	3.960	0.681	0.711	1.000					

3	TD	3.930	0.730	0.691	0.721	1.000				
4	RM	3.980	0.631	0.622	0.632	0.677	1.000			
5	JE	3.990	0.734	0.523	0.433	0.472	0.572	1.000		
6	EP	3.980	0.610	0.564	0.548	0.572	0.653	0.593	1.000	
7	OE	4.012	0.622	0.624	0.574	0.581	0.683	0.632	0.733	1.000
<i>Significance: Sig (2.tailed) = 0.001</i>										
<i>Note: CP = Crucial Positions, CT = Capability Trainings, TD = Talent Development, RM = Rewards Management, JE = Job Empowerment, EP = Employee Participation, OE = Organizational Engagement</i>										

It is realized that the correlations for all the variables are significant. The variables demonstrate strong correlations with each other. It is reported that the CP, CT, TD and RM factors represent the positive correlation with the EP and OE variables. It is therefore concluded that all independent variables of crucial positions, capability training, talent development and rewards management are strongly correlated with dependent variables of employee participation and organizational engagement.

4.3 Composite Analysis:

On the analytical side, the reliability value is known to be a strong predictor of convergent validity, meaning it generates the same results in repetitive streams as well as showing the degree of consistency between multiple variables measures. When the measuring objects have a significant correlation with their established constructs, composite reliability is considered to have fulfilled. This varies from zero to one values while the appropriate amount for reflective indices of standard loading conditions is 0.50. The results of the composite reliability (CR) and the average variance extracted (AVE) for research constructs are as follows.

Table 3: Composite Reliability and Average Variance Extracted for Constructs

Variable	Construct	Composite Reliability		Average Variance Extracted	
Talent Management (TM)	Crucial Positions (CP)	0.820	0.860	0.519	0.507
	Capability Trainings (CT)	0.881		0.539	
	Talent Development (TD)	0.859		0.559	
	Rewards Management (RM)	0.881		0.411	
Job Empowerment (JE)	Job Empowerment (JE)	0.862	0.862	0.552	0.552
Organisational Outcomes (OO)	Employee Participation (EP)	0.910	0.886	0.486	0.511
	Organizational Engagement (OE)	0.863		0.537	

The CR and AVE results for constructs across all factor loading are larger than 0.40 which implies that all path loading from construct to measure are supposed to be high. The internal reliability of the frameworks was confirmed by means of composite reliability, which is considered as acceptable if it is more than 0.70. Consequently, the results of all the constructs were exceeded 0.70 which implies that the constructs

involved in this study show a high reliability. The AVE is a more stringent convergent validity indicator, and should exceed 0.50. Hence, AVE values are considered to be important for all factors.

4.4 Factor Analysis:

The factor analysis is discoursed with the confirmatory factor analysis and model fitment analysis for the study as below.

A) Confirmatory Factor Analysis:

The cross factor validation is a central step in the Confirmatory Factor Analysis (CFA) method that measures the significance and stability of all the factors. The reliability and dimensionality check of the constructs were verified using the CFA that further validates the association between the variables. It is assumed that the predicted model matches well with the proposed model when all of the differences among variables in the sample are within range. The CFA output contains fit indices as Chi-square/Df, Comparative Fit Index (CFI), Standardized Root Mean Square Residual (SRMR), and Root Mean Approximation Square (RMSEA), as shown in the table below.

Table 4: Confirmatory Factor Analysis with Fit Indices

No	Fit Indices	Observed Value	Range of Values	Remark
1	CHI-SQ/DF	2.512	1.00 to 3.00	Valid
2	CFI	0.971	More than 0.95	Valid
3	SRMR	0.053	Less than 0.08	Valid
4	RMSEA	0.057	Less than 0.06	Valid

It is found that the factor structure has a good fit as the observed value of Chi-Square/df is 2.51 which is in the range of 1.00 to 3.00. The value of CFI, SRMR and RMSEA are 0.971, 0.053 and 0.057 respectively. All these values are in the range and meets the prescribed criteria. Hence, the model fitment analysis must be done.

B) Model Fitment Analysis:

The fit indices for the model are composed of different indicators which validates the ability of model to replicate the results. The positive fit indices for the CFA model have been informed, and the following table shows the model fitment analysis to confirm.

Table 5: Model Fitment Analysis

No	Fitment Indices	Model Value	Range of Values	Remark
1	CHI-SQ/DF	2.512	1.00 to 3.00	Accepted
2	SRMR	0.061	Less than 0.080	Good Fitment
3	RMSEA	0.053	Less than 0.080	Accepted
4	CFI	0.977	More than 0.950	Accepted

The values of CHI-SQ/DF, SRMR, RMSEA and CFI are 2.512, 0.061, 0.053, and 0.977 respectively. It is found that all these values are in the significant range. Hence, the model fit indicators demonstrated a good fit for the model as per the framework of the study.

4.5. Hypothesis Analysis:

Based on the objectives, synthesis of literature and research questions, the researchers have developed the following hypothesis of the study.

- *H1: There is a positive influence of talent management process on organizational outcomes.*
- *H2: The job empowerment mediates the relationship among the talent management process and employee participation.*
- *H3: The job empowerment mediates the relationship among the talent management process and organizational engagement.*

The researchers have analysed and tested the hypothesis is as below.

Table 6: Hypothesis (H1) Analysis and Testing

Hypothesis	Variables	Relationship	Estimate	CR	P Value	Outcome
H1	Talent Management (CP, CT, TD, RM) and Organizational Outcomes (EP, OE)	EP ← CP	0.181	4.871	0.001	Accepted
		EP ← CT	0.091	2.452	0.015	Accepted
		EP ← TD	0.082	2.201	0.028	Accepted
		EP ← RM	0.561	5.521	0.001	Accepted
		OE ← CP	0.329	8.047	0.001	Accepted
		OE ← CT	0.132	3.433	0.001	Accepted
		OE ← TD	0.039	1.094	0.046	Accepted
		OE ← RM	0.451	8.095	0.001	Accepted

The p values for all the relationships of variables of talent management and organisational outcomes is less than 0.05 which is significant. Hence, hypothesis (H1) is accepted and it confirms that there is a positive relationship between talent management process and organisational outcomes.

Table 7: Hypothesis (H2 and H3) Analysis and Testing

Hypothesis	Relationship	Direct Effect	Indirect Effect	LLCI	ULCI	Impact	P Value	Outcome
H2	CP – JE – EP	0.557	0.384	0.274	0.388	40.10	0.012	Accepted
	CT – JE – EP	0.464	0.416	0.139	0.242	39.98	0.011	Accepted
	TD – JE – EP	0.476	0.384	0.141	0.233	38.14	0.010	Accepted
	RM – JE – EP	0.706	0.286	0.133	0.275	34.57	0.009	Accepted
H3	CP – JE – OE	0.557	0.411	0.177	0.314	43.94	0.013	Accepted
	CT – JE – OE	0.464	0.438	0.156	0.298	42.57	0.007	Accepted
	TD – JE – OE	0.475	0.441	0.165	0.287	47.46	0.015	Accepted
	RM – JE – OE	0.702	0.352	0.184	0.367	41.72	0.013	Accepted

As, the P-Value for all the variables of talent management and organisational outcomes through the mediation of job empowerment show the values less than 0.05 which is significant. Hence, hypothesis (H2 and H3) are accepted. This indicates that job empowerment mediates the relationship among the talent management process and organisational outcomes with employee participation and organizational engagement.

5. Findings and Discussion:

The diverse strategies to talent management were elaborated in the literature and this research largely deliberated on the study of the exclusive and inclusive approach. It was found that the exclusive talent management has resulted in highly engaged and committed employees (Hongal & Kinange, 2020). It is realised that the companies do not have top performers in all of the organization's roles (Cascio & Boudreau, 2016). While, the allocation of resources on recognized strengths would be effective by defining key roles in the company which is reinforced by the results of the current study. The earlier research have indicated that strategic human resource affects the organizational outcomes (Jiang, 2016). While, this research observed the impact of talent management processes with job empowerment, employee participation and organizational engagement. The findings supported the employee differentiation approach to talent management (Collings, 2017). The findings of the study are compatible for various groups within the organisation in order to add more value. The findings substantiated the outcomes from several papers in the field, indicating that talent management is positively linked to human resource results (Kontoghiorghes, 2016; Glaister et al., 2018). This research provided scientific findings to enhance our interpretation of the talent management implications. This issue's current literature is mainly analytical and objective assessments and the theoretical approaches on talent management have been under-explored and the analysis examines the impact of the talent management processes is minimal (Gallardo Gallardo & Thunnissen, 2016). This research introduced a theoretical framework for talent management processes, and developed a relationship among talent management processes and organisation's outcomes in the background of human resource management through an empirical analysis. The study also indicated the talent management subsystem with their relationships.

The results from previous studies indicated that workplace differentiation-based talent management processes generate desirable behaviors at work from employees that allow individual success, resulting in increased organizational efficiency (Schmidt, Pohler, & Willness, 2018). Strengthening desirable behavior can be accomplished by displaying tangible equity in rewards and opportunities for successful outcomes (Tanford, Hwang, & Baloglu, 2018). It has been identified that creating training opportunities to improve work skills and job design elements such as empowerment, and offering guidance to promote success

affects engagement and commitment of employees (Guest, 2017). Moreover, employees at senior positions can be empowered to provide assistance to employees undergoing training programmes. It will allow skilled workers to respond and share information with others, which is expected to generate positive behaviors such as dedication, participation and involvement. This signifies that the training and development programs play a significant role in enhancing organizational results.

The framework of study is established with the talent management process which includes crucial positions, capability trainings, talent development, and rewards management. While the organisational outcomes constitutes the employee participation and organizational engagement. It is found that the variables of crucial positions, capability training, talent development and rewards management are strongly correlated with variables of employee participation and organizational engagement. With the analysis, the model fit indicators demonstrated a good fit as per the framework of the study. It is also confirmed that there is a positive influence of talent management process on organizational outcomes and the job empowerment mediates the relationship with the talent management process through employee participation and organizational engagement. Moreover, research reported crucial insight the positive mediating relationship of job empowerment with employee participation and organizational engagement through talent management processes. This study revealed that recognizing critical roles within the organisations resulted in a respected and significant talented employee feelings. The development of competence structures and the training of employees on company-specific skills contribute to improvement in the level of competence. Employees continue to have favorable views regarding the organizational' training and growth programs when they have a supportive environment. People expect constructive benefits such as improved job skills levels and incentives for improved commitment from trainings. The results of this study also highlights the prominence of training that focus on the talent recognized within the organizations.

This research indicates that employee participation and organizational engagement can be strengthened through the provision of challenging tasks, support of management, job empowerment and capacity building through training and development programs. Moreover, promoting good employee and manager relationships and building a motivated work atmosphere often lead to greater engagement and a stronger commitment of employees in the organisation (Osborne & Hammoud, 2017). It also suggests that the division of human resource management in the organisation must have a consistent talent strategy, articulated approach and distinct policy on talent recognition, recruitment and retention. As, in the competitive market, competition is high and fittest existence is the rule. Hence, companies have to plan talent management strategies that promote and facilitate desirable behaviors in the workplace and organisation. The results of this study confirmed a positive relationship between talent management process and organizational outcomes in terms of employee participation and organizational engagement. The

elements of talent management process realised in the study are recognizing crucial positions, capability trainings, talent development and rewards management which can be effectively designed, developed and implemented in organizations by the human resources department with functional managers.

6. Conclusion:

Talent management is important to modern companies and is one of an organization's key management functions. It is the ability to recruit and cultivate highly qualified workers, introduce new employees, and grow and retain existing employees to reach current and potential business goals. Talent management is essential to build a stable employee base in the company. It looks into the development of the organisation as a whole. With newer job opportunities coming up, the need for developing good staff potential in the company is important for the company's well-being. The good culture of talent management also defines how the businesses perceive their organizations as places of work. Additionally, if workers are optimistic about the organization's talent management activities, they are more likely to have confidence in their organization's future. The effect is a more dedicated and motivated workforce eager to outperform their rivals and guarantee their company a market leadership role. Talent management within a company helps to ensure recruitment, training and advancement of staff, performance evaluations and incentives for them. Moving towards improving the organisation's strong talent management program means that these human resource elements contribute to the organization's performance. With shifts in the organization's needs, employee skills often grow and improve, thereby growing and strengthening their ability to perform their positions. The application of talent management thus proves to be an effective approach in the development of employees and in enhance the efficiency of each staff. It is realised that the talent management and organisational outcomes have the positive relationship and the job empowerment mediates the relationship with the talent management process through employee participation and organizational engagement. Hence, talent management is an efficient strategy for managing human resources, and can be of great benefit to the company.

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