

Impact of Talent Management Practices on Efficient Performance: An Empirical Research among Public Sector Employees

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ABSTRACT

The whole success of the organization hinges on the performance of its skilled employees. Highly skilled people are the most essential asset for an organization's future expansion and progress. This study sought to investigate the influence of talent management strategies, specifically Talent Attraction, Talent Recruitment, Talent succession planning, and Talent Development, on the efficiency of employee performance within the Federal Authority for Government Human Resources in the United Arab Emirates. The data in this study were analyzed using the Statistical Package of Social Sciences (SPSS) version 24 and the Smart PLS 4.0 software. A survey was created using 23 items that were modified from previously verified scales. The survey approach was employed to gather quantitative data for all variables examined in the study. The convenience sampling strategy, which is a type of non-probability sampling, was used. The analysis was conducted at the individual level. 450 questionnaires will be delivered to employees of the Federal Authority for Government Human Resources in the United Arab Emirates. The study findings indicated a noteworthy impact of Talent Management Practices (namely Talent Attraction, Talent Recruitment, Talent Development, and Talent Succession Planning) on Employee Performance Efficiency. The current study also emphasized the consequences of the research, suggestions for future research, and its limits.

Keywords: Talent Management Practices, Talent Attraction, Talent Recruitment, Talent Development, Talent succession planning, Employee Performance Efficiency

Introduction

Talent management is a critical strategic concern for businesses because of the growing demand for skilled people to achieve optimal performance. The growth of new administrative and organizational concepts, vocabulary, and ideas connected to human resources and human capital can be attributed to the contributions of business development. Talent management is the strategic practice of recognizing and harnessing the capabilities, talents, and practical skills of employees in order to gain a competitive advantage and achieve long-term success, excellence, and high performance inside corporate organizations (Al Mheiri, Jabeen & Abdallah 2021).

Efficient performance is commonly described as the capacity to effectively and accurately complete activities within a structured framework, while also demonstrating exceptional skills in non-routine and distinctive ways (Al Jawali, Darwish, Scullion & Haak-Saheem 2022). It can be inferred from this that all members of the organization are required to attain optimal performance. In order to enhance the overall performance of the institution and ensure the attainment of strategic objectives, it is crucial to consistently achieve targeted results and sustain them over extended periods. This will enable the institution to maintain its exceptional performance in the long run (Daharat, Sued & Gheisari 2022).

To achieve optimal performance, it is necessary to have skilled and astute leadership that inspires people and interacts with them in a transparent and clear manner. Leadership based on creativity necessitates the active participation and enhancement of workers' communication abilities (Al Amiri & Abu Shawali 2021). Efficient performance encompasses two levels: individual-level efficient performance and organizational-level efficient

performance. Management cannot accomplish excellence unless the prevalent culture is one that promotes excellence, which encompasses a set of values, goals, and systems that foster excellence, and until it is attained. The firm should evaluate its culture to ensure that it is favorable for achieving this distinction (Rao 2016). The United Arab Emirates is actively supporting talent through various excellence programs and incentive awards in the scientific, cultural, and academic fields. One such program is the Sheikh Khalifa Government Excellence Program (Lasrado, 2018). The primary objective of this endeavor is to realize its strategic vision through the meticulous selection of capable and skilled personnel. Additionally, it seeks to identify, nurture, and retain their skills as a means of gaining a competitive edge for the company, hence facilitating the attainment of its objectives (Al Zaabi, 2019).

Organizations rely on the performance of their employees for their growth. To enhance performance and productivity, organizations must employ different strategies to develop their human resources. This involves implementing policies and making decisions that aim to achieve efficient performance and high productivity. These policies and decisions encompass the objective of acquiring resources. Acquiring skilled individuals, retaining them, and nurturing their growth in a manner that guarantees their sustainability and longevity is a wise investment that yields advantages for these firms (Al Qudah, 2022).

Consequently, the fusion of talent management and human resources management has become imperative in order to effectively attract, retain, and cultivate skilled workers, thereby enhancing their performance and ultimately attaining their intended objectives. This study aims to assess the influence of implementing a human talent management system on overall performance efficiency, considering the contemporary nature and significance of this concept. For exceptional employees of the Federal Authority for Human Resources (Dirani, Bowman, Guyer, Kasper, Makarem, Ray & Xie 2018).

The United Arab Emirates has made significant progress in the development and empowerment of human capital. It has successfully implemented global best practices, systems, and policies in human resources. As a result, the country has built a strong national workforce that is capable of effectively managing and directing the development process. Waxin and Bateman (2016) discuss the concept of comprehensive well-being for individuals. The Federal Authority for Human Resources aims to cultivate a highly skilled workforce within the federal government that attains global excellence and facilitates enhanced institutional performance through productive collaboration with partners. It endeavors to develop and support the implementation of comprehensive human resources solutions in line with international best practices (Khassawneh, & Abaker 2022). Given the substantial expense and considerable anticipation in the development sector, it was imperative to establish methods and instruments for assessing these human endeavors. This study seeks to investigate the impact of talent management on achieving optimal performance in the Federal Authority for Human Resources, which is a leading country in the Arab region in terms of human development and other areas of national advancement and progress.

Efficiency performance holds great significance in the Human Resource sector in the UAE. Based on the researcher's understanding, the primary investigations carried out on the efficiency performance of employees in the Human Resource sector in the UAE, whether conducted by official department researchers or others, primarily consisted of descriptive studies rather than empirical studies aimed at delving deeper into this phenomenon. Therefore, additional empirical research is required to address this issue. Consequently, there is a lack of empirical research examining the specific impact of talent recruiting, talent succession planning, and talent development on employees' efficiency performance within the human resource sector in the UAE.

Literature review

The efficiency of performance is contingent upon the capacity for originality, adaptability, excellence, and growth, which is a remarkable accomplishment, or else it indicates a failure to meet your objectives. An essential foundation to successfully confront the challenge and achieve the strategic objectives for which it was constructed with efficiency and effectiveness. Performance refers to the extent to which relief, language, or organization successfully accomplishes its intended goals with efficiency and effectiveness (TSAI et al., 2013). Efficiency performance refers to the capacity to complete tasks efficiently and accurately, while also deviating from routine methods in a unique manner. It is important to note that distinguished performance should involve all members of the organization, aiming to enhance the overall performance of the institution and achieve strategic goals comprehensively. This approach ensures that desired outcomes are maintained and sustained over extended periods of time (Affsharian & Bogetoft, 2020).

Efficiency is not a primary objective, but rather a means to attain customer pleasure and gain respect inside the business and society. It is not about using tools to exploit opponents for financial gain, but rather a tool to promote mutual benefit and progress. And the contentment of others. Efficiency performance refers to a combination of talents, experiences, and capabilities that differentiate persons in their comprehension. It instills a strong desire in them for their rivals who possess superior ideas, innovations, products, and behaviors (ABE, 2009). The efficiency performance is achieved by the use of quality concepts (OTURAN, 2021), which involves a self-evaluation system for assessing strengths and opportunities for improvement. The organization's efforts are centered around acquiring knowledge and utilizing it to deliver exceptional service to its users (World Et al., 2016). According to the researchers, efficiency performance is a high level of efficiency

achieved through innovative ideas, productive work, and a combination of various factors. This enables the organization to meet its goals efficiently and effectively, while adhering to its overall policies.

Talent Management refers to the effective management of human resources, encompassing various aspects such as employment, selection, training and development, workforce planning, performance management, and employee retention. It focuses on nurturing and developing talented individuals within the organization, with a particular emphasis on planning career progression and managing employees' career paths across different roles (Muntean, 2014). Talent management is now recognized as a valuable strategic approach that improves organizational performance. Currently, there is a growing interest in research that focuses on harnessing a large number of brain cells to drive progress, moving away from familiar and monotonous practices towards fostering creativity and innovation. In essence, talents are considered not just a valuable asset, but a source of superiority. The economic resources of nations, even developing countries and cultures, enable them to cultivate and enhance their pool of skilled individuals. The advancement and complexity of societies now rely on the quality of human resources and the magnitude of cultural and scientific output.

The purpose of managing attraction and recruitment procedures in an organization is to ensure that the organization has a sufficient number of high-quality personnel with the necessary skills and knowledge to achieve its goals and objectives, while minimizing costs (Cheraisi & Busolo, 2020). Therefore, it was crucial to recruit and employ competent individuals with the necessary skills and knowledge in order to ensure organizational success. In the past, the process of attracting and recruiting talented individuals involved assessing their interpersonal abilities and aligning them with the specific job criteria in order to fulfill the organization's goals and satisfy its expectations in a competitive business environment (Klepić, 2019; Kashive & Khanna, 2017). Many organizations face the challenge of finding skilled and talented employees. However, attracting and recruiting candidates who are not capable would have significant negative consequences for these organizations, which they cannot afford.

Researchers have suggested that organizations should evaluate the effectiveness of employee performance by implementing attraction and recruiting strategies (e.g., Hongal & Kinange, 2020). According to their study, it is recommended that future research prioritize the examination of attraction and recruitment techniques as key indicators of employee performance efficiency (Al Aina & Atan, 2020). While there have been studies examining the connection between attractiveness and recruitment tactics and employee performance efficiency, further research is required to fully comprehend the relationship between these variables, especially in non-western settings like the UAE. As far as the researcher knows, there have been few studies that have looked at the connection between attractiveness and recruitment strategies and employee performance efficiency in the UAE, specifically in the human resource sector. Given the rationale provided above, we can now propose the following hypothesis:

Hypothesis 1: The use of attraction practice has a substantial impact on the efficiency of staff performance.

Hypothesis 2: The efficiency of employee performance is substantially influenced by recruitment practices.

Once skilled people are successfully lured and hired, whether from within the business or externally, the strategic function of human resource management should be adopted to effectively oversee the development of these talents, ensuring they satisfy the expectations of both individuals and organizations. Organizations implement talent development strategies to improve their employees' knowledge, skills, competences, and attitudes in order to optimize employee performance efficiency (Wilkinson & Grecic, 2019). Managing talent development often fosters a culture of learning among employees in firms. This resulted in the establishment of a learning organization, where the management actively endorsed the learning and growth of promising business ventures for the collective benefit of the entire firm. Researchers have identified various techniques for establishing a learning company, which encompass training and development, coaching, mentoring, e-learning, in-house development programs, and succession planning. These processes were seen as tactics for developing talent in order to preserve a competitive edge and improve employee performance efficiency. Talent management techniques that are effective can raise staff retention, boost employee engagement, and improve employee performance efficiency (Mehreen & Ali, 2022).

The primary goal of the Federal Authority for Human Resources is to enhance the advancement of human capital within the federal government, with the ultimate goal of achieving global leadership. This is achieved by enhancing exceptional and distinguished institutional performance through fruitful cooperation with partners to advance the advancement and enhancement of comprehensive human resources solutions, in line with internationally recognized best practices. Given the large financial expenditures and great potential for growth and progress associated with these endeavors, it has become necessary to develop methodologies and tools to evaluate these endeavors. The field of study and research includes a range of disciplines that use approaches to evaluate and examine diverse human behaviors and endeavors. Hence, the primary goal of this research is to determine the importance of talent management in achieving outstanding performance within the municipalities of the United Arab Emirates. This nation enjoys a prominent position in the Arab region due to its remarkable progress in the field of human development and many other areas that contribute to societal growth and wealth.

The United Arab Emirates is actively participating in the tireless efforts to build a prosperous future. Maintaining the UAE as an incubator environment to foster innovative intellectual discourse and cultivate exceptional talent is a vital aspect of our efforts. As a result, a comprehensive national plan was developed and

implemented to recruit and retain highly skilled individuals in key regions of the country. In order to strengthen the UAE's position as one of the leading countries in global talent competitiveness indicators, it is necessary to successfully prioritize attracting and retaining foreign talent.

Many studies have shown the extent of the impact of the talent succession planning strategy and its relationship to outstanding performance. Among these studies are Al-Hammadi and Mansour Abdullah Rabaa Salem (2019), which discussed the expected developments in human resources management within the Department of Human Resources and Planning in the Emirate of Ajman in the United Arab Emirates. The study of Asraf and Hamid (2020) also discussed the effects of digital human resource management systems on enhancing organizational excellence. This study focused specifically on the Department of Economic Development of the Ajman Government located in the United Arab Emirates.

The integrated annual report of the Emirates Telecommunications Group Company (2021) also indicated that the group's mission and objectives depend on the implementation of its strategic priorities related to the field of human resources diversity and inclusion, which is to promote greater diversification and then maintain a distinguished level of performance. While many studies have indicated the relationship between talent succession planning and its relationship to outstanding performance in institutions, and these studies include (Brown, 2023; Knapp et al., 2017; Chia et al., 2021; Grossman S, 2014; Hamsuddin et al., 2012) This leads the researcher to adopt the following hypothesis:

Hypothesis 3: The implementation of talent development practices has a substantial impact on the efficiency of employee performance.

Hypothesis 4: The implementation of talent succession planning practices has a substantial impact on the efficiency of employee performance.

Methodology

This study used a quantitative research design to examine the factors that influence the efficiency of employee performance among individuals employed at the Federal Authority for Government Human Resources in the United Arab Emirates. Thus, this study utilized a survey questionnaire as the optimal method for gathering primary data on beliefs, personal and social facts, and attitudes (Sekaran & Bougie, 2016). Neuman (2014) states that quantitative research methodology is employed to facilitate a comprehensive analysis of a large sample of respondents' perspectives on the proposed phenomena. As a result, the researcher can adopt a particular viewpoint on human behavior. Quantitative research seeks to examine the relationship between variables and draw conclusions that can be applied to a broader population (Sekaran & Bougie, 2016). The data were gathered through the use of a questionnaire that individuals completed on their own. Furthermore, due to time constraints, a cross-sectional study was deemed more appropriate than a longitudinal investigation for this research.

The population under investigation comprises 1500 full-time employees who are currently employed by the Federal Authority for Government Human Resources in the United Arab Emirates. Sekaran & Bougie (2016) and Zikmund et al. (2013) contend that sampling is employed as an alternative to gathering data from every individual in a population. Furthermore, selecting a suitable sample from the community is likely to yield more dependable outcomes for the study (Sekaran & Bougie, 2016). According to Zikmund et al. (2013), a suitable sample size for most research studies is often larger than 30 but smaller than 500. The samples proposed by G Power analysis tools are an approximation. Hence, it is recommended that a sample size of 107 is enough for carrying out this survey. However, based on Krejcie & Morgan's (1970) table of study population samples, the suitable sample size for this study is 205. Nevertheless, the study expands the sample size to 450 in order to mitigate non-response bias. Therefore, a grand total of 450 questionnaires will be given to the respondents.

Sampling is the systematic procedure of choosing objects from a population in order to make generalizations about the main characteristics of the entire population (Neuman, 2014). This study utilizes the convenience sampling strategy, a non-probability sampling method, due to the unavailability of a comprehensive list of all demographic elements from which the sample is derived. The convenience sampling method is suitable for collecting information from individual talented employees in various key positions at the Federal Authority for Government Human Resources in the United Arab Emirates. These employees are conveniently available or easily accessible to provide the necessary data for the researcher. These individuals have specific duties within the Federal Authority for Government Human Resources. They have been selected as targeted respondents to provide the information needed for this study. Convenience sampling is employed when the researcher aims to efficiently and economically conduct a large number of surveys. However, it is prone to selection bias and limited in terms of generalizability (Sekaran & Bougie, 2016).

All variables in this study were measured using multiple items used in previous research. The current study used 6 items designed and adapted by Tiwari & Shrivastava (2013) to examine Talent Attraction and Recruitment (e.g., "Managers consistently provide ongoing developmental feedback to support and encourage employee development"). The present study used a 7-item adapted by Bratton et al. (2017) to test Talent Development (e.g., "The organization has a genuine interest in promoting learning and development for people"). Moreover, the study used 10 items adapted by Worrell et al., 2016 to measure employee performance efficiency (e.g., "My organization has a career planning program to achieve employee performance efficiency").

The current research used 8 items adapted by Barton (2019) to measure talent succession planning (e.g., "My organization has a talent pool where employees are developed for advancement").

Findings

One of the most important steps in carrying out any multivariate data analysis is to conduct a preliminary data screening. The preliminary data screening involves a series of different analyses that involves missing value analysis, normality test and other descriptive analyses (Tabachnick et al., 2013). Following the examination of missing data and outliers, the normality test was carried out using skewness and kurtosis.

The demographic features of the respondents are shown in Table 1. More than half of the respondents (63.7%) are male. According to the age distribution of the respondents, the majority of respondents are between the ages of 45 and 55. Almost half of the respondents (46.2%) have a bachelor's degree. Moreover, in terms of experience, almost 30% of the respondents stated that they have between 8-12 years of working experience. Additionally, the majority of respondents (37.2%) worked as regular employees.

Table 1: Respondents' background information

	Frequency (n = 345)	Percentage (100%)
Gender		
Male	220	63.7%
Female	125	36.3%
Total	345	100%
Age		
18-25	73	21.3 %
26-35	36	10.4 %
36-45	73	21.3 %
45-55	99	28.6 %
55 and above	64	18.6 %
Total	345	100.0%
Education qualification		
High School	54	15.6 %
Diploma	71	20.6 %
Bachelor's	159	46.2 %
Postgraduate	46	13.3 %
Total	345	100 %
Position		
Employee	128	37.2 %
Administrative Supervisor	81	23.6 %
Executive Management	63	18.3 %
Middle Management	55	16.0 %
Senior Management	20	5.9 %
Total	345	100 %
Experience		
1-3 years	89	25.9 %
4-7 years	63	18.3 %
8-12 years	100	28.9 %
More than 12	93	26.9 %
Total	345	100 %

Table 2 presents the means, standard deviations, and Pearson correlations of variables for the 345 participants. The internal consistency reliabilities (Cronbach's Alpha) of the research measures are reported in parenthesis along the diagonal of the correlation table. As shown in Table 2, the Cronbach's alpha for talent attraction was 0.837, talent development was 0.812, talent succession planning was 0.742, talent recruitment was 0.792 and employee performance efficiency was 0.821. Moreover, Table 2 revealed significant positive relationships between all talent management practices components and employee performance efficiency with correlation coefficients between 0.559 and 0.889. These results imply that the more participants received talent attraction, talent recruitment, talent development, talent succession planning can lead to improved employee performance efficiency, which in turn contributes to the overall success of the organization.

Table 2 Descriptive statistics, scale reliabilities, and correlations of variables

		Mean	S.D.	α	AT	TD	TR	TSP	OP
TA	Pearson Correlation	4.459	0.78	0.837	1	0.424**	0.674**	0.667	0.561
	Sig. (2-tailed)					<0.001	0.001	<0.001	< 0.001
	N				345	345	345	345	345
TD	Pearson Correlation	4.558	0.61	0.812	0.422**	1	0.473**	0.452*	0.559
	Sig. (2-tailed)				<0.001		<0.001	<0.001	< 0.001
	N				345	345	345	345	345
TR	Pearson Correlation	4.564	0.73	0.742	0.672**	0.491**	1	0.664*	0.878
	Sig. (2-tailed)				<0.001	<0.001		<0.001	< 0.001
	N				345	345	345	345	345
TSP	Pearson Correlation	4.488	0.56	0.792	0.667	0.767*	0.675*	1	0.889
	Sig. (2-tailed)				<0.001	<0.001	<0.001		< 0.001
	N				301	301	301	301	301
OP	Pearson Correlation	4.464	0.81	0.821	0.561	0.559	0.878	0.889	1
	Sig. (2-tailed)				<0.001	<0.001	<0.001	<0.001	
	N				345	345	345	345	345

The effect of talent attraction and employee performance efficiency was examined in order to achieve the first goal of this study. As shown in Table 3, 76.3% ($R^2 = 0.763$, $F = 33.258$, $p < 0.01$) of the variance in employee performance efficiency was significantly explained by talent attraction, talent recruitment, talent development, talent succession planning. In the model, talent attraction ($\beta = 0.125$, $t = 4.367$, $p < 0.01$), talent development ($\beta = 0.083$, $t = 3.215$, $p < 0.01$), while talent recruitment ($\beta = 0.113$, $t = 4.271$, $p < 0.01$), and talent succession planning ($\beta = 0.148$, $t = 4.192$, $p < 0.01$) were positively related to employee performance efficiency. Therefore, all Hypotheses were supported. The results suggest that talent management practices, including talent attraction, recruitment, development, and succession planning, have a significant impact on employee performance efficiency in the Federal Authority for Human Resources in the United Arab Emirates. Effective talent management practices can lead to improved employee performance, which in turn contributes to the overall success of the organization.

Table 3 Regression results of talent management practices, talent attraction, talent recruitment, talent development, and talent succession planning on employee performance efficiency

Model	Correlations		Standardized Coefficients		
	Pearson Correlation	Sig. (2-tailed)	Beta	t	Sig.
TA	0.561	0.002	0.125	4.367	0.001
TD	0.559	0.001	0.083	3.215	0.002
TR	0.878	0.001	0.113	4.271	0.001
TSP	0.889	0.001	0.148	4.192	0.001

Discussion and Conclusion

The main purpose of this study is to investigate the relationship between talent management practices (including talent attraction, talent recruitment, talent development, and talent succession planning), and employee performance efficiency. According to the researcher's expectations, the results of this study revealed a significant effect of talent attraction on employee performance efficiency. This result is consistent with previous studies in the literature that confirmed the significant impact of talent attraction on employee performance efficiency (Rania Muhammad Ziadeh, 2021; Al-Qadri, 2021; Al-Shahrani, 2023; Mohamed & Fatma, 2017; Al Mheiri, 2021). In addition to the researcher's expectations, the results of this study revealed that there is a positive effect of talent attraction on employee performance efficiency. This result is consistent with the findings of Al-Shahrani (2023), who indicated that AT has a link to employee performance efficiency. The results also showed that managers constantly provide continuous developmental feedback to support and encourage employee development, embodying the application of an effective attraction strategy in the process of providing employee performance efficiency and maintaining quality, which confirms the importance of adopting this strategy.

While the results of the studies agreed with many of the results of previous studies within the same framework of the study, they agreed with the study of Masip et al (2019) in that institutions need to have strategic investments in attracting employees with appropriate skills and developing a strategy to attract and develop talent in the context of benefiting from the package. The economic, psychological, and functional benefits that these potential talents provide in employment, while I also agreed with the study of Nilsson et al (2019) that the talent attraction strategy should be targeted at high-quality graduates with digital media campaigns, which shows the organizations' promises about good professional experience. The study also agreed with the Blake

and Lloyd study (2020) that organizations must develop and implement talent attraction constantly and update them constantly to be consistent in the organization from an internal and external perspective.

The impact of talent recruitment on employee performance efficiency is significant and multifaceted. This result is consistent with previous studies in the literature that confirmed the significant impact of talent attraction on employee performance efficiency (Al Aina & Atan, 2020; Hongal & Kinange, 2020; Abbas et al., 2022; Abdalla Hamza et al., 2021). Effective recruitment strategies lead to improved organizational performance by enhancing employee performance, contributing to the achievement of company goals, and positively affecting financial outcomes (Al Aina & Atan, 2020). The recruitment and selection policies directly influence organizational performance, as evidenced by the positive correlation between recruitment practices and performance outcomes. Implementing well-structured recruitment policies and procedures, supported by systematic approaches like system dynamics modeling, can lead to better organizational outcomes, including increased employee performance and financial success (Abbas et al., 2022). Recruitment efficiency plays a crucial role in achieving quality in the hiring process and ensuring that the right candidates are identified and hired in a timely and cost-effective manner (Hongal & Kinange, 2020). However, inefficient recruitment processes can lead to delays in hiring, increased costs, and missed opportunities to secure top talent (Al Aina & Atan, 2020). On the other hand, efficient recruitment processes enable organizations to attract, evaluate, and hire the best candidates promptly, resulting in higher-quality hires and ultimately contributing to the success of the organization (Abdalla Hamza et al., 2021).

Moreover, the results of this study revealed a significant effect of talent development on employee performance efficiency. This result is consistent with previous studies in the literature that confirmed the significant impact of talent development on employee performance efficiency (Stoeger et al., 2012; Marca Wolfensberger, 2015; Mohammed et al., 2018; Gentry, 2022). In addition to the researcher's expectations, the results of this study revealed the impact of talent development on employee performance efficiency. This result is consistent with the findings of Mohammed et al. (2018), who indicated that talent development has a strong connection to employee performance efficiency. The results also showed that managers constantly provide continuous developmental feedback to support and encourage employee development, embodying the application of effective attraction strategies in the performance delivery process. excellence and maintaining its quality, which confirms the importance of adopting these strategies.

Many studies have shown the extent of developing the talent development strategy and its relationship to employee performance efficiency. Among these studies are Al-Hammadi and Mansour Abdullah Rabaa Salem (2019), which discussed the expected developments in human resources management within the Department of Human Resources and Planning in the Emirate of Ajman in the United Arab Emirates. The study of Asraf and Hamid (2020) also discussed the effects of digital human resource management systems on enhancing organizational excellence. This study focused specifically on the Department of Economic Development of the Ajman Government located in the United Arab Emirates. Additionally, talent development is a critical component of talent management, as it helps organizations identify and hire individuals with the necessary skills and competencies to perform their roles effectively (Gentry, 2022).

The results of this study revealed a significant impact of talent succession planning on employee performance efficiency. This result is consistent with previous studies in the literature that confirmed the significant impact of talent succession planning on employee performance efficiency (Brown, 2023; Knapp et al., 2017; Chia et al., 2021; Grossman S, 2014). In addition to the researcher's expectations, the results of this study revealed an impact of talent succession planning on employee performance efficiency. This result is consistent with the findings of Chia et al. (2021) who indicated that talent succession planning has a strong correlation with employee performance efficiency. The results also showed that managers constantly provide continuous development feedback on talent succession planning as an embodiment of applying effective planning strategies in the process of providing employee performance efficiency and maintaining quality, which confirms the importance of adopting these strategies. Moreover, talent succession planning significantly impacts employee performance efficiency, with the most significant influence being talent retention. A well-implemented succession plan ensures a smooth transition when leadership positions become vacant, minimizing disruption and maintaining business continuity. It also allows organizations to identify high-potential employees and provide them with the necessary training and development, leading to increased employee performance efficiency (Brown, 2023; Knapp et al., 2017; Chia et al., 2021).

Recommendations

The results of the current study contributed to the body of knowledge by providing new insights, especially in the UAE context, about the factors that influence employee performance efficiency through key influences. Furthermore, the study indicated that some factors have a greater impact on employee performance efficiency than others, which adds to the growing literature on important factors in improving employee performance efficiency. The current study demonstrated the relationship between talent management strategies (the influence of talent attraction, talent development, talent recruitment, and talent succession planning) and employee performance efficiency in the context of non-Western organizations that were researched using the theoretical framework. For resource-based theory, since most of the previous studies on the variables

mentioned and the theories adopted by the researcher were conducted in Western contexts, the results of this research were in a different context and a different culture, such that practices of a different and diverse nature of human resources have a different impact in developing countries compared to developed countries. Thus, studying the factors that influence employee performance efficiency in a new environment representing the perspective of developing countries has contributed to theoretical knowledge. The study was able to fill a theoretical gap by delving into understanding employee performance efficiency in the services sector of the Federal Authority for Human Resources in the United Arab Emirates. Therefore, the results presented in this study will motivate future researchers and relevant stakeholders to show greater interest in this study. Another theoretical contribution of this study is that the study results indicated strong support for the concept of resource-based theory. The applicability of the theory that was previously applied across diverse situations and contexts extended to other links such as those discussed in this study in the Arab context in general and the Emirati context in particular.

Besides theoretical contributions, this study reveals many invaluable practical implications and useful contributions for managers, practitioners, and policymakers. The first is that the results presented in this study indicated that most of the factors investigated are important in predicting employee performance efficiency working in the services sector of the Federal Authority for Human Resources in the United Arab Emirates. Understanding these factors will help managers, practitioners, and policymakers develop effective practices aimed at promoting positive employee behaviors toward their organizations (talent management strategies) which in turn will lead to creating and increasing employee performance efficiency. In addition, the results of this study will also motivate the government services sector in the UAE to initiate strategies to improve the impact of employee performance efficiency. The results of this study can increase awareness among decision-makers in the government services sector in the UAE of the importance of talent management strategies in significantly influencing the level of employee performance efficiency. Moreover, employees in this sector can be managed well by ensuring a high level of quality talent management strategies which is the most important factor in increasing the outstanding performance of employees in this setting. This is because the high level of quality of talent management strategies reflects positive feelings towards the services sector of the Federal Authority for Human Resources in the United Arab Emirates, and thus has a direct impact on the outstanding performance of employees. Hence, the UAE service sector needs to pay great attention and initiate policies to gain more outstanding employee performance in the UAE or implement strategic plans for talent management in this important sector. Finally, this study can also provide some ideas for other government agencies and organizations in the service sector in the UAE so that they can benefit from the results of this study.

Although this study provides good insight and many contributions, there are still some limitations that in turn create some opportunities for future research. The method adopted in this study is quantitative, which is considered to some extent appropriate for this study to the research objectives. At the same time, it may also be beneficial for this study to use qualitative study or mixed-method research. Therefore, future research is encouraged to focus on exclusively qualitative data research design or include a mixed method to understand the phenomena of employee performance efficiency. In addition, the scope of the study was limited to employees working in the Federal Authority for Human Resources in the United Arab Emirates, and the results of this study may not reflect the employee performance efficiency in another sector in the United Arab Emirates or around the world. This limitation could affect the generalizability of the study results. Therefore, heterogeneous populations are encouraged for future research aimed at achieving similar goals. The current study is cross-sectional, hence data were collected at one point in time which is another limitation. The changes that occur in the psychological aspects of a person can change from time to time. Sometimes it is difficult to determine the direction of causality.

Finally, although the results of this study contribute to a better understanding of the factors that influence performance efficiency among employees of the Federal Authority for Human Resources in the United Arab Emirates, additional research that includes other variables such as; Intrinsic and extrinsic motivation (Tovmasyan & Minasyan, 2020), job satisfaction (Badrianto & Ekhsan, 2020), organizational commitment (Ridwan et al., 2020) and growth mindset (Elkheloufi & Yean, 2022) need to be considered. Moreover, in future similar studies, researchers should include the influence of demographic factors (i.e. gender, age, position, qualification, height, or work experience) that are expected to have an impact on the research model.

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