



## RESEARCH ARTICLE

## Impact of Talent Management on Human Capital Performance: Moderating Role of Organizational Commitment

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**ABSTRACT**

Current research aimed at examining the moderating effect of organizational commitment on the relationship between talent management in terms of (attracting, recruiting, developing, retaining, motivation and empowerment) and human capital performance. The main question of study was "Does organizational commitment mediate the relationship between talent management and human capital performance?". In order to answer study's questions, we have reviewed related studies between the years 2020-present. Results of reviewing was able to accept the fact that organizational commitment mediates the relationship between talent management and human capital performance. Study proved that organizational commitment plays a moderating role that bridges the connection of talent management with the human capital performance. Loyalty is a highly desirable state because when employees are loyal to the organization, they are usually more committed and thus present higher levels of engagement, motivation and dedication that will in turn affect their performance and productivity. Hence, organizational commitment is important in moderating the relationship between talent management practices and the resultant Human Capital Performance within an Organization; thus pointing towards the interdependency of talent, organizational commitment and the Human Capital Performance within an organization for organizational success and efficiency. Study recommended that a good talent management strategy that would ensure that an individual's goals are in harmony with the organizational goals can ensure that the commitment of the employees fuels the growth of the organization. Further recommendations were presented in the study.

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**INTRODUCTION**

There is nothing as critical in organizations today as attending to the performance of human capital. Human capital is a very important concept in any organization since employees are central to the success of every organization and their knowledge, skills, and abilities represent an organization's capital (Alqaraleh, Almari, Ali & Oudat, 2022). More often, human assets are underdeveloped and not optimally managed, hence the importance of the topic as improved development of human capital results in improved productivity, innovation, and competitiveness of organizations (Thuneibat, Ali, Alqaraleh & Thneibat, 2022). Further, the strategy that involves focusing on performance outcomes of human capital encourages employees' commitment, satisfaction, and retention, produces a favorable organizational climate, and decreases staff turnover costs. Thus, acknowledging and

subsequently focusing on human capital performance helps organizations prepare for the future competitive environment (Sihag and Dhoopar, 2023).

According to Islam et al. (2023), it is of great significance to take care of the talents and skills of human capital in organizations. Their exceptional competences and abilities contribute towards individual as well as collective effectiveness within them that aim to achieve organizational goals. They can therefore tap into a wide pool of potential by recognizing and nurturing such talents and skills. Moreover, through developing and exploiting different talents and abilities amongst employees, companies can succeed in innovating or adapting to change in highly competitive markets (Al tarawneh, Alqaraleh, Ali and Bani Atta, 2023). Equally important, proper alignment of individuals' roles with their talents enhances job satisfaction, retention and engagement levels among other factors (Ahmad et al, 2023). Thus for organizations that are desirous of continuous learning towards growth and high performance it is crucial they invest in the development as well as utilization of employees' skill sets so that they may position themselves better for long term success.

Almaaitah et al. (2020) study seeks to establish the relationship between talent management (TM) of human resources and organizational performance improvement. The study is done by assuming the impact of talent management on the performance of the organization. For this relationship, organizational commitment is posited to act as a moderator. Also, the model includes the possibility of the transformational leadership style as a moderator on the relationships. Self-administered questionnaires were used to gather data from 385 employees of Jordanian hotel. SEM was then applied to the data. The findings also support the relationship between TM and organizational performance and continuance and normative commitment (Alqaraleh, Thuneibat & Nour, 2020). In the same respect, the study also provides evidence that continuance and normative commitment had a moderating effect. Last but not the least, the present study establishes that talent management and organizational performance are moderated by the Transformational leadership style (Alqaraleh & Nour, 2020). From the studies, it can be inferred that the commitment level of human resources to the organizational objectives is central to attaining the performance goals developed for the human resources division (Thuneibat, Alqaraleh & Nour, 2021).

AlQershhi et al. (2022) investigate how human capital affords moderation in talent management in the sustainable business performance of hospitals in the health-care industry of Malaysia. In the study, a quantitative research methodology was employed. The study population was made up of 174 hospitals in Malaysia. The theoretical developments used in the study was TM, HC and SBP which were taken from prior researches. To test the study's hypotheses, partial least squares-structural equation modelling (PLS-SEM) was applied. Therefore, it can be concluded that TMM is positively related with HC and SBP, but TMS is not. HC has a direct connection with SBP and also moderates the association between TMM and SBP but not between TMS and SBP.

Jeronimo et al. (2023) take into account the fact that the companies of the textile sector do not know the value or the importance of human capital that is why failures are observed in recruitment, personnel selection and the lack of deficiencies in training and appraisal. Therefore, the main goal is grounded on establishing the presence or absence of correlation between human talent management and labor performance. Similarly, as regards the method, the one used is of a basic kind, with a correlational perspective, non-experimental design, cross-sectional approach, hypothetical deductive approach was chosen and finally to gather the information a survey technique was adopted where a questionnaire was filled by 85 collaborators of the apparel area. Further, in relation to the results, the Spearman's Rho coefficient of 0 was recorded. In analyzing the findings between human talent management and work performance, it has been computed that  $r = 0.757$ , implying a high positive relationship and, with regard to the level of significance, equal to  $<0.001$  was obtained, this in a way implies that the null hypothesis is rejected and the alter hypothesis accepted since it is less than 0.005. In other words, and according to the result achieved, it can be stated that, by appropriate

dealing with the talents, the maximal performance will be achieved, meeting the expected expectations of the organization.

Mihardjo et al. (2020) aimed to explore the general areas of human resources practices (human capital, training and rewards) that affect commitment and service recovery performance (SRP) of agents in the Takaful industry of the Southeast Asian region. The Takaful industry is in completion with conventional insurance industry in Malaysia and Indonesian because the Southeast Asia has the largest Muslim population. SRP holds strategic importance particularly in the insurance industry with reference to the Islamic Insurance (Takaful) industry hence depicts a vital and key position in sustainable competitive advantage in the value addition for firms in future in acquiring market. This research data was obtained from 350 front line agents of the Takaful industry operating in Malaysia and Indonesia through convenience sampling technique. The methods of analysis for the collected data were PLS-SEM to test the proposed relationship among the constructs. According to the results it can be concluded that there is significant relationship between human capital, training and reward and its impact on commitment of the employee which in turn affected the SRP to be improved. Mediation effect was also established to be significant and it was positive and significant for the relationship between the independent HRM practices (human capital, training, rewards) and employee commitment and SRP.

Shoib et al. (2022) sought to fill the gap by applying the expanded AMO framework in order to assess the mediational and direct effects of GHRM in the Pakistani dairy companies which has not been explored so far. Convenience sampling method was used in order to gather information from 287 respondents who voluntarily filled in the questionnaire. These findings also support the mediating relationship between green recruitment and selection as well as green training and development and organizational commitment. Further, GH contributes a significant part as a moderator in moderating the relationship between the green recruitment and selection, green training, and development and the organization commitment of employees. The study indicates that GHRM practices are instrumental in the implementation of the environmental policy geared towards the enhancement of green practices in the workplace.

Going through previous literature, it was noticed that there is an intersection between talent management and human capital performance. Talent management is the strategic process and practice of attracting, developing, retaining and deploying skilled workers within an organization. Human capital performance - productivity, capabilities and overall employee performances. Recruitment, training and development programs lead employees to develop skills, knowledge of Technical Skill increase in an individual directly related to technical skill Ability source performance management also succession planning - all sound talent management processes that contribute towards developing the abilities required for organizational details. In other words, through investment in talent management, organizations can realize the full potential of their human capital resulting in better performance and increased productivity that enhances business adaptability to change. Enhanced human capital performance, in turn enables greater organizational competitiveness and innovation over the long term. As a result, managing talent is very important in the molding and optimizing of human capital performance within firms. Based on the gap above, this current research aimed at examining the moderating role of organizational commitment on the relationship between talent management in terms of (attracting, recruiting, developing, retaining, motivation and empowerment) and human capital performance.

## **1. LITERATURE REVIEW**

### **1.1. Talent Management Practices**

Al Qaisi and Saadon (2023) defined talent management as the strategic way to attract, identify, develop, and retain top talent available in the organization. It embodies a host of activities and practices geared toward maximizing the potential of each individual and aligning them with their

skills and capabilities in the achievement of organizational goals. Talent management is the process through which organizations create a supportive and engaging work environment, while ensuring that the right people are placed in the right jobs to fuel organizational success (Almomani et al., 2023). It represents the organizational process for talent acquisition, performance management, succession planning, career development, and learning and development activities (Aloqaily, 2023). Hussein and Kammoun (2024) stated that organizational efficiency with an effective talent management strategy helps to develop a robust pipeline of talent, cultivate high performance in people, and creates a culture where valuing and investing in the development of people takes precedence within organizations.

According to Qawasmeh et al. (2024), practices of talent management incorporate various activities done strategically to attract, develop, and retain people with talent. The practices involve talent acquisition, which identifies and recruits people with the right skills and culture for the organization in a systematic way. The performance management process follows after the acquisition of the talent and presents goal setting, performance reviews, and feedback to provide continuous support and guidance on the development of each individual. Succession planning is the process of identifying and grooming other employees with potential to take future leadership roles within the organization (Ajayi and Udeh, 2024). Career development initiatives, such as mentoring, training programs, and rotational assignments, are administrative tools for building employees' skills and knowledge to make them competent enough to face new challenges and growth in their careers. The overall practices in talent management are targeted at creating a talent-focused culture that would enable the attraction, development, and retention of the best performers to provide adequate human capital that would ensure the achievement of strategic objectives set by the organization (Groenewald et al., 2024).

## **1.2. Human Capital Performance**

Fedyk and Hodson (2023) argued that human capital performance is the amount of work that contributes to efficiency and productivity performed in an organization. It points to the common performance of employees in relation to knowledge, skills, abilities and any other behavior necessary for success within an organization. The collective human capital performance is not a factor of individual contributions, but by how well they can combine the efforts in lifeless clockwork (Braunerhjelm and Lappi, 2023; Kanval, 2024). It ensures that all human resources are used in most-effective manners to utilize the strengths of people, make them work towards organizational goals and create a climate which encourages learning & improvement (Samson and Bhanugopan, 2022). Marchiori et al. (2022) stated that organizations that are serious about human capital performance should realize by now how important it is to invest in the growth, engagement and welfare of their employees as they directly impact on approaches for innovation capability development (ICD), change adaptability capacity building (CACB) or sustainable competitive advantage creation.

From perspective of Veselinović et al. (2022), it was noted that a multi-faceted approach to achieving high human capital performance involve legal-worthy recruitment & selection practices that help organizations reach out to the right talent and cultural fit for their enterprise. Once employees are hired, organizations should also offer ongoing training and development programs to help them build knowledge and skills. Performance Management - Create and articulate performance metrics, using a closed loop system of feedback (day-to-day or week-on-week), expecting specific behaviors to bring in good results. In order to achieve the highest level of human capital performance an organization must create a work environment that is nutritious, welcoming and promotes team atmosphere as well as employee engagement.

### 1.3. Organizational Commitment

Organizational commitment, as one of the important concepts in the field of organizational behavior, has been defined in different ways by the researchers and scholars in recent years. There is a measure of commitment defined by the psychological bond and Identification that an employee has with the organization he / she belongs to. This definition emphasizes the idea of attachment that workers have to the tasks they perform, their fellow employees, and the goals and principles of the business (Afshari et al. 2020). Another more recent theoretical approach defines organization commitment as the degree to which the employees are willing to engage in the organization's goals and objectives. This definition focuses on the match between personal and organizational objectives where the focus is placed on the employees' commitment to work for the organization and the cause (Ridwan et al. 2020).

In the contemporary and complex business environments, the commitment of employees is regarded as a key factor that has a direct impact on motivation, employment and performance of members of an organization. The latest definitions of organizational commitment stress the significance of creating a positive culture with regards to the organization, where employee's value, feel supported and interested in their work (Herrera and De Las Heras-Rosas, 2021). Businesses that have strategies of enhancing organizational commitment among their employees through enhancing the quality of their relationships, encouraging them to share their concerns, and using the available resources in guiding their employees are likely to achieve their goals in enhancing commitment among their employees (Guzeller and Celiker, 2020). Thus, by cultivating the culture of trust and respect as well as shared vision and goals, the organizations are more likely to improve employees' morale, commitment and performance in the contemporary dynamic business environment, thereby, achieving the goal of organizational sustainability (Jang et al., 2021).

### 1.4. Theories on the Intersection between Talent Management and Human Capital Performance

According to Almaaitah et al. (2020), there are theories that have been discussed on the relationship between talent management and human capital performance. These theories offered a platform on which to base the link between the talent management practices on human capital performance. They emphasize on the roles of talent management plans, training of employees and the promotion of cordial relationship so as to get the best from persons in enhancing organizational outcomes. Bearing this in mind, the following are some of the theoretical frameworks that organizations should incorporate in their talent management in order to get the best out of their human capital and consequently gain competitive advantage in the long run. Such theories were presented by Kaliannan et al. (2023), Sharma (2021), Osibanjo et al. (2020) and Mohammad et al. (2021) included:

#### **Resource-Based View (RBV)**

According to the RBV theory, an organization's competitive edge is anchored on the firm specific and valuable resources such as human capital. In line with this theory, it would be possible to infer that human capital performance can be enhanced through the techniques of recruiting, selecting, developing, and retaining employees who have high potential performances. Talent management and talent implementation can significantly improve the organizational capacity, efficiency, and effectiveness of the company.

#### **Social Exchange Theory (SET)**

SET deals with the interaction between an organization and the people and stresses on the aspect of exchange. Within the talent management paradigm, this theory posits that when organizations promote and provide resources and opportunities to employee's talents then the people respond with greater effort and commitment thereby enhancing the effectiveness of the human capital. This

theory stresses on the importance of employee trust, reciprocal responsibilities and positive organizational work relations in cultivating talent and performance.

### **Human Capital Theory (HCT)**

HCT assumes that people's knowledge, skills, and abilities (human capital) are useful in enhancing productivity and economical worth. This theory postulates that, in the area of talent management, the Enhancement of Human Capital theory implies that developing and deploying employee's talents will generate greater human capital performance. When a company is able to identify, match and develop its employees' abilities, offer training and education, and provide promotion opportunities, human capital can add value to the organization and provide competitive advantage.

#### **1.5. Theories on the Interaction Between Human Capital Performance and Organizational Commitment**

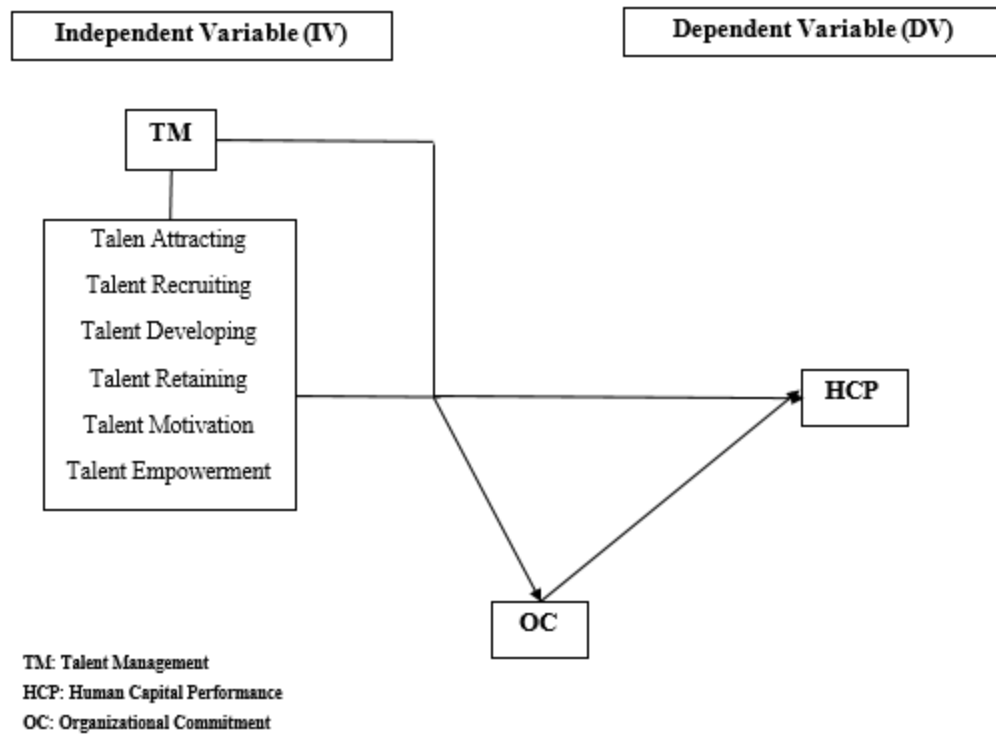
According to Mihardjo et al. (2020) and Shoaib et al. (2021) there are theories that gather between human capital performance-organizational commitment perspective which explain how human capital factors such as skills, knowledge, and abilities affect an employee's commitment to the organization and how this commitment affects organizational performance. Among the most known and apparent theories are Social Exchange Theory and Expectancy Theory.

Thomas and Gupta (2021) noted that regarding social exchange theory (SET), people and organizations have interdependent transactions and exchange of resources which are exchanged by two parties. In the case of human capital performance and organizational commitment, it is clear that when employees feel appreciated, and supported by the company, it will be easier for the company to devote their skills and effort to the enterprise's objectives. Based on (SET), when organizations provide resources, time, and efforts in building up employees' human capital by training, career advancement and support, then the level of organizational commitment is expected to be higher among the employees. On the side of commitment, the employees are encouraged to do their best and this leads to increase in the organizational performance through increased production, creativity and efficiency.

The other theory is expectancy, the Expectancy Theory postulates that people will act in a certain manner if they think the behavior will produce the valued results. As for the human capital performance and organizational commitment, if an employee has a reason to believe that his/her performance will be rewarded or recognized by the organization, then he/she will likely commit more (Goldin, 2024). This theory proposes that the commitment of the employees can be increased in the organization by communicating the organizational performance goals, giving the employees feedback as well as praising and rewarding them for their efforts. When employees perceive positive correlation between work input and work output or organizational performance, they are willing to commit their human capital for the common good of the organization hence the overall positive performance (Deming, 2022).

#### **1.6. Model and Hypotheses**

Carrying out the current research and trying to actualize its main aim was done based on highlighting the relationship between sub-variables as in figure 1 below and from which study questions were extracted.



**Figure 1. Study Model**

Based on the study model that we have developed above, we can argue that this study sought to answer the following questions:

- Q1:** Does talent management have an influence on human capital performance?
- Q2:** Does talent management have an influence on organizational commitment?
- Q3:** Does organizational commitment have an influence on human capital performance?

**Q4:** Does organizational commitment mediate the relationship between talent management and human capital performance?

## 2. DISCUSSION

Current study aimed at exploring the moderating effect of organizational commitment on the relationship between talent management in terms of (attracting, recruiting, developing, retaining, motivation and empowerment) and human capital performance. The main question of study was “Does organizational commitment mediate the relationship between talent management and human capital performance?”. In order to answer study’s questions, we have reviewed related studies between the years 2020-present. Results of reviewing indicated that organizational commitment mediates the relationship between talent management and human capital performance.

Reviewing previous literature managed to indicated that talent management impacts human capital performance in organizations to a large extent. Talent management strategies such as selection, training, development, and retention of employees help in the improvement of the employee’s skill, competencies, and knowledge. Thus, leaders should ensure that talent is developed and incorporate the goals of the company into the goals of the employee to enhance the impact and motivation of the employee to the company. In addition to that, reviewing previous studies indicated that talent

management affect organizational commitment of employees. Whenever an organization adopts good talent management strategies that focus on training, praise, and promotion of employees, it results in the positive attitude of the workers in that organization. As for the second hypothesis, when investing in talent and creating a proper organizational work climate in which employees can grow and be promoted, there will be a high level of organizational commitment.

On the other hand, it was found out that organizational commitment can be seen as having a major impact on the level of performance of human capital in an organization. High levels of organizational commitment thus directly leads to high levels of engagement, motivation and loyalty from the employees and ultimately high levels of performance and productivity. High levels of organizational commitment promote organizational culture which creates employees' willingness to contribute their talents, expertise and energy for the realization of organizational objectives.

The main question of study was "Does organizational commitment mediate the relationship between talent management and human capital performance?". Reviewing previous literature indicated that talent management has a direct effect on human capital performance and organizational commitment can mediate this relationship. Human capital management practices that foster talent management in an organization can enhance the level of commitment among the employees. Consequently, the increased commitment can enhance the human capital performance because of the desire to utilize the skills and knowledge for organizational goals. This paper has established that there is a positive correlation between talent management, commitment and performance hence the need to cultivate commitment through talent management practices.

### **3. CONCLUSION AND RECOMMENDATION**

The mediation of talent management on human capital performance with a special reference to organizational commitment is one of the most important topics under the umbrella of organizational behavior and human resource management. The strategies for recruitment, training, development, and retention are some of the critical activities in the talent management practices that help to develop and improve the employees' skills and knowledge within the organization. Best talent management practices help not only to provide all the necessary means for productive work, but also to develop the appropriate attitudes of employees in relation to the company.

Launching from study's results and conclusion, we have the liberty to recommend the following:

- Recruitment, development, and retention procedures play a crucial role in performance within academic environments, these practices should be adjusted to correspond to the needs of the academic staff personnel.
- When organizations actively engage in talent management activities to provide opportunities for growth and development, as well as to establish clear links between the employee's planned career path and the organization's strategic plan, then the employee is likely to be loyal to the institution, hence a higher level of organizational commitment.
- Activities that have commitment that is derived from a line between individual goals and organizational values/belief will most likely enhance human capital performance through expectations from the employees to apply their capabilities.
- A good talent management strategy that would ensure that an individual's goals are in harmony with the organizational goals can ensure that the commitment of the employees fuels the growth of the organization.
- Talent management basically entails that the required tools and frameworks are provided to the employees enabling them to deliver optimal output in their line of work thus improving the quality of human capital in the organization.



- The correspondence between personal involvement and organizational outcomes benefits human capital productivity because it fosters the right climate that enables employees to produce the best outcomes of their labor.

### 3.1. Practical and Theoretical

On the implications of carrying out such studies, we have reached to theoretical and practical implications. From a theoretical perspective, the present research regarding the influence of talent management on human capital performance with the moderating influence of organizational commitment is the enhancement of existing theories in organizational behavior. It is hoped that this study will help advance knowledge and understanding of theories like Social Exchange Theory and Expectancy Theory concerning how TM practices affect employee commitment and thereby performance. Thus, by studying the moderating effect of organizational commitment, this research can contribute to the further development of empirically grounded knowledge on the relationships between talent management, organizational commitment, and human capital performance within an organization, which in turn would enhance theoretical developments in the field of OB.

From a practical perspective, the study on the effects of talent management on human capital performance with the moderating effect of organizational commitment would provide useful implications for improving employees' performance and productivity in organizations. Implication of this study can aware organizations on the need to put in place sound talent management practices that enables the cultivation of employees' skills while at the same time cultivating commitment and engagement. By identifying the role of OCB as a mediator, talent management scholars and practitioners can better design and implement approaches to enhance the level of organizational commitment, thereby increasing employee loyalty, motivation, and dedication and improving the overall performance of the firm's human capital. This paper discusses how talent management initiatives should be in harmony with the development of Organizational Commitment because the improvement of the working conditions will foster the development of talents through the commitment level.

### 3.2. Future Research

We recommend carrying out the same research based on quantitative methodology and a questionnaire that is self-administered by specific individuals from either educational facilities or organizations in different countries.

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