

Nexus Between Talent Management And Job Performance: Organizational Citizenship Behavior As A Mediator

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Abstract

This study aims at investigating the relationship between talent management (TM), organisational citizenship behaviour (OCB), and job performance (JP). The purpose of this study is also to examine how organisational citizenship behaviour affects the connection between TM and workers' JP. The current study utilised structural equation modelling to examine the association between variables. The study included 464 teachers who are employed at private universities located in two provinces of Pakistan: Khyber Pakhtunkhwa and Balochistan. The results showed that TM has a positive effect on both OCB and teachers' performance. Furthermore, this study proposes that OCB plays a partial mediating role in the nexus between TM and JP.

Keywords: Talent Management; Organizational Citizenship Behavior; Job Performance; Teachers; Pakistan.

Introduction

It is imperative for HR to possess an in-depth knowledge of how individuals play a crucial role in generating profit and attaining goals in order to succeed in the demanding economic environment of the past few years (Farley, 2005). Furthermore, HR must possess the capability to efficiently supervise and utilize talent in order to accomplish corporate objectives. Nevertheless, due to the historical emphasis of HR on transactional processes rather than using human capital to enhance company performance, business executives harbor doubts over HR's ability to meet their requirements. Consequently, HR often faces the challenging predicament in several organisations where they possess a significant mission but lack the credibility (or perhaps the necessary abilities) to effectively carry it out (Farley, 2005). The main goal of TM is to improve the recruiting and development process for individuals who have the required skills and aptitude to meet the current labor needs. TM encompasses several elements such as recruitment, selection, onboarding, coaching, managing performance, professional growth, growth in leadership, replacement planning, planning a career, acknowledgment, and compensation (Kim & McLean, 2012). Organisations place a high priority on hiring and retaining persons who are highly skilled and competent because of the intense competition and limited availability of such individuals (Farley, 2005). In order to successfully attract and keep

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highly skilled individuals from all over the world, an organisation must possess a strong and positive employer reputation (Goudreau, 2012). Recently, organisations have seen increased rivalry for skilled individuals owing to the worldwide expansion of markets and a scarcity of labour. This scenario is commonly known as the battle for skilled individuals (Kim & McLean, 2012). Talented individuals are viewed as important assets that contribute to the organization's edge over others, since it is anticipated that skilled individuals may provide significant value for the organisation. Consequently, an increasing number of organisations are prioritizing the effective management of their talent (Kim & McLean, 2012). TM encompasses the implementation of human resource management (HRM) strategies that facilitate the recruitment, identification, development, and retention of individuals who possess exceptional abilities and skills. Gelens, Dries, Hofmans, and Pepermans (2013) defined TM as the “differential management of employees according to their relative potential to contribute to an organisation’s competitive advantage”. Creelman (2004) defines TM as: “The process of attracting, recruiting and retaining talented employees”.

Organ (1988) defines OCB as “OCB represents an individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in aggregate, promotes the effective functioning of the organization”. Discretionary refers to behaviour that is not obligatory or mandated by the function or job description. Organ (1988) established and expanded upon the notion of OCB, which encompasses five specific dimensions: “altruism, conscientiousness, sportsmanship, civility, and civic virtue”. Altruism refers to volunteer acts, such as helping someone with a task or problem that is important to an organisation. For example, a worker offers support to their coworkers who encounter a significant workload. These actions are directed towards both coworkers and external persons, including customers and vendors. Conscientiousness refers to the diligent and thorough execution of role behaviours, above the minimum expectations. These behaviours are discretionary but lack individual engagement. Examples of these habits encompass regular attendance, cleanliness, punctuality, effective utilization of break time, and preservation of order. The contrast between altruism and conscientiousness resides in their unique aims. Altruism is motivated by the intention to aid a specific individual, but conscientiousness is defined by a broader sense of duty and does not require specific objectives. Sportsmanship is defined as the willingness to avoid unfavorable situations without showing dissatisfaction. Exemplary employees demonstrate outstanding sportsmanship by abstaining from complaining about trivial matters and instead focusing on finding problems. It is inevitable for an organisation to have disruptions, and for a person to encounter intolerable circumstances. When employees exhibit sportsmanship, their supervisors will be spared of the burden of spending excessive time addressing complaints, enabling them to focus more on their duties. Courtesy involves voluntary efforts, such as giving advance notice, reminders, and sharing pertinent information, that can help persons avoid future problems. Employees that demonstrate courtesy comprehend the need of abstaining from creating challenges for their colleagues. The distinction between altruism and courtesy is based on the fact that altruism involves providing assistance to someone who is already facing challenges, whereas courtesy is linked to preventing such issues from arising in the first instance. Civic virtue entails a natural involvement in the policies being put into effect. Individuals that demonstrate civic virtue engage in activities such as reviewing internal communications, participating in conversations outside of work hours, attending non-mandatory but important meetings, and joining voluntary events that enhance the company's reputation.

A few studies have empirically tested the relationship between TM, organizational citizenship behavior and JP. For example, Jannah, Ibrahim, and Kesuma examined how OCB and TM mediate the relationship between an employee's transformational leadership style. The total

number of public personnel employed in the Department of Education and Culture in Bireuen Regency was 107. The sample size for the study was equivalent to the size of the population. The research model was tested using Structural Equation Modelling and Sobel Test. The results indicate a positive relationship between Transformational Leadership, OCB, TM, and Employee Performance. Transformational Leadership has a notable influence on OCB, TM, and Employee Performance. Moreover, TM has a direct impact on Employee Performance and acts as a partial mediator in the connection between Transformational Leadership and Employee Performance. However, OCB does not exert any influence on employee performance and does not function as a mediator in the model.

Showkat, Ahmad, and Sindakis (2023) conducted a study to investigate the connection between TM, OCB, and organisational performance in a diverse group of employees from various businesses. The researchers collected data from 220 participants through a survey questionnaire and analysed it using multiple statistical techniques, including correlation analysis, descriptive statistics, reliability analysis, regression analysis, and ANOVA. The findings indicated a strong and statistically significant relationship between TM, OCB, and organisational performance.

Juari (2023) conducted a study to assess the influence of TM and labor force engagement on job satisfaction and OCB, with personal organisation serving as a mediating factor. The study's population consisted of 145 employees from PERUMDA Tirta Sakti. The survey sample had 97 respondents. Data was gathered through the utilization of a questionnaire employing a Likert scale consisting of five choices. Structural equation modelling used partial least squares software for data processing. TM positively influenced both job satisfaction and employee OCB, while work engagement also had a positive impact on job satisfaction. At their study, Omotunde and Alegbeleye (2021) investigated the relationship between TM techniques and the JP of librarians at university libraries located in South-West Nigeria. The researchers used the total enumeration method to include all 364 librarians working at university libraries in the South-West area of Nigeria. Hence, the study concluded that TM practices had a direct influence on the JP of librarians.

Jahangiri and Abasspour Tehrani Fard (2017) conducted a study to assess the impact of TM on JP in governmental institutions situated in Tehran, by examining employees' job satisfaction and work effort. Five hypotheses were derived from the research literature and the conceptual model. A total of 350 questionnaires were issued to 60 public organisations, resulting in 288 questionnaires being returned. Subsequently, an assessment was conducted to evaluate the adequacy, dependability, and accuracy of the data. Due to the fact that TM was a second-order reflection construct and the data did not follow a normal distribution, the hypotheses were tested using Smart-pls2 software. The findings of hypothesis testing indicate that TM has a substantial impact on job satisfaction, work effort, and JP. Furthermore, the correlation between job satisfaction and performance has been validated, but, the hypothesis pertaining to the impact of work effort on JP, with a path coefficient of 0.235 and a t-value of 1.62, has not been substantiated.

The study conducted by Ali et al. (2023) aimed to find out the nexus between OCB, PE, and PJ. Furthermore, the study aimed to investigate whether PE acts as a mediator in the nexus between OCB and JP. The data was collected from five hundred and forty three teachers. The results demonstrate a strong and positive connection between JP, OCB, and psychological empowerment. The use of SEM showed that PE partially mediated the link between OCB and JP. The following hypotheses are formulated based on the aforementioned literature review:

- H1: TM affects JP among Teachers of Private Universities of KP, Pakistan (TPUKPP) positively.
- H2: TM affects OCB among TPUKPP positively.
- H3: OCB affects JP among TPUKPP positively.
- H4: The Nexus between TM and JP among TPUKPP is mediated by OCB.

Methodology

Data collection

The questionnaires were formally distributed to faculty members at private universities in KP and Balochistan, Pakistan, between October 1 and November 20, 2023. A total of 500 questionnaires were issued, with 466 returned. Two questionnaires were disposed of because they were only partially completed, leaving 464 valid questionnaires with a response rate of 92.8%. The majority of responses (81%) were male, with the remaining 19% female. 277 individuals (59.69%) were between the ages of 20 and 45, with another 187 (40.31%) falling between the ages of 46 and 60.

Measurement of JP

JP was quantified using the JP scale developed by Goodman and Svyantek (1999). This scale has two dimensions: "extra-role performance" and "in-role performance." Extra-role performance consists of seven items, whereas in-role performance consists of nine items. Examples of JP include "I achieve the objectives of my job", "I fulfill all the requirements of the job", and "I am competent in all areas of the job, handle tasks with proficiency" (in-role JP), and "I help others employees with their work when they have been absent", "I assist my colleagues with their duties", and "I make innovative suggestions to improve the overall quality of the department" (extra-role JP). JP was evaluated on a 5-point scale. On a Likert scale, 1 indicates strongly disagree and 5 indicates strongly agree. Table 1 shows the reliability of all JP dimensions.

Table 1:Reliability of JP

	In-role JP	Extra-role JP
No. of Items	9	7
Cronbach's Alfa	.94	.91

Measurement of OCB

The OCB scale was used to measure OCB (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). This measure comprises five dimensions: "altruism, sportsmanship, conscientiousness, civic virtue, and courtesy". Each dimension has four components. Examples of OCB include "Consults with me or other individuals who might be affected by his/her actions or decisions" and "Does not abuse the rights of others" (Courtesy), "Helps others who have heavy workloads" and "Helps others who have been absent" (altruism), "Consumes a lot of time complaining about trivial matters" and "Tends to make "mountains out of molehills" (sportsmanship), "Is always punctual" and "Does not take extra breaks" (Conscientiousness) , and "Keeps abreast of changes in the organization" and "Attends functions that are not required, but that help the company Image" (civic virtue). A seven-point likert scale, "from 1 strongly disagree to 7 strongly agree," was used to collect data from participants. Table 2 shows the reliability of each dimension.

Table 2Reliability of OCB

	No. of Items	Cronbach's Alfa
Civic virtue	4	.90
Altruism	4	.92
Conscientiousness	4	.87
Sportsmanship	4	.88
Courtesy	4	.89

Measurement of TM

The TM scale developed by the Human Capital Institute (2008) was used to assess it. There are four components to this scale: attracting talent, talent development, talent motivation, and talent retention. A 5-point Likert scale was used to collect data, with responses ranging from "strongly disagree" to "strongly agree". Examples of TM include "My University can attract top talent" and "Internal employee referral programs are widely used to bring in new employees" (TA), "My university has competitive compensation system in comparison to other organizations in the same industry which is a motivating factor to our employees" and "In our university, compensation is decided on the basis of competence of the employee" (TM), "My university conducts extensive training and development programs for Employees" and "My university actively creates developmental opportunities for subordinates (TD) and "Our organization can retain our best performers" and "Turnover is tracked across divisions, locations, talent levels and managers" (TR). Table 3 shows the reliability of each dimension of TM.

Table 3: Reliability of TM

	TD	TM	TA	TR
No.	5	6	6	6
Cronbach's Alfa	.88	.90	.86	.81

Table 4: Correlations Among TM, OCB and JP

	TM	OCB	JP
TM	1	.451**	.542**
OCB	.451**	1	.664**
JP	.542**	.664**	1

***. Correlation is significant at the 0.01 level (2-tailed)"

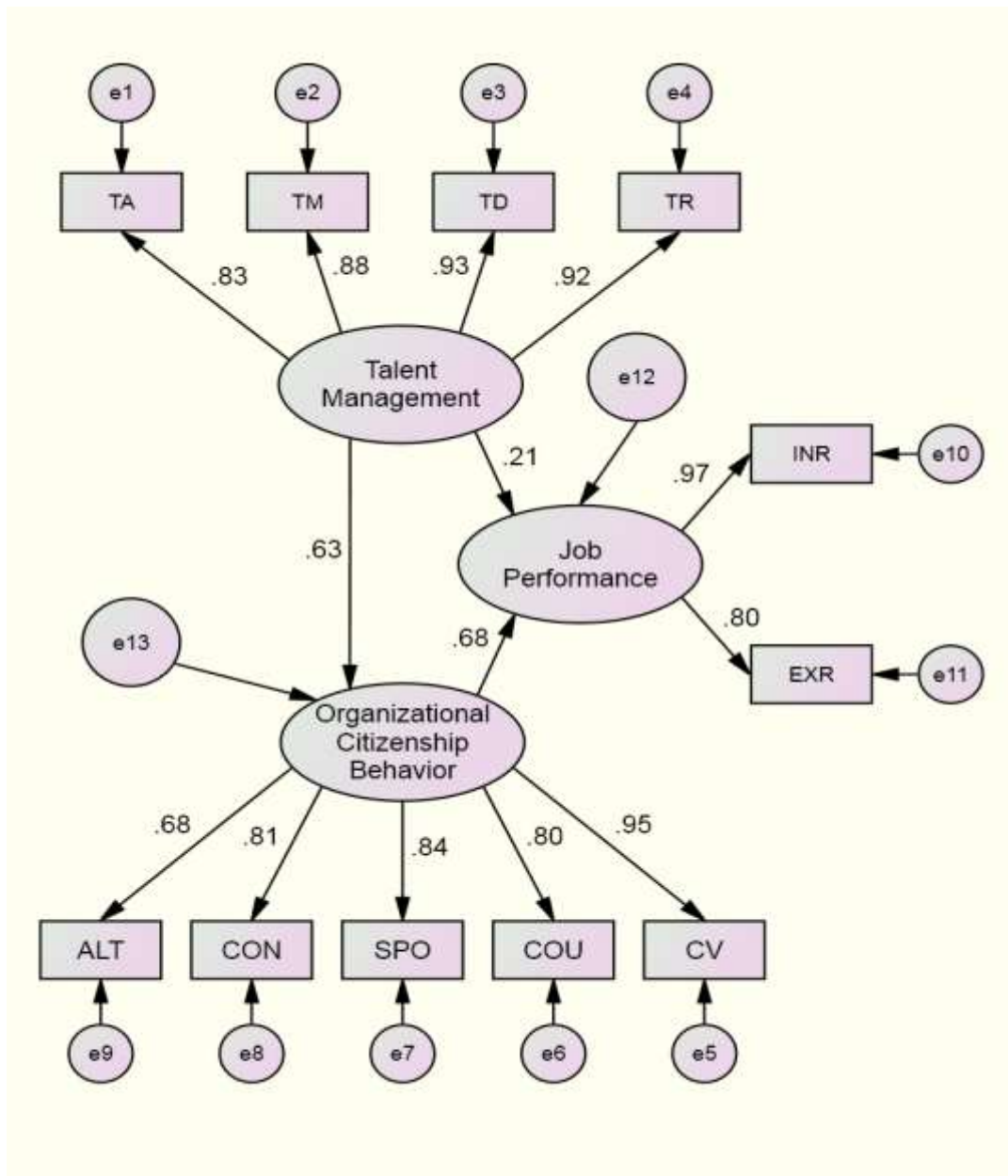
Table 4 presents the correlations between TM, OCB, and JP. The results suggest that there is a significant and positive relationship between TM and both JP ($r = .542$) and OCB ($r = .451$). Moreover, it has been shown that there is a significant and favourable link between OCB and JP, with a correlation value of .664. The correlation study has substantiated the validity of the aforementioned hypotheses:

H1: TM affects JP among Teachers of Private Universities of KP, Pakistan (TPUKPP) positively.

H2: TM affects OCB among TPUKPP positively.

H3: OCB affects JP among TPUKPP positively.

Graph: Relationship between TM and JP via OCB



The graph depicted above demonstrates the results of the indirect impact of TM on JP through OCB. The regression weight of 0.21 signifies that TM has a statistically significant and positive impact on JP, which is mediated via OCB. The correlation coefficient between TM and JP reduced from .42 to .21 after including OCB as a variable. The structural equation modelling confirmed that TM has an indirect impact on JP through OCB. The three-factor model, consisting of TM, JP, and OCB, demonstrated data very well. The chi-square value is 111.390, with 41 degrees of freedom. All indices, such as CMIN/DF (2.717), GFI (.958), CFI (.984), RMSEA (.061), and RMR (.066), are within the acceptable range of values. The values of the indices are also presented in table 5. All values in table 5 exhibit standardized regression weights that are within an acceptable range. The results have accepted hypothesis H4: The Nexus between TM and JP among TPUKPP is mediated by OCB.

Table 5: Values of GFI, CFI, AGFI, CMIN, RMSEA and RMR

	GFI	CFI	AGFI	CMIN	DF	CMIN/DF	P	RMSEA	RMR
	.958	.984	.932	111.390	41	2.717	.000	.061	.066

Conclusion

This study aims at investigating the relationship between talent management, organisational citizenship behaviour, and job performance. The purpose of this study is also to examine how organisational citizenship behaviour affects the connection between TM and workers' JP. The current study utilised structural equation modelling to examine the association between variables. The study included 464 teachers who are employed at private universities located in two provinces of Pakistan: Khyber Pakhtunkhwa and Balochistan. The results showed that TM has a positive effect on both OCB and teachers' performance. Furthermore, this study proposes that OCB plays a partial mediating role in the nexus between TM and JP.

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