

Talent Management and Employee Job Performance in The Retail Sector of China[†]

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Abstract

With the development of talent management among companies, one of the major objectives of leaders is to improve employee's performance. Retail business in China are considering incorporating talent management into their future plans to promote better outcomes among employees. By analyzing talent management, recruitment, training, and performance recognition are identified as the 3 dimensions of talent management to get closer look on how employees' job performance is related to them. The main objective of the study is to analyze the relationship between employee job performance and the talent management strategy in the retail sector in Yunnan, China. The study aims to focus on the employees' job performance with the intention to determine the relationship between talent management and employees' performance within the context of retail business in China. 223 questionnaires were received with completed data. To get a rather comprehensive collecting of data, the sample will be from different companies in the retail industry in Yunnan, across various types of trading, including other online and in-store retailing. The study used questionnaires to collect perceptions toward talent management and job performance. The study's quantitative data was entered into the social sciences statistical software for descriptive statistics and Spearman correlation analysis. As 3 dimensions of independent variables: Recruitment, training, and recognition are all considered by the majority of the respondents to be important and necessary since the results of analysis between 3 dimensions of talent management and employee performance have all demonstrated rather strong positive correlations. In addition, the importance of on-job training and new staff training are strongly related to employee performance; employees have strong desire to be recognized, and recognition is strongly related to employee performance.

Keywords: Employees' job performance, Talent management, Retail business in China

Introduction

The success of an organization, regardless of its size, relies on the efforts of its people, and as globalization intensifies, so does the demand for talent (Kravariti, 2019). Some organizations are broadening their definitions, looking at the 'talent' of all their employees and determining ways to develop their skills. When used broadly, the term 'talent' may refer to an organization's entire workforce-its employees (CIPD, 2020). Management of human resources has long been concerned with employee performance. The quality of employee work is believed to be a very significant factor in improving the performance of a company, therefore, employee performance issues are considered to be urgent. The process of talent management (TM) is therefore prioritized as one of the most effective strategic elements for improving employee performance. Organizations that excel at talent management stand out from the rest. While talent management concerns are universal, they are more pressing in emerging markets today due to the talent shortages and increasing turnover at work, which are compelling more organizations to adopt TM strategies. Employee performance is experiencing a significant shift as a result of the emergence of a large scale of talent management activities. However, few recent studies have addressed the issue of

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employee performance in Chinese retail business. In academic literature, this phenomenon is empirically examined often, but the effect of talent management on academic practice is yet to be fully defined. As a consequence, carrying out a related study to understand the correlation between talent management and employee performance within the context of the Chinese retail industry is necessary.

The e-Marketer report released January 23rd, 2020 forecasts retail sales in China will reach more than \$5.6 trillion in 2021, about \$100 billion more than in the United States. A recent study by e-marketer.com reveals that due to the global pandemic and its varying impacts in different markets, the trend lines have changed. It was estimated that the US economy and consumption rate will be adversely affected more than China, and projected that China will generate retail sales of \$5.072 trillion (RMB 35.043 trillion) by 2020, compared to \$4.894 trillion in the US. With such a great retail market in China, it is important to carry out an extensive research on the relationship between the employee performance and talent management.

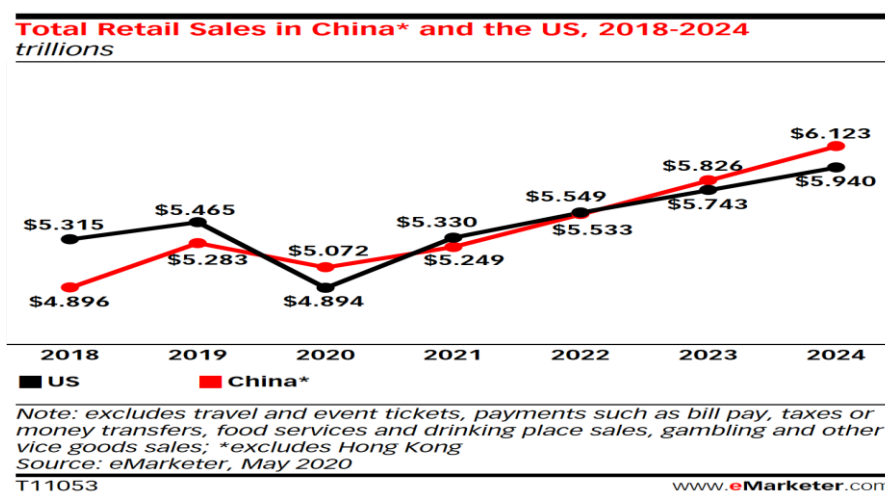


Figure 1 Total retail sales in china and the US, 2018 - 2024 (trillions).

Source: <https://www.emarketer.com>

Objectives of the study

The aim of the research is to analyze the relationship between employee job performance and the talent management strategy in the retail sector in Yunnan, China.

- 1) To analyze the perceptions of respondents toward talent management;
- 2) To examine the perceptions of respondents toward employee job performance;
- 3) To explore the relationship between 3 dimensions of talent management and employee job performance in retail sector in Yunnan China.

Literature reviews

Theoretical basis

The theoretical research on job performance mainly evolved from psychology and organizational behavior. Mcguire and Maslow (2011) a famous psychologist, once put forward the hierarchy of needs theory. He divided people's needs into 5 levels: Physiological needs, security needs, social needs, respect needs and self-realization needs. This theory holds that everyone has needs. After a certain level of needs is met, another level will appear, and the level will rise step by step. Only after the low-level needs are met, the latter needs can show the incentive effect. This theory is widely used in employee relationship research and incentive research, and also has certain guiding significance for job performance.

There are generally 4 main factors affecting job performance, namely, employees' motivation, skills, environment and opportunities (Robbins & Judge, 2019). The first 2 is employees own subjective factors, and the last 2 are objective factors. The available formulas are as follows: $P = f(S, O, M, E)$. In the formula,

P is performance; S is skill; O is opportunity; M is incentive; and E is environment. This formula shows that under a certain environment, performance is the output under the triple action of vocational skills, job opportunities and incentives. The process basically divides work performance into 3 levels to study and investigate in academic and business circles. From the individual level, scholars often focus on how to stimulate individual potential and fair evaluation system. Enterprises will also use a variety of forms to refine and investigate individuals, such as 360-degree all-round evaluation methods. These methods focus on individuals and can objectively reflect individual performance. From the perspective of team, with the economic globalization, enterprises are facing more and more fierce competition, which requires flexible teams to complete their work. In reality, it is difficult for enterprises to adopt team work to deal with complex and changeable environment, so as to improve flexibility. Under this background, the research on team work mode has become more and more, how to evaluate and motivate the team is a new problem in the field of work performance. From the organizational level, with the tide of internationalization, more and more enterprises go abroad, and the investigation of a regional branch also becomes important. According to (Mensah et al., 2016), performance is defined as the ability of an employee to perform his tasks, meet management expectations, and reach job targets. Individual performance affects team and organizational performance, which means ignoring this problem will endanger the company's system (Mehraein, 2021). It is possible that employees with low performance levels and limited ability to use equipment and technology will provide poor performance and not in accordance with company goals and targets (Pradhan & Jena, 2016).

On the other hand, employees with low work experience are considered to have no qualifications, which only becomes a burden on the company (Malik et al., 2020), which can eventually lead to termination of employment with the employee.

In addition to pursuing their work-related objectives, engaged employees also play an active role in teamwork, take on responsibilities, and do their part to contribute to organizational goals. Engagement has been found to have a positive impact on employee performance (Thunnissen, 2016).

Previous relevant studies

Eliyana et al. (2018) claimed that job performance had been studied since the 1970s, but until today, they had failed to reach a unified view on its connotation. There are also such problems in real enterprises. Corporate managers do not know whether to measure performance by result or behavior, which is also the core of scholars' debate. Some scholars regard job performance as behavior. Some scholars who use behavior to measure performance output believe that individuals, as a part of the organization, their behavior is constrained by the organization, and the organization expects that some behavior and tendency they show will be evaluated as performance. Such a theory has been confirmed in enterprise management. For example, when evaluating employees, the balanced scorecard (Kaplan & Norton, 1996), is often used as a tool, which includes a series of employee behaviors. It can be seen that using employee behaviors to measure performance has a certain theoretical basis and practical significance. Nam and Park (2019) believe that individuals come to the organization to complete a certain task, and the organization expects it to show a certain result, which is often measured by the completion degree and result of the work. In practice, enterprises prefer employees to speak with results and ignore the process. This pragmatism is popular at present. In addition, some scholars pointed out that job performance cannot be measured by a single behavior or result, but should be evaluated comprehensively by combining the 2. The author prefers the combination of the 2, that is, when measuring performance, we should comprehensively evaluate the employee's behavior and results, so as to be more comprehensive and fair.

As companies realize that the success of their business depends on the talent and abilities of their employees, talent management emerged in 1990 and has continued to be used (Krishnan & Scullion, 2017). In general, talent management refers to a set of processes for identifying, deploying, and managing individuals so that a business strategy can be implemented successfully (Thunnissen, 2016; Krishnan & Scullion, 2017). David Watkins of Soft cape defined talent management in an article published in 1998 as a process of attracting, developing, and retaining people who possess the aptitudes and abilities to meet current and future organizational goals. A key element of talent management is improving employee

performance and organizational value. Using a simple random sampling technique, (Onwugbolu & Mutambara, 2021). Gathered data from 296 employees of retail stores operating in South Africa, and found a significant positive correlation between talent management strategies and retail store performance, since talent management aimed to harness the potential of individuals who could add value to an organization both now and in the future.

Recruiting, selection, identification, retention, management, and development of high-potential employees are all elements of talent management (Davis et al., 2016), and recruitment and selection determine the overall quality of the employees. Moreover, (Malik et al., 2020) uphold that recruitment and selection is one of the most critical activities of human resource management (HRM), which are important for the success of any organization because they affect the performance of employees as well as the performance of the organization. A recruitment process is a means by which an organization can build a competent and suitable workforce to improve its output as a whole. As (Mehraein, 2021). Noted, “talent is not a rare commodity-people are talented in many ways: It is simply rarely released. Organizations must focus on developing talent strategically and holistically.” In their proposal, (Kravariti & Johnston, 2019). Asserted that talent management aims to ensure that the right people are in the right place at the right time and engaged in the right activities. Collings et al. (2018) characterized talent management as the systematic identification of key roles that each contribute to achieving sustainable competitive advantage for an organization. In order to identify such roles, high-potential, high-performing employees must be developed as a talent pool.

Training has been identified as an important component of TM for facilitating employee performance. Ibrahim and Rahman (2017) found that sustainable human resource management (HRM) practices such as training & development and promotion are necessary for ensuring employee retention in the public sector. Additionally, (Glaister et al., 2017) investigated 198 firms; this study shows that talent management is a key transmission mechanism mediating the relationship between HRM and employee performance. In their study, (Hayat & Sadiq, 2018). Distributed 320 well-structured self-administered questionnaires to the employees of the Mardan region banking sector, and the results revealed a strong correlation between talent management and employee performance. Training can also improve the overall performance of employees, the researchers concluded. Later, empirical evidence of the impact of training on organizational productivity and mutual benefits for both employees and employers was identified (Seung Hyun Kim 2013). Training and development (T&D) increases the skills of employees, increases their satisfaction with the job and results in higher levels of commitment and better performance, according to (Malik et al., 2020) organizational training and development and learning opportunities should be increased to ensure sustainability.

The fact that performance is recognized through evaluation and appraisal is also identified as an important influence of TM on employee performance. As an example, the study by (Masri & Suliman, (2019). Involved 180 full-time employees who were randomly selected and surveyed using an online, customized questionnaire. The results of the empirical research demonstrate that talent management and employee performance recognition can play a significant role in improving employee performance levels as well as contributing to the success of the organization. Talent management with emphasis on employee performance recognition are viewed as strategic tools that are used to meet organizational objectives and improve employees' performance. Additionally, (Idowu, 2017). Found that performance appraisals or performance recognition should be carried out periodically to assess an individual's performance and improve their output and effectiveness. Malik et al. (2020) added that the purpose of performance appraisals is to make best use of employees' abilities, attitudes, and skills, and can also be used as a means for setting standards and goals, and finding out employees' strengths and weaknesses.

Table 1 Summary of literature reviews.

No.	Authors	Title	Methodology	Findings
1	Pradhan and Jena (2016)	Employee performance at workplace: Conceptual model and empirical validation	Exploratory factor analysis (EFA) and multivariate regression	A positive correlation to the employee's job performance
2	Ibrahim and Rahman (2017)	Sustainable human resource management practices in the Malaysian public sector: An exploratory study	Exploratory factor analysis and regression ANOVA	Leadership factors are the most influential elements
3	Glaister et al. (2017)	HRM and performance-the role of talent management as a transmission mechanism in an emerging market context	SPSS version that included descriptive and inferential statistics	Income and benefit, superior, work result, colleague, work condition, training and promotion, work nature positively and significantly impacts the staffs and workers
4	Hayat and Sadiq (2018)	The effect of talent management on employee's job performance in Banking sector of Pakistan: Mediating role of training	Quantitative research analysis	A positive correlation to the employee's job performance
5	Collings et al. (2018)	Global talent management and performance in multinational enterprises: A multilevel perspective	Quantitative research analysis	Positive correlation with the workers in performing their jobs at the workplace
6	Kusumawati and Wahyuni (2019)	The effect of training to employee performance with motivation as a mediation in Lembaga Pendidikan Perkebunan (LPP) Yogyakarta	Quantitative research analysis method	Almost all the variables have positive correlation with the workers motivation in performing their jobs at the workplace
7	Kravariti and Johnston (2019)	Talent management: A critical literature review and research agenda for public sector human resource management	Extensive literature survey	TM is a strategy that enhances the advancement of talented employees so that the latter can positively contribute to high organizational performance
8	Malik et al. (2020)	The effects of sustainable human resource management practices on employee performance: The moderating role of organizational commitment	Quantitative research analysis method	Leadership factors are the most influential elements
9	Malik et al. (2020)	Pathways towards sustainability in organizations:	SPSS version that included	Work condition, training and promotion, work

No.	Authors	Title	Methodology	Findings
		Empirical evidence on the role of green human resource management practices and green intellectual capital	descriptive and ANOVA statistics	nature positively and significantly impacts the staffs and workers
10	Onwugbolu and Mutambara (2021)	Talent management strategies and employees' job performance in the retail sector of KwaZulu-Natal, South Africa: A structural model	Quantitative research analysis method	Positive correlation with the workers motivation in performing their jobs at the workplace

Conceptual framework and hypotheses

This study's intention is to examine the relationship between talent management and employee performance within the context of retail sector in China.

The independent variable (IV) of the study is talent management with 3 dimensions which are recruitment, Training, and performance recognition. The dependent variable (DV) of the study is employee performance.

With variables and hypotheses clearly defined in advance of data collection, quantitative research designs tend to be more suitable for current study to measure variables and correlations.

The investigation of the current study is quantitative-based descriptive study, which is using a descriptive-correlation design to decide whether relationships exist between talent management (TM) and employee performance (EP) in the context of retail sector in Kunming China.

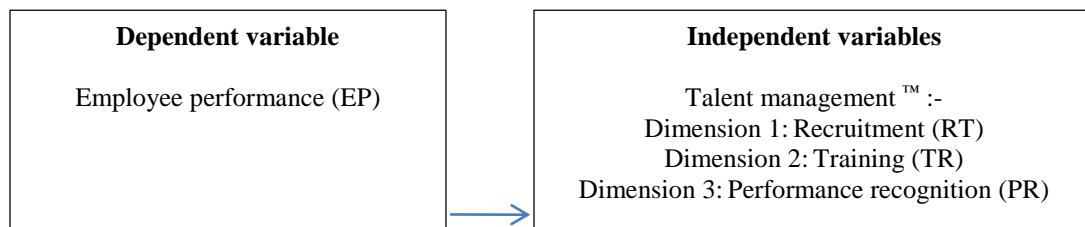


Figure 2 Conceptual framework.

In line with the literature review, the following hypotheses were formulated:

H1: There is a relationship between talent management (TM) practices and the level of employee performance (EP).

H1a: Recruitment (RT) as a dimension of talent management (TM) are positively related to employee performance (EP)

H1b: Training (TR) as a dimension of talent management (TM) are positively related to employee performance (EP)

H1c: Employee performance recognition (PR) as a dimension of talent management (TM) affects the level of Employee Performance (EP)

Methodology

Populations and sampling procedure

Sample size for this study is derived from sample size determinant from (Krejcie & Morgan, 1970), which will be 384 for the current study. To get a rather comprehensive collecting of data, the sample will be from different companies in the retail industry in Yunnan, across various types of trading, including other online and in-store retailing.

Research instruments

The research will use questionnaire to collect opinions. The detailed contents of the questionnaire are as follows:

Table 2 Questionnaire design.

Sections	Variables	Items	Contents
A	Demographic profile	5	Q1 Age / Q2 Gender / Q3 Educational background / Q4 Years of working in the retail sector / Q5 Size of the company
B (Dependent variable)	Employee performance (EP)	5	1. Q6 You are competent at your work. 2. Q7 You enjoy your work. 3. Q8 You are very aware of your responsibilities. 4. Q9 You are very clear about your working procedure. 5. Q10 You are confident at providing customer service.
C (Independent variables)	Talent management dimension 1: Recruitment (RT)	4	1. Q11 There is a clear standard of selecting employees in the company. 2. Q12 People who work here are generally suitable for the job. 3. Q13 If recruiting carefully, the company will have more competent employees. 4. Q14 If recruited carefully, employees will have better performance in general.
	Talent management dimension 2: Training (TR)	4	1. Q15 It's necessary to provide on-job training for everyone. 2. Q16 Training is very effective in improving job performance in general. 3. Q17 Through training, new staff here can quickly get involved in their position. 4. Q18 Through training, experienced staff here can improvement their work performance
	Talent management dimension 3: Performance recognition (PR)	4	1. Q19 It is important that my performance to be recognized. 2. Q20 In order to be praised and awarded, I am willing to work harder. 3. Q21 I hope my work can be evaluated so my efforts can be recognized. 4. Q22 The more my work to be recognized, the more motivated I am.

Data collection

Using questionnaires, data is collected from employees in China during this study. In surveys, researchers collect data on responses directly from respondents.

The procedure for collecting data was as follows:

1) The sample size is 384 employees from retail companies in Yunnan, P.R. China based on (Krejcie & Morgan, 1970) sample size table.

2) Decide on the type of survey - a quantitative survey was used to collect and analyze data on the impact of talent management on employee performance at selected retail stores in Kunming, China.

3) Design the survey questions - the survey questionnaire was divided into 3 sections. The scale is based on a 6-point Likert scale of measurement, ranging from 1 (extremely disagree) to 6 (extremely agree).

In the first section, there will be question including company size as a very important variable, since the practice and the meaning of talent management is largely varied according to different company sizes. It will be an important issue when asking respondents what the size of the company that they are serving. The size of the company will be depended on the number of employees it owns. The revenue of the company will not be included as an indicator for company size since some respondents may not be clear about this figure, and the revenue varies from year to year, which is a fairly unstable indicator compared to number of employees. There is a question for the number of years working in the company, which will also be very worth to pick the more reliable answers since people who has less than a year experience will hardly be evaluated for the performance.

4) Distribute the survey - a total of 384 questionnaires will be distributed to employees of randomly selected retail locations in Yunnan, P.R. China. The stores will cover various types of products and services, both online and in-store.

5) Collect responses - questionnaires are collected after respondents have completed them, and respondents will be visited only once. When respondents fill out the questionnaires, the researcher should not interfere with what they are doing, as the researcher is collecting answers from respondents by distributing questionnaires. The respondents will not be influenced since the phenomenon is studied during its normal occurrence. However, the completed data for further analysis was only 223 questionnaires.

6) Input data - data is transformed into data analyzing tools, especially using the statistical software for further analysis.

7) Statistics for data analysis - data is analyses by the descriptive statistics such as frequency, percent, mean, mode, standard deviation. Moreover, to test the strength of a relationship between 2 variables based on the hypotheses mentioned, Spearman's rho correlation is used as the inferential statistics.

Research results

The majority of respondents are between the ages of 35 and 44. (61.0 %). There are 53.4 % male responses and 46.6 % female giving responses. 96.0 % of them have an undergraduate degree. Respondents with 3 - 5 years of working experience 35.0 %, those with over 5 years working 33.2 %, and those with 1 - 2 years working 26.0 %, for a total of 94 % who have been with the company for more than a year. In terms of company size, 94.6 % of respondents work in companies with 100 - 1000 employees.

Table 3 Demographic data of the sample by age, gender, education, years of working and size of company.

Questions	Choices	Frequency	Percent
Q1 Age (Years old)	Under 25	12	5.4
	25 - 34	55	24.7
	35 - 44	136	61.0
	45 and over	20	9.0
	Total	223	100.0
Q2 Gender	Male	119	53.4
	Female	104	46.6
	Total	223	100.0
Q3 Educational background	High school	8	3.6
	Undergraduate	214	96.0
	Graduate	1	0.4
	Total	223	100.0
Q4 Years of working	Less than 1 year	13	5.8
	1 - 2 years	58	26.0
	3 - 5 years	78	35.0
	Over 5 years	74	33.2
	Total	223	100.0

Questions	Choices	Frequency	Percent
Q5 Company size	Under 10 employees	6	2.7
	10~100 employees	211	94.6
	Over 1000 employees	6	2.7
	Total	223	100.0

When asked about how questions about their work performance, respondents are generally showed very positive answers as the mean value for each question in the group are above point 4 except Q7 regarding if they enjoy their work. Result shows that 91.9 % of people are strongly aware of their responsibilities, and they are also in general very clear about their work procedures (88.3 % of them gave score of 4). Besides, their confidence with providing customer services (73.1 % of them gave score of 4) are also in line with their other work-related performances. The mode value indicates that Q6 - Q10 are answered with score 5 most frequently, which means that respondents are overall positive with their work performance. However, comparing to other 4 factors, respondents are less positive with the statement that they enjoy their work.

Table 4 Descriptive statistics on employee performance (n = 223).

Descriptive statistics	Q6	Q7	Q8	Q9	Q10
Mean	4.89	3.83	4.79	4.72	4.46
Mode	5	4	5	5	5
Std. Deviation	0.517	0.748	0.582	0.809	0.990
Variance	0.268	0.559	0.338	0.654	0.979
Range	5	5	4	5	4
Minimum	1	1	1	1	1
Maximum	6	6	5	6	5

It is clear that respondents are overall agree with the importance of recruitment. There are 90.1 % of the responses indicates the companies they work for somewhat have a clear stand of selecting employees. And over 70 % of people believe people who they work with are generally suitable for the job. Most importantly, in question 13 and 14, over 90 % of the respondents believe companies will have competent employees if recruiting carefully, and 87 % of them believe employees will have better performance in general with careful recruitment procedure. In Q13 and Q14, the most frequent selected answer was extremely agree (Score 6), which also proves that people have strong beliefs regarding the importance of the recruitment.

Table 5 Descriptive statistics on recruitment (n = 223).

Descriptive statistics	Q11	Q12	Q13	Q14
Mean	3.96	4.28	5.32	5.17
Mode	4	4	6	6
Std. Deviation	0.371	1.374	1.354	1.270
Variance	0.138	1.888	1.832	1.613
Range	4	5	5	5
Minimum	2	1	1	1
Maximum	6	6	6	6

In accordance with previous questions, in this section, respondents overall agree with the importance of training. There are over 93 % of the responses marked 5 or 6 in Q15, which indicates their strong support in providing on-job training. And over 81 % of respondents gave 5 or 6 in Q16, which confirm that training is generally believed to be very effective in improving job performance. Similarly, in question 17 and 18, although with smaller mean values, 91 % of the respondents strongly believe new staff will benefit from training, and 87 % of them believe experienced employees will benefit in the same way. In Q15 and Q16, the most frequent selected answer (mode) was extremely agree (Score 6), which also proves that people have strong beliefs regarding the importance of the training.

Table 6 Descriptive statistics on training (n = 223).

Descriptive statistics	Q15	Q16	Q17	Q18
Mean	5.70	5.22	4.74	4.52
Mode	6	6	5	5
Std. Deviation	0.842	1.224	0.952	1.219
Variance	0.708	1.499	0.907	1.485
Range	5	5	4	5
Minimum	1	1	1	1
Maximum	6	6	5	6

In this section, respondents overall agree with the importance of recognition. There are over 91.9 % of the responses marked 6 (extremely agree) in Q19, which indicates their strong support in work recognition. And over 81.2 % of respondents gave 5 (strongly agree) in Q20, which confirm that recognition is generally believed to be significant in improving job performance. Similarly, in Q21 and Q22, 73.5 % of them extremely hope to be recognized in work, and 84 % of the respondent relate their motivation closely to the recognition they received. In Q19 and Q21, the most frequent selected answer (mode) was extremely agree (Score 6), which also proves that people have strong desire to be recognized in work.

Table 7 Descriptive statistics on recognition (n = 223).

Descriptive statistics	Q19	Q20	Q21	Q22
Mean	5.82	4.56	5.44	4.65
Mode	6	5	6	5
Std. Deviation	0.700	1.109	0.980	0.960
Variance	0.490	1.230	0.960	0.921
Range	5	5	4	5
Minimum	1	1	2	1
Maximum	6	6	6	6

Results of hypotheses testing

Table 8 Spearman's rho correlation between employee performance and talent management in terms of recruitment.

(n = 223)		Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14
Q6	Correlation Coefficient	1.000	-0.120	0.379**	0.556**	0.252**	-0.114	0.072	0.186**	0.205**
	Sig. (2-tailed)	.	0.074	0.000	0.000	0.000	0.090	0.287	0.005	0.002
	N	223	223	223	223	223	223	223	223	223
Q7	Correlation Coefficient	-0.120	1.000	-0.042	-0.127	-0.059	0.099	0.029	-0.058	-0.107
	Sig. (2-tailed)	0.074	.	0.536	0.058	0.378	0.143	0.665	0.391	0.110
	N	223	223	223	223	223	223	223	223	223
Q8	Correlation Coefficient	0.379**	-0.042	1.000	0.384**	0.387**	-0.033	-0.186**	0.287**	0.183**
	Sig. (2-tailed)	0.000	0.536	.	0.000	0.000	0.619	0.005	0.000	0.006
	N	223	223	223	223	223	223	223	223	223
Q9	Correlation Coefficient	0.556**	-0.127	0.384**	1.000	0.423**	-0.076	0.019	0.065	0.181**
	Sig. (2-tailed)	0.000	0.058	0.000	.	0.000	0.261	0.781	0.333	0.007
	N	223	223	223	223	223	223	223	223	223
Q10	Correlation Coefficient	0.252**	-0.059	0.387**	0.423**	1.000	-0.035	0.029	0.104	0.258**
	Sig. (2-tailed)	0.000	0.378	0.000	0.000	.	0.604	0.663	0.123	0.000
	N	223	223	223	223	223	223	223	223	223
Q11	Correlation Coefficient	-0.114	0.099	-0.033	-0.076	-0.035	1.000	-0.094	-0.026	-0.105
	Sig. (2-tailed)	0.090	0.143	0.619	0.261	0.604	.	0.160	0.697	0.119
	N	223	223	223	223	223	223	223	223	223
Q12	Correlation Coefficient	0.072	0.029	-0.186**	0.019	0.029	-0.094	1.000	0.066	0.230**
	Sig. (2-tailed)	0.287	0.665	0.005	0.781	0.663	0.160	.	0.324	0.001
	N	223	223	223	223	223	223	223	223	223
Q13	Correlation Coefficient	0.186**	-0.058	0.287**	0.065	0.104	-0.026	0.066	1.000	-0.040
	Sig. (2-tailed)	0.005	0.391	0.000	0.333	0.123	0.697	0.324	.	0.556
	N	223	223	223	223	223	223	223	223	223
Q14	Correlation Coefficient	0.205**	-0.107	0.183**	0.181**	0.258**	-0.105	0.230**	-0.040	1.000
	Sig. (2-tailed)	0.002	0.110	0.006	0.007	0.000	0.119	0.001	0.556	.
	N	223	223	223	223	223	223	223	223	223

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

*Correlation is significant at the 0.05 level (2-tailed).

According to the table above, the relationship between recruitment and employee performance are measured by analyzing the correlation between Q6~Q10 and Q11~Q14. It is noticed that Q6 has strong positive correlation with Q9, Q10, Q13, and Q14 (the values of Correlation Coefficient are 0.556, 0.252, 0.186, and 0.205 respectively), which means that people who are confident with their work performance are also clear with what they are supposed to do as well as providing customer services. It also shows that how people realize the importance of the recruitment are positively related to their work performance. Q8 has strong positive correlation with Q13, and Q14 (the values of Correlation Coefficient are 0.287 and 0.183 respectively). The result reflects that those who know about their responsibilities think positively with the importance of recruitment.

Therefore, H1a is accepted.

Table 9 Spearman's rho correlation between employee performance and talent management in terms of training.

(n = 223)		Q6	Q7	Q8	Q9	Q10	Q15	Q16	Q17	Q18
Q6	Correlation Coefficient	1.000	-0.120	0.379**	0.556**	0.252**	0.349**	0.182**	0.396**	0.073
	Sig. (2-tailed)	.	0.074	0.000	0.000	0.000	0.000	0.006	0.000	0.280
	N	223	223	223	223	223	223	223	223	223
Q7	Correlation Coefficient	-0.120	1.000	-0.042	-0.127	-0.059	-0.047	-0.113	-0.013	-0.010
	Sig. (2-tailed)	0.074	.	0.536	0.058	0.378	0.487	0.092	0.852	0.881
	N	223	223	223	223	223	223	223	223	223
Q8	Correlation Coefficient	0.379**	-0.042	1.000	0.384**	0.387**	0.585**	0.153*	0.698**	0.161*
	Sig. (2-tailed)	0.000	0.536	.	0.000	0.000	0.000	0.022	0.000	0.016
	N	223	223	223	223	223	223	223	223	223
Q9	Correlation Coefficient	0.556**	-0.127	0.384**	1.000	0.423**	0.252**	0.175**	0.215**	0.178**
	Sig. (2-tailed)	0.000	0.058	0.000	.	0.000	0.000	0.009	0.001	0.008
	N	223	223	223	223	223	223	223	223	223
Q10	Correlation Coefficient	0.252**	-0.059	0.387**	0.423**	1.000	0.408**	0.293**	0.520**	0.186**
	Sig. (2-tailed)	0.000	0.378	0.000	0.000	.	0.000	0.000	0.000	0.005
	N	223	223	223	223	223	223	223	223	223
Q15	Correlation Coefficient	0.349**	-0.047	0.585**	0.252**	0.408**	1.000	0.299**	0.534**	0.129
	Sig. (2-tailed)	0.000	0.487	0.000	0.000	0.000	.	0.000	0.000	0.054
	N	223	223	223	223	223	223	223	223	223
Q16	Correlation Coefficient	0.182**	-0.113	0.153*	0.175**	0.293**	0.299**	1.000	0.334**	0.257**
	Sig. (2-tailed)	0.006	0.092	0.022	0.009	0.000	0.000	.	0.000	0.000
	N	223	223	223	223	223	223	223	223	223
Q17	Correlation Coefficient	0.396**	-0.013	0.698**	0.215**	0.520**	0.534**	0.334**	1.000	0.237**
	Sig. (2-tailed)	0.000	0.852	0.000	0.001	0.000	0.000	0.000	.	0.000
	N	223	223	223	223	223	223	223	223	223
Q18	Correlation Coefficient	0.073	-0.010	0.161*	0.178**	0.186**	0.129	0.257**	0.237**	1.000
	Sig. (2-tailed)	0.280	0.881	0.016	0.008	0.005	0.054	0.000	0.000	.
	N	223	223	223	223	223	223	223	223	223

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

*Correlation is significant at the 0.05 level (2-tailed).

According to the table above, the relationship between recruitment and employee performance are measured by analyzing the correlation between Q6~Q10 and Q15~Q18. It is noticed that Q6 has strong positive correlation with Q15 - Q17 (the values of Correlation Coefficient are 0.349, 0.182, and 0.396 respectively), which means that people who are confident with their work performance are also strongly agree with the effectiveness of job training. It also shows that people with better performance realize the importance of the recruitment towards new staff performance. Q8 has strong positive correlation with Q16, and Q17 (the values of Correlation Coefficient are 0.585 and 0.698 respectively). Strong positive correlations are also detected between Q9 and Q15 (coefficient value of 0.408), Q9 and Q17 (coefficient value of 0.408), Q10 and Q15 (coefficient value of 0.408), as well as Q10 and Q17 (coefficient value of 0.520). The result confirms that those who are good at their work think positively with the importance of training.

Therefore, H1b is accepted.

Table 10 Spearman's rho correlations between employee performance and talent management in terms of employee performance recognition.

(n = 223)		Q6	Q7	Q8	Q9	Q10	Q19	Q20	Q21	Q22
Q6	Correlation Coefficient	1.000	-0.120	0.379**	0.556**	0.252**	0.374**	0.028	0.233**	0.127
	Sig. (2-tailed)	.	0.074	0.000	0.000	0.000	0.000	0.673	0.000	0.058
	N	223	223	223	223	223	223	223	223	223
Q7	Correlation Coefficient	-0.120	1.000	-0.042	-0.127	-0.059	0.044	-0.008	-0.009	-0.166*
	Sig. (2-tailed)	0.074	.	0.536	0.058	0.378	0.517	0.900	0.895	0.013
	N	223	223	223	223	223	223	223	223	223
Q8	Correlation Coefficient	0.379**	-0.042	1.000	0.384**	0.387**	0.542**	0.056	0.224**	0.165*
	Sig. (2-tailed)	0.000	0.536	.	0.000	0.000	0.000	0.404	0.001	0.014
	N	223	223	223	223	223	223	223	223	223
Q9	Correlation Coefficient	0.556**	-0.127	0.384**	1.000	0.423**	0.204**	-0.006	0.082	0.166*
	Sig. (2-tailed)	0.000	0.058	0.000	.	0.000	0.002	0.926	0.222	0.013
	N	223	223	223	223	223	223	223	223	223
Q10	Correlation Coefficient	0.252**	-0.059	0.387**	0.423**	1.000	0.425**	0.068	0.189**	0.195**
	Sig. (2-tailed)	0.000	0.378	0.000	0.000	.	0.000	0.315	0.005	0.004
	N	223	223	223	223	223	223	223	223	223
Q19	Correlation Coefficient	0.374**	0.044	0.542**	0.204**	0.425**	1.000	0.216**	0.437**	0.268**
	Sig. (2-tailed)	0.000	0.517	0.000	0.002	0.000	.	0.001	0.000	0.000
	N	223	223	223	223	223	223	223	223	223
Q20	Correlation Coefficient	0.028	-0.008	0.056	-0.006	0.068	0.216**	1.000	0.348**	0.560**
	Sig. (2-tailed)	0.673	0.900	0.404	0.926	0.315	0.001	.	0.000	0.000
	N	223	223	223	223	223	223	223	223	223
Q21	Correlation Coefficient	0.233**	-0.009	0.224**	0.082	0.189**	0.437**	0.348**	1.000	0.299**
	Sig. (2-tailed)	0.000	0.895	0.001	0.222	0.005	0.000	0.000	.	0.000
	N	223	223	223	223	223	223	223	223	223
Q22	Correlation Coefficient	0.127	-0.166*	0.165*	0.166*	0.195**	0.268**	0.560**	0.299**	1.000
	Sig. (2-tailed)	0.058	0.013	0.014	0.013	0.004	0.000	0.000	0.000	.
	N	223	223	223	223	223	223	223	223	223

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

*Correlation is significant at the 0.05 level (2-tailed).

According to the table above, the relationship between recruitment and employee performance are measured by analyzing the correlation between Q6~Q10 and Q19~Q22. It is noticed that Q6 has strong positive correlation with Q19 and Q21 (the values of Correlation Coefficient are 0.374 and 0.233 respectively), which means that people who are confident with their work performance are also strongly agree with the effectiveness of recognition. It also shows that people with better performance keep stronger expectation to be recognized. Q8 has strong positive correlation with Q19, and Q21 (the values of Correlation Coefficient are 0.542 and 0.224 respectively). Strong positive correlations are also detected between Q10 and Q19 (coefficient value of 0.425). The result confirms that training are positively related to employee performance.

Therefore, H1C is accepted.

The results of analysis between 3 dimensions of talent management and employee performance have all demonstrated rather strong positive correlations talent management and employee performance. All 3 hypothesis H1a, H1b, and H1c are all tested to be acceptable, for which H1 can be accepted. It is interesting to notice that Q7 has overall displayed slight negative correlations with Q11 - Q22. Such result reflect that the less people enjoy their work, the more important talent management for them, which also indicate the

importance of talent management in related to employee performance. To correlate the factors representing employee performance, Q6 - Q10 was compared against Q11 - Q22 and Q15, Q17, Q19, and Q21 are detected to have significant correlations with Q6 - Q10, which delivers 2 implications: the importance of on-job training and new staff training are strongly related to employee performance; employees have strong desire to be recognized, and recognition is strongly related to employee performance. According to the same figures, it is also concluded that, among all 3 dimensions of talent management, training and recognition are more significant than recruitment in terms of improving employee performance.

Conclusion and discussion

This study investigated the relationship between talent management and employee performance. Quantitative and approach was used to analyse the data. As 3 dimensions of Independent Variable (IV): Recruitment, training, and recognition are all considered by the majority of the respondents to be important and necessary since the results of analysis between 3 dimensions of talent management and employee performance have all demonstrated rather strong positive correlations. In addition, the importance of on-job training and new staff training are strongly related to employee performance; employees have strong desire to be recognized, and recognition is strongly related to employee performance. According to the same figures, it is also concluded that, among all 3 dimensions of talent management, training and recognition are more significant than recruitment in terms of improving employee performance. The study aimed to provide greater understanding of what attributes of talent management are useful for managers, and to consider which constructs of these talent management contribute towards employee performance. Although the findings of this thesis represent the implications of the relationship between recruitment, training, recognition and employee permanence, there may be other variables which influence the translation of talent management into employee performance, which worth further research.

The results of analysis between 3 dimensions of talent management and employee performance have all demonstrated rather strong positive correlations talent management and employee performance. All 3 hypotheses, 1) Recruitment as a dimension of talent management is positively related to employee performance; 2) Training as a dimension of talent management is positively related to employee performance; 3) Employee performance recognition as a dimension of talent management affects the level of employee performance are all tested to be acceptable; for which the hypothesis there is a relationship between talent management (TM) practices and the level of Employee Performance (EP) can be accepted.

Although scholarly interest in talent management (TM) is increasing only small part of scholarly output is empirical in nature and research is lagging behind practice, and more needs to be done to understand the alignment between TM and employee performance. In addition, little research has been carried out to identify and understand how the practice of employees' recruitment, training, as well as appraisal affected their performance in retail sector in China. Therefore, the study tries to analyze the perceptions of respondents toward talent management; examine the perceptions of respondents toward employee job performance; and explore the relationship between 3 dimensions of talent management and employee job performance in retail sector in Yunnan China is very meaningful and provides empirical evidence to theoretical understanding talent management and employee performance.

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