

The Impact of Talent Management on Job Performance: A Case of Guizhou Baishan Cloud Technology Co., Ltd[†]

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Abstract

Talent management has emerged as an essential aspect of organizational success in today's fiercely-competitive business environment. Organizations around the globe - and especially those located in Guizhou, China - recognize the necessity of effectively managing their workforce to boost performance and gain competitive advantages, (Glaister et al., 2017). Talent management refers to the strategic practice of recruiting, developing and retaining talented individuals within an organization. It involves finding employees with skills necessary for organizational success such as identification of new hires with needed characteristics; recruitment of such employees for onboarding; performance reviews and performance management as well as training & development initiatives as well as succession plans as well as employee engagement programs are all forms of talent management practices, (Masri & Suliman, 2019). The purpose of this study was to explore the present situation and relationship between talent management and job performance. A total of 312 valid questionnaires were collected from employees in Baishan Cloud Technology Co., Ltd. in Guizhou, China for data analysis for the study. The researcher used descriptive statistics and regression analysis to analyze the questionnaires. It was found that both talent management and job performance were at relatively high levels; and there was a significant correlation between talent management and job performance. Finally, discussions and recommendations were provided for the organization, including focusing on improving recruiting and training and development strategies, reviewing and improving performance management practices, reviewing and optimizing compensation structures, reevaluate existing retention strategies.

Keywords: Talent management, Job performance, China

Introduction

Talent management has emerged as an essential aspect of organizational success in today's fiercely-competitive business environment. Organizations around the globe - and especially those located in Guizhou, China - recognize the necessity of effectively managing their workforce to boost performance and gain competitive advantages, (Glaister et al., 2017). Due to limited research being done specifically within Guizhou, China, this study seeks to address this gap by offering an in-depth examination of talent management practices and job performance within Guizhou. Based on the topic of study, research questions may include: To what extent is there a impact of talent management on job performance at Baishan Cloud Technology Co. Ltd?

By investigating Baishan Cloud Technology Co., Ltd's talent management practices, this study seeks to identify key influences that impede job performance within their organization and leverage this understanding for targeted interventions and initiatives to optimize talent acquisition, development and retention practices. Reasons may include firstly, practical implications, Baishan Technology Ltd is

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located in Guizhou, China and by studying its talent management practices and their impact on job performance we can gain insight into how well talent management strategies perform within China's technology industry - giving valuable insights for similar companies seeking to optimize their own talent management practices in this region; secondly, contributing to academic knowledge, although talent management is becoming an increasingly crucial component of organizations, little research exists on its effect on job performance in China's technology companies. By studying how talent management relates to job performance in Baishan, researchers can both add insight specific to Chinese technology firms while broadening existing literature about talent management as a subject matter; thirdly, organizational performance improvement, Baishan strives to meet its organizational performance targets and meet strategic objectives by understanding how talent management affects job performance, which will enable it to identify areas for improvement and make smart decisions to boost it, ultimately leading to improved organizational results; fourthly, employee development and satisfaction, Baishan has identified talent management practices as essential in recruiting, developing, and retaining talented staff members. By investigating how talent management impacts job performance in Baishan, this company can identify which practices contribute to employee development and satisfaction - this allows it to foster high performance while increasing employee engagement in its working environment; finally, competitive advantage, organizations today face increasing competition from rival businesses; to gain an edge they must effectively manage their talent pool to secure competitive advantages. By researching the relationship between talent management and job performance in Baishan, companies can identify practices which lead to superior job performance and use this insight as leverage against their competition.

This study adds to existing body of knowledge on talent management and its relationship to job performance by offering an in-depth examination of a specific case in Guizhou and providing localized insight. Thus creating an overall more thorough comprehension of talent management's effect on job performance.

The specific objectives of the study are:

- 1) To explore Baishan Cloud Technology Co., Ltd's talent management practices
- 2) To explore job performance levels among employees within Baishan Cloud Technology Co. Ltd
- 3) To examine the impact of talent management on job performance of employee at Baishan Cloud Technology Co., Ltd.

By answering its research questions and objectives, this study will facilitate a deeper understanding of the impact of talent management practices on job performance at Baishan Cloud Technology Co. Ltd in Guizhou China. Furthermore, it will offer valuable insight into effective talent management strategies, as well as actionable recommendations to enhance organizational performance through enhanced talent management practices.

Literature review

The concept of talent management has gained significant recognition as organizations acknowledge the pivotal importance of employee talent and abilities in achieving business objectives (Krishnan & Scullion, 2017; Hartmann, Holger, & Schober. 2010). Talent management can be broadly defined as a comprehensive set of processes aimed at identifying, deploying, and effectively managing individuals to successfully implement a business strategy (Thunnissen, 2016; Krishnan & Scullion, 2017).

Talent management refers to the strategic approach that organizations take to attract, develop, engage, and retain their employees (Tarique & Schuler, 2010). It aims to align talent management components with overall business objectives and create a holistic approach to managing human capital (Thunnissen, 2016). Firstly, Talent Recruitment: Developing a comprehensive strategy for attracting and hiring top talent, including employer branding, candidate sourcing, and selection processes. Secondly, Performance Management: Establishing a performance management system that aligns individual goals with organizational objectives, provides regular feedback, and supports employee development. Thirdly, Training and development: Creating a culture of continuous learning and development, offering training programs, mentoring, and coaching opportunities to enhance employees' skills and capabilities. Fourthly,

Planning: Identifying and developing high-potential employees to fill key leadership positions within the organization, ensuring a smooth transition during times of turnover. Next, Compensation: Designing a compensation and rewards system that recognizes and incentivizes high-performing employees, aligning with overall talent management goals. Lastly, Employee retention: Fostering a positive work environment and actively engaging employees to enhance their motivation, productivity, and overall satisfaction.

Job Performance refers to an evaluation and measurement of an employee's effectiveness and efficiency at fulfilling tasks and responsibilities in their workplace (Pradhan & Jena, 2016). Assessing job performance requires various methods and tools, such as performance appraisals, supervisor evaluations, objective metrics, self-assessment and peer feedback evaluations. Such evaluations serve multiple functions; from identifying individual strengths and weaknesses to giving feedback for development/improvement purposes; from making promotions/compensation decisions; all the way up to aligning individual performance with organizational goals (Eliyana et al., 2018).

As various factors can have an effect on job performance, including individual characteristics (knowledge, skills, abilities and personality traits), motivation, job design, organizational culture and leadership styles as well as access to necessary resources and support systems, the factors can have various influences over individual's job performance (Hayat & Sadiq, 2018; Pradhan & Jena, 2016) observed a positive correlation between identified factors and employee job performance. Glaister et al. (2017) and Li, Pathak, & Swatdikun, (2022) demonstrated various HR practices such as income/benefits/superior support/work results/colleague relationships/working conditions/training opportunities /nature of work had positive and significant influences on employee's job performance. Hayat and Sadiq (2018) observed a positive correlation between talent management practices and employee job performance within banking jobs; suggesting effective talent management practices positively affect employee output within these jobs. Collings et al. (2018) showing effective talent practices have an impressively beneficial influence over employees' job performances. Kusumawati and Wahyuni (2019) revealed several variables with positive associations to workers' motivation to perform their jobs at work such as training, employee performance or possibly other associated variables that demonstrated such correlations. Kravariti and Johnston (2019) highlighted components like talent identification, development, succession planning and retention strategies; all contributing to improving individual employee capabilities as well as overall organization performance. Yaqoob et al. (2020) found that leadership factors had the greatest influence on the relationship between sustainable talent management and job performance. Malik et al. (2020) discovered that factors such as work conditions, training and promotion opportunities, and the nature of work positively and significantly influenced the staff and workers.

By integrating these various talent management practices, organizations can create a unified approach that maximizes the potential of their workforce and drives business success. Thus, the authors identified 7 key elements of talent management, namely planning, talent recruiting, training and development, performance management, talent retention, leadership, and compensation. These elements likely represent different aspects or dimensions of talent management. It is plausible that the authors treated these elements as separate latent constructs rather than combining them into one overarching construct.

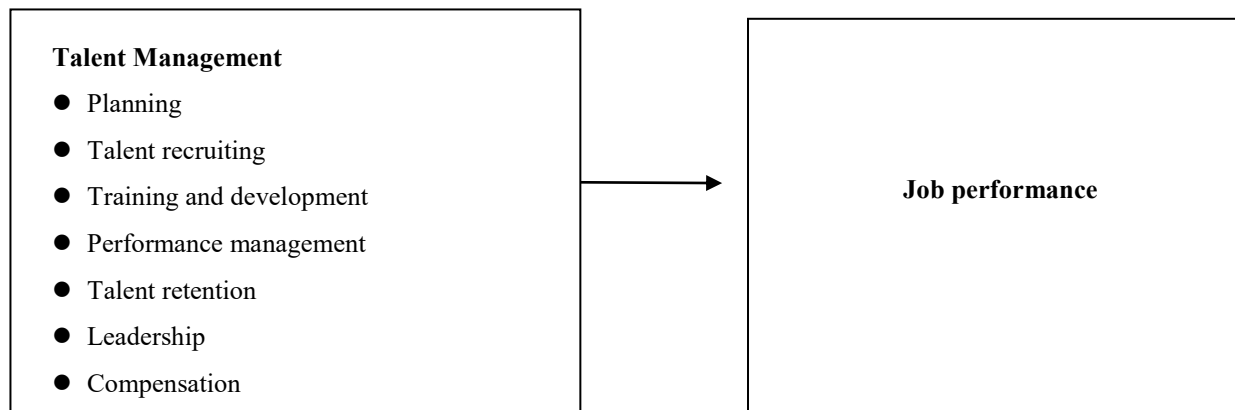


Figure 1 Research framework.

Research hypotheses

H1: There is a positive impact of talent management on job performance in Baishan Cloud Technology Co., Ltd. in Guizhou, China.

H1.1: There is a positive impact of planning on job performance in Baishan Cloud Technology Co., Ltd. in Guizhou, China.

H1.2: There is a positive impact of talent recruiting on job performance in Baishan Cloud Technology Co., Ltd. in Guizhou, China.

H1.3: There is a positive impact of training and development on job performance in Baishan Cloud Technology Co., Ltd. in Guizhou, China.

H1.4: There is a positive impact of performance management on job performance in Baishan Cloud Technology Co., Ltd. in Guizhou, China.

H1.5: There is a positive impact of talent retention on job performance in Baishan Cloud Technology Co., Ltd. in Guizhou, China.

H1.6: There is a positive impact of leadership on job performance in Baishan Cloud Technology Co., Ltd. in Guizhou, China.

H1.7: There is a positive impact of compensation on job performance in Baishan Cloud Technology Co., Ltd. in Guizhou, China.

Methodology

This study adopts a method by using questionnaire to collect data. The dependent variable of this study is job performance, and the independent variable is talent management practices, which includes planning, talent acquisition, training and development programs, performance management, leadership, compensation, and talent retention.

The study population comprises all currently employed individuals at Baishan Cloud Technology Co., Ltd. in Guizhou, China. Consequently, the population size for this study is determined to be 338 employees. Given the manageable population size, it is both feasible and appropriate to include the entire population as the sample group for this study. Therefore, the sample size was also set as 338.

The questionnaire part of this study mainly included 3 parts: The first part was the demographic background of the participants, mainly including the genders, age, work category, and employment tenure. The second part was about talent management. The questionnaire of this scale was based on the study of (Krishnan & Scullion, 2017). The third part was about job performance. The questionnaire of this scale was based on the study of (Pradhan & Jena, 2016).

A related pilot test was conducted to decide whether to adopt the content of the questionnaire, in which 30 participants will be involved. As can be seen from the table below, with the help of SPSS 26, the reliability coefficient value of talent management is 0.964 and for job performance is 0.902, which were greater than 0.8, so the reliability of the research questions on dependent variable was high.

Table 1 Reliability analysis on independence variable for pilot test.

	Reliability statistics	
	Cronbach's alpha	N of items
Talent management	0.964	35
Job performance	0.902	10

The results in **Table 3** show that the KMO value was 0.929, which was greater than 0.7, indicating that the scale in this questionnaire was suitable for factor analysis. the chi-square value was 15,351.419, corresponding to p -value (0.000) < 0.05, so Bartlett sphericity test was significant and suitable for factor analysis.

Table 2 KMO and bartlett test for pilot test.

Kaiser-Meyer-Olkin measure of sampling adequacy		0.929
Bartlett's test of sphericity	Approx. Chi-Square	15,351.419
	df	990
	Sig.	0.000

The study employed WeChat as the platform of data collection, since it was able to engage all employees across demographic lines without leaving anyone out. Data was gathered between October-November 2023, so that this study took place during a specific point in time.

Descriptive Analysis was applied to understand the current level of talent management and job performance among participants. Regression analysis was employed to evaluate the predictive power of talent management practices on job performance, helping determine their ability to explain variations in job results.

Findings and discussion

The **Table 3** shows the descriptive statistical analysis of respondents. The first demographic factor was gender. Of the respondents, 35.3 % were female and 64.7 % were male. The second demographic factor was age, indicating that the majority (around 71 %) of the respondents were aged between 26 and 45 years. The third category is education background. It was clear that the majority of the employees (72.4 %) had bachelor's or equivalent degrees. Additionally, 13.8 % had a secondary school education or lower, while 12.5 % held master's degrees, and only 1.3 % possessed doctoral degrees. Regarding titles in the company, 52.9 % were officers, 17.9 % were managers, another 21.2 % worked in other positions, and only 8 % served as assistant managers. In terms of work categories, 20.8 % were web developers, 17.6 % were software developers, 17.9 % were database developers, 15.4 % were in sales and administrative roles, 11.9 % worked as project analysts, and 16.3 % held various other positions.

Table 3 Distribution of Employee' demographic factors (N = 312).

Demographic factors	Group	N	Percentage
Gender	Male	202	64.7
	Female	110	35.3
Age	25 years and under	45	14.4
	26-35 years	125	40.1
	36-45 years	96	30.8
	45 years and older	46	14.7

Demographic factors	Group	N	Percentage
Educational Background	Secondary School and lower	43	13.8
	Bachelor's or equivalent level	226	72.4
	Master's or equivalent level	39	12.5
	Doctoral or equivalent level	4	1.3
Title	Officer	165	52.9
	Manager	56	17.9
	Assistant manager	25	8.0
	Other positions	66	21.2
Work Category	Web developers	65	20.8
	Software developers	55	17.6
	Database developers	56	17.9
	Selling and administrative officers	48	15.4
	Project analysts	37	11.9
	Other	51	16.3
Total		312	100

Table 4 Descriptive statistical analysis of variables.

Dimension	Mean	SD	Interpretation
Planning	3.79	0.673	Relatively High
Recruiting	3.80	0.735	Relatively High
Training and development	3.64	0.885	Relatively High
Performance management	3.68	0.951	Relatively High
Talent retention	3.80	0.847	Relatively High
leadership	3.80	0.889	Relatively High
Compensation	3.54	0.690	Relatively High
Overall, of talent management	3.72	0.659	Relatively High
Overall, of job performance	3.51	0.797	Relatively High

The **Table 4** shows the descriptive statistical analysis results of talent management, which includes 35 questions, involving 7 aspects: Planning (Q1 - 5), Recruiting (Q6 - 10), Talent Acquisition (Q11 - 15), Performance Management (Q16 - Q20), talent retention (Q21 - Q25), leadership (Q26 - Q30), Compensation (Q31 - Q35). According to the analysis on each dimension in **Table 4**, the mean values of the overall talent management was 3.72, which meant that talent management reached a relatively high level. Job performance included 10 questions (Q36 - 45). It can be clearly seen from **Table 4** that the mean value of overall job performance was 3.51 with standard deviation of 0.757, which meant that the job performance was at a relatively high level.

Table 5 Linear regression analysis between talent management and job performance.

Dependent variable: Job performance	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.178	0.222		5.319	0.000
Talent Management	0.629	0.059	0.520	10.709	0.000
$R^2 = 0.270$, $F = 114.680$, $Sig. = 0.000$					

The **Table 5** shows the linear regression model between Job performance (Dependent Variable) and Talent Management (Independent Variable). It can be seen from the linear regression coefficient table that, the regression coefficient is 0.520 ($t = 10.709$, $p = 0.000 < 0.05$). The result indicated that Talent Management had a positive and statistically significant impact on Job performance. Thus, H1 was accepted.

Table 6 Linear regression analysis between dimensions of talent management and job performance.

Dependent Variable: Job performance	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.620	0.228		2.725	0.007
Planning	0.033	0.090	0.028	0.364	0.716
Recruiting	0.249	0.091	0.229	2.730	0.007
Training and Development	0.281	0.060	0.312	4.713	0.000
Performance Management	-0.069	0.084	-0.082	-0.825	0.410
Talent retention	0.189	0.119	0.201	1.585	0.114
leadership	-0.238	0.091	-0.266	-2.617	0.009
Compensation	0.353	0.063	0.306	5.562	0.000
$R^2 = 0.392$, $F = 27.948$, $Sig. = 0.000$					

The **Table 6** shows the linear regression model between Job performance (Dependent Variable) and the 7 dimensions of Talent Management (Independent Variable). It can be seen from the linear regression coefficient table that, the regression coefficient for planning and job performance is 0.028 ($t = 0.364$, $p = 0.716 > 0.05$). The result indicated that planing did not have statistically significant impact on Job performance. Thus, H1.1 was rejected. The regression coefficient for recruiting and job performance is 0.229 ($t = 2.730$, $p = 0.007 < 0.05$). The result indicated that recruiting had a significantly positive impact on Job performance. Thus, H1.2 was accepted. The regression coefficient for training and development and job performance is 0.312 ($t = 4.731$, $p = 0.000 < 0.05$). The result indicated that training and development had a significantly positive impact on Job performance. Thus, H1.3 was accepted. The regression coefficient for performance management and job performance is -0.082 ($t = -0.825$, $p = 0.410 > 0.05$). The result indicated that performance management had no significantly positive impact on Job performance. Thus, H1.4 was rejected. The regression coefficient for talent retention and job performance is 0.201 ($t = 1.585$, $p = 0.114 > 0.05$). The result indicated that talent retention had no significantly positive impact on Job performance. Thus, H1.5 was rejected. The regression coefficient for leadership and job performance is -0.266 ($t = -2.617$, $p = 0.009 < 0.05$). The result indicated that leadership had significantly negative impact on Job performance. Thus, H1.6 was rejected. The regression coefficient for

compensation and job performance is 0.306 ($t = -5.562$, $p = 0.000 < 0.05$). The result indicated that compensation had a significantly positive impact on Job performance. Thus, H1.6 was accepted.

Based on all the above statistical analysis tests and results, **Table 4** summarized the results of the research hypothesis test.

Table 7 Test results of research hypotheses.

Research hypothesis	Result
H1: There is a positive impact of talent management on job performance in Baishan Cloud Technology Co., Ltd. in Guizhou, China.	Accepted
H1.1: There is a positive impact of planning on job performance in Baishan Cloud Technology Co., Ltd. in Guizhou, China.	Rejected
H1.2: There is a positive impact of talent recruiting on job performance in Baishan Cloud Technology Co., Ltd. in Guizhou, China.	Accepted
H1.3: There is a positive impact of training and development on job performance in Baishan Cloud Technology Co., Ltd. in Guizhou, China.	Accepted
H1.4: There is a positive impact of performance management on job performance in Baishan Cloud Technology Co., Ltd. in Guizhou, China.	Rejected
H1.5: There is a positive impact of talent retention on job performance in Baishan Cloud Technology Co., Ltd. in Guizhou, China.	Rejected
H1.6: There is a positive impact of leadership on job performance in Baishan Cloud Technology Co., Ltd. in Guizhou, China.	Accepted
H1.7: There is a positive impact of compensation on job performance in Baishan Cloud Technology Co., Ltd. in Guizhou, China.	Accepted

The **Table 7** summarizes the test results of several hypotheses related to the impact of different aspects of talent management on job performance in Baishan Cloud Technology Co., Ltd. in Guizhou, China. The research findings suggest that, while overall talent management has a positive impact on job performance, specific components such as planning, performance management, talent retention, and leadership may not have a significant positive effect in the context of Baishan Cloud Technology Co., Ltd. Compensation, talent recruiting, and training and development, however, are identified as having a positive impact on job performance.

Discussion

The research implications of the study findings suggest several important points regarding the relationship between talent management dimensions and job performance. Here are some key implications:

1) Talent Management: The positive and significant impact of talent management on job performance supports the importance of implementing effective talent management practices within organizations. This finding suggests that organizations should prioritize talent management strategies to enhance job performance.

2) Recruiting: The significantly positive impact of recruiting on job performance highlights the significance of attracting and selecting high-quality employees. It implies the need for organizations to focus on effective recruitment processes to ensure that they hire individuals who can contribute to improved job performance.

3) Training and Development: The significantly positive impact of training and development on job performance emphasizes the value of providing employees with opportunities for growth and skill enhancement. Organizations should invest in training programs to develop their employees' competencies and enhance job performance.

4) Planning: The non-significant impact of planning on job performance suggests that organizational planning processes may not directly influence individual job performance. This finding indicates that

other factors or dimensions might have a more substantial impact on job performance compared to planning.

5) Performance Management: The non-significant positive impact of performance management on job performance indicates that traditional performance management practices may not have a direct influence on individual job performance. Organizations may need to explore alternative approaches to performance management or consider additional factors that contribute to job performance.

6) Talent Retention: The non-significant impact of talent retention on job performance indicates that simply retaining talented individuals within the organization may not lead to improved job performance. Other factors or strategies beyond talent retention may be necessary to enhance job performance effectively.

7) Leadership: The significantly negative impact of leadership on job performance suggests that ineffective leadership behaviors or styles may hinder job performance. Organizations should focus on developing effective leadership capabilities that positively influence employee performance.

8) Compensation: The significantly positive impact of compensation on job performance underscores the importance of fair and rewarding compensation systems. Organizations should ensure that their compensation practices align with employee expectations and industry standards to motivate and improve job performance.

Overall, these research implications provide insights into the specific dimensions of talent management that have a significant impact on job performance. These findings can guide organizations in designing effective talent management strategies and practices to enhance overall organizational performance.

Conclusions

In terms of regression analysis on variables, the regression analysis demonstrates that Talent Management has a positive and statistically significant impact on Job performance. This finding supports hypothesis (H1) and suggests that effective talent management practices contribute to improved job performance. The regression analysis reveals that planning does not have a statistically significant impact on job performance. The analysis showed that both recruiting and training and development have a significantly positive impact on job performance. These findings support hypotheses (H1.2 and H1.3) and suggest that effective recruitment and training and development processes contribute to better job performance. This finding contradicts hypothesis (H1.4) and suggests that traditional performance management practices may not directly influence job performance outcomes. The result revealed that talent retention did not have a statistically significant positive impact on job performance. This finding contradicts hypothesis (H1.5) and suggests that retaining talented employees alone may not directly translate into improved job performance. The regression analysis showed that leadership had a significantly negative impact on job performance. Organizations should invest in developing effective leaders who can inspire, motivate, and support employees to achieve their full potential. The regression analysis demonstrates that compensation has a significantly positive impact on job performance. This finding supports hypothesis (H1.7) and suggests that providing competitive and fair compensation can positively influence job performance outcomes. Organizations should ensure that their compensation packages are aligned with industry standards and employee contributions to maximize job performance.

Recommendations

Based on the results, the following recommendations can be made: Focus on improving recruiting and training and development strategies; review and improve performance management practices; pay attention to compensation practices; reassess the importance of talent retention strategies; take appropriate actions to enhance leadership effectiveness through training, development, and clear communication of expectations. Overall, these recommendations suggest focusing on refining training and development, compensation, and performance management practices while addressing leadership and talent retention concerns to optimize job performance within the organization.

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