

ENVISAGING EMPLOYEES' PERFORMANCE THROUGH TALENT MANAGEMENT PRACTICES IN NEPALESE PUBLIC COMMERCIAL BANKS

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Abstract

Talent management plays a crucial role in enhancing employees' performance and organizational success. This paper aims to investigate the impact of talent management practices on the performance of employees in Nepalese public commercial banks. The study acknowledges the unique challenges faced by the banking industry in Nepal in regards of the talent management. By examining the relationship between talent management practices and employee performance, this study seeks to provide valuable insights for the effective management of human resources in the banking sector. The research utilizes a quantitative approach and collected data through surveys administered to 300 employees in public commercial banks. The results of the study provide evidence that talent management has an important role in improving employee performance. It offers organizations that are looking to enhance their personnel talent management strategies useful information, which eventually leads to increased employee performance and the success of the organization.

Keywords: Talent management, strategy, employee performance, Nepalese banking industry, public commercial banks.

Introduction

Human capital is widely regarded as a crucial asset for businesses, playing a pivotal role in their competitiveness and market position (Meisinger, 2007; Nazarpoori, 2017; Ready & Conger, 2007). This is due to the fact that human capital contributes to an organization's ability to attract and retain talented employees (Nazarpoori, 2017). Reducing employee turnover is a primary concern for managers in today's challenging business environment, which is characterized by globalization, intense competition, and technological advancements (Meisinger, 2007; Nazarpoori, 2017; Ready & Conger, 2007). This is especially true among workers who are competent and talented (Meisinger, 2007; Nazarpoori, 2017).

According to McCauley and Wakefield (2006), one of the most important aspects of strategic talent management is retaining competitiveness. This component encompasses both the growth of employees and the development of the business. Ready and Conger (2007) state that it should first and foremost begin with a concentration on

commitment, engagement, and accountability. As a consequence of this, firms have turned their attention to efficient human resource management rather than just growing output and segmenting products and services. Human resource management prioritizes performance; consequently, the organization seeks to incentivize performance at all levels to guarantee that it realizes its maximum potential and achieves the goals that have been defined (Darda et al., 2022). This is because these organizations have recognized the crucial role that employee capabilities and performance play in attaining continuous improvement (Mathew, 2015). As a direct consequence of this, several talent management approaches, including career development, competence mapping, succession planning, performance management, employee engagement, employer branding, and management development, have seen an increase in popularity (Mathew, 2015).

According to Rao-Nicholson et al. (2016), talent management becomes increasingly difficult as businesses get larger and more frequently become global. As a result, managers and leaders are required to possess high-level skills, knowledge, and abilities to support organizational development, effectiveness, and sustainability. In addition, because the banking business is part of the service sector, it is confronted with particular difficulties in terms of risk management and people administration. The capacity of financial institutions to properly address these difficulties is a critical factor in determining their level of success and performance. However, obtaining effective risk management is only achievable with a staff that is both well-trained and skilled. This workforce may be obtained via the use of systematic talent management approaches that are connected with the overall strategy of the bank (Humaid, 2018).

Due to the service-oriented nature of the banking business, a significant amount of reliance is placed on human services, which directly influences employee engagement and performance (Xue, 2014). According to Humaid (2018), in order to effectively support and execute talent management, bank management must build a favorable work environment that encourages employee engagement and promotes productivity, eventually contributing to the bank's overall objectives. According to Chambers et al. (1998) and Ferguson and Brohaugh (2009), businesses are required to discriminate among individuals depending on their performance levels as part of talent management. This differentiation results in the establishment of talent pools and non-talent pools. According to Garrow and Hirsh (2008), this divergence is especially crucial in service industries like as banking, where human services and employees' presence at work directly effect performance outcomes.

It is vital to undertake a research that takes into consideration the unique context of Nepal's banking industry and its issues if one wishes to investigate the influence of talent management approaches on job performance in public sector commercial banks in Nepal (Adhikari, 2010). This will allow one to address the impact that these techniques have. According to Adhikari (2010), some of the problems that Nepal is dealing with include unproductive staff, a lack of performance-based systems, low pay levels, rising absenteeism, and unionism. Because of this, it is essential for Nepalese enterprises to do research on effective people management and the role that it plays in generating engaged and high-performing personnel within their ranks. In addition, the tough

political, security, and economic climate that Nepal's banking industry operates in highlights the relevance of the talent management approaches employed by public sector commercial banks (Adhikari, 2010). Despite the growing popularity of talent management, some gaps and challenges remain. The literature highlights the need for a clear conceptual framework that explains the mechanisms through which talent management practices lead to employee performance. Given this context, the purpose of this study is to analyze the impact of talent management has on the job performance of employees working at a public commercial bank in Nepal.

Literature review

Talent Management: Buckingham and Vosburgh (2001) define talent management in terms of managing talent according to performance and as an undifferentiated good that emerges from both humanistic and demographic perceptions. The term talent management first emerged in the late 1990s and was popularized when a study completed by researchers within McKinsey and Company revealed that it was not "best" practices that distinguished high performing companies but it was a pervasive talent management mindset (Handfield-Jones, Michaels & Axelrod, 2001).

The competitive advantage for organizations comes from having superior talent and managing it appropriately throughout the organization. It is the responsibility and job of all managers. Michaels, Handfield-Jones and Axelrod (2001) found that on average companies that did a better job of attracting, developing and retaining talented employees earned a 22 percentage point higher return to shareholders. Rothwell and Wellins (2004) purport utilizing competency models to help plan for future talent requirements, identify work expectations, provide a common language for feedback discussion regarding performance and recruit and select new talent.

Talent management is much more than simply recruiting, succession planning, training and putting people in the right jobs at the right time. While these dimensions are all included in talent management, there are other important components to consider as well which include communication, development of the individuals, and the culture or climate of an organization. Ashton and Morton (2005) conclude since there is no single, consistent, concise definition, talent management must be fluid so that as the business drivers change so does the talent management strategy. It involves the cooperation and communication of managers at all levels. Talent management must be more strategic, connected and broad-based than ever before in order to drive performance, deal with an increasingly rapid pace of change, and create sustainable success which aligns with the business strategy (McCauley & Wakefield, 2006).

Based on the review of these various interpretations, it is proposed that the concept of talent management may need to take on a more holistic approach. Talent management is defined by combining many of the attributes into a "whole" model viewed in terms of a concept and strategy. Talent management is not a HR/OD initiative but is integrated within organizational strategy. It provides the framework for driving the strategy throughout the company and at all levels. An organization cannot simply implement one facet of talent management but must

combine them all together in order to build a complete concept and strategy. By combining all talent management contexts together, talent management enables an organization to "grow" the future from a holistic perspective.

Talent is critical because it is the role of a strong human resource function to manage everyone to high performance (Buckingham and Vosburgh, 2001). From the viewpoint of Cunningham (2007), there are two main strategic choices available when considering talent management that are aligning people with roles and aligning roles with people. There are four main factors in relation to the aligning people with roles that are selection, recruitment, placement and promotion; learning and development; succession planning and career guidance.

Dimensions of talent management: The primary purpose of implementation of a talent management system in an organization is to improve the essential skills and capabilities of people who occupy pivotal positions and recognize and reward those who contribute value and build an organization's competitive advantage (Collings & Mellahi, 2009). Scholars reveals a diversity in identifying talent management practices that initiated from different perspectives. Stahl et al., (2007) presented three categories of talent management practices are the most applied in organizations which are: recruiting and staffing, training and development, retention management. Armstrong and Taylor (2020) addressed the following dimensions of talent management which are: Attraction, retaining, motivating and developing the talented people in the organisations.

Likewise, according to Chen (2012), Identifying critical positions, Competence training, development is critical part of the talent management and Hung (2013) focused to reward management. Integrating these dimensions, Jayaraman, Talib, and Khan (2018) focuses to the integrated talent management and the talent management process/ strategy involves sub processes which focus on identifying critical positions (ICP), competence training (CT), development (D), and reward management (RM). Likewise, O'Neill (2016) focuses on training and education, career development, performance management, rewards ad recognition. Similarly, Huff (2018) focuses his study of talent management dimensions in training, career development, performance management, rewards and recognition.

Therefore, this research adopted the dimension of (i) identifying critical positions (ICP), (ii) competence training (CT), (iii) development (D), (iv) performance management and (v) reward management (RM) as discussed by O'Neill (2016), Huff (2018), Chen (2012), Hung (2013) and Jayaraman, Talib, and Khan (2018) of talent management for exploring the talent management strategies of the public commercial banks in Nepal.

Identifying Critical Positions: This scale is built on the premise that ICP is fundamental to any talent management system. According to the exclusive and position approach to talent management, identifying talented people and developing them is the first stage in any talent management process (Collings & Mellahi, 2009). The contention of practitioners of talent management is that building a talent pool by identifying and acquiring talented people to fill critical positions will ensure appropriate behaviors that are important for the effective performance of the organization.

Competence Training: The RBV advocates shifting emphasis from industry factors toward internal human capital resources as sources. Organizations would rightfully invest heavily in training and development of firm-specific skills required for attaining the competitive edge. Investment in training initiatives is seen as an investment in building organization capability through competency-based HRs. The approach is to differentiate organizations on the basis of firm-specific competencies and encourage a set of related behaviors. Training is employed to enhance job skills, to prepare talented people for the advancement in their careers, and to keep pace with changing job requirements aligned with changing business needs in a dynamic business environment.

Development: David McClelland (1973) proposed the idea of “competency based human resources” as a differentiator of organization performance. Boyatzis (2008) defined competency “as a capability or ability and a set of related behaviours called intent.” This is the behavioral approach to talent. The development of talent represents an important constituent of the overall talent management process (Cappelli, 2009). While CT is focused on enhancing skills on the current job, the need for development is important to meet future requirements necessitated by the ever changing business environment and the need for organizations to align with them. Talent development has been defined as “Talent development focuses on the planning, selection and implementation of development strategies for the entire talent pool to ensure that the organization has both the current and future supply of talent to meet the strategic objectives and that development activities are aligned with organizational talent management processes” (Garavan, Carbery, & Rock, 2011).

Reward Management: A RM system consists of policies, practices, processes, and procedures (Armstrong, 2001). Employees may seek value in different ways. Both intrinsic and extrinsic forms of reward are important for the motivation of an individual engaged at work (Cox, 2005; Colquitt, Greenberg, Zapata-Phelan (2005). The nature of the relationship between intrinsic and extrinsic motivation factors is complementary to each other and will result in enhanced performance of the individual. Thus, RM is an important factor in the talent management process. Recognizing and rewarding talented employees is useful for increasing employee loyalty to an organization (Bhatnagar, 2013). Specifically, rewarding and recognizing employees for their length of service and encouraging longer service is a part of the succession planning process for retaining exceptional and talented employees (Rothwell, 2010).

Performance Management: Performance management pertains to job satisfaction with the purpose of directing employees to their desired job/career direction (Cascio, 2014). Cascio argued that performance management identifies, measures, and develops employees, for alignment with the goals of the organization. Campbell (2014) found that performance management systems give managers the ability to gather information and process various behaviors for improving organizational performance. Performance management is for defining goals, setting performance objectives, and providing incentives to workers who meet and exceed organizational expectations. Performance management systems can be used with talent management systems for monitoring high-performers and high-potential employees in area of operations, human resources, and performance evaluations (Huff, 2018).

Performance management systems are capable of tracking and maintaining an employee's performance and also alerting managers and leaders when performance measures and organizational goals are not achieved (Sahu et al., 2014). It was evident that performance management objectives include providing performance feedback often for empowering employees and improving performance (Christ, Emett, Tayler, & Wood, 2016).

Employee Performance: The outcome or degree of success of a person as a whole during a certain period in carrying out duties in comparison to other possibilities, such as work standards, targets, or targets and criteria that have been defined in advance and mutually agreed upon, is referred to as performance (Kurniawan, 2019). Bullock (2013) defines employee performance as the overall expected values from employees' behaviour, carried out over a course of a set period of time. In other words, the work-related activities expected from a person and how well these activities are executed. Likewise, Hunt (2014) states that to define employee performance, organisations use different measures which include; the achievement of set goals, that is, whether or not employees accomplish the objectives which are assigned to them. Employee performance is also defined by the demonstration of competencies determined by whether employees behave in a way that is expected of them on their jobs (FakhrEIDin, 2013). These criteria correspond to each other; however, they are different. Mensah (2015) states that most managers are able to identify goals but confuse competencies and skills. Similarly, Cook and Crossman (2004) highlight that achieving goals is a function of the competencies people demonstrate on their jobs which depends on the skills and other attributes. Thus, it is important for managers to understand the difference for effective planning (Padmashree, 2012).

Relationship of talent management practices and employee performance: Several studies findings underline the relevance of good talent management methods in boosting employee performance and give significant insights for firms that are looking to enhance their approaches to talent management. Ntonga (2007) states that talent management can be the best way to create competitive advantage. A sustainable competitive advantage stems from the valuable company resources that cannot be imitated or substituted by competitors, which have become known as human capital (Van der Merwe, 2008). According to Mensah (2015), despite its growing popularity, there is no clear conception of how talent management connects to employee performance. Karuri (2015) also found that Talent Management and its components—discovery, acceptance, development, and retention—significantly impact employee performance at Kargaran Wealth Bank, Tehran. Nzewi et al. (2015) and Sadri et al. (2015) also reinforce earlier findings showing talent management positively impacts employee performance. Lynch (2007) affirms that despite the plethora of literature on talent management for over a decade now, it is still not clear how the concept is related to the various dimensions of employee performance. The current state of talent management seems to lack a conceptual framework of the mechanisms through which talent management leads to employee performance (Berger, 2004). Likewise, Odugbesan et al., (2023) study provides evidences that green hard and soft TM exerts significant influence on employees' innovative work behavior.

Ziarani, Janpors and Taghavi (2023) study confirmed the presence of a significant relationship between innovative employee behavior/performance and talent management practices. According to the findings of Jariyapanya (2022), the significance of talent management practices, particularly with regard to the retention of talented people and the support of supervisors, influenced the intention to resign from high-achieving government official positions. This finding suggests that organizations should encourage more talent retention and support from supervisors. Similarly, Ekhsan, Daspar, Parashakti and Perkasa (2023) found that the implementation of good talent management can improve employee performance through increased employee engagement. Nzewi et al. (2015) and Sadri et al. (2015) also reinforce earlier findings showing talent management positively impacts employee performance. Talent management affects employee performance, but other elements including working environment, organizational culture, management support, and external factors all have a role. To build a workplace that maximizes employee performance, the organization must consider all these variables. Job rotation, according to Mangusho et al. (2015), improves staff competences that impact high performance. The study found that talent management practices, such as recruitment and selection for talent attraction, counseling and mentoring for talent learning and development, and compensation for talent retention, have a considerable positive impact on employee performance (Bibi, 2018). Tazin and Hakim's (2022) study with the objective of assessing the impact of adopting talent management strategies on employees and the extent to which it can benefit developing, retaining, or increasing the performance of employees in the banking industry in Bangladesh found that talent management impacted the performance of employees in the banking industry in Bangladesh. The findings also revealed a possible link between talent retention and talent management techniques in the implementation of employee performance.

Lastly, the examined literature suggests that talent management is critical to improving employee performance. Numerous studies have found a relationship between talent management techniques and employee performance results.

Methods

Research design: A quantitative methodology with a descriptive and causal research design was chosen to investigate the impact of talent management on employee job performance. The descriptive research design is utilized aiming to provide a comprehensive overview of the current state of talent management and employee performance. On the other hand, causal research design was employed to examine the relationship and impact of talent management strategies on employee performance.

Population and sample: Public Nepalese Commercial Banks was surveyed on this issue. The three largest state-owned banks in Nepal are Rastriya Banijya Bank, Nepal Bank Ltd., and the Agricultural Development Bank. These three state-owned banks hold roughly 16% of the nation's banking assets and deposits. The first two are entirely commercial. However, Agricultural Development Bank's main goal is local development, serving the rural community and its aspirations and providing a full and balanced range of financial products and services

that meet Nepal's rural population's needs profitably and sustainably. Rastriya Banijya Bank and Nepal Bank Ltd. were selected for the study. Nepal Bank Ltd. employs 2175 people and Rastriya Banijya Bank Ltd. 2600. For 4775 employees, the sample size was estimated with 95% confidence and a 5% margin of error was 356. Each banks were covered with 200 samples. The study used 150 numbers from each bank. Purposive sampling selected bank workers with at least six months of experience.

Data collection and instrumentation: This study employed primary data to achieve its objectives. Primary data is gathered from bank personnel. To evaluate talent management approaches, employee and performance, different levels of employees were surveyed. Research themes used opinion statement questionnaires. O'Neill (2016), Huff (2018), Chen (2012), Hung (2013), and Jayaraman, Talib, and Khan (2018) studies were adopted to measure the talent management practices of Nepal's public commercial banks. Talent management was measured using a 39-item questionnaire. The study used Koopmans et al., (2014)'s 13-item Individual Work Performance Questionnaire with task and contextual performance dimensions. The reliability and validity of the instruments are presented in the table 1.

Table 1

Construct Reliability and Validity

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CT	0.886	0.910	0.920	0.744
DEV	0.947	0.948	0.962	0.863
ICP	0.924	1.039	0.951	0.867
PM	0.948	0.977	0.955	0.726
RM	0.917	0.925	0.931	0.631
CP	0.856	0.862	0.891	0.541
TP	0.828	0.847	0.884	0.657

Data analysis techniques: Shapiro-Wilk and Kolmogorov-Smirnov tests for data normality. This study produced descriptive and inferential statistics. Frequency distributions, central tendency, and dispersion were descriptive measurements. PLS SEM assessed inferential statistics. The measurement model assessment, evaluating structural models, and assessing path models was done.

Findings

Respondents profile

Out of total respondents 56% were male, while 44% were female. A 80.30% were aged 31–50. 7% were above 51, likewise 93.30% were married, 6% had finished S.L.C., 4.70% had a Plus 2 or Bachelor degree, 88.70% had a postgraduate degree, and 0.70% had an M.Phil/PhD. 27.30% had 1-4 years of experience, 22.70% had 4-8, 33.30% had 8-12, 12% had 12-16, and 4.70% had 16 or more. The respondents work in the following departments in their banks: Administration (9%), Audit (0.70%), Branch office (10.70%), Cash (14.30%), Corporate (0.30%), Credit (18.70%), CSD (4.70%), Digital banking (0.30%), Government transaction (3.70%), Help desk (6.00%), IT (1.30%), Loan recovery (1.00%), Marketing and research (0.70%), Operation (12.30%), Pension (0.70%), Planning (1.30%), Province head (0.30%), Remit (5.30%), Risk (1.70%), Training department (0.30%).

Status of the dimension of talent management practices in Nepalese public commercial banks

The five talent management elements of Nepalese commercial banks were examined. Talent management involves a wide range of activities to attract, develop, and retain high-potential people who can help a firm achieve its strategic goals. Knowing which positions are most essential in an organization is crucial to managing staff. If they can significantly impact an organization's ability to accomplish its long-term strategic goals, positions are crucial.

Table 2

Descriptive analysis of talent management strategy of Nepalese public commercial banks

Code	Variables	Min	Max	Mean	SD
ICP	<i>Identifying Critical Positions</i>	1.00	6.75	5.14	1.182
CT	<i>Competence Training</i>	1.83	6.50	4.84	1.425
DEV	<i>Talent Development</i>	2.00	7.00	4.96	1.634
PER	<i>Performance Management</i>	2.00	6.77	5.19	1.073
RM	<i>Reward Management</i>	2.36	6.64	5.17	0.981
TM	<i>Talent Management</i>	2.17	6.24	5.06	1.004

The score for the first talent management component, "Identifying Critical Positions," has a mean score of 5.14 (SD=1.182). This indicates that, on average, respondents concur that their respective institutions are active in identifying key positions and managing personnel. The results indicate that participants viewed critical position identification as essential in general, but their specific banks are only marginally adopting the practice.

Similarly, the second dimension, "Competence Training," had a maximum score of 6.50, a mean score of 4.84, (SD=1.425). This indicates that the participants believed competency training was necessary for talent management in their respective banks, but were dissatisfied with the extant training's emphasis on specific

competencies performed in the banks. It indicates that banks place a moderate amount of emphasis on competency training, which is a vital component of personnel management in the banking industry. Banks play a moderate role in the development of employee skills, knowledge, and abilities necessary to perform specific employment activities and responsibilities within the bank. In Nepal, public commercial banks have placed a significant emphasis on ensuring that the training they offer to recognized talent is commensurate with the critical responsibilities they have been assigned.

Likewise, the score for the third dimension, "Talent Development," has a mean score was 4.96 (SD=1.634). This indicates that the participants were aware of the importance of talent development, but their attitudes varied considerably. Despite the fact that talent development is a crucial aspect of talent management in financial institutions such as banks, it appears that banks have a modest talent development program. To remain competitive, banks must recruit and retain key personnel and improve employees' ability to identify high-potential individuals through talent development programs. This enables banks to provide these high-potential employees with the training, mentoring, and professional development opportunities they need to achieve their goals.

In addition, the fourth element of employee performance, "Performance Management," is an important aspect of talent management in institutions has mean score 5.19 (SD = 1.073). This indicates that participants at all levels viewed performance management as necessary and that Nepalese public commercial banks employed it to a limited degree. The level of involvement of banks in measuring and evaluating employee performance, providing feedback and identifying areas for improvement, identifying top performers, addressing underperformance, and providing opportunities for employees to develop their skills and reach their full potential is moderate. The procedures for performance management at public commercial banks are average. These banks regularly partake in average performance evaluations conducted within the organization. The organization regularly conducts performance assessments.

Likewise, the fifth pillar, "Reward Management," is an essential element of talent management in institutions has a mean score of 5.17 (SD=0.981), as evidenced by the dearth of diversity in their responses, this demonstrates that the participants deemed reward management crucial. It demonstrates that banks implement modestly the process of planning and executing compensation and benefits plans to attract, motivate, and retain top talent.

Status of the Employee job performance in Nepalese public commercial banks

With a mean value of 5.74 (SD=0.723), employees typically perform tasks at a fairly high level. The average level of contextual performance among employees is quite high, with a mean value of 5.91 (SD=0.938). Contextual performance refers to actions that support overarching corporate objectives and contribute to a positive work environment. Employees demonstrated a rather high level of overall work performance, as measured by a mean value of 5.82 (SD=0.762) that incorporates task and contextual performance. Overall, the data suggest that company employees perform well in their designated responsibilities and exhibit workplace-

enhancing behaviors. Their overall job performance is deemed to be quite satisfactory. Nonetheless, performance levels may vary significantly, particularly contextual performance.

Employees of Nepal's public commercial institutions asserted that they were able to meet deadlines through effective time management. Employees exhibited comparable levels of focus on the intended task objective. Employees reported being able to prioritize tasks and complete them efficiently. Overall, the data indicate that employees of an organization are frequently proactive and accountable for their duties. They have excellent time management skills, are always seeking new challenges, and work diligently to maintain their knowledge and abilities. Nevertheless, employee responses to these assertions vary, revealing individual differences in work patterns and preferences.

Table 3

Descriptive analysis of employee job performance

Code	Variables	Min	Max	Mean	SD
TP	<i>Task Performance</i>	4.20	7.00	5.74	0.723
CP	<i>Contextual Performance</i>	3.63	7.00	5.91	0.938
EJP	<i>Employee Job Performance</i>	3.91	7.00	5.82	0.762

Measurement model assessment

The model's reliability, convergent validity, and discriminant validity were all evaluated. Certain construct items were removed from the measurement model in order to meet the $AVE > 0.5$ criterion. Specifically, the following items and their accompanying loads were dropped: CP3, with a loading of 0.485, and ICP4, with a loading of 0.469, were eliminated from consideration. The items with loadings of 0.433, 0.429, and 0.163 were removed from the talent management measuring model. In addition, item TP2 was eliminated from the study due to its 0.212 loading on the construct of task performance. The items with a charge on greater than 0.5 are retained Hair et al., (2022). By focusing on items with greater loadings and achieving an acceptable AVE value, researchers can confidently proceed with subsequent analyses and interpretations, resulting in a more reliable and credible study output. The factor loading, AVE and VIF is present in annexure 1.

Reliability, Convergent Validity and Discriminant validity

Cronbach's Alpha measured internal consistency reliability. All variables have strong Cronbach's alpha values, from 0.76 to 0.947, indicating good internal consistency. Composite Reliability, which considers inter-item covariance and factor loadings, is another internal consistency metric. rho_a and rho_c estimate scale composite reliability. All variables have strong composite reliability, ranging from 0.823 to 1.039 (rho_a) and 0.861 to 0.962 (rho_c). AVE scores from 0.541 to 0.867 indicate strong convergent validity.

Cross loading, Fornell-Larcker, and HTMT ratio assessed discriminant validity. The Fornell-Larcker criteria in table 5 implies discriminant validity since the square root of the AVE is larger than the correlation. Table 6 shows HTMT ratio. The heterotrait correlation is lower than the monotrait correlation, indicating discriminant validity. Gold et al. (2001) HTMT readings are within 0.90. HTMT ratio p-values and upper and lower bounds are significant. Hair et al. (2022) recommended bootstrapping with a 10,000-subsample significance test. The cross loading table (annexure 2) shows no issues.

Table 4

Reliability and convergent Validity

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CP	0.856	0.862	0.891	0.541
CT	0.886	0.910	0.920	0.744
DEV	0.947	0.948	0.962	0.863
ICP	0.924	1.039	0.951	0.867
PM	0.948	0.977	0.955	0.726
RM	0.917	0.925	0.931	0.631
TP	0.828	0.847	0.884	0.657

Table 5

Fornell-Larcker criterion

Construct	AB	CP	CT	DE	DEV	ICP	PM	RM	TP	VI
CP	0.557	0.735								
CT	0.403	0.537	0.862							
DEV	0.663	0.659	0.805	0.514	0.929					
ICP	0.773	0.290	0.228	0.253	0.346	0.931				
PM	0.412	0.423	0.313	0.406	0.506	0.240	0.852			
RM	0.616	0.669	0.613	0.534	0.752	0.348	0.425	0.794		
TP	0.321	0.659	0.398	0.378	0.537	0.149	0.312	0.481	0.811	

Table 6

HTMT

Construct	AB	CP	CT	DE	DEV	ICP	PM	RM	TP	VI
CP	0.683									
CT	0.479	0.598								
DEV	0.776	0.725	0.882	0.565						
ICP	0.835	0.287	0.22	0.294	0.330					
PM	0.415	0.398	0.295	0.401	0.459	0.205				
RM	0.693	0.711	0.628	0.578	0.777	0.328	0.406			
TP	0.396	0.783	0.445	0.463	0.593	0.197	0.308	0.520		

Correlation between the dimension of Talent management and Employee Job Performance

This section compares Talent Management practices to Employee Job Performance. ICP, CT, DEV, RM, PM, are the Talent Management aspects are correlated with EJP. ICP and employee job performance have a weak positive connection ($r=0.261$, $p<0.001$). ICP and EJP have a modest positive connection. Similarly, CT and employee job performance had a moderate positive connection ($r=0.523$, $p<0.001$). CT and EJP are somewhat positively correlated. DEV and employee job performance are positively correlated ($r=0.664$, $p<0.001$). RM and employee job performance have a high positive association ($r=0.644$, $p<0.001$). These dimensions are strongly correlated ($p < 0.001$). PM and employee job performance had a moderate positive connection ($r=0.411$, $p<0.001$). These correlations show that EJP is positively correlated with the ICP, CT, DEV, RM, and PM dimensions. The correlation analysis is presented in table 7.

Table 7

Correlation analysis

Dimensions Path	r value	SD	t value	P values	CI 95%	
					2.50%	97.50%
ICP <-> EJP	0.261	0.052	4.996	0.001	0.152	0.359
CT <-> EJP	0.523	0.044	11.792	0.001	0.427	0.603
DEV <-> EJP	0.664	0.028	23.612	0.001	0.604	0.715
RM <-> EJP	0.644	0.032	20.238	0.001	0.578	0.703
PM <-> EJP	0.411	0.047	8.8	0.001	0.316	0.501

Impact of Talent Management on Employee Job Performance

The path regression findings in table 8 show the relationship between talent management factors and employee job performance. The bootstrapping approach with 10000 subsamples was used for the significance test, as described by Hair et al. (2022).

Impact of Competence Training on Employee Job Performance: The path coefficient between Competence Training (CT) and Employee Job Performance (EJP) is $=0.048$, $p>0.05$, indicating that CT has a mild positive impact on EJP. However, the coefficient is not statistically significant ($p = 0.544$), implying that CT has no effect on EJP.

Impact of Talent Development on Employee Job Performance: The path coefficient of Talent Development (DEV) and Employee Job Performance (EJP) is $=0.195$, $p<0.05$, indicating that DEV has a positive influence on EJP. This indicates that when the degree of DEV grows, so does EJP. At the 5% level of significance, the result is statistically significant ($p = 0.034$).

Impact of Identifying Critical Positions on Employee Job Performance: The path coefficient of Identifying Critical Positions (ICP) and Employee Job Performance (EJP) is $=-0.132$, $p<0.05$. This suggests that when ICP rises, employee job performance tends to fall, demonstrating that ICP has a negative influence on EJP. At the 5% level of significance, the result is statistically significant ($p = 0.040$).

Impact of Performance Management on Employee Job Performance: The path coefficient between Performance Management (PM) and Employee Job Performance (EJP) is $=0.035$, $p>0.05$, indicating that PM has a mild positive impact on EJP. However, the coefficient is not statistically significant ($p = 0.551$), indicating that PM has no effect on EJP.

Impact of Rewards Management on Employee Job Performance: The path coefficient of Rewards Management (RM) and Employee Job Performance (EJP) is $=0.208$, $p<0.05$. This suggests that when RM increases, so does employee job performance, demonstrating that RM has a favorable influence on EJP. At the 5% level of significance, the result is statistically significant ($p = 0.040$).

Impact of Talent Management on Employee Job Performance: The path coefficient of Talent Management (TM) and Employee Job Performance (EJP) is $=0.395$, $p<0.01$. This suggests that when TM increases, so does employee job performance, demonstrating that TM has a favorable influence on EJP. At the 1% level of significance, the result is statistically significant ($p = 0.001$).

The findings suggest that Talent Development, Identifying Critical Positions, and Rewards Management all have a major influence on Employee Job Performance. However, in this study, Competence Training and Performance Management had no substantial influence on employee work performance. Employee job performance is significantly influenced by overall talent management. It suggests that firms that prioritize these aspects and apply effective talent management techniques are more likely to increase employee job performance.

Table 8

Path analysis - Impact of Talent management on Employee Job Performance

Path regression	β	SD	t value	P values	CI 95%	
					2.50%	97.50%
CT -> EJP	0.048	0.079	0.607	0.544	-0.116	0.196
DEV -> EJP	0.195	0.092	2.116	0.034	0.020	0.380
ICP -> EJP	-0.132	0.064	2.052	0.040	-0.257	-0.008
PM -> EJP	0.035	0.059	0.597	0.551	-0.081	0.152
RM -> EJP	0.208	0.085	2.448	0.014	0.033	0.363
TM -> EJP	0.395	0.086	4.579	0.001	0.228	0.562

Discussion

This study aimed to examine the influence of talent management on the job performance of employees in two public commercial banks in Nepal, namely Rastriya Banijya Bank and Nepal Bank Ltd. A total of 150 employees from each bank were selected as participants for this study. The data collection process involved gathering primary data directly from the bank personnel. The study focused on assessing talent management practices, employee perceptions, and performance levels across various hierarchical positions within the banks. By examining these factors, the study aimed to provide insights into the relationship between talent management and employee job performance in the context of the selected banks in Nepal.

The study found an importance of talent development was recognized by participants, although there was some variation in their level of agreement. The banks were moderately involved in developing talent, which is a significant aspect of talent management in the competitive banking sector. This finding signifies the notion of Humaid (2018), in which it was mentioned that bank management must create a positive work environment that stimulates employee engagement and productivity to support talent management and achieve the bank's goals. Adhikari (2010) also mentioned the context in which Nepal's banking industry functions emphasizes the importance of talent management practices used by public sector commercial banks. Rothwell and Wellins (2004) advise adopting competency models to plan for future talent requirements, explain work expectations, establish a shared language for performance evaluation, and attract and pick new talent. Likewise, Collings and Mellahi (2009) also mentioned regardless of the strategy that is used to talent management, the first step in any talent management process is to locate brilliant individuals and cultivate their potential. The established mentions are supported by this study findings, that there is a moderate level of agreement regarding their respective banks' involvement in identifying critical positions as part of talent management. Although they recognized the importance of identifying these positions, the implementation in their banks was seen as moderately effective. Participants believed that competence training is crucial for talent management in their banks, but they expressed

some dissatisfaction with the current focus of training on specific competencies. The banks were moderately focused on developing employee skills, knowledge, and abilities required for their job functions. The study found that the development programs aimed at identifying and nurturing high-potential individuals were emphasized. It is aligned to the Cappelli (2009) that mentioned the process of talent management as a whole contains a number of components, one of which is the development of talent. Performance management emerged as another critical aspect of talent management in banks. Participants perceived it as essential and acknowledged that it was moderately implemented in Nepalese public commercial banks. Regular performance reviews and feedback were conducted to measure, evaluate, and address employee performance and development needs. This supports that the performance management systems and talent management systems may track high-performers and high-potential individuals in operations, human resources, and performance reviews (Huff, 2018). Performance management goals include frequent feedback to empower and improve performance (Christ, Ematt, Tayler, & Wood, 2016). Reward management was seen as important in talent management, with participants expressing relatively consistent views in this study findings, it matches the explanation of Cox (2005), Colquitt, Greenberg, Zapata-Phelan (2005) that the intrinsic and extrinsic rewards motivate workers. The process of designing and implementing compensation and benefits programs to attract, motivate, and retain top talent was moderately practiced in the banks.

The study found that effective talent acquisition strategies enable organizations to attract high-quality talent, while talent development initiatives equip employees with the necessary skills and knowledge for optimal performance. Succession planning ensures a smooth transition and fosters continuity, while performance management systems provide feedback and align goals to enhance employee performance. Leadership also emerges as a crucial factor in talent management. Supportive and transformational leadership behaviors positively influence employee engagement, job satisfaction, and performance. Effective leadership plays a pivotal role in shaping talent management strategies and cultivating a culture of high performance within organizations.

Similarly, employees in Nepal's public commercial institutions perform well in their responsibilities and exhibit workplace-enhancing behaviors. They have high contextual performance, supporting corporate objectives and contributing to a positive work environment. This supports that the employee performance is also characterized by the display of competences, which is decided by whether or not employees behave in a manner that is expected of them on the positions that they hold (FakhrEIDin, 2013). Overall, employees are proactive, accountable, and possess excellent time management skills. This supports the explanation of Cook and Crossman (2004), they mentioned the attaining objectives is a result of the competences people display on the job, which are dependent on skills and other traits. However, individual differences in work patterns and preferences may reveal differences in performance levels. It supports Padmashree (2012) wherein it is mentioned that it is essential for effective planning that managers have a solid grasp of the distinction between the two.

The study found that there is a relationship between talent management practices and employee job performance in banking sector. Talent management components such as identifying critical positions, competence training, talent development, performance management, reward management are related to employee job performance. Employee job performance and identifying critical positions exhibit a moderate positive relationship. Similarly, there was a moderately favorable relationship between competence training and employee job performance. Employee job performance and talent development are positively connected. Employee work performance and reward management had a strong positive relationship. Likewise, the relationship between performance management and employee work performance was good. According to these findings, employee job performance is favorably connected with the identifying critical positions, competence training, talent development, performance management, reward management dimensions. The findings indicate that Talent Development, Identifying Critical Positions, and Rewards Management all have a significant impact on Employee Job Performance. Several studies findings Ntonga (2007), Karuri (2015), Sadri et al. (2015) aligned with the findings, where it was found that talent management and its components significantly impact employee performance. Karuri (2015) found significantly impact employee performance at Kargaran Wealth Bank, Tehran. Likewise, Sadri et al. (2015) findings shows the talent management positively impacts employee performance. However, the study finding contradict Mensah (2015), mentioned there is no clear conception of how talent management connects to employee performance. Similarly, the study findings are supporting Ziarani, Janpors, and Taghavi (2023) study that found a substantial association between creative employee behavior/performance and talent management strategies. Jariyapanya (2022) found that talent management approaches, particularly those that retain talent and assist supervisors, affected the desire to quit from high-achieving government official jobs. Ekhsan, Daspar, Parashakti, and Perkasa (2023) discovered that talent management increases employee engagement and performance. Nzewi et al. (2015) and Sadri et al. (2015) both confirm talent management improves employee performance. Talent management strategies include recruiting and selection, counseling and mentoring, and remuneration improve employee performance (Bibi, 2018). Tazin and Hakim's (2022) study examined how talent management strategies affect employees and how they can develop, retain, or improve performance in the banking industry in Bangladesh. Talent management did impact performance. However, in this study, Competence Training and Performance Management had no significant impact on employee job performance. This supports the study findings of Berger (2004), where it is mentioned that the current state of talent management seems to lack a conceptual framework of the mechanisms through which talent management leads to employee performance. Overall talent management has a substantial effect on employee work performance. It implies that organizations that focus these characteristics and use effective talent management approaches are more likely to improve employee job performance.

Conclusion

In conclusion, the study findings affirm the significance of talent management in driving employee performance. It provides valuable insights for organizations seeking to improve their talent management approaches, ultimately leading to improved employee performance and organizational success. Additionally, the influence of other factors such as the working environment, organizational culture, management support, and external factors cannot be overlooked. These variables, along with talent management practices, collectively contribute to creating a workplace environment that maximizes employee performance. To optimize talent management and enhance employee performance, organizations should consider a holistic approach. This approach encompasses not only talent management practices but also factors like job rotation, counseling, mentoring, compensation, and a supportive working environment. By addressing all these variables, organizations can build a strong foundation for maximizing employee performance and gaining a competitive advantage.

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Annexure 1

Items loading and VIF

Items	AB	CP	CT	DE	DEV	ICP	PM	RM	TP	VI	VIF
CP1		0.614									2.945
CP2		0.674									3.003
CP4		0.785									3.402
CP5		0.802									4.907
CP6		0.755									3.708
CP7		0.783									5.17
CP8		0.713									2.266
CT1			0.796								3.6
CT2			0.871								4.399
CT3			0.855								3.05
CT4			0.922								5.639
DEV1					0.931						5.412
DEV3					0.924						4.971
DEV4					0.933						5.473
DEV5					0.926						5.434
ICP1						0.885					2.772
ICP2						0.973					5.849
ICP3						0.933					4.534
PM1							0.925				9.482
PM2							0.85				1.507
PM3							0.927				2.644
PM4							0.878				1.542
PM5							0.809				5.094

PM6							0.853				1.011
PM7							0.812				4.834
PM8							0.746				4.796
RM1								0.817			3.401
RM10								0.619			2.701
RM11								0.903			7.778
RM2								0.74			2.654
RM5								0.789			5.609
RM7								0.836			5.537
RM8								0.781			4.183
RM9								0.84			2.221
TP1									0.743		2.159
TP3									0.849		2.544
TP4									0.858		2.465
TP5									0.788		2.366

Annexure 2

Cross loading

Items	AB	CP	CT	DE	DEV	ICP	PM	RM	TP	VI
AB1	0.913	0.484	0.409	0.441	0.538	0.892	0.351	0.535	0.34	0.529
AB2	0.926	0.407	0.349	0.398	0.498	0.755	0.314	0.5	0.142	0.418
AB3	0.683	0.546	0.458	0.443	0.611	0.225	0.397	0.542	0.327	0.49
CP1	0.379	0.617	0.427	0.34	0.526	0.185	0.342	0.496	0.785	0.376
CP2	0.357	0.675	0.394	0.386	0.445	0.16	0.282	0.467	0.795	0.403
CP4	0.507	0.787	0.479	0.408	0.622	0.282	0.351	0.594	0.504	0.616
CP5	0.44	0.801	0.439	0.416	0.505	0.252	0.33	0.547	0.355	0.491
CP6	0.403	0.755	0.382	0.373	0.446	0.201	0.281	0.431	0.304	0.447
CP7	0.387	0.781	0.374	0.434	0.438	0.172	0.276	0.461	0.303	0.418
CP8	0.372	0.71	0.391	0.452	0.425	0.219	0.305	0.418	0.364	0.477
CT1	0.27	0.334	0.856	0.264	0.741	0.186	0.292	0.47	0.275	0.323
CT2	0.399	0.575	0.783	0.39	0.679	0.251	0.283	0.605	0.453	0.53
CT3	0.36	0.422	0.868	0.335	0.759	0.181	0.318	0.473	0.299	0.434

CT4	0.339	0.469	0.883	0.326	0.716	0.154	0.191	0.54	0.3	0.397
CT5	0.488	0.545	0.934	0.433	0.923	0.248	0.405	0.666	0.452	0.571
CT6	0.546	0.546	0.934	0.437	0.923	0.286	0.405	0.7	0.399	0.545
DE1	0.564	0.503	0.428	0.925	0.576	0.273	0.418	0.564	0.381	0.573
DE2	0.145	0.353	0.276	0.716	0.258	0.107	0.245	0.301	0.219	0.524
DE3	0.433	0.473	0.326	0.811	0.406	0.209	0.309	0.404	0.304	0.268
DEV1	0.609	0.65	0.859	0.484	0.929	0.307	0.425	0.722	0.549	0.656
DEV2	0.463	0.615	0.891	0.512	0.889	0.222	0.413	0.66	0.472	0.657
DEV3	0.64	0.602	0.765	0.502	0.922	0.32	0.526	0.653	0.49	0.659
DEV4	0.648	0.618	0.843	0.48	0.919	0.339	0.478	0.689	0.445	0.605
DEV5	0.564	0.578	0.817	0.444	0.919	0.321	0.45	0.731	0.501	0.589
ICP1	0.598	0.158	0.116	0.176	0.114	0.885	0.103	0.158	(0.048)	0.151
ICP2	0.842	0.416	0.363	0.355	0.464	0.973	0.34	0.475	0.253	0.447
ICP3	0.655	0.149	0.157	0.107	0.242	0.933	0.153	0.246	0.124	0.19
PM1	0.489	0.49	0.409	0.472	0.548	0.264	0.925	0.482	0.292	0.493
PM2	0.195	0.199	0.179	0.201	0.286	0.151	0.85	0.237	0.163	0.209
PM3	0.386	0.441	0.404	0.406	0.528	0.248	0.927	0.525	0.35	0.501
PM4	0.273	0.313	0.32	0.293	0.405	0.167	0.878	0.484	0.253	0.36
PM5	0.491	0.406	0.377	0.405	0.503	0.289	0.809	0.377	0.246	0.453
PM6	0.277	0.222	0.187	0.217	0.315	0.142	0.853	0.127	0.233	0.239
PM7	0.258	0.357	0.233	0.333	0.323	0.128	0.812	0.19	0.289	0.35
PM8	(0.03)	0.031	0.024	0.065	0.039	(0.056)	0.746	0.012	0.089	0.063
RM1	0.64	0.703	0.717	0.546	0.726	0.363	0.400	0.817	0.502	0.664
RM10	0.536	0.584	0.489	0.522	0.605	0.298	0.580	0.619	0.324	0.609
RM11	0.516	0.531	0.473	0.436	0.589	0.270	0.394	0.903	0.344	0.485
RM2	0.495	0.565	0.741	0.498	0.707	0.312	0.407	0.740	0.386	0.575
RM5	0.303	0.402	0.402	0.291	0.475	0.188	0.348	0.788	0.408	0.4
RM7	0.422	0.467	0.451	0.335	0.531	0.235	0.014	0.836	0.341	0.46
RM8	0.343	0.347	0.338	0.224	0.421	0.160	0.088	0.781	0.289	0.273
RM9	0.467	0.442	0.424	0.333	0.537	0.265	0.25	0.840	0.349	0.393
TP1	0.101	0.376	0.273	0.208	0.366	0.006	0.149	0.244	0.753	0.336

TP3	0.286	0.581	0.359	0.346	0.445	0.136	0.232	0.42	0.843	0.514
TP4	0.364	0.595	0.405	0.317	0.517	0.197	0.347	0.489	0.849	0.493
TP5	0.252	0.573	0.337	0.352	0.397	0.113	0.26	0.368	0.797	0.361
VI1	0.49	0.584	0.494	0.489	0.602	0.298	0.374	0.571	0.433	0.948
VI2	0.51	0.569	0.479	0.606	0.618	0.296	0.393	0.563	0.510	0.858
VI3	0.449	0.475	0.435	0.291	0.554	0.214	0.408	0.521	0.425	0.757

