

The Mediating Role of Employee Emotional Intelligence Between Talent Management Practices and Organizational Commitment

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Abstract

Talent management has drawn significant consideration across the globe. However, talent management has remained underexplored in developing business sectors, especially, in the banking area. This exploration expects to fill the gap by investigating TM practices in the banking area of the developing country Pakistan. This study was conducted in the Khyber Pakhtunkhwa province Pakistan in private banking sector. For this study quantitative research methodology was used. The main purpose of this study was to examine the direct relationship amongst TM activities and organizational commitment. While, mediating role of employee emotional intelligence was also examined amongst TM Practices & organizational commitment. For sampling Taro Yamane formula was used to choose the total sample size of 341 employees who were working as managers, supervisors, senior officers and officers. For measurement already adopted instruments were used. The Cronbach's alpha value of TM practices (.956), organizational commitment (.880), and emotional intelligence (.906) determine strong reliability. The study finding indicated that there is positive significant relationship amongst TM practices and organizational commitment, while, emotional intelligence partially mediate the relationship between these two variables. So, if Talent management practices are properly implemented, it will increase organizational commitment & employee's emotional intelligence amongst various categories of employees. Furthermore, this study also add possibly valued implications for theory, practice, and future research.

Keywords: talent management, emotional intelligence, organization commitment, *Social exchange* theory, talent management practices,

Introduction

Over the past two decades, talent management has acquired a lot of popularity as key HR and seen as essential accomplices towards profitable business systems. Compatibly, associations have started putting resources into internal talent selection, fascination, and improvement to make an inward pipeline including future leaders (Wolfswinkel & Enslin, 2020). Therefore, talent management is a vital subject regarding research in academic world and in numerous associations. Proficient and insightful mindfulness in talent management field started from Mckinsey & their partners in 1998 from a notable composition "The war for talent" and later on it has been given a lot of attention from researchers and HR specialist (Meyers, van Woerkom, Paauwe, & Dries, 2020). Therefore, for competitive advantage the battle for talent is still significant, as the requirements for exceptionally talented representatives and proficient laborers increment with

tremendous market changes, segment changes, and age (Strack, Baier, & Fahlander, 2008). Furthermore, researchers and professionals argue that workers and particularly skilled representatives have turned into a piece of an organization's manageable upper hand, as the new shift towards the information age has underscored elusive resources, for example, intellectual capital and ability, which is additionally pushed By the asset based view (Heinen & O'Neill, 2004). In this way, in the present dynamic work environment, HR experts are confronting a great deal of difficulties. The diminished interest and expanded supply of workforce has placed sent more noteworthy accentuation on the TM. Talent management is a wellspring of making upper hand over rivals. Competitive advantages through human resources are more maintainable on the grounds that its impact stays for a more drawn out period and it is difficult to impersonate or duplicate. Talent management is used to attract, develop and retain best talent in the market. For ideal endurance, associations should comprehend how to keep up with ability of every age talented employee. Similarly, organizational commitment has received keen and valuable attention from researchers. According to (Anvari & Janjaria, 2023) organizational commitment is crucial for the success of an organization since it is strongly linked with desired job outcomes and individual performance. Furthermore, if employees are not committed they are more likely to leave the company, strong organizational commitment has been continuously associated with lower turnover rates (Herscovitch & Meyer, 2002). So, an effective talent management practices /program can influence employees' willingness to stay with their companies for longer period of time and foster organizational commitment. (Gümüş, Apak, Gümüş, & Kurban, 2013). Likewise, researchers from a wide range of fields have also showed a strong interest in and focus on employee's emotional intelligence (Meisler & Vigoda-Gadot, 2014). Emotional intelligence is "the capacity to monitor, identify, and utilize one's own and other people's emotions for ideas and actions," according to (Salovey & Mayer, 1990) (PP.91). Accordingly, the organizational perspective views emotional intelligence's contribution to organizational effectiveness in terms of talent development, recruitment and retention, teamwork, efficiency, and productivity(Cherniss, 2000). Thus, the implementation of an efficient talent management strategy is thought to be one of the key factors influencing emotional intelligence. Additionally, research on talent management strategy has shown that open climate, communications, and culture have the biggest effects on emotional intelligence(Shaemi, Allameh, & Bajgerani, 2011). In Pakistan, the banking industry has begun to actively promote talent management techniques In order to prepare their employees for the next higher levels of positions. Therefore, many banks provide them with specialized information, skills, and competence through training. Since there is a scarcity of research on the TM in Pakistan. So, this research aims to determine that TM practices enhanced OC and determine whether TM program is accomplishing its goals. Furthermore, (Iqbal, Qureshi, Khan, & Hijazi, 2013) note that there are a number of gaps and scarcities in the talent management literature that need for more theoretical and practical contribution. Thus, this study is conducted that how talent management practices enhanced organizational commitment and employee's emotional intelligence in organization.

Literature Review

Talent and Talent Management

The book War for Talent published by McKinsey and Company in 2000, contend that organizations are beginning to recognize the importance of talent management mechanisms as a means of maintaining a competitive edge and help them to increase their talent pool. Furthermore, (Lewis & Heckman, 2006) claim that there is no universally accepted definition or idea for talent management. Some authors have attempted to define it, According to (Byham, Smith, & Paese, 2002) talent management is a combination of different procedures used by human resource departments, including hiring, selection, deployment, development, retention, career advancement, and succession planning. According to (Vance & Vaiman, 2008) talent management is the process of estimating how much human capital a company will require at their organizations

and then creating a plan to meet those needs. Talent management in this context does not refer to the management of performers. Thus, TM is the science of strategic HRM to increase efficiency and effectiveness to organization to achieve their objectives. Therefore, talent management and strategic workforce planning include all actions taken to find, hire, develop, reward, and motivate employees (Al Ariss, Cascio, & Paauwe, 2014). Therefore, Talent management has many different meanings and interpretations. In summary, talent management is the systematic and organized practices like recruitment, assessment, growth, engagement, retention, and deployment of people who are especially valuable to a company, either because of their "high potential" for the future or because they are performing functions that are essential to the organization's operations. Thus, this study examined those key TM featured as identified by different previous studies conducted.

Organization Commitment

Employees' psychological bond with their organizations is known as organizational commitment (Joo & Park, 2010). The employee's emotional attachment to, identification with, and involvement in the organization" is the definition of the psychological attachment that workers have with their employers Affective, normative, and continuity commitments are the three categories of organizational commitment identified by John Meyer and Nancy Allen.

The emotional contract between an organization and its personnel is the foundation of affective or moral commitment. Because personal and organizational goals are aligned, workers who have an emotional contract assume accountability for the success of the company. While, normative committed workers relate their actions to societal norms and the expected model pattern of behavior or attitude expression. Similarly, Employee continuance commitment, is determined by the kind of reward that comes from organizational commitment and the things that employees stand to lose if they leave the organization. They advised researching these kinds of commitments in relation to conduct and attitude.(Meyer & Allen, 1991)

Emotional intelligence

Over the last few decades, researchers have given the idea of emotional intelligence a lot of thought, and it has become a very popular topic in the psychology and management domains (Antonakis, Ashkanasy, & Dasborough, 2009; Meisler & Vigoda-Gadot, 2014). According to (Mayer, Roberts, & Barsade, 2008) emotional intelligence is frequently utilized in theoretical models such as the ability model and the mixed (traits and abilities) model. The ability model defines emotional intelligence as the integration of multiple functionality: the capacity for accurate understanding, assessment, and expression; the capacity to access or create feelings at ease thinking; the capacity to comprehend feelings and emotional knowledge; and the capacity to regulate emotions to support emotional and intellectual development (Salovey & Mayer, 1990).The mixed model views emotional intelligence as a collection of mental abilities and personality traits like optimism, motivation, and stress tolerance (Webb et al., 2013). High emotional intelligence individuals can use this capacity to adjust to other people's tactics and a framework. The Goleman emotional pattern, which is based on different traits that linked to emotional intelligence. The four general ability kinds that comprise Goleman's emotional intelligence capabilities pattern are as follows: Self-awareness is the capacity to recognize one's own emotions and their advantages and disadvantages. Self-management: the capacity to control one's inner resources, emotions, and tensions social awareness: the capacity to accurately comprehend people and groups, managing relationships: the capacity to elicit desired responses from others Four categories are made out of these characteristics and actions: two are associated with "the individual ability," and the other two are with "social skills."

Theoretical Framework

For this study theoretical framework is developed from the previous literature and supporting theories such as human capital theory and social exchange theory as declared in Figure, 1.

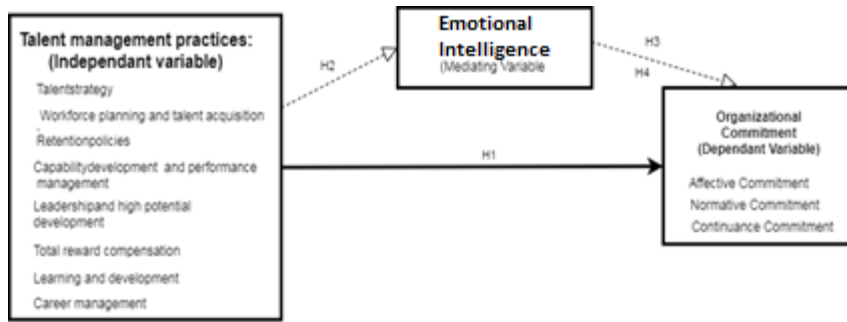


Figure.1

Methodology

Sample's Descriptive Statistic

For this study quantitative research design and survey research procedure was used. For sampling Taro Yamane sampling formula was applied and total sample size of 341 employees were selected of different positions i.e managers, supervisors, senior officers & officer's level. For measurement already adopted instruments were used. The sample size consisted of % 92 and 8 % female with average age of 40 years.

Measures

For this study to measurement the item's, earlier adopted questionnaires were used. For analysis the Smart PLS software was used.

Research findings

Measurement model

To evaluate the measurement model validity and reliability was determined (Hair et al., 2013). First, the items' discriminant validity, convergent validity, internal consistency, and individual item reliability were assessed using a confirmatory factor analysis (CFA).

Reliability and Validity

The Cronbach's alpha value for Talent Management Activities (.956), employee's emotional intelligence (.906), & organizational commitment (.880) determine high consistency. Table 1 shows that composite reliability exceeds the value of 0.7 verified internal consistency as recommended by (Hair, Ringle, & Sarstedt, 2011).

Convergent validity

Similarly Table 1 display *that* the average variance extracted values for all three variables exceeds the value (.05) that determine convergent validity as suggested by (Fornell & Larcker, 1981; Hair et al., 2011).

Table-1 Reliability scores

Variables	AVE	Cronbach's Alpha	Composite Reliability
Emotional intelligence	.530	.906	.926
Organizational Commitment	.548	.880	.909
Talent Management practices	.501	.956	.960

Discriminant validity

As indicated in table-2, the general requirements of the Fornell-Larcker Criterion are met for verifying discriminant validity.

Table-2: Fornell-Larcker Criterion

	Emotional intelligence	Organizational commitment	TM practices
Emotional intelligence	.728		
Organization Commitment	.443	.741	
TM practices	.437	.584	.708

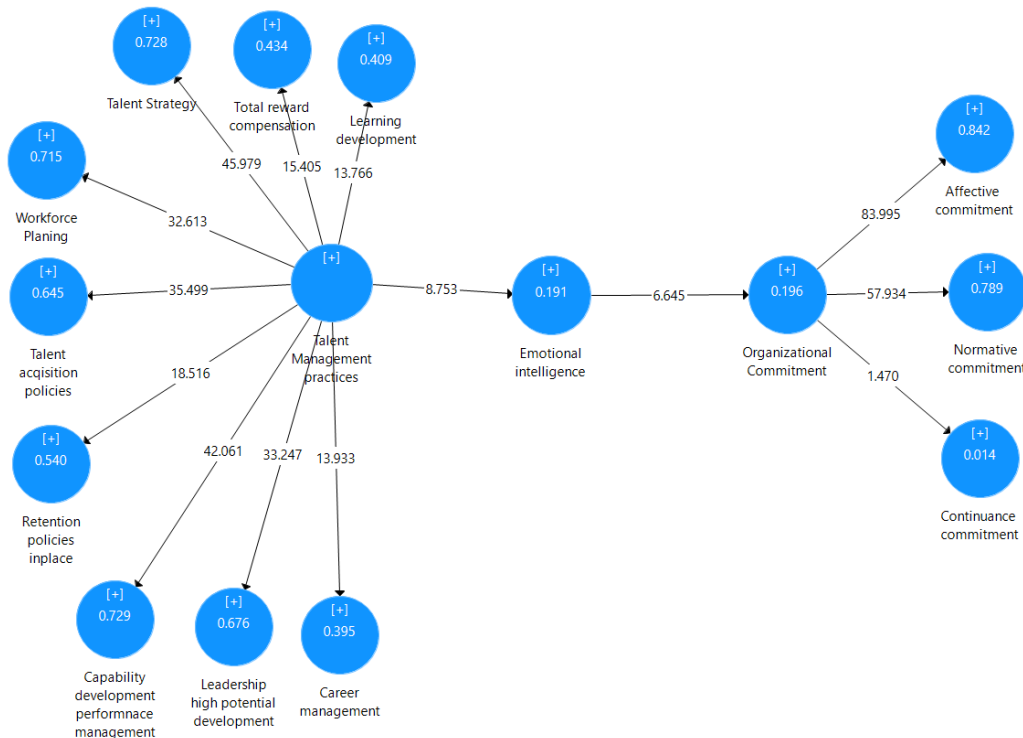
Structural Model

To assess the structural model outcome that is displayed in Figure 2 and Table 3. According to the results, talent management strategies significantly affect organizational commitment at (beta=0.193) (t-value=4.046) and p-value<0.000). Additionally, there is significant positive relationship between talent management techniques and emotional intelligence at (beta=0.437) (t-value=8.573) and p-value<0.000). Likewise, a significant positive relationship has been observed between the emotional intelligence of employees and their commitment to the organization at (beta=0.443) (t-value=6.645), & p-value<0.000).

Table 3: Structural Model Results

	Original Sample	Standard Deviation	T Statistics	P Values	Decision
TM practices > OC	0.193	0.048	4.046	0.000	Accepted
TM practices > EI	0.437	0.050	8.573	0.000	Accepted
EI > OC	0.443	0.067	6.645	0.000	Accepted

Fig-2 Structure Model



Mediation

Employee's emotional intelligence is shown in Table 4 as a mediating factor between TM activities & organizational commitment. Thus, t value is exceeding than 1.99 i.e ($t=3.954$), and $p < 0.000$), it is evident EI is a substantial mediating factor.

Table-4

	Original Sample	Standard Deviation	T Statistics	P Values	Decision
TM practices >EI > OC	0.177	0.045	3.954	0.000	Accepted

Discussion

Hypotheses 1: There is a significant positive relationship amongst TM practices & OC.

Result of this study showed that amongst TM activities & organizational commitment there is significant & positive relationship. Thus, these results support previous studies of (Friday & Sunday, 2019) which demonstrates the positive relationship between talent management and employees' dedication. Additionally, it was assumed that TM was measured in terms of the creation, acquisition, and retention of talent that encourages employee commitment. In a similar manner, this study backs up the findings of (Khoreva et al., 2017) who found that highly qualified workers who were exposed to TM techniques at work were more persuasive and dedicated to developing their leadership skills. Therefore, by effective talent management program organization can enhanced organizational commitment of their employees.

Hypothesis 2: There is a significant positive relationship amongst TM practices & employees emotional intelligence.

Result of this study showed that amongst TM activities & employee's emotional intelligence there is significant and positive relationship. Thus, these results support previous studies of (Shaemi et al., 2011) that analysis, TM development is currently one of the most important business factors and is thought to be a crucial element of an organization's ability to maintain a competitive edge over time. The application of the TM technique is one of the key factors affecting emotional intelligence. In a similar vein, (Kumar & Raghavendran, 2013) affirm that firms would almost likely maintain their employees' happiness, sense of importance, and productivity by attending to their emotional needs.

Hypothesis 3: There is a significant positive association between employee's emotional intelligence & OC.

Result of this study showed that amongst employee's emotional intelligence & organizational commitment there is significant and positive relationship. . Thus, these results support previous studies of (Navas & Vijayakumar, 2018) that discovered a positive relationship between emotional intelligence and organizational commitment as well as job success. As a result, they believe that when compared to job performance, EI is a reliable measure of OC. The author also discovered that EI had taken on a crucial role in the profitability of the business. Likewise, the research conducted by (Nikolaou & Tsaousis, 2002) shown a substantial correlation between several aspects of emotional intelligence and organizational commitment. They discovered that organizational commitment and emotional intelligence were positively correlated.

Hypothesis 4: Emotional intelligence play as a mediator role among TM practices & organization commitment

Results showed employees emotional intelligence partially mediate the relationship amongst talent management activities and organization commitment. However, there aren't many empirical research looking at how an employee's emotional intelligence mediates between TM activities and organizational commitment. Given that there isn't much evidence to support it in the relevant literature, this is a significant discovery.

Conclusion

Main objective of the study was to examine the direct relationship amongst Talent management practices and organizational commitment. Moreover, the mediating role of emotional intelligence was also examined. Overall outcomes showed amongst TM activities and organizational commitment there is significant and positive relationship.

While, employee's emotional intelligence partially mediate relationship between these two variables. So if the organizations provide effective talent management practices this will enhanced organizational commitment and employee's emotional intelligence.

Theoretical implication

Overall, this study adds to the literature of talent management, TM practices, employees emotional intelligence, organizational commitment and social exchange theory. This study has also made certain theoretical contribution to different theories like social exchange theory and human capital theory. Therefore, it is recommended that these theories can be used to the talent management practices using different variables.

Practical implications

The research's conclusions have practical applications for management and employees to know the importance of talent management practices. Further, they will know the relationship between talent management activities and organizational commitment. Thus. If TM methods are successfully managed and applied in their companies, administrations can also boost employee emotional intelligence and organizational commitment.

Therefore, talent management is essential to achieving an organization's main strategic goals and amply illustrates how TM techniques comprehend and support the organization's current course. These characteristics are therefore necessary to compete and endure in the fiercely competitive environment.

Recommendations for future research

Future studies should be conducted using a longitudinal framework that accounts for changes in the variables over time. This study was conducted in Khyber Pakhtunkhwa province only, so future study should be conducted at the national level in both private and government sector organizations. It is possible to assess other variables as a mediating factor. Furthermore, the researcher suggests mixed technique studies for further investigation.

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