

An Empirical Study on Talent Strategies and it's Impact on Employee Commitment; Moderating Role of Talent Proactive Behavior

Asim Mubashir^{*1}, Sohaib Uz Zaman², Raja Rub Nawaz³, Muhammad Ali Noman Siddiqui⁴, Syeda Laiba Gilani⁵

¹*Lecturer, Department of Management Sciences, Karachi Institute of Economics and Technology, Karachi, Sindh, Pakistan.

²Assistant Professor, Department of Management Sciences, Karachi University Business School, University, Karachi, Sindh, Pakistan.

³Lecturer, Department of Management Sciences, Karachi University Business School, University of Karachi, Karachi, Sindh, Pakistan.

⁴Head of Talent, National Bank of Pakistan, Karachi, Sindh, Pakistan.

⁵Research Scholar, Department of Management Sciences, Karachi University Business School, University of Karachi, Karachi, Sindh, Pakistan.

Corresponding author: Asim.Mubashir@kiet.edu.pk

Keywords: Leader Emotional Intelligence, Career Growth Opportunities, Employee Commitment, Talent Proactive Behavior

Article

Date of
26-05-2023

Date of
27-06-2023

Date of
30-06-2023

DOI No: 10.56976/rjsi.v5i2.107

History

Submission:

Acceptance:

Publication:

The objective of this study is to determine the effects of a leader's emotional intelligence and employee career growth opportunities on employee commitment in Pakistan's banking industry. Additionally, talent-proactive behavior is examined as a moderator on the relationship between a leader's emotional intelligence and employee career growth opportunities, and employee commitment. The non-probability convenience sampling method was used to get the data from 384 different banking industry employees. The hypothesis was evaluated statistically using Smart PLS V.3. This study exhibits that talent-proactive behavior moderates the relationship between a leader's emotional intelligence and career growth opportunities and employee commitment, according to this study, which also shows that a leader's emotional intelligence and career growth opportunities have a significant impact on employee commitment. This study is important for managers or leaders to focus on their emotional intelligence which will ultimately enhance employees' commitment. Discussion and conclusions are also given.

1.0 Introduction

A competent employee is a basic requirement in today's competitive environment. Additionally, companies today are placing greater attention on locating, selecting, developing, and retaining their finest employees. Since talent management is essential to the success of the company and offers it an edge over competitors, it directly affects how well employees perform at work. (Shafique & Zia-ur-Rehman, 2021). Using talent management techniques makes it simple to improve and raise employee work performance. When businesses engage in talent management strategies, skilled people are required to provide excellent performance (Kwame Mensah et al., 2016). According to Gallardo-Gallardo et al. (2020), talent management is defined as the activities that include recruiting, identifying, developing, engaging, deploying, and keeping hold of key talent employees who are the driving force behind an organization's value creation and success. Talent is a property that people naturally possess when they have the knowledge and abilities necessary for quality output, ongoing growth, and other tasks that are essential to boost organizational success.

Martin (2015) claims that a person's or a group of people's abilities required to gain an ongoing competitive edge in any organization may be referred to as talent. These qualities, which are sources of competitive advantage for every company, are difficult to benchmark or duplicate. As a result, organizations that want to achieve their goals and objectives should make finding and keeping people with these qualities a top priority. Retaining talented employees has been raised to a top priority for firms worldwide. The operations of organizations in all industries, in both established and emerging countries, have significant difficulty in retaining qualified and talented employees. (Adeniji et al., 2019). The main issue facing the global business climate of many organizations, according to Scullion et al. (2010), it is the retention of skilled individuals. Retaining exceptional personnel is therefore a top concern for businesses, especially in the service-producing sector like the hotel industry where there is constant one-on-one contact between the staff and the clients (Ohunakin et al., 2018). Thus, employers must discourage competent workers from leaving their companies, as doing so would have a detrimental impact on employees' behavior at work and organizational productivity. The "battle for talent" is a constant worry among sectors in both developed and emerging countries due to the requirement and value of highly qualified and informed workers (Martin, 2015).

Any organization that wishes to accomplish particular aims and objectives should consider not just how to retain the personnel with the appropriate skills and expertise, but also how those personnel act while at work (McGlynn & McClaren, 1975). Employee behavior is crucial for the successful execution of any retention plan, according to Folakemi et al. (2018) the effective implementation of any strategy depends greatly on people. Proactive employees tend to be self-directed, can grow personally, and believe in change for the better. This echoes the adage "You may lead a horse to water, but you cannot force it to drink" Employees that exhibit talent-proactive behavior are better equipped to make use of organizational resources and meet the expectations posed by talent management procedures (Meyers, 2020)



To maintain staff members' motivation and fulfillment, supervisors must ensure employee commitment. (Riaz et al., n.d.). Therefore, managers look for innovative ways to increase employee loyalty to provide fruitful outcomes for the association. This involves reducing personnel turnover, enhancing job performance, and sharpening a company's focus over time (Preko et al., 2022). When employees have faith and confidence in their management, their efforts are better, their work contentment is higher, and their commitment to their jobs is increased (Appelbaum et al., 2013). Insufficient employee participation in decision-making directly contributes to low levels of work commitment and satisfaction. Disengagement and a lack of commitment among employees affect their desire to leave (Appelbaum et al., 2013). Employees feel an emotional connection to the company when they believe that training is always available when needed. They believe that the organization is committed to them and values their loyalty. The promotion of awareness of training possibilities helped to strengthen this affective commitment. The perception of training availability is directly related to affective commitment in a good way. When workers are dedicated to their occupations, they are less likely to leave, which reduces turnover intentions.

All service industries in Pakistan, including banking and telecommunications, train their staff (Ashar et al., 2013). In the case of engineering programmers, the Pakistan Engineering Council has implemented Object-Based Education (OBE). To prepare instructors for this change, commitment is needed. OBE may be successfully implemented with the help of responsible heads of departments (leaders). The alignment of organizational change techniques with the company culture determines whether an organizational change will be successful (Kezar & Eckel, 2002). Before implementing change initiatives, it is important to understand the organizational culture (Baba & Pawlowski, 2001). To comprehend how organizational culture and leadership impact workers' willingness to embrace change in higher education institutions (Seo et al., 2012). The leaders and concerned stakeholders can develop change strategies for the organization and take the required steps to manage the change in the future with the aid of knowledge about the organizational culture. Additionally, leadership style frequently has an impact on employees' willingness to embrace change (Yasmeen et al., 2020). There is a lot of turnover in Pakistan's banking sector (Pahi et al., 2016). Pakistan's banking sector does not provide prospects for career advancement (Qayyum, 2012). A significant issue that drives up costs and harms an organization's reputation is the low levels of employee commitment in the banking sector (Mohsan, 2012).

The businesses' attention is now increasingly on the recruitment, choice, training, inspiration, and retention of its important, skilled workers. Since it is essential to an organization's success and offers it an edge over competitors, talent management directly affects how well employees perform at work. (Shafique & Zia-ur-Rehman, 2021). The chances provided by talent management, such as obtaining mentorship, training, etc., are nevertheless insufficient for workers' exceptional job performance since they cannot achieve the objectives without a talent proactive behavior (Meyers, 2020). Therefore, the study's goal is to investigate the relationship between



career growth opportunities and employee commitment, the relationship between a leader's emotional intelligence and employee commitment, and whether talent proactive behavior plays a moderating role in this relationship. Moreover, this research will answer what is the impact of career growth opportunities on employee commitment. What effect does a leader's emotional intelligence have on the devotion of their team members as well? Furthermore, can talent proactive behavior demonstrate any moderating effects on the associations between employee commitment, career growth opportunities, and a leader's emotional intelligence?

2. Literature review

2.1 Career Growth and Employee Commitment

Career growth is the advancement of an employee's career with the opportunities and assistance offered by an organization (Kost et al., 2020). This can include things like training and development programs, mentorship, and opportunities for promotions and advancement. Employee commitment is the level of dedication and engagement that employees have for their jobs and the organization as a whole (Naidoo et al., 2019). It may be impacted by elements including possibilities for growth and development, business culture, and job satisfaction. A firm is more likely to have a dedicated and engaged staff if it prioritizes career advancement and offers chances for it (Burnett & Lisk, 2019).

Opportunities for professional advancement are positively correlated with employees' commitment (Abasilim et al., 2019). Employee commitments to the company and job engagement are higher when they believe they have the opportunity to enhance their careers (Hite & McDonald, 2020). Employees who believe their careers are moving forward and improving are happier at their duties and more willing to be involved in the company's success. Additionally, When employees feel valued and engaged, they are more likely to stay with an organisation longer and lower turnover (Rubenstein et al., 2019).

On the other side, a lack of prospects for professional advancement may cause individuals to become disengaged and uncommitted. (Probst et al., 2020). When employees feel that they have reached a dead-end in their careers, they may become demotivated and disengaged in their work. This can lead to high turnover rates, and low productivity and negatively impact the overall performance of the company (Liu et al., 2022). In summary, organizations that provide opportunities for career growth tend to have more committed and engaged employees, and employees are more likely to be invested in the success of the business if they feel like their careers are moving forward and developing.

H₁: Career growth has a positive and significant impact on employee commitment.

2.2 Leader's Emotional Intelligence and Employee Commitment

The ability to understand, control, and communicate one's own emotions as well as those of others is known as emotional intelligence (EI). It entails having the capacity to empathize with people, communicate clearly, and resolve disputes. (Drigas & Papoutsi, 2019). According to studies, employees who work for supervisors who have a high level of emotional intelligence tend to be more committed and interested in their jobs (Barreiro & Treglown, 2020).

Employee commitment and a leader's emotional intelligence are positively correlated (Gelaidan et al., 2018). Emotionally intelligent leaders tend to develop a pleasant work atmosphere, encourage open communication and approachability, successfully handle disagreements, and foster a sense of community among staff members, all of which result in more dedicated and engaged workers (Smith et al., 2020).

Leaders with high emotional intelligence (EI) are more perceptive to the needs and feelings of their team members, which can lead to increased job satisfaction and a higher sense of trust between managers and employees (Beydler, 2017). They are also more likely to set clear standards, acknowledge accomplishments, and offer feedback that aids workers in comprehending their job duties. Increased motivation, productivity, and staff involvement may result from this. (Mone & London, 2018). They can assist staff in gaining an understanding of other people's viewpoints and seeking solutions to issues that will benefit all parties. This may result in a more friendly and effective workplace. (De Prins et al., 2020).

Contrarily, managers with low EI frequently have staff members that are less devoted to and interested in their job. (W et al., 2017). They could be less personable, less attentive to the requirements of their staff, and more likely to foster a hostile work atmosphere. They could also have trouble handling disputes, which would result in increased stress and a less favorable work atmosphere. (van der Lippe & Lippényi, 2020).

In conclusion, leaders with high emotional intelligence are more likely to develop open communication, successfully resolve disputes, and establish a sense of community among staff members, all of which result in staff who are more dedicated and engaged.

H₂: A leader's emotional intelligence has a positive and significant impact on employee commitment.

2.3 Talent Proactive Behavior as a Moderator

Talented proactive employees are more likely to provide original recommendations and proposals. They tend to be self-directed, can grow personally, and support positive change. They are better knowledgeable about organizational processes and political expertise. Employers that lack initiative do not take action, which leads to inferior positions, slower promotion, and demotion (Hamedani et al., 2021). Employees who exhibit talent and proactive conduct take the initiative to better their situation or themselves. Employees with talent display proactive conduct, boost their market value and actively seek out new opportunities (Meyers, 2020). The capacity to manage individuals to their fullest potential while also fostering their highest performance is crucial to talent management (Casademunt, 2016). Employees who complete extra tasks, participate in

activities, and display an ability to adapt to a tough work environment are more likely to perform well on the job. A successful job performance comprises elements like demonstrating creativity, initiative, and proactivity (Shafique & Zia-ur-Rehman, 2021).

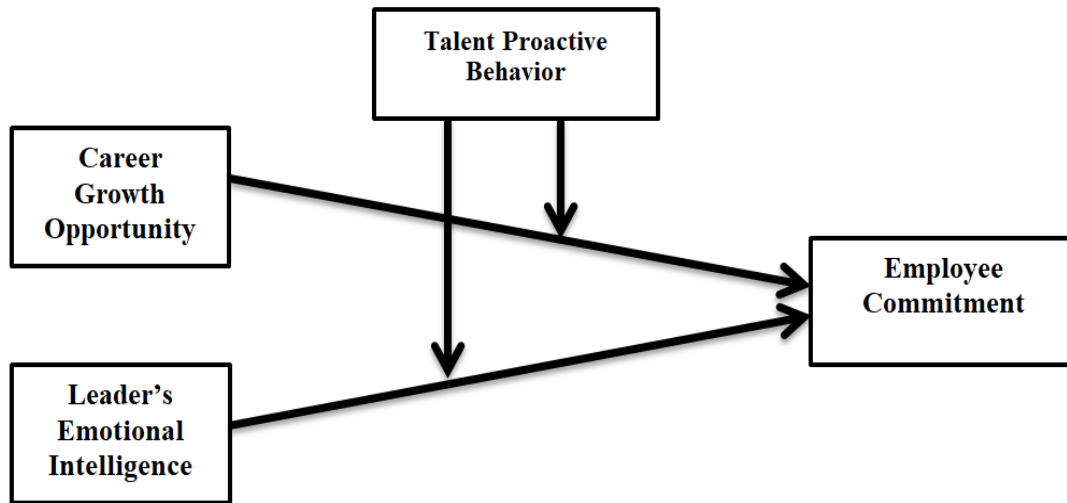
The opportunities provided by talent management—getting a mentor, getting training, etc.—are nonetheless insufficient for employees to perform exceptionally well because they can't accomplish their goals without a talent-proactive attitude. This embodies the proverb "You may lead a horse to water, but you cannot force it to drink" If employees exhibit talent-proactive conduct, talent management approaches can result in good and higher performance from them. When dealing with adverse conditions and environments, proactive talent is far superior to non-proactive talent. Employees that exhibit talent-proactive behavior are better able to make use of organizations and meet the expectations posed by talent management procedures (Meyers, 2020). Employees are stated to have a proactive mentality because of their capacity to deal with environmental changes and overcome restrictions brought on by situational pressures. Talent proactive behavior entails taking the initiative, changing the current situation, and overcoming obstacles. These workers would rather overcome obstacles than change their work environment. Employees who exhibit talent-driven proactive conduct have confidence in their skills, can manage situations to their advantage, and frequently succeed in securing the opportunities they want. They take risks and look for different ways to solve issues. Employees with low-skill proactive conduct, on the other hand, tend to always let things happen before attempting to adjust to environmental changes (Bose & Sarma, 1975).

The signaling hypothesis examines how talent proactive behavior affects talent management procedures. It defines a circumstance in which one person has knowledge and information that no other party has (Hamedani et al., 2021). Meyers (2020) asserted how talent management and signaling theory may be coupled in a way that these employees may have better potential and awareness of their traits and aspirations than any other employees or employers.

H₃: Talent proactive behavior has a moderating on the relationship between career growth and employee commitment.

H₄: Talent proactive behavior has a moderating impact on the relationship between a leader's emotional intelligence and employee commitment.

Figure No 1: Conceptual Framework



3.0 Methodology

3.1 Sampling Technique

As per the State Bank of Pakistan’s report in 2022, the banking industry consists of approximately 270,000 employees all over Pakistan, therefore the population is so large, it was not possible to get a sample frame for the study, hence a non-probability sampling and convenient method was adopted.

3.2 Research instrument

A standardized questionnaire, will be handed down to workers of different organizations in Pakistan will be used to gather the study data. A questionnaire was distributed to about 300 to 350 employees in Pakistan. The Likert scale is used in the questionnaire survey, where 5 showed highly agree and 1 will show highly disagree. The questionnaire is adopted and has 4 constructs. The 15 items for constructing Career growth opportunities were adopted (Weng & McElroy, 2012). The 17 items of construct Leader emotional intelligence were adopted by (Groves et al., 2008). The 5 items of construct Talent proactive behavior were adopted (Aqeel, 2022). The 6 items of construct Employee commitment were also adopted (Lee & Chen, 2013).

3.3 Population and sample size

Employees who work in Pakistan's banking sector were chosen as the study's sample population. As of December 2022, the State Bank of Pakistan estimates that Pakistan's banking industry significantly contributes to the national economy. The banking industry contributed 17% of Pakistan's GDP in 2022. Over 270,000 people are employed in the banking sector, which includes commercial banks, Islamic banks, and microfinance banks, making it a significant source of employment. Thus, using an anticipated Rao Soft sample size of 384 employees, we determined 384 as a sample of our target population to be the workers in Karachi's banking industry.

Table No1: Measurement of the Independent, Dependent, and Moderating Variables.

Constructs	Number of Items	Sources
Career Growth Opportunity	15	(Weng & McElroy, 2012)
Leader Emotional Intelligence	17	(Groves et al., 2008)
Talent Proactive Behavior	5	(Aqeel, 2022)
Employee Commitment	6	(Lee & Chen, 2013).

3.4 Data Analysis

To investigate the association between factors affecting both the measurement and the structural model, Smart PLS V3 is employed. To assess all hypotheses using the structural model and measurement model, the PLS algorithm, PLS-blindfolding, and PLS-bootstrapping were used.

Table No2: Measurement model

Constructs	Items	Loading ^a	AVE ^b	CR ^C	Rho A ^d
Career Growth Opportunity	CG1	0.822	0.671	0.860	0.757
	CG2	0.846			
	CG3	0.789			
Leadership Emotional Intelligence	LEI7	0.737	0.582	0.848	0.775
	LEI8	0.810			
	LEI11	0.755			
	LEI12	0.810			
Employee Commitment	EC1	0.905	0.792	0.938	0.916
	EC2	0.797			
	EC4	0.912			
	EC5	0.811			

All items loading > 0.7 indicate reliability (Hair et al, 2010,)

All AVE > 0.5 indicate convergent validity (Bagozzi Yi, 1988)

All composite reliability (CR) > 0.7 indicate internal consistency (Gefen et al, 2000)

All RHOA > 0.7 indicate (Dijkstra & Henseler, 2015)



3.5 Discriminant Validity

Table No 3: Fornell-Larcker Criterion

	CGO	EC	LEI
CGO	0.819		
EC	0.440	0.890	
LEI	0.460	0.482	0.763

Table No 4: Heterotrait-Monotrait Ratio

	CGO	EC	LEI
CGO			
EC	0.528		
LEI	0.597	0.568	

4. Results and Findings

4.1 Measurement Model

The study's initial concentration was on the measurement model's convergent validity. To investigate convergent validity, the study used factor loadings, Composite Reliability (CR), and Average Variance Extracted (AVE). All item loadings above the appropriate cutoff point of 0.7 suggested by (Hair et al., 2013), as shown in Table I. Several items from the areas of Career Growth Opportunity, Leadership Emotional Intelligence, and Employee Commitment were deleted as a result of their failure to meet the criteria. The construct indicators do a good job of representing the latent construct, as evidenced by composite reliability ratings that were higher than the advised value of 0.7. The average variance extracted, which measures the total amount of variance in the indicators that the latent construct accounts for, was greater than the 0.5 value (Hair et al., 2013).

The discriminant validity was subsequently evaluated, which assesses the extent to which the measurements reflect any other variable. This was demonstrated by the low correlations between the relevant measure and the measures of other constructs. Table II demonstrates that the discriminant validity is appropriate because each construct's square root of its diagonal values (AVE) is greater than the correlation coefficients that correspond to them. (Fornell & Larcker, 1981)). Several recent critiques of this (Fornell & Larcker, 1981) this criterion is unable to consistently identify a lack of discriminant validity in typical study situations. (Henseler et al., 2016). The heterotrait-monotrait (HTMT) correlation ratio is an extra approach based on the multitrait-multimethod matrix for evaluating discriminant validity. (Hair et al., 2013) The results of this innovative approach for assessing discriminant validity are presented in Table III.

Discriminant validity is theoretically and practically different if the HTMT value is less than 0.90. (Jarosik et al., 2011). However, these criteria are strongly recommended (Henseler et al., 2016).

4.2 Structural Model

Hair et al. (2013) suggested analyzing the structural model using a bootstrapping approach with a sample size of 5000 resamples to determine the P-value, beta, and corresponding t-values (Hair et al., 2013). To evaluate the correlations between variables, the study used bootstrapping and examined the R2, Q2, beta, p-value, and t-value. The researchers also emphasized the importance of fundamental indicators, such as reporting predictive fit (R2) and predictive relevance (Q2).

The study found that career growth opportunities had a strong and positive effect on employee commitment ($\beta = 0.277$; $P = 0.000$; $t = 7.034$), while leadership emotional intelligence had a positive impact on employee commitment ($\beta = 0.355$; $P = 0.000$; $t = 5.595$). All t-values were greater than 1.96, indicating a significant effect (Peng & Lai, 2012). Therefore, H1 and H2 were supported, as shown in Table IV. Additionally, the R2 was significant, with a value of 32% (see Table VII), indicating a substantial effect (Cohen, 1988). The value was also greater than the 0.26 suggested by (Cohen, 1988). to indicate a substantial model. The study also calculated Q2 using cross-validated redundancy techniques. If the Q2 is more than 0, the model may be predictively meaningful; if it is less than 0, it may not. According to the table, both endogenous variables in this study showed sufficient predictive importance.

4.3 Moderation analysis

This study hypothesized that proactive behavior among employees with talent would enhance the relationship between career growth opportunities, leadership emotional intelligence, and employee commitment. To analyze moderation, the study utilized a product-indicator approach in Partial Least Squares (PLS), which provides more accurate estimates of the moderator's impact on relationships while validating theories (Henseler & Chin, 2010). To examine the moderating effect, the study multiplied career growth opportunities and leadership emotional intelligence (predictors) with talent proactive behavior (moderator) to create an interaction construct to predict employee commitment.

Table No 5: Direct Relationship

Hypothesis	Path	Beta	T Statistics	P Values	Decision
H1	CGO -> EC	0.277	7.034	0.000	Supported
H2	LEI -> EC	0.355	8.595	0.000	Supported

Table No 6: Moderation Analysis

Hypothesis	Path	Beta	T-value	P-value	Decisions
H3	CGO*TPB->EC	0.089	2.145	0.032	Supported
H4	LEI*TPB->EC	0.075	1.980	0.048	Supported

The results, as shown in Table V, indicate that the projected path coefficients for the effect of the moderator on the relationship between career growth opportunities and employee commitment ($\beta=0.089$; $P=0.032$) and leadership emotional intelligence and employee commitment ($\beta=0.075$; $P=0.048$) were significant. This indicates that talent-proactive behavior significantly moderates the relationships between career growth opportunities and employee commitment and leadership emotional intelligence and employee commitment. Thus, the study accepted H3 and H4.

Figure No 1: Factors loading

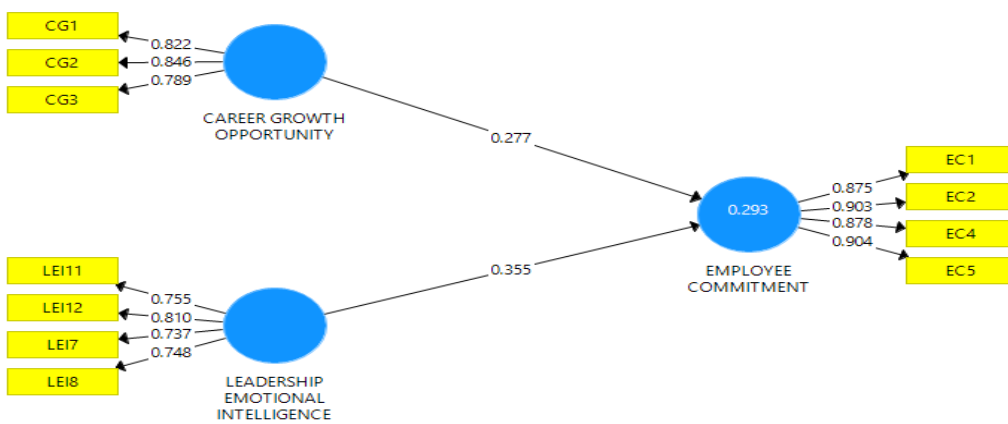
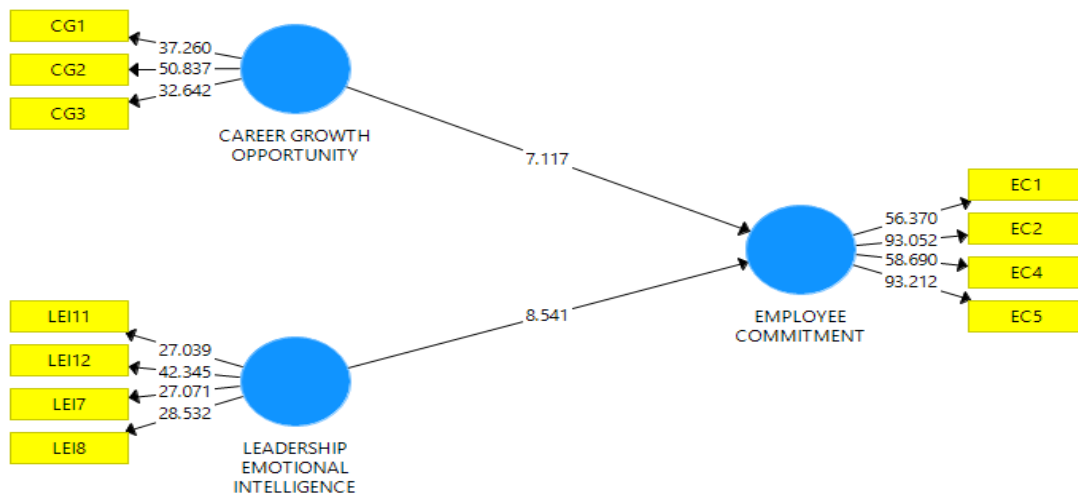
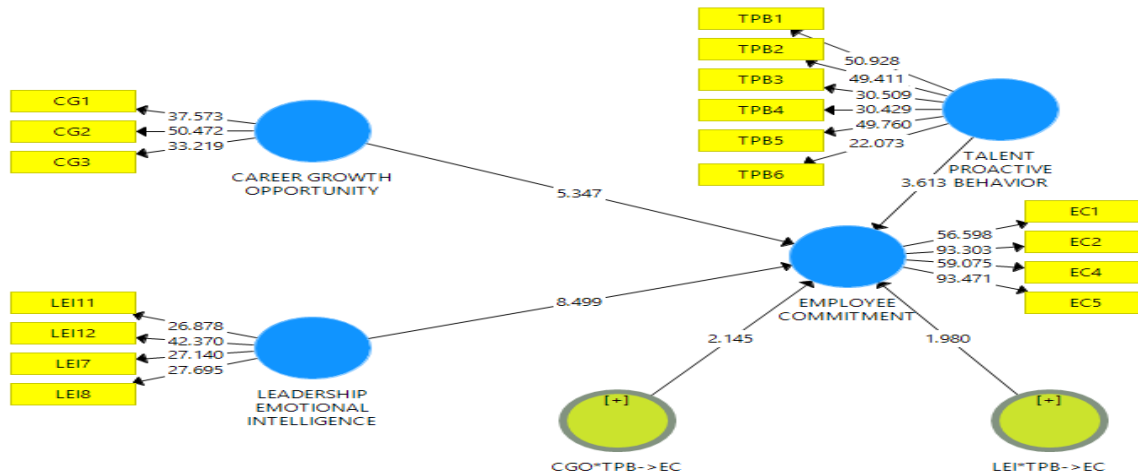


Figure No 3: Path Coefficients



Critical t value >1.96 p(<0.05)

Figure No 3: Path coefficient Moderation



Critical t value >1.96 p(<0.05)

Table No 7: R Square & Q Square

Endogenous LVs	R ² value	Q ² value
EC	0.328	0.252

5 Discussion and Conclusion

This study demonstrates the beneficial effects of leaders' emotional intelligence on staff commitment, which are supported by other studies. (Webb, 2011). However, career opportunities are based on the hopeful effects of career possibilities on employee engagement, lowering inclinations to leave the company, and boosting satisfaction. (Putri et al., 2022; Jia-jun & Hua-ming, 2022). The possibility of career advancement, which we predicted would have a favorable effect on employee dedication, has demonstrated favorable results that support the social exchange theory. (Cook et al. 2013) According to the hypothesis, employees are more inclined to stay loyal to a company if they feel that it is providing their demands. Career development possibilities may be viewed as a means for businesses to better serve their staff members, which may result in greater loyalty. However, Long et al. (2015)'s earlier research has shown good support for and confirmed the influence of a leader's emotional intelligence on employee commitment. Employees who work under emotionally intelligent leaders are more likely to be engaged and motivated, which is important in the field of health and physical education. This is because they believe their boss respects them as valuable team members who have needs that are understood by them.

Additionally, the primary value of this study is how we tested the strengthening role using talent-proactive behavior, which has successfully moderated the association between employee

career advancement opportunities and leader emotional intelligence on employee commitment. This is because employees who are more talent proactive are more likely to seize opportunities for professional advancement and to be inspired by a leader's emotional intelligence. For instance, a worker who is highly talent proactive and is provided chances for job advancement is more likely to be dedicated to the company. This is because the employee will feel valued and appreciated since they will perceive the company as investing in their growth. The employee will also be inspired to keep expanding their skill set and expertise, which will increase their value to the company. In the same vein, a worker who is highly talent proactive and is under the direction of an emotionally astute boss is more likely to stay loyal to the company. This is because the employee will feel understood and supported by the leader, which will make them feel more connected to the organization. Additionally, the employee will be motivated to do their best work, which will make them more valuable to the organization.

5.1 Managerial Implications

According to the research, employee commitment and career progression prospects were related, but in a way that talent-proactive behavior was controlled. The development of talent-proactive behavior among workers and the provision of opportunities for career progression are two ways that organizations may boost employee commitment. However, this research also shows that a leader's emotional intelligence positively affects staff commitment, showing that leaders may raise employee commitment by honing their emotional intelligence. Managers should provide workers the chance to advance their knowledge and abilities and foster a culture of lifelong learning and development if they want to give their staff members possibilities for professional progress. This entails encouraging workers to accept new challenges and push themselves beyond their comfort zones. Give staff members the chance to assume leadership responsibilities. Employee skill development and a sense of success may benefit from this.

5.2 Limitation and Advice for Future Research.

Like all studies, this research has also limitations, this study has used leader emotional intelligence and career growth opportunity as independent variables, however, future researchers can use sustainable practices of human resources such as green leadership, green organization citizenship behaviors, and green talent as independent variables. However, this study has focused on the banking sector of Pakistan; however, the textile sector, pharmaceutical sector, and academia are still unexplored. This research has a limited sample size of 384 employees; however, a large sample size can be tested for better results. More moderators can be added to the relationship such as Job tenure or organizational culture.

6 References

Abasilim, U. D., Gberevbie, D. E., & Osibanjo, O. A. (2019). Leadership Styles and Employees' Commitment: Empirical Evidence From Nigeria. *SAGE Open*, 9(3), 215824401986628. <https://doi.org/10.1177/2158244019866287>



- Adeniji, A., Osibanjo, O., Salau, O. P., Falola, H. O., Igbino, E., Ohunakin, F., & Ogueyungbo, O. (2019). Competence model for measuring career development and organisational growth in the health sector. *Business: Theory and Practice*, 20, 248–258. <https://doi.org/10.3846/btp.2019.24>
- Aqeel, K. (2022). *Employee Engagement Mediates and Talent Proactive Behavior Modifies the Relationship Between Talent Management and Job Performance*. 2(2), 82-97.
- Ashar, M., Ghafoor, M., Munir, E., & Hafeez, S. (2013). The Impact of Perceptions of Training on Employee Commitment and Turnover Intention: Evidence from Pakistan. *International Journal of Human Resource Studies*, 3(1), 74-90. <https://doi.org/10.5296/ijhrs.v3i1.2924>
- Baba, M. L., & Pawlowski, D. (2001). *Creating Culture Change: An Ethnographic Approach To The Transformation Of Engineering Education*. 5.
- Barreiro, C. A., & Treglown, L. (2020). What makes an engaged employee? A facet-level approach to trait emotional intelligence as a predictor of employee engagement. *Personality and Individual Differences*, 159, 109892. <https://doi.org/10.1016/j.paid.2020.109892>
- Beydler, K. W. (2017). The Role of Emotional Intelligence in Perioperative Nursing and Leadership: Developing Skills for Improved Performance. *AORN Journal*, 106(4), 317–323. <https://doi.org/10.1016/j.aorn.2017.08.002>
- Bose, K. S., & Sarma, R. H. (1975). Delineation of the intimate details of the backbone conformation of pyridine nucleotide coenzymes in aqueous solution. *Biochemical and Biophysical Research Communications*, 66(4), 1173–1179. [https://doi.org/10.1016/0006-291x\(75\)90482-9](https://doi.org/10.1016/0006-291x(75)90482-9)
- Burnett, J. R., & Lisk, T. C. (2019). The Future of Employee Engagement: Real-Time Monitoring and Digital Tools for Engaging a Workforce. *International Studies of Management & Organization*, 49(1), 108–119. <https://doi.org/10.1080/00208825.2019.1565097>
- Casademunt, A. M. L. (Ed.). (2016). *Strategic Labor Relations Management in Modern Organizations*: IGI Global. <https://doi.org/10.4018/978-1-5225-0356-9>
- Cook, K. S., Cheshire, C., Rice, E. R., & Nakagawa, S. (2013). Social exchange theory. *Handbook of social psychology*, 61-88.
- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences* (2nd ed). L. Erlbaum Associates.
- De Prins, P., Stuer, D., & Gielens, T. (2020). Revitalizing social dialogue in the workplace: The impact of a cooperative industrial relations climate and sustainable HR practices on reducing employee harm. *The International Journal of Human Resource Management*, 31(13), 1684–1704. <https://doi.org/10.1080/09585192.2017.1423098>
- Drigas, A., & Papoutsi, C. (2019). Emotional Intelligence as an Important Asset for HR in Organizations: Leaders and Employees. *International Journal of Advanced Corporate Learning (IJAC)*, 12(1), 58. <https://doi.org/10.3991/ijac.v12i1.9637>
- Mohsan, F., . (2012). Impact of job rotation on employee motivation, commitment and job involvement in banking sector of Pakistan. *African Journal Of Business Management*, 6(24),72-91. <https://doi.org/10.5897/AJBM11.1195>

- Folakemi, O., Adenike, A. A., Olumuyiwa, O. A., & Osibanjo, A. O. (2018). Survey dataset on leadership styles and job satisfaction: The Perspective of employees of hospitality providers. *Data in Brief*, 19, 2178–2188. <https://doi.org/10.1016/j.dib.2018.06.033>
- Fornell, C., & Larcker, D. F. (1981). Structural Equation Models with Unobservable Variables and Measurement Error: Algebra and Statistics. *Journal of Marketing Research*, 18(3), 382–388. <https://doi.org/10.1177/002224378101800313>
- Gallardo-Gallardo, E., Thunnissen, M., & Scullion, H. (2020). Talent management: Context matters. *The International Journal of Human Resource Management*, 31(4), 457–473. <https://doi.org/10.1080/09585192.2019.1642645>
- Gelaidan, H. M., Al-Swidi, A., & Mabkhot, H. A. (2018). Employee Readiness for Change in Public Higher Education Institutions: Examining the Joint Effect of Leadership Behavior and Emotional Intelligence. *International Journal of Public Administration*, 41(2), 150–158. <https://doi.org/10.1080/01900692.2016.1255962>
- Groves, K. S., Pat McEnrue, M., & Shen, W. (2008). Developing and measuring the emotional intelligence of leaders. *Journal of Management Development*, 27(2), 225–250. <https://doi.org/10.1108/02621710810849353>
- H. Appelbaum, S., Louis, D., Makarenko, D., Saluja, J., Meleshko, O., & Kulbashian, S. (2013). Participation in decision making: A case study of job satisfaction and commitment (part two). *Industrial and Commercial Training*, 45(6), 352–358. <https://doi.org/10.1108/ICT-09-2012-0048>
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial Least Squares Structural Equation Modeling: Rigorous Applications, Better Results and Higher Acceptance. *Long Range Planning*, 46(1–2), 1–12. <https://doi.org/10.1016/j.lrp.2013.01.001>
- Hamedani, A. K., Farmanesh, P., & Zargar, P. (2021). Mapping the relationship between proactive behavior and talent management practices: The mediating role of organizational commitment. *Management Science Letters*, 773–782. <https://doi.org/10.5267/j.msl.2020.10.029>
- Henseler, J., & Chin, W. W. (2010). A Comparison of Approaches for the Analysis of Interaction Effects Between Latent Variables Using Partial Least Squares Path Modeling. *Structural Equation Modeling: A Multidisciplinary Journal*, 17(1), 82–109. <https://doi.org/10.1080/10705510903439003>
- Henseler, J., Hubona, G., & Ray, P. A. (2016). Using PLS path modeling in new technology research: Updated guidelines. *Industrial Management & Data Systems*, 116(1), 2–20. <https://doi.org/10.1108/IMDS-09-2015-0382>
- Hite, L. M., & McDonald, K. S. (2020). Careers after COVID-19: Challenges and changes. *Human Resource Development International*, 23(4), 427–437. <https://doi.org/10.1080/13678868.2020.1779576>
- Jarosik, N., Bennett, C. L., Dunkley, J., Gold, B., Greason, M. R., Halpern, M., Hill, R. S., Hinshaw, G., Kogut, A., Komatsu, E., Larson, D., Limon, M., Meyer, S. S., Nolta, M. R., Odegard, N., Page, L., Smith, K. M., Spergel, D. N., Tucker, G. S., ... Wright, E. L. (2011). Seven-Year Wilkinson Microwave Anisotropy Probe (Wmap) Observations: Sky Maps, Systematic Errors,

- And Basic Results. *The Astrophysical Journal Supplement Series*, 192(2), 14-29. <https://doi.org/10.1088/0067-0049/192/2/14>
- Jia-jun, Z., & Hua-ming, S. (2022). The Impact of Career Growth on Knowledge-Based Employee Engagement: The Mediating Role of Affective Commitment and the Moderating Role of Perceived Organizational Support. *Frontiers in Psychology*, 13, 805208. <https://doi.org/10.3389/fpsyg.2022.805208>
- Kezar, A. J., & Eckel, P. D. (2002). The Effect of Institutional Culture on Change Strategies in Higher Education: Universal Principles or Culturally Responsive Concepts? *The Journal of Higher Education*, 73(4), 435–460. <https://doi.org/10.1353/jhe.2002.0038>
- Kost, D., Fieseler, C., & Wong, S. I. (2020). Boundaryless careers in the gig economy: An oxymoron? *Human Resource Management Journal*, 30(1), 100–113. <https://doi.org/10.1111/1748-8583.12265>
- Kwame Mensah, J., Nyigmah Bawole, J., & Wedchayanon, N. (2016). Unlocking the “black box” in the talent management employee performance relationship: Evidence from Ghana. *Management Research Review*, 39(12), 1546–1566. <https://doi.org/10.1108/MRR-08-2015-0190>
- Lee, C.-C., & Chen, C.-J. (2013). The Relationship between Employee Commitment and Job Attitude and Its Effect on Service Quality in the Tourism Industry. *American Journal of Industrial and Business Management*, 03(02), 196–208. <https://doi.org/10.4236/ajibm.2013.32025>
- Liu, C., Li, Z., Tang, J., Wang, X., & Yao, M.-J. (2022). How SERU production system improves manufacturing flexibility and firm performance: An empirical study in China. *Annals of Operations Research*, 316(1), 529–554. <https://doi.org/10.1007/s10479-020-03850-y>
- Long, Choi Sang, and Tan Owee Kowang. "The effect of leaders' emotional intelligence on employees' organization commitment in Malaysia." *Mediterranean Journal of Social Sciences* 6, no. 1 (2), 377-387.
- Martin, A. (2015). Talent Management: Preparing a “Ready” agile workforce. *International Journal of Pediatrics and Adolescent Medicine*, 2(3–4), 112–116. <https://doi.org/10.1016/j.ijpam.2015.10.002>
- McGlynn, F. D., & McClaren, H. A. (1975). Components of desensitization in modification of fear among genuinely fearful subjects. *Psychological Reports*, 37(3 Pt 1), 959–969. <https://doi.org/10.2466/pr0.1975.37.3.959>
- Meyers, M. C. (2020). The neglected role of talent proactivity: Integrating proactive behavior into talent-management theorizing. *Human Resource Management Review*, 30(2), 100703. <https://doi.org/10.1016/j.hrmr.2019.100703>
- Mone, E. M., & London, M. (2018). *Employee Engagement Through Effective Performance Management: A Practical Guide for Managers* (2nd ed.). Routledge. <https://doi.org/10.4324/9781315626529>
- Shafique M., & Zia-ur-Rehman M. (2021a). Impact of Talent Management on Employees' Work Outcomes. *Sjesr*, 4(1), 405–415. [https://doi.org/10.36902/sjesr-vol4-iss1-2021\(405-415\)](https://doi.org/10.36902/sjesr-vol4-iss1-2021(405-415))
- Shafique M., & Zia-ur-Rehman M. (2021b). Impact of Talent Management on Employees' Work Outcomes. *Sjesr*, 4(1), 405–415. [https://doi.org/10.36902/sjesr-vol4-iss1-2021\(405-415\)](https://doi.org/10.36902/sjesr-vol4-iss1-2021(405-415))



- Naidoo, V., Abarantyne, I., & Rugimbana, R. (2019). The impact of psychological contracts on employee engagement at a university of technology. *SA Journal of Human Resource Management*, 17, 25-39. <https://doi.org/10.4102/sajhrm.v17i0.1039>
- Ohunakin, F., Adeniji, A., & Oludayo, O. (2018). PERCEPTION OF FRONTLINE EMPLOYEES TOWARDS CAREER GROWTH OPPORTUNITIES: IMPLICATIONS ON TURNOVER INTENTION. *Business: Theory and Practice*, 19(0), 278–287. <https://doi.org/10.3846/btp.2018.28>
- Pahi, M. H., Hamid, K. A., & Khalid, N. (2016). *Save Talent of Banking Sector of Pakistan: Mediating Job Satisfaction between Job Stress and Employee Turnover Intention*. 6(3), 211-229.
- Peng, D. X., & Lai, F. (2012). Using partial least squares in operations management research: A practical guideline and summary of past research. *Journal of Operations Management*, 30(6), 467–480. <https://doi.org/10.1016/j.jom.2012.06.002>
- Preko, A., Mohammed, I., & Allaberganov, A. (2022). Antecedents of brand equity on halal tourism destination. *Journal of Islamic Marketing*, 13(8), 1685–1702. <https://doi.org/10.1108/JIMA-09-2020-0283>
- Probst, T. M., Petitta, L., Barbaranelli, C., & Austin, C. (2020). Safety-Related Moral Disengagement in Response to Job Insecurity: Counterintuitive Effects of Perceived Organizational and Supervisor Support. *Journal of Business Ethics*, 162(2), 343–358. <https://doi.org/10.1007/s10551-018-4002-3s>
- Putri, N., & Meria, L. (2022). The Effect of Transformational Leadership on Employee Performance Through Job Satisfaction and Organizational Commitment. *IAIC Transactions on Sustainable Digital Innovation (ITSDI)*, 4(1), 8-21.
- Riaz, H., Akhtar, N., Moazzam, A., Luqman, R., Naz, H., & Tufail, S. (n.d.). *Leadership Effectiveness, Turnover Intention and the Mediating Role of Employee Commitment: A Case of Academic Institutions of Pakistan*. 9, 12-25.
- Rubenstein, A. L., Kammeyer-Mueller, J. D., Wang, M., & Thundiyil, T. G. (2019). “Embedded” at hire? Predicting the voluntary and involuntary turnover of new employees. *Journal of Organizational Behavior*, 40(3), 342–359. <https://doi.org/10.1002/job.2335>
- Scullion, H., Collings, D. G., & Caligiuri, P. (2010). Global talent management. *Journal of World Business*, 45(2), 105–108. <https://doi.org/10.1016/j.jwb.2009.09.011>
- Seo, M.-G., Taylor, M. S., Hill, N. S., Zhang, X., Tesluk, P. E., & Lorinkova, N. M. (2012). THE ROLE OF AFFECT AND LEADERSHIP DURING ORGANIZATIONAL CHANGE: MYEONG-GU SEO ET AL. *Personnel Psychology*, 65(1), 121–165. <https://doi.org/10.1111/j.1744-6570.2011.01240.x>
- Smith, T., Fowler Davis, S., Nancarrow, S., Ariss, S., & Enderby, P. (2020). Towards a theoretical framework for Integrated Team Leadership (IgTL). *Journal of Interprofessional Care*, 34(6), 726–736. <https://doi.org/10.1080/13561820.2019.1676209>
- van der Lippe, T., & Lippényi, Z. (2020). Beyond Formal Access: Organizational Context, Working From Home, and Work–Family Conflict of Men and Women in European Workplaces. *Social Indicators Research*, 151(2), 383–402. <https://doi.org/10.1007/s11205-018-1993-1>



W, A., H, G., M, H., & A, S. (2017). The Effect of Emotional Intelligence on Employee's Job Performance: The Moderating Role of Perceived Organizational Support. *Journal of Accounting & Marketing*, 06(03). <https://doi.org/10.4172/2168-9601.1000243>

Webb, PhD, K. S. (2011). Emotional Intelligence and Worker Commitment. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.1863943>

Weng, Q., & McElroy, J. C. (2012). Organizational career growth, affective occupational commitment and turnover intentions. *Journal of Vocational Behavior*, 80(2), 256–265. <https://doi.org/10.1016/j.jvb.2012.01.014>

Yasmeen, A., Ahmad, M., Raziq, M. M., & Khan, M. L. (2020). Structural empowerment, cultural diversity, and interpersonal conflict: Evidence from international NGOs in Pakistan. *International Journal of Cross Cultural Management*, 20(2), 125–139. <https://doi.org/10.1177/1470595820904391>