

**Name of Publisher:** BRIGHT EDUCATION RESEARCH SOLUTIONS

**Area of Publication:** Business, Management and Accounting (miscellaneous)



Let's Start!

## Journal of Management & Social Science

ISSN Online: 3006-4848

ISSN Print: 3006-483X

<https://rjmss.com/index.php/7/about>

RECOGNIZED IN "Y"  
CATEGORY BY



# [The Impact of Talent Management and Talent Attraction on Employee Performance]

**Noor Muhammad Lashari**

MS Scholar at Institute of Public Administration Shah Abdul Latif University

[Noormuhammadlashari48@gmail.com](mailto:Noormuhammadlashari48@gmail.com)

**Dr Ali Raza Lashari**

Assistant Professor at Institute of Public Administration Shah Abdul Latif University

[Aliraza.lashari@salu.edu.pk](mailto:Aliraza.lashari@salu.edu.pk)

**Riaz Hussain Morio**

MPhil Scholar at Institute of Public Administration Shah Abdul Latif University

[riazmorio267@gmail.com](mailto:riazmorio267@gmail.com)

**Muhammad Ali abro**

Mphil Scholar at Institute of Public Administration Shah Abdul Latif University

**Azhar Hussain Soofi**

MS Scholar at Institute of Public Administration Shah Abdul Latif University

[Azharsattari908@gmail.com](mailto:Azharsattari908@gmail.com)

**Muhammad Ali**

MPhil Scholar at Institute of Public Administration Shah Abdul Latif University

[Muhammadali@muetkhp.edu.pk](mailto:Muhammadali@muetkhp.edu.pk)

**Review Type:** Double Blind Peer Review

# Journal of Management & Social Science

## VOL-2, ISSUE-4, 2025

### ABSTRACT

This paper is empirical research on the effectiveness of Talent Management (TM) and Talent Attraction (TA) on Employee Performance (EP) in banking industry of Khairpur city of Pakistan. Data were measured through the application of quantitative approach by administering structured questionnaires to 200 bank employees and coded in SPSS-v.27. High internal consistency was validated by the use of reliability analysis (Cronbach 1a = .927). The results of the Correlation showed having strong positive TM, TA and EP relationships ( $r = .767933$ ,  $p < .001$ ). The regression analysis showed that TM ( $\beta = .221$ ,  $p < .001$ ) and TA ( $\beta = .764$ ,  $p < .001$ ) have significant influence on EP making a 89.2 percent variation towards EP ( $R^2 = .892$ ). The model had a good statistical performance ( $F(2,197) = 809.464$ ,  $p < .001$ ) where the TA defined considerably the biggest determinant of performance. The results conform to present knowledge on a global scale (e.g., Bansal, 2025; Gupta & Gupta, 2025), but are original in pointing to the importance of TA to industries where competitiveness is high and skills (or reskilling) are very significant, such as the banking industry. Practical implications are that banks need to focus on holistic talent practices: enhance employer branding and value-oriented recruitment (TA) and supplement development and succession planning (TM) that can best harness performance. This confirms the mindset in talent ecosystems as strategic productivity and competitive advantage in emerging economies.

**Keywords:** Talent Management, Talent Attraction, Employee Performance, Banking Industry  
**Introduction**

Constant changes involving the cancellations and creation of organizations, globalization, and the competition of talents have become the main characteristics of the modern world and it is only by means of talent management and attraction that talents can become the means of improving the performance of the employees. The importance of talent as a strategic resource is a concept that continues to grow on its value and is one of the strategic resources that has a direct impact on innovation, productivity, and sustainable competitive advantage (Jain & Sharma, 2025). Amidst the stiff competition in a market, organizations are increasingly focusing on differentiating themselves against others based on their capacity to source, attract, develop and retain the best talent thus making talent identification, attraction, development and retention a core ingredient in realizing high performance results (Olisemenogor, 2025).

Talent management is a field of practices that is meant to sustain that the right people are in the right places at the right time. These are initiating recruitment, succession planning, development of leaders and performance management. Such practices show a positive effect on employee motivation, engagement and output when undertaken in a strategic manner (Radhi & Al-Abbasi, 2024). At the same time, the concept of talent attraction understood in terms of employer branding, strategic recruitment, and value propositions demonstrated its ability to affect not only the quality of candidates but also their performance in the initial stage as well as their further commitment (Bansal, 2025).

## **Journal of Management & Social Science**

### **VOL-2, ISSUE-4, 2025**

The study indicates that there is a tendency to cultivate more important organizational cultures and reduced turnover in organizations that have well-established talent attraction plans (Onyeka, 2025). Additionally, by employees feeling that their organization believes in their development due to the existence of effective talent management frameworks, employees have higher chances showing proactive versions of performance and alignment of personal strategies with organizational ones (Fatuase, Ozioma & Itunnu, 2025).

Although gradually increasing its significance, the connection between talent practices and performance is not consistently one-on-one. The effectiveness of said practices can be moderated by such contextual variables as industry, cultural alignment, commitment of the leadership, and generational preferences (Mogere, Julius & Dennis, 2025). Based on this, it is therefore important that both researchers and practitioners develop a sensitive insight into how talent management and attraction contribute towards the performance of employees.

#### **Research Objectives**

1. To determine the impact of talent management on employee performance.
2. To determine the impact of talent attraction on employee performance.

#### **Research Questions**

1. What is the impact of talent management on employee performance?
2. What is the impact of talent attraction on employee performance?

#### **Literature Review**

##### **Talent Management And Employee Performance**

Management of talent (TM) in the contemporary knowledge economy is one of the main drivers of performance of employees. The successful TM methods such as succession planning, leadership development programs, the performance appraisal, and employee engagement strategies directly lead to increased productivity, innovation, and retention (Santoshini & Srujitha, 2025). According to research conducted on FMCG firms in India, there was greater alignment of individual goals with goals of the organizations in the firms with structured talent pipelines leading to an observable performance increase.

Krishnan (2023) also notes that TM influences job satisfaction and motivation positively that are the key aspects of high-performance teams. Besides, Alami and Akioud (2025) also underline the value of digital approaches to talent management, combined with smart technologies and analytics in enhancing organizational adaptability and personnel efficiency. These strategies will give the companies a chance to select high-potential employees on a proactive basis and then allocate the resources to maximize the use of the workforce.

Also, Mwangi (2025) discovered that TM practices like skills development and career progression planning plans in the establishment of public organizations strongly influenced the commitment and the level of performance of the employees. Gupta and Gupta (2025) go further to state that incorporation of sustainability in TM promotes the long-term employee performance, which is due to alignment of values between the employees and the organizational interests.

# Journal of Management & Social Science

## VOL-2, ISSUE-4, 2025

### Talent Attraction And Workforce Performance

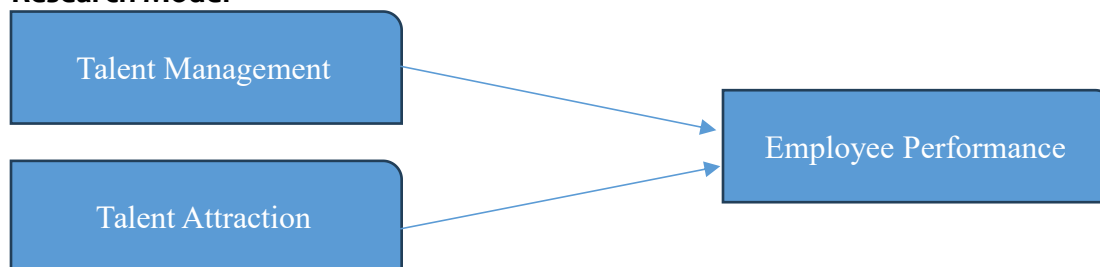
Talent attraction includes those practices organizational strategies looking to attract high-quality talent to the organization, employer branding, culture match strategies and recruitment strategy. It holds that employer branding is an effective tool in talent attraction since good reputation of an organization is associated with better performance and retention rates of workers (Bansal, 2025).

In another research by Sahithi and Mathe (2025) in the comparative study, it was observed that strong employee recruitment and selection processes directly contribute to the fueling of productivity and organisation performance in IT firms in India. Talented individuals are also motivated to be engaged and ramp up more quickly in performance when they feel that the values in the firm are aligned with their values.

The strategic alignment of the talent acquisition process with the concepts of sustainability and corporate responsibility is also discussed by Gupta and Gupta (2025), who state that the approach not only enhances firm reputation but makes it more attractive to purpose-driven candidates, which positively contributes to the outcomes of the onboarding process.

According to one of the articles, written by Toncheva-Zlatkova (2025), community-focused employer initiatives, like corporate volunteering, have a dual purpose of attracting talent and inculcating value-driven and socially consequential performance culture. In addition, Kniebel, McMullen, and Miner (2025) document that skills-based pay models are both an attraction region and a productivity promoter since the method encourages employees to construct and utilize high-value abilities.

### Research Model



### Research Hypothesis

1. There is positive and significant impact of talent management on employee performance.
2. There is positive and significant impact of talent attraction on employee performance.

### Research Methodology

The present research utilized a quantitative research design to study the correlation between talent management, attraction of talent, and the behavior of employees in the banking industry of Khairpur, Pakistan. Selection of quantitative approach was informed by the aim of the study which was to statistically analyse the impact of strategic talent practice on performance outcome among banking professionals.

Structured questionnaire was used as a guide in collecting primary data on a five-point Likert-type design of Strongly Disagree (1) to Strongly Agree (5). It consisted of 15 items where in each of the three variables namely talent management, talent attraction, and

# Journal of Management & Social Science

## VOL-2, ISSUE-4, 2025

employee performance are assessed using five items apiece. To guarantee the construct validity and contextual appropriateness of questionnaire items, they were copied or modified from the existent, well-known measures in the literature.

The target population was composed of both public, as well as private banks employees in Khairpur district. A convenience sampling method was chosen because of the limited time available and the ease with which the respondents could be reached, which formed a sample size of 200 respondents. The survey was conducted both in paper and online forms to have a greater outreach and a better accuracy of the response.

The Statistical Package for the Social Sciences (SPSS) version 27 was applied to analyze the data. To assess the internal consistency of the constructs, first, the responsibility analysis was undertaken with the help of Cronbach alpha value. Subsequently, correlation analysis was utilized to review strength, and direction of the correlations of the relationships between talent management, talent attraction, and the employee performance. Finally, a linear regression analysis was conducted to determine how the independent variables, talent management and talent attraction have a predictive influence on employee performance, the dependent variable.

This research strategy offered a strong conceptual motif to test out the proposed associations and produced practical findings about the impact of talent strategies on the employee performance in the banking industry on the regional level.

### Data Analysis

#### Reliability Statistics

Cronbach's Alpha	N of Items
.927	15

As given in the table, the scale has a good reliability of internal consistency. The Cronbach Alpha coefficient of 0.927 on the 15 items is far much higher than the generally accepted score of 0.70, indicating that there is a very high correlation between the items of the scale and that there is a high likelihood of the items measuring the same underlying construct.

#### Correlation Analysis

Correlations		TM	TA	EP
TM	Pearson Correlation	1	.767**	.807**
	Sig. (2-tailed)		.000	.000
	N	200	200	200
TA	Pearson Correlation	.767**	1	.933**
	Sig. (2-tailed)	.000		.000
	N	200	200	200
EP	Pearson Correlation	.807**	.933**	1
	Sig. (2-tailed)	.000	.000	
	N	200	200	200

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

# Journal of Management & Social Science

## VOL-2, ISSUE-4, 2025

According to this correlation matrix, very strong statistically significant positive correlations among all three variables (TM, TA, EP) have been found at 200-sample size. TA is the strongest in relation to EP ( $r = 0.933$ ,  $p < 0.001$ ), whereas the correlation between TM and TA ( $r = 0.767$ ) or TM and EP ( $r = 0.807$ ) is very strong also ( $p = 0.001$ ). All the correlations are significant with the level of 0.01.

### Regression Analysis

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.944 <sup>a</sup>	.892	.890	.48400

a. Predictors: (Constant), TA, TM

Model 1 shows remarkable predictive relationship, as the multiple correlation is très high ( $R = .944$ ). This implies that the predictors combination (TA, TM) accounts 89.2 per cent (R Square = .892) of the variance in the outcome variable which is adjusted to 89.0 (Adjusted R Square) per cent due to a combination of predictors. The estimate error (0.484) recommends the reasonably accurate forecasts.

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	379.246	2	189.623	809.464	.000 <sup>b</sup>
	Residual	46.149	197	.234		
	Total	425.395	199			

a. Dependent Variable: EP

b. Predictors: (Constant), TA, TM

It can be seen that the ANOVA table is as:

The regression model is very highly significant ( $F(2, 197) = 809.464$ ,  $p < 0.001$ ) which means that the predictors (TA and TM) are significant in the context of jointly explaining a significant proportion of variance in the dependent variable (EP). The value of  $p$  ( $p = 0.000$ ) is extremely low, which proves that the predictive ability of model is highly unlikely to be the result of the chance factor. This brings a strong indication of the validity of the model.

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.132	.589		-1.921	.056
	TM	.270	.045	.221	6.058	.000
	TA	.788	.038	.764	20.885	.000

a. Dependent Variable: EP

# **Journal of Management & Social Science**

## **VOL-2, ISSUE-3, 2025**

According to the Coefficients table:

The two predictors (TM and TA) are significant, positively related to the dependent variable (EP), and the predictor (TA) is significant, with higher Beta = .764 and  $p < .001$  than the other predictor (TM) with Beta = .221 and  $p < .001$ . The constant value is insignificant ( $p = .056$ ) which indicates that the regression line might go close to the origin in the case of the predictors being zero. This model may be written as  $EP = -1.132 + 0.270(TM) + 0.788(TA)$ .

### **Conclusion**

The research was indeed conclusive in the establishment in the fact that Talent Management (TM) and Talent Attraction (TA) are two statistically significant participants in their ability to drive Employee Performance (EP) in the Pakistani bank sector in Khairpur. Consistent results were identified when robust regression analysis was conducted point to the fact that Talent Attraction ( $B = 0.764$ ,  $p < 0.001$ ) holds much stronger influence over performance as compared to Talent Management ( $B = 0.221$ ,  $p < 0.001$ ), indicating strong justification when it comes to strategic employer branding, culture alignment and the efficacy of design when it comes to building high performing teams. Due to the combination of their effects, both TM and TA explained 89.2 percent of the variability in EP ( $R^2 = 0.892$ ), and, therefore, their significant contribution to the model, which displayed top-notch predictive quality ( $R = 0.944$ ) and statistical significance ( $F(2,197) = 809.464$ ,  $p < 0.001$ ), serves as a clear indicator that these two HR practitioners indeed are the top-tier HR juggling knobs. These results conform to what is being discussed in the literature all over the world (e.g., Bansal, 2025; Gupta & Gupta, 2025) but also in a more specific context since they refer to TA being the most representative of a highly competitive and skill-sensitive industry such as the banking sector. The practical implication of this is that banks need to put integrated talent strategy at the forefront: invest and focus on resonant employer brand to acquire the best talent, at the same time enforcing TM practices (e.g. leadership development, succession planning) to maintain the performance. The fact that the constant term is also insignificant ( $p = 0.056$ ) can be seen as another indication of performance directly depending on these initiatives. To be competitive in the future, the financial institutions in the emerging economies would not consider TM and TA as a non-value addition administrative activity but a fundamental strategic pillar of an organization that has links to productivity, innovations and retention- which means the hypothesis to the optimized talent ecosystems being a requisite to organizational excellence is accurate.

### **References**

- Bansal, A. (2025). *Employer branding: A strategic imperative for talent attraction and organizational performance*. ResearchGate.
- Fatuase, O. A., Ozioma, V., & Itunnu, M. (2025). *Talent management and employee retention of selected deposit money banks in Lagos State, Nigeria*. International Journal of Advanced Research and Innovation.
- Jain, R., & Sharma, M. S. (2025). *Examining the influence of talent management practices on organizational performance in private sector banks*. ResearchGate.
- Mogere, E. K., Julius, M., & Dennis, J. (2025). *Talent management and employee performance in Kisii County*. Journal of Economics, Management and Strategy.

**Journal of Management & Social Science**  
**VOL-2, ISSUE-3, 2025**

- Olisemenogor, H. C. (2025). *The relationship between talent management and organisational performance of hospitality firms in Bayelsa and Delta States, Nigeria*. International Journal of Social Sciences and Management Research.
- Onyeka, F. (2025). *Employee commitment in bridging the connection between talent management practices and employee performance*. Abuja Journal of Business and Management.
- Radhi, A. M., & Al-Abbasi, A. A. A. W. (2024). *The effect of talent management strategies on employee performance behavior through mediating talent engagement*. Journal of Economics and Administrative Sciences.
- Alami, N., & Akioud, M. (2025). Talent management in the era of digitalization: A bibliometric study. Proceedings of the E-Learning and Smart Education Conference.
- Bansal, A. (2025). Employer branding: A strategic imperative for talent attraction and organizational performance. ResearchGate.
- Gupta, P., & Gupta, A. (2025). Strategic integration of sustainability in talent acquisition and employer branding. In *The Role of Human Resource Management in ESG Integration* (pp. 62–79). World Scientific.
- Kniebel, K., McMullen, T., & Miner, T. (2025). Mind the skills gap: Moving from skills-based pay to skills-based reward. Compensation & Benefits Review.
- Krishnan, S. G. (2023). A study on employee retention strategies on organizational performance. *Journal of Exclusive Management Science*, 12(4), 33–40.
- Mwangi, B. M. (2025). Human resource management practices and performance of employees in Nyeri County Government, Kenya.
- Sahithi, V., & Mathe, M. (2025). A study of recruitment and selection and its impact on IT companies' performance in India. *International Journal of HRM and Organizational Behavior*, 2(1), 40–55.
- Santoshini, K., & Srujitha, K. (2025). A study of talent management and organizational excellence in FMCG companies in India. *International Journal of HRM and Organizational Behavior*, 2(1), 12–26.
- Toncheva-Zlatkova, V. (2025). Corporate volunteering: Strategy, contributions, and community impact. *Journal of Management Sciences and Applications*, 3(2), 75–91.