

# The Moderating Role of Leadership in the Talent Management and Employee Retention of Abu Dhabi Department of Education and Knowledge

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## Abstract

The purpose of this study to examine the moderating role of Leadership on the relationship between Talent Management (TM) and Employee Retention (ER) in Department of Education and Knowledge in Abu Dhabi. This research is deductive approach and quantitative methods. This quantitative study used 57 items structured questionnaires which were distributed to 354 teachers in Abu Dhabi schools using strata random sampling techniques. A total of 354 usable surveys were collected from 256 schools in Abu Dhabi. And analysis using (Smart-PLS-SEM 3.2.6) path modelling. The findings of this study positive relationship between (P-value 0.002) career development and employee retention, (P-value 0.026) competency mapping and employee retention, (P-value 0.007) employee engagement and employee retention, (P-value 0.015) performance management and employee retention. Furthermore, regarding the moderation effect of leadership between the variables, the bootstrapping procedure by using Smart-PLS was used and the findings revealed that, out of four hypotheses, two hypotheses were found the significant moderation effect between employee engagement and employee retention ( $\beta=0.213$ ,  $t=2.445$ ,  $p<0.015$ ), performance management and employee retention ( $\beta= -0.242$ ,  $t=3.178$ ,  $p<0.002$ ). While, the moderation effect of leadership with career development ( $p=0.408$ ) and competency mapping ( $p=0.792$ ) was found insignificant. Therefore, it can be concluded that the leadership moderating thus impeding the contribution of talent management towards employee retention. The result implied that the Department of Education and Knowledge in Abu Dhabi should adopt talent management to enhance their employee retention in future. Recommendations for further research were discussed at the end of the thesis.

**Keywords:** Talent Management, Career development, Competency Mapping, Performance management, Employee Engagement, Leadership, Employee retention

## 1. Introduction

This Article It highlights the importance of employee retention in education sector in Abu Dhabi city. It also describes the role and influence of talent management, employee retention as well as the roll of leadership in the organization. This research revolves around the key components that constitute the growth of an organization. The discussion in this chapter

demonstrates the inter-relationship between competency mapping, performance management, employee engagement, career development and employee retention. Competency mapping refers to the administrative procedure that efficiently recognizes the core competencies with context to the organization, (Slack, Corlett & Morris, 2015).

Talent management conclusively plays a great role in guaranteeing enduring representative retention in any organization. Leadership is seen as one of the main point that could upgrade the connection between ability the executives and employee retention, initiative is viewed as exceptionally critical in any organization since it is the leader's practices that are viewed as answerable for demolishing or improving the organization. The organizations directions depend on the style embraced by its pioneers. Since leadership, helps in arranging the organization's directions about the future, its leader's practices and behaviors are the elements that drive their followers or devotees to achieve the goals. Accordingly, followers for the most part pursue their leader's practices when performing their duties (Heravi et al., 2010).

## 1.2 Problem Statement

In view of the importance of develop organizations, there are many studies on the talent management, employee retention and leadership on the world. There is many research done on talent management and employee retention on different sectors for example in Ghana, in the Ministry of Roads and Highways, the relationship between talent management and employee retention, but this study is not have moderating leadership, (beatrice nyarkoah, 2016). In addition, in Malaysia in industry sector have be done research the role of talent management and in employee retention (yong pui chee,2017). According to (Israa Ramadan AlBattrikhi, 2016) the research is be done on talent management in IT companies in Gaza. Also in the UAE have many research done in develop talent management such us on public sector in Abu Dhabi Police, (ALmansoori, 2015). Talent management and leadership being adopted by school manager's focus on ensuring organizational commitment of workers. It can be said that workers should convey primary values of institution and ensuring their emotional commitment. Moreover, ensuring that environment and opportunities suitable for workers for developing skills is required for perfect commitment (Linley & Joseph, 2006). However, a few studies were conducted which dealt with one or two variables. Based on the above, the gap is no previous researches have been done on three variables together on Talent management to decrease Emirati teacher's turnover from Department of Education and Knowledge in Abu Dhabi. Therefore, these three aspects represent a knowledge gap and, hence, this study attempts to fill the above gaps.

## 1.3 Literature review

Talent management is important as this ensures assignment of right individuals to the right jobs, where they can make full application of their talents, decision making skills and professional knowledge and expertise. However, Sange (2015) has argued that talent management also involves identification of gaps in key talents among the employees as arrangement of training and development processes depends on effective analysis of these gaps. Hence, for the purpose of detail and descriptive analysis of gaps in employee talents, conduction of the process of Competency mapping is essential.

In order to understand talent management in education sector, it is necessary to know the meaning of talent management and it's important, (Kehinde, 2012). Talent management as

juxtaposed with talent as such which is related to set of processes being concerned to strategic management of talent flow through firm (Iles et al. 2011). The phrase used by McKinsey Consultancy Company was “the war for talent” which has focused on concept of “talent” by scholars and practitioners (Lewis & Heckman, 2006; Lynton & Beechler, 2012). This is because intense focus on talent is made as it is crucial among all resources for success of enterprise (He, Li, & Keung Lai, 2011; Huselid, Beatty, & Becker, 2005). The talent management is mainly originated from performing arts, now it has eventually become powerful strategic force found in universities, businesses, hospitals and government units. After boom identified in UAE in public and private sectors, many firms have initiated plans for meeting their talent needs of future so as to sustain in UAE (Ulrich et. al, 2009). Retaining talents in UAE government sector has been a major challenge for long time. The benefits of implemented talent management strategy mainly include recruitment and retention rates. It is useful as retaining knowledgeable employees leads better source of speedy development of firm (Sigler, 1999). The greatest benefit of talent management is that effect on recruitment and retention of invaluable workers. According to Lalitha, (2012) biggest issue faced by HR in sector education is employee retention.

**Previous Studies**

**Table 2: Summary of finding of previous studies**

				Employee Retentions					
				Dependent variable	Independent variables				
					Leadership	Career D	Performance M	Employees E	Competency
Authors	Region	Sample size	Methodology used						
Israa ALBattrikhi2016	Gaza	385	correlation			•			•
Katherine Matherine2009	Botswana	48	correlation regression			•			
Frederick Kovanteng2014	Ghana	100	correlation			•	•	•	
Rita Lyria 2014	Nairobi	534	correlation regression					•	•
Mansoor ALMansoori 2015	UAE Abu Dhabi	406	correlation			•	•	•	
Ndolo Saith 2017	Kenya	48	correlation regression						•
Darko Petrovski 2014	Slovenia	100	correlation		•			•	•
Beatrice Budu 2016	Ghana	210	Multiple regressions		•				•
Christine Muriuki 2017	Kenya	13	correlation regression			•			•
SAUROMBE DONIA2014	South African	160	correlation regression			•	•	•	
Hazem Bashir 2018	Gaza	380	correlation		•				•
Erica Knott 2016	Kenya	95	correlation			•	•	•	
Motserganyt Diseko	Botswana	1000	correlation					•	•
Mohd Saudi	Malaysia Mara	1000	correlation regression		•			•	•
Aliaksei Kichuk	UK	NA	correlation		•			•	•

## **1.4 Research Methodology**

This research quantitative method adopts a positivism philosophy which is most appropriate for the aim of this research which is to find the relationship between TM, competency mapping, employee engagement, performance management, and career development and employee retention as moderating Leadership. In line with positivism philosophy, statistical techniques would be used to interpret data collected. This research is based on the basis of pre-existential quantifiable information that can be obtained from different types of employees from various organizations via observation.

## **1.5 Instruments (Questionnaire)**

The tool that will be used in this research survey questionnaire. It helps the researcher to get a clear perspective of the research topic. Questionnaire design plays an important role in the entire research.

This survey includes a simple questionnaire that deals with the development of survey report in a more convenient way. There are several steps that have been used for development of the research more genuinely with the help of a simple questionnaire. With the help of simple questionnaire researcher will be able to make the survey more easy understanding.

After revising the previous studies of the subject, the Questionnaire developed for this study designed to be a close-ended type. The questionnaire is finalized in four sections as follows: section A: includes the demographic data of the study sample using six main categories: (Gender, age, Educational Level, Nationality, Years of Experience, location of Abu Dhabi Emirate). Section B includes three parts the first one consists independent vectors of talent management. Section C related to moderating variable Leadership, and section D dependent variable employee retention.

<b>Section A</b>		
<b>Information</b>	<b>Items</b>	<b>Adopt from</b>
<b>Demographic profile</b>	6	Self-developed
<b>Section B</b>		
<b>Independent variables</b>	<b>Item</b>	<b>Adopt from</b>
<b>Competency Mapping</b>	10	Waithiegeni Kibi, A. (2015)
<b>Employee Engagement</b>	10	Waithiegeni Kibi, A. (2015)
<b>Performance management</b>	11	Pradhan, S. K., &Chaudhury, S. K. (2012)
<b>Career Development</b>	9	Waithiegeni Kibi, A. (2015)
<b>Moderate variable</b>	<b>Item</b>	<b>Adopt from</b>
<b>leadership</b>	6	R. C. Liden, S. J. Wayne, H. Zhao, and D. Henderson, (2008)
<b>Dependent variable</b>	<b>Item</b>	<b>Adopt from</b>
<b>Employee retention</b>	5	Mobley, Horner & Hollingsworth (1987)
<b>Total</b>	57	

### 1.6 Data Analysis

<b>Latent Variables</b>	<b>VIF</b>
CD	1.082
CM	1.469
EE	1.492
PM	1.351

Tabachnick and Fidell (2007) claimed that the tolerance values close to zero (0) determine the presence of high multicollinearity. The cut-off value for the variance inflation factor (VIF) is less than 10. Consequently, as is common in statistical analysis, there is no violation of the assumption of this study. As mentioned in previous table, no VIF value is greater than 10 of all independent variables.

## Latent Variable Correlations and Square roots of Average Variance Extracted

Latent Constructs	1	2	3	4	5	6
Career Development	<b>0.614</b>					
Competency Mapping	0.131	<b>0.793</b>				
Employee Engagement	0.26	0.44	<b>0.93</b>			
Employee Retention	0.273	0.387	0.42	<b>0.871</b>		
Leadership	0.148	0.497	0.5	0.395	<b>0.931</b>	
Performance Management	0.183	0.521	0.485	0.439	0.679	<b>0.849</b>

The current study used these three approaches to ascertain the discriminant validity issues. First, the Fornell-Larcker criterion was used to determine the discriminant validity using the AVE values. As per the recommended criteria, the square root of the AVE values should be greater than the correlations among the latent constructs. The table exhibit that the square roots of the AVE values of each construct was greater than the correlations among the latent constructs, signifying adequate construct's discriminant validity (Fornell & Larcker, 1981).

### HTMT Correlation Matrix for Discriminant Validity

	CD	CM	EE	ER	L	PM
CD	-					
CM	0.149	-				
EE	0.206	0.46	-			
ER	0.231	0.413	0.442	-		
L	0.124	0.519	0.515	0.417	-	
PM	0.154	0.546	0.503	0.466	0.894	-

The summary statistics of the HTMT values of each latent construct. From the table, it was found that all the HTMT values were lower than the threshold value of 1 as well as the threshold value of 0.90 (Henseler *et al.*, 2015; Teo *et al.*, 2008; Gold *et al.*, 2001). Hence, it represents the overall acceptable constructs discriminant validity.

### 1.7 Hypothesis Testing

There was a significant positive relationship between career development and employee retention with ( $\beta=0.157$ ,  $t=3.118$ ,  $p<0.002$ ). Thus, supported the hypothesis 1. Also, the findings reported that there was a significant positive relationship between Competency mapping and employee retention with ( $\beta=0.161$ ,  $t=2.223$ ,  $p<0.026$ ), thus hypothesis 2 was supported. Likewise, the results, as shown in Table 4.12 and Figure 4.6, indicated a significant positive relationship between employee engagement and employee retention with ( $\beta=0.201$ ,  $t=2.712$ ,  $p<0.007$ ). Therefore, hypothesis 3 was also supported. The 4<sup>th</sup> and last direct hypothesis was supported with ( $\beta=0.268$ ,  $t=2.426$ ,  $p<0.015$ ), which means that performance management has a direct positive relationship with employee retention.

Hyp	Relationship	Beta	SE	T-value	P-value	Decision
H1	Career Development -> Employee Retention	0.157	0.05	3.118	0.002	Supported
H2	Competency Mapping -> Employee Retention	0.161	0.072	2.223	0.026	Supported
H3	Employee Engagement -> Employee Retention	0.201	0.074	2.712	0.007	Supported
H4	Performance Management -> Employee Retention	0.268	0.11	2.426	0.015	Supported

### 1.8 Results of Moderating Hypothesis

Leadership played a significant positive role among Employee Engagement and Employee Retention with ( $\beta=0.213$ ,  $t=2.445$ ,  $p<0.015$ ), thus, Hypothesis 7 is supported. 7<sup>th</sup> hypothesis is also supported but here leadership played negative moderating role among Performance Management and Employee Retention with ( $\beta= -0.242$ ,  $t=3.178$ ,  $p<0.002$ ). On the other hand, Leadership does not show any evidence of moderating influence on the relationship between Career Development, Competency Mapping and Employee Retention. Also as depicted in Table 4.12, the value of path coefficient for Career Development - Leadership -> Employee Retention is -0.108, standard error (0.13), while the t. value is 0.828, subsequently; the p. value was computed (p. 0.408). Similarly, the Competency Mapping - Leadership -> Employee Retention path was calculated and the beta value, t. value and p. value stood as -0.048, 0.183, 0.264 and 0.792 respectively. Therefore it is concluded that a moderating effect of Leadership does not hold for the two paths.

Hyp	Relationship	Beta	SE	T-value	P-value	Decision
H5	Career Development*Leadership-> Employee Retention	-0.108	0.13	0.828	0.408	Not Supported
H6	Competency Mapping*Leadership -> Employee Retention	-0.048	0.183	0.264	0.792	Not Supported
H7	Employee Engagement*Leadership -> Employee Retention	0.213	0.087	2.445	0.015	Supported
H8	Performance Management*Leadership -> Employee Retention	-0.242	0.076	3.178	0.002	Supported

### 1.9 Conclusion

The importance and reason for using the PLS path modelling was presented. Smart-PLS 3.2.6 was used for the PLS path modelling. After the evaluation of the measurement model and

structural model, the important findings of the hypothesized relationships were discussed. The path coefficients revealed the significant positive relationship between: (i) career development and employee retention, (ii) competency mapping and employee retention, (iii) employee engagement and employee retention, (iv) performance management and employee retention.

Furthermore, regarding the moderation effect of leadership between the variables, the bootstrapping procedure by using Smart-PLS V3 was used and the findings revealed that, out of four hypotheses, two hypotheses were found the significant moderation effect between (i) employee engagement and employee retention, (ii) performance Management and employee retention. While, the moderation effect of leadership with career development and competency mapping was found insignificant.

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