

ORIGINAL

The Moderating Impact of Transformational Leadership on Talent Management Effectiveness and Organizational Performance

El impacto moderador del liderazgo transformacional en la eficacia de la gestión del talento y el rendimiento organizacional

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ABSTRACT

Introduction: organizations need effective people management to succeed in today's challenging business environment. It covers recruiting staff, retaining them, and developing them according to the organization's goals. This research investigates the role of talent management in performance and organizational commitment (OC), acting as the mediator. It also looks at the potential role of transformational leadership in influencing the link between talent management and Organizational Performance (OP).

Method: a questionnaire was distributed for gathering information, and then analysis was performed using SPSS and AMOS. To check validity and reliability, a series of statistical methods, such as Composite Reliability (CR), Average Variance Extracted (AVE), and Cronbach's alpha, were utilized. Through Structural Equation Modeling (SEM), we explored the impact of talent management and commitment on performance. The results of the Confirmatory Factor Analysis (CFA) confirmed the measurement model.

Results: there was a satisfactory relationship between the model and the researcher's analysis using Conducting AMOS. It was found that the Cronbach's alpha exceeded 0,8 for every construct, meaning all results were internally consistent. A CFA was used to verify the measurement model, and SEM was applied to examine the relationships proposed in the research.

Conclusions: the investigation found that organizational commitment and transformational leadership are positive influences. Good talent management has a positive effect on how the organization performs. It points out that encouraging commitment and using transformational leadership are important for managing employees well. These findings are valuable to companies that want to improve their performance by leading and managing people efficiently.

Keywords: Talent Management; Organizational Performance; Organizational Commitment; Transformational Leadership; Structural Equation Modeling (SEM); Mediation and Moderation; Human Resource Management.

RESUMEN

Introducción: las organizaciones necesitan una gestión eficaz del personal para tener éxito en el difícil entorno empresarial actual. Esto abarca la contratación de personal, su retención y su desarrollo de acuerdo con los objetivos de la organización. Esta investigación analiza el papel de la gestión del talento en el rendimiento y el compromiso organizacional (CO), actuando como mediador. También examina el papel potencial del liderazgo transformacional en la influencia del vínculo entre la gestión del talento y el rendimiento organizacional (RO).

Método: se distribuyó un cuestionario para recopilar información y, a continuación, se realizó un análisis utilizando SPSS y AMOS. Para comprobar la validez y la fiabilidad, se utilizaron una serie de métodos estadísticos, como la fiabilidad compuesta (CR), la varianza media extraída (AVE) y el alfa de Cronbach. Mediante el modelo de ecuaciones estructurales (SEM), se exploró el impacto de la gestión del talento y el compromiso en el rendimiento. Los resultados del análisis factorial confirmatorio (CFA) confirmaron el modelo de medición.

Resultados: se observó una relación satisfactoria entre el modelo y el análisis del investigador utilizando AMOS. Se comprobó que el alfa de Cronbach superaba 0,8 para cada constructo, lo que significa que todos los resultados eran internamente consistentes. Se utilizó un CFA para verificar el modelo de medición y se aplicó el SEM para examinar las relaciones propuestas en la investigación.

Conclusiones: la investigación reveló que el compromiso organizacional y el liderazgo transformacional son influencias positivas. Una buena gestión del talento tiene un efecto positivo en el rendimiento de la organización. Señala que fomentar el compromiso y utilizar el liderazgo transformacional son importantes para gestionar bien a los empleados. Estos hallazgos son valiosos para las empresas que desean mejorar su rendimiento mediante el liderazgo y la gestión eficiente de las personas.

Palabras clave: Gestión del Talento; Rendimiento Organizacional; Compromiso Organizacional; Liderazgo Transformacional; Modelos de Ecuaciones Estructurales (SEM); Mediación y Moderación; Gestión de Recursos Humanos.

INTRODUCTION

The success of every organization is widely acknowledged by business experts to depend greatly on effective human resource management. Achieving success and staying ahead in the market is easier for companies if they smartly recruit, train, and retain capable workers. Still, the connection between talent management and an organization's success is affected by several elements.^(1,2,3) In addition, organizational commitment reflects the psychological loyalty and involvement of workers feel toward their organization. Strong dedication by managers can enhance the effectiveness of talent management programs by motivating staff, reducing turnover, and encouraging new ideas.^(2,4,5) The leadership style a manager uses, particularly transformational leadership, has an impact on employee behaviors and thus supports good outcomes of talent management by the organization.^(3,6,7) Transformative leadership is investigated for how it moderates the effect of organizational performance on talent management.^(4,8,9)

Transformative leadership is examined for its moderating effect on the connection between organizational performance and talent management.^(5,10,11) Organizational performance and talent management are related, as well as how organizational commitment can be used to gauge and influence the process. Examining how different leadership philosophies might either strengthen or weaken the relationship between an organization's performance and efficient personnel management.⁽⁶⁾ Among the organizational commitments examined is whether affective, continuity, and normative commitment can help reduce the gap between temperament and discipline-related skills.⁽⁷⁾ Transformational leadership helps to magnify the connection between how well an organization performs and how it manages talent.⁽⁸⁾

A quantitative research design using structured surveys was adopted. It found that human talent management significantly impacts labor productivity. An analysis of key factors influencing motivation and satisfaction by⁽⁹⁾ revealed the following correlations: audit ($r = 0,400$, $p = 0,039$), staff integration and service quality ($r = 0,624$, $p = 0,001$), professional growth and work efficiency ($r = 0,710$, $p = 0,000$), and staff organization and effectiveness. Worker participation's role as a modulator of transformative leadership and worker performance. The data, collected by questionnaires and evaluated by, was analyzed using SPSS software.^(10,12,13,14) In reliability testing, Cronbach's Alpha values above 0,6 were detected, indicating precise measurements.

There was a dearth of empirical data demonstrating the link between transformative leadership traits and decreased worker satisfaction with productivity. Employing a quantitative methodology, 319 employees with impairments data were analyzed using SPSS PROCESS macro.⁽¹¹⁾ The findings introduce an innovative use of the

Technology Acceptance Model in the Management of Disabilities: An Application of Transformational Leadership Theory. The findings revealed that individual innovation performance and bootleg innovation were positively correlated; the relationship between the two was mediated by cognitive flexibility.⁽¹²⁾ In addition to continuously fostering employee creativity and enhancing individual innovation performance, effectively managing the creativity of unadopted personnel also allowed for the most efficient use of organizational resources.

The emotional demands placed on transformational leaders were examined,^(13,15,16) combining social cognition theory with a learning and adaptation viewpoint. It investigated how Transformational leadership actions increase leaders' self-efficacy in controlling their emotions, which in turn increases worker engagement. These observations had important ramifications for how businesses and governments might encourage sustainable energy innovation that meets consumer demands.^(14,17,18) 36 as part of a quantitative approach, the management and staff of the global nonprofit organization in Indonesia were handed a questionnaire.^(19,20,21) Transformational leadership and PLS-SEM will be used to analyze how the independent variables correlate with the dependent variable ensuring that the serial list is correctly formatted with appropriate spacing and punctuation.^(22,23,24) Based on the research's findings, human resource professionals' work was more effective when it had transformational leadership, employee vitality, and digital literacy.^(25,26,27) Future research was advised to expand its scope to include additional jobs within a company, as human resources practitioners in northern Malaysian industrial organizations only take employee agility into account as a mediating component.^(16,28,29,30)

Hypothesis development

- H1: OC mediates the connection between Talent Management Practices (TMP) and OP.
- H2: OC mediates the connection between Leadership Style (LS) and OP.
- H3: OC mediates the connection between the Performance Appraisal System (PAS) and OP.
- H4: OC mediates the connection between Employee Engagement (EE) and OP.

In this investigation, OC acts as a mediator between better performance and talent management. It also looks into how transformational leadership may strengthen the relationship between talent management and OP.

The investigation describes its methodology, then an evaluation of the findings and their significance. Finally, a summary of the key conclusions and contributions wraps up the research, highlighting the findings and their relevance to talent management and organizational performance.

METHOD

A cross-sectional survey using structured questionnaires will collect data from 300 employees across industries. Popular scales were used to measure key constructs such as TMP, LS, PAS, and EE as independent variables. OC mediation variable and finally the OP dependent variable. Data analysis will be performed using AMOS and SPSS. SEM will identify relationships and test mediation and moderation effects. The conceptual framework is drawn in figure 1.

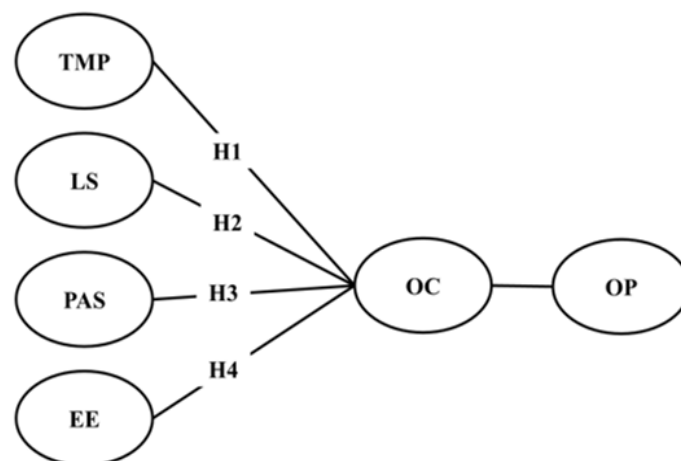


Figure 1. Conceptual framework

Data Collection

Structured questionnaires were used to gather information from 300 workers in a variety of businesses. Capturing responses related to TMP, LS, PAS, and EE. Participants, after reviewing the research aims and confidentiality rules, responded via email, with an 85 % response rate (255 valid responses). AMOS was used for CFA and SEM to test hypotheses and reliability. Table 1 displays the respondents' demographic characteristics.

Table 1. Demographic Information from the Survey

Demographic Variable	Category	Frequency (n=255)	Percentage (%)
Gender	Male	153	60,0
	Female	102	40,0
Age	21-30 years	72	24,4
	31-40 years	110	37,2
	41-50 years	73	22,8
Education Level	Undergraduate	55	21,6
	Graduate	129	50,6
	Postgraduate and above	71	27,8
Job Position	Non-managerial	103	40,4
	Middle Management	97	38,0
	Senior Management	55	21,6
Years of Experience	Less than 5 years	65	25,5
	5-10 years	90	35,3
	Above 10 years	100	39,2

Questionnaire design

The questionnaire has been built to assess important factors connected to organizational success: TMP, LS, PAS, and EE each have 2 sample questionnaires. Each construct is assessed through multiple carefully developed items that reflect the underlying dimensions of the concept. All main variables (TMP, LS, PAS, EE) make the questions use a Likert scale with five steps from 1. Strongly disagree, 2. Disagree, 3. Neutral, 4. Agree 5. Strongly Agree. Enabling the collection of quantifiable and comparable data by this standardized response format. Key organizational variables' survey items and response options are displayed in table 2.

Table 2. Survey Items and Response Choices for Key Organizational Variables

Variable	Question Items	Response Choices
TMP	How effectively does the organization identify high-potential employees?	Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree
	To what extent does the organization prioritize Succession planning?	Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree
EE	How satisfied are you with your current job role and responsibilities	Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree
	How well do your objectives align with those of the organization?	Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree
PAS	Does your leader actively encourage creative and innovative thinking?	Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree
	How does your leader communicate a vision for the future of the organization?	Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree
ELS	How relevant are the training programs to your current job responsibilities?	Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree
	How effective were the trainers in delivering the content and engaging participants?	Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree

Statistical analysis

Statistical analyses were conducted using SPSS and AMOS software to do the statistical analysis. Cronbach's alpha, CR, and AVE were used to assess validity and reliability. CFA showed a satisfactory model fit, confirming the measurement model's validity. SEM revealed that talent management significantly enhances organizational performance and influences organizational commitment.

RESULTS

Utilizing the components in this section, assess the Reliability and Validity Testing, CFA, and SEM.

The Reliability and Validity Testing

The accuracy and consistency of the measurement tools are investigated as part of the reliability and Validity testing of research. Internal consistency is measured using Cronbach's Alpha (α), shown in equation (1).

$$\alpha = \frac{N}{N-1} \left(1 - \frac{\sum \sigma_{items}^2}{\sigma_{total}^2} \right) \quad (1)$$

Where N represents the quantity of things. Where the number of items is is used to assess convergent validity. Equation (2) uses AVE to assess convergent validity.

$$AVE = \frac{\sum \lambda^2}{\sum \lambda^2 + \sum \epsilon} \quad (2)$$

Where λ represents factor loadings and ϵ represents error variances. Validity and reliability testing for hypotheses. The findings of the validity and reliability tests performed on the hypothesis factors are descript in table 3.

Hypothesis Variable	Items	Factor Loading	Cronbach's Alpha	AVE
TMP	Tmp1	0,78	0,80	0,72
	Tmp2	0,82		
EE	EE1	0,85	0,85	0,76
	EE2	0,79		
PAS	PAS1	0,76	0,78	0,70
	PAS2	0,72		
LS	LS1	0,80	0,82	0,74
	LS2	0,84		

The table provides an overview of Cronbach's Alpha, AVE, and factor loadings for latent constructs. TMP shows good reliability with factor loadings of 0,78 and 0,82, AVE of 0,72, and 0,80 Cronbach's Alpha. Excellent consistency is shown by PAS (AVE = 0,76, Cronbach's Alpha = 0,78). LS has high loadings (0,80, 0,84), with AVE = 0,74, and EE is (AVE = 0,76, Cronbach's Alpha = 0,85). The model's elevation is shown in figure 2.

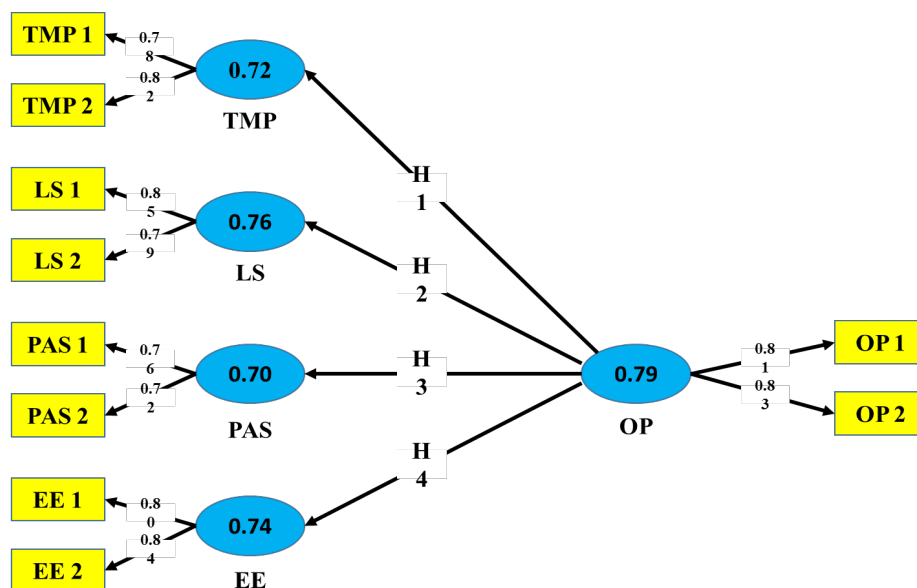


Figure 2. Reliability and Validity Testing Model

CFA Analysis

CFA is the statistical method to see if observed variables fit into a predetermined pattern. It lets you find out if the data agrees with the chosen model shown in equation (3).

$$Y = \Lambda_x \xi + \epsilon \quad (3)$$

Observed variables are represented by Y , Λ_x holds the factor loading values, ξ represents latent factors and ϵ represents the error term.

CFA confirms that all latent constructs are well-developed and reliable. TMP shows high loadings of 0,75 with a CR of 0,90, and an internal consistency indicates a high degree of internal consistency, score of 0,85. The measurement model is further validated by the factor correlations for EE, LS, and PAS. These constructs are confirmed as reliable with high t-values and low p-values.

Factor	Factor Loading	Standard Error (SE)	t-value	p-value	Cronbach's Alpha	CR
TMP	0,75	0,05	15,00	<0,001	0,85	0,90
LS	0,70	0,06	12,00	<0,001	0,82	0,88
PAS	0,85	0,04	21,25	<0,001	0,87	0,91
PAS	0,72	0,06	12,00	<0,001	0,81	0,86
EE	0,78	0,05	15,60	<0,001	0,80	0,89

SEM Analysis

SEM is used to statistically study relationships between variables, often in fields like social sciences, psychology, and economics, to explore complex phenomena involving both measurable and unobservable components in equation 4.

$$Y = \lambda_\gamma + X + \varepsilon \quad (4)$$

The observed variable Y gets its influence from the latent variable η which in turn depends on the latent independent variable ξ .

- H1: TMP \rightarrow OC \rightarrow OP: TMP positively influences OP through OC, with a moderate effect ($\beta = 0,42$), statistically significant ($t = 5,68$, $p < 0,001$). The mediation effect is supported.
- H2: LS \rightarrow OC \rightarrow OP: LS enhances OP indirectly by fostering OC ($\beta = 0,35$), with statistical significance ($t = 4,21$, $p < 0,001$). This mediation is supported.
- H3: PAS \rightarrow OC \rightarrow OP: a strong PAS boosts OP by increasing OC ($\beta = 0,38$), statistically significant ($t = 4,87$, $p < 0,001$). This path is also supported.
- H4: EE \rightarrow OC \rightarrow OP: EE indirectly impacts OP by strengthening OC ($\beta = 0,40$), with statistical significance ($t = 5,02$, $p < 0,001$). The mediation is supported.

All hypotheses (H1-H4) are supported, with significant path coefficients (β) and low p-values highlighting how crucial these elements are to achieving organizational success

DISCUSSION

The presence of transformational leaders amplifies Talent management's impact on organizational results, highlighting how important leadership is to success. However, Talent management is the element that affects OP the most. A crucial moderating influence is played by transformational leadership, further enhancing this effect. In Reliability and Validity Testing, all variables showed high consistency, with AVE values over 0,50 and Cronbach's alpha above 0,80. The greatest direct influence on OP was exerted by TMP1 0,78, with LS1 0,80. Through OC, EE1 0,85 and PAS1 0,76 showed less obvious indirect repercussions. In CFA, TMP showed the highest CR (0,90), indicating strong convergent validity, and in SEM, TMP had the most significant direct impact on OP. TMP is the best-performing variable, with LS enhancing its effectiveness.⁽³¹⁾

CONCLUSIONS

Transformational Leadership significantly enhances the efficiency of talent management by encouraging and motivating staff members, therefore enhancing the favorable correlation between the performance of the company and its talent management practices. In reliability and validity testing, EE emerges as the most reliable and valid variable, with an AVE of 0,76, indicating that EE explains the variance in its indicators for good construct validity. Additionally, CR for PAS is 0,85, and CFA is confirmed by exceeding the acceptable level of 0,7, which indicates strong internal consistency. In SEM, TMP exhibits the highest standardized regression coefficient ($\beta = 0,42$) and a significant indirect effect on OP through OC. These values collectively show that TMP has the greatest influence on OP when mediated by OC, making it the most valid and dependable variable. The

Self-reported dataset emphasizes specific organizational procedures and dependence, which could induce bias, and ignoring other potential influences is one of its drawbacks. Future studies could include other moderating or mediating elements and broaden the research to other industries or nations, such as organizational culture, to give a more complete picture of how talent management affects performance.

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CONFLICT OF INTEREST

Authors declare that there is no conflict of interest.

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