THE MODERATING ROLE OF LEADERSHIP IN THE TALENT MANAGEMENT AND EMPLOYEE RETENTION OF ABUDHABI DEPARTMENT OF EDUCATION AND KNOWLEDGE

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UNIVERSITI PENDIDIKAN SULTAN IDRIS

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AND EMPLOYEE RETENTION OF ABUDHABI DEPARTMENT OF EDUCATION
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To my loving father and mother whose words of encouragement ring in my ear…

To my beloved wife and children…

A special thanks to ANAS ABUDAQA and my supportive friends

for their continuous support and encouragement…

With Love and Gratitude

AKNOWLEDEMENTS

In the Name of Allah, the Beneficent, the Merciful

ABSTRACT

The purpose of this study was to examine the relationship between Talent Management dimensions and Employee Retention. Additionally, this study also investigates the moderating role of Leadership on the relationship between Talent Management and Employee Retention in Department of Education and Knowledge in Abu Dhabi. This study utilized quantitative and deductive approach. Data were collected using structured questionnaires consisting of 57 items from a sample of 4737 school teachers in Abu Dhabi, which were selected through stratified random sampling. The analysis was conducted using Partial Least Square Structural Equation Modeling (PLS-SEM) via Smart PLS 3.2.6 software. The findings showed significant positive effects of career development (β=0.157, p=0.002), competency mapping (β=0.161, p=0.026), employee engagement (β=0.201, p=0.007) and performance management (β=0.268, p=0.015) on employee retention. The finding also revealed the significant moderating effect of leadership in the relationship between employee engagement and employee retention (β=0.213, t=2.445, p=0.015) as well as between performance management and employee retention (β=-0.242, t=3.178, p=0.002). In conclusion, talent management dimensions have positive influences and significant roles in increasing the employee retention. In addition, the role of leadership acts as a moderator on the relationship between talent management and 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.

PERANAN KEPIMPINAN SEBAGAI MODERATOR DALAM PENGURUSAN BAKAT DAN PENGEKALAN PEKERJA DI JABATAN PENDIDIKAN DAN PENGETAHUAN ABU DHABI

ABSTRAK

Kajian ini bertujuan untuk meneliti hubungan di antara dimensi Pengurusan Bakat dan Pengekalan Pekerja. Di samping itu, kajian ini juga meneliti peranan penyederhanaan Kepemimpinan dalam hubungan antara Pengurusan Bakat dan Pengekalan Pekerja di Jabatan Pendidikan dan Pengetahuan Abu Dhabi. Kajian ini menggunakan pendekatan kuantitatif dan deduktif. Data dikumpul menggunakan soal selidik berstruktur yang mengandungi 57 item daripada sampel seramai 4737 guru sekolah di Abu Dhabi, yang dipilih melalui pensampelan rawak berstrata. Analisis dijalankan dengan menggunakan Pemodelan Persamaan Berstruktur – Kuasa Dua Terkecil Separa (PLS-SEM) melalui perisian SmartPLS 3.2.6. Dapatan menunjukkan pengaruh signifikan dan positif pembangunan kerjaya (β=0.157, p=0.002), pemetaan kompetensi (β=0.161, p=0.026), penglibatan pekerja (β=0.201, p=0.007) dan pengurusan prestasi (β=0.268, p=0.015) ke atas pengekalan pekerja. Dapatan ini juga mendedahkan kesan penyederhanaan kepemimpinan yang signifikan dalam hubungan antara penglibatan pekerja dan pengekalan pekerja (β=0.213, t=2.445, p=0.015) serta antara pengurusan prestasi dan pengekalan pekerja (β=-0.242, t=3.178, p=0.002). Kesimpulannya, dimensi Pengurusan Bakat mempunyai pengaruh yang positif dan signifikan dalam meningkatkan pengekalan pekerja. Di samping itu, Kepemimpinan bertindak sebagai penyederhana dalam hubungan di antara Pengurusan Bakat dan Pengekalan Pekerja. Hasil kajian secara tidak langsung menunjukkan bahawa Jabatan Pendidikan dan Pengetahuan Abu Dhabi harus menggunakan pengurusan bakat untuk meningkatkan pengekalan pekerja pada masa hadapan.

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LIST OF ABBREVIATIONS

ADEK	Abu Dhabi Department of Education and Knowledge
BARS	Behavioural Anchored Rating Scales
CD	Career Development
CM	Competency management
CMM	Competency Mapping Management
CRM	Customer relationship management
DACUM	Developing a Curriculum
ER	Employee Retention
HR	Human resources
L	Leadership
P-E Fit	Person Environment Fit
PGF	person-group fit
PJF	person-job fit
PM	Performance Management
POF	person-organization fit
PSF	person-supervisor fit
PVF	person-Career fit
RBV	Resource Based View
TM	Talent Management
UAE	United Arab Emirates

CHAPTER 1

INTRODUCTION

1.1   Introduction

This chapter introduces the topic being studied. It highlights the importance of employee retention in an organization. It also describes the role and influence of talent management, employee retention as well as the roles 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 among the 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 company (Slack, Corlett & Morris, 2015).

The discussion in this chapter begins with some background information regarding the variable involved in this study leading to the problem statement, purpose of the study, research question and objectives, continuous with the hypothesis to be

tested as well as the conceptual framework that underpins this study. The significance and limitation of the study with also be discussed. This chapter also provides the operational definitions of terms used in this study. The chapter ends by outlining the organization of the thesis and a brief summary.

1.2   Research Background

After McKinsey Company published a paper called 'The War for Talent', the term Talent Management first emerged in 1998. The paper discussed a major challenge faced by large organizations in the U.S. at the time, which resulted in the difficulty of attracting and retaining talented and experienced people especially for senior executive/leadership roles. Subsequently, other research suggested that lack of talent would be a problem soon faced by most organisations around the globe. During this time, many organizations recognized and faced the difficulty of not having the right number of talented people to fill in crucial vacancies. The Talent Management was identified and mentioned by researchers. In general, these components could be considered as a component of talent retention and leadership, however, they do identify one of the main components which based on their characteristics of Leadership: the talent mind set needs to be embedded throughout the organization, starting with the organization's head (Kehinde, 2012). The effectiveness of talent management initiatives depends on leadership involvement to help translate these initiatives into specific organizational validated behaviours (Beheshtifar et al. 2012). Managers need to own parts of the talent management process and act as partners (Smith, Wellins & Paese, 2011). Senior management plays a crucial role in talent management programs,

identifying and focusing on high-potential people and identifying their current and future needs, as well as inspiring, mentoring and knowledge transfer (Dhanabhakyam & Kokilambal 2014). Implementing on-the-ground talent management and ensuring compliance within their area of responsibility with talent management policies and procedures. 2) Ensure that people are right in the right places and at the right time. 3) Ensure sustainable performance in line with the organization's overall objectives.

Talents retention, when it comes to retention has taken some measures to retain talented individuals. They have considered both financial and non-financial measures. It is not possible to say what measures are effective and ineffective because some measures may affect some people and some may not affect others. Organizations need to recognize that not all people are the same. People's needs and ambitions shift from a person to another person. Organizations should adopt methods to understand each talent's needs. Organizations may find the right person for the right job, but it is something to consider whether this person considers the job to be the ideal job. Indeed, most people choose their field of study based on market needs rather than their talent or interest. Therefore, at some point, most of them will move towards satisfying their intrinsic needs.

Nowadays, attracting and retaining talent for a reasonable period in an organization is a challenge faced by many organizations across the education sector. Talent management is defined as the managing of the entire employee life cycle from attracting to hiring to promoting and lastly finding a successor upon retirement (Murthy, 2010). This process also includes identification of the key talent's gaps between the talent in place and the talent required to drive organization success.

Talent management is also defined as an outcome to ensure the right individual is assigned to the right job; process to confirm leadership continuity in key positions and encourage employee advancement, and decision to manage requests and flow of talent through human capital system (Jantan, Hamdan & Othman, 2009). It is a process that consists of recognizing the key talents within an organization, identifying the employees within the organization to develop the key talent and thereafter conduct developmental activities for the talent pool to retain and engage the employees as to whether he/she is ready to move into a more significant role. Baum (2008) commented that talent management is the organizational mind-set sought to assure that the amount of talent is available to support the right people with the right job(s) at the right timing, based on strategic business objectives.

Ross (2005) revealed that the talent retention war started as early as at the hiring stage, where organizations are recruiting talent that fit the requirements of the organization needs in both short and long-term. Many studies claim that by effectively implementing talent management strategy in an organization, it helps to improve employee recruitment and retention rate.

Cui, Khan and Tarba (2018) also stated it is important to provide good working environment, attractive salaries, and understand the inner feelings of the talent working with the organization. Effective talent management strategies help in improving job satisfaction of the employees, which also positively affect their performance.

The study reflects on the projection of a relationship within the amalgamation of competency mapping, employment engagement, performance management, and career development and employee retention. The relationship between the management works as a strategy in which an organization tries to keep the balance among the various levels of engagement. The relationship helps to create a better management through the form of talent management, employee retention and leadership. The relationship helps to build a better alignment with other forms of management as well (Wilson, 2018).

The study also presents the scenario of another talent management system, known as employee management. Employee management stands out as an important factor behind the subsequent development in any organization. Employee management strives to maximize the potential of work performance of the employees. Employee management helps to bind the strategies that will measure, monitor, and interact with people in the working places (Kliem, 2018). The interaction of employees with other management plays a huge role in an organization.

Employee management always tries to involve the adaptation of various new significant tactics that leads to represent an employee's skill at its highest potential. Employee management comprises of several other supporting systems that help to collaborate the relationship in an efficient manner. Employee management also acts fairly in the matters of open communication. Effective communication helps to obtain a paramount standard of relationship. It can be differentiated in different forms (Kliem, 2018).

The influence of employee retention on education sector, which is the last chain of management, is defined as the ability of an organization to retain its employees by using various strategies to make them committed and loyal to the organization (Ashton & Morton, 2005). Employee commitment in the organization is a product of a supportive administration. Employee main views are refer to a situation where they can influence policies in an organization through being part of decision-making through the provision of inputs or filling of survey on work environment which gives them security and desire to remain in the organization. On the other hand, where employee feel threatened by the administration mainly, it resulted in a high turnover (Bluestein, 2010).

Employee retention lays out the definition for various policies and systems. Employee retention refers to particular practices that revolve around issues for resignations of employees. Every organization invests time and money to groom new employees, and tries to cooperate with new employee as well (Ferreira & Almeria, 2015). It has been observed that an organization invests their time and resources to provide ample trainings to new employees. It would be unfair to make new employees feel culpable behind their resigning from an organization (Families & Work Institute, 2005).

Through the work into the dimensions of talent management one can measure the employee retention. Survey provides primary background about the percentage of employees who intend to stay in the organization. It also measures the percentage of resigned employees in the organization. The monthly off boarding records help to maintain the percentage of resignation through small comparison between past years (Williams & Dreher, 1992).

Employee retention centres on issues that creates the measurement for an individual account that helps to gain the optimum period. Employee retention seeks out for several factors that will help to improve the matter of employee retention, the study has interpreted the significance of employee retention in various ways, retention of employee plays a very crucial role in an organization (Taylor, 2010).

A major challenge in an organization nowadays is retention of talent for a realistic time. Effectively used talent management strategy may help in improving employee recruitment and retention rates (Christensen Hughes et. al. 2008). It is directly linked with improved operations and performance of employees. Talent management strategies include providing continues training and development to the employees, understanding the power of job description, assessment employee's cultural fit, etc. These talent management strategies help in retaining and increasing dedication of the employees. Highly dedicated team within an organisation helps to achieve business goals in a more effective and efficient way. Therefore, it can be stated that talent management strategy positively affects organisational performance through enhanced employee recruitment, retention and engagement (Powell et al, 2013).

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 the ability of 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 behaviours 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).

Leaders inspire, do and connect team members together. Leaders influence others in organizations and they connect with others and get results. Effective communication is one of the characteristics of transformational leadership style (Barrett, 2012). Effective leadership helps an organisation to develop a healthy and dedicated working culture. For example, employees learn from their managers, the knowledge and understanding transferred by the leaders help subordinate to perform their tasks in a better way. Good leadership qualities are very much necessary in a leader to direct his or her followers in a best way possible in order to achieve a common goal. There are different types of leadership styles such as democratic leadership, transformation leadership, autocratic leadership and many more (Voon et al, 2011). Transformational leadership is known to be a very beneficial leadership as it helps to transform ideas and take suggestions from each member. In this leadership, a leader works closely with his or her followers and identifies what changes are required in the working process. These types of leaders also possess very important characteristics, known as Effective communication. This characteristics assists the leader to interact with others in a good manner and also understand them in a better way which is further helpful in development of good ideas and achievement of goals (Li & Yen, 2010).

Effective communication provides an effective work place for employees. Furthermore, it ensures that leaders of organizations maintain their transparency with the employees. Effective communication helps to teach the managers of a company to

be transparent in terms of providing rules and regulations related to the work (Krantz, 2015). This skill enables the managers to deal with open criticism. Open criticism towards the employee helps to serve for better production of work without any major errors. Criticism mostly, makes way towards the system of proper grievances. The leaders can provide feedback if the work is properly executed by the employers. At the same time, it highlights the differences between an average and weak employee in the same organization. The study portrays the structure that accumulates the quantity of weak performers in a form of percentage. The performances delivered by a number of employees help to bind a relationship with other managements. Furthermore, employee management helps to determine the weak performances that can be improved in a short span of time (Delgado, 2016).

The relationship between talent management and employee retention in any organization is considered a positive one with the use of leadership as a moderating role (Irtaimeh & Khaddam, 2016). When an organization takes care of their employees, strives for their talent and finds qualified leaders that can lead towards organization growth and increase employee satisfaction and employee retention then the organization will not only retain its employees but also find more talented leaders with different styles of leadership to successful develop the organization.

Leaders in organizations help in talent management; they provide training to new as well as current applicants. They are able to motivate and support employees at every level in organizations. Leaders inspire their team members to achieve common goals. They create clear vision for people working in firm and able to drive them towards this. Appropriate leadership is very essential in organizations as it helps in

employee retention, which is quite beneficial for business growth and success. The purpose of this is to identify the relationship between talent management, employee retention and leadership. Therefore, a research helps to gain in depth knowledge and information about everything (McDonnell et al., 2011).

1.3   Problem Statement

Developed countries all over the world spend a lot of money on the education operation plan to develop their students and prepare them to fit into the future career (Norman Rudhumbu & Cosmas Maphosa, 2015). They allocate huge budget on educational development projects because leaders in those countries have vision for the future of their nations through cooperation and coordination between the ministries to set goals for youth career in the future. The United Arab Emiratis Cabinet has approved AED 60.3 billion [approximately USD16.4 billion], the largest federal budget in the country's history, with more than half has been allocated for education and social development, specifically, AED10.1468 billion has been allocated for education alone in 2019 (UAE Cabinet, 2019).

Department of Education and Knowledge (ADEK) is responsible to execute the recommendations of UAE Cabinet on the educational plan. In addition to that, ADEK leaders hold several meetings with ministry of High Education to put the plans for teacher leaders required to drive the education operations in Abu Dhabi.

The Talent Management of ADEK is responsible for dispensing the annual budget for education development (schools, education operations, books and teachers). However, ADEK is facing difficulties in hiring the right people for the job. The factors contributing to this difficulty include the attractiveness of the job, salary and environment (Buchan, 2008). Studies conducted by Maceda (2017) also show that employee retention is a significant and one of the biggest challenges for organizations and institutions in the UAE. Along with this, resourcing and recruitment, employee salaries and benefits, and talent management are some other biggest concerns in this country. Maceda (2017) also mentions that considering the fact that expatriate population makes up a considerable portion of the labour force in the UAE and the transient nature of the expatriate population in this country as well as in the GCC region, high employee turnover is a very prevalent issue that proves costly for all organizations. Moreover, employment laws in the UAE make it very easy and effective for employees to change jobs. A study conducted by Maceda (2017) reveals that almost 6 in 10 people or 57% of the teachers in the UAE are looking for new job opportunities. While this trend is beneficial for some organisations seeking to establish high performing teams, it is disadvantageous for other organisations. Inevitably, employee retention and talent management issues are prevalent across all sectors in the UAE, even the educational sector. (Johennesse & Chou, 2017).

High employee's resignation increases the operating cost and negatively affects the morale of an organization. Execution of an employee retention program is a helpful method of ensuring that the crucial workers remain employed while maintaining and balancing job performance as well as productivity (Pampurini & Quaranta, 2018). Leaders also play a very crucial role in the relationship between talent management and

employee retention. Goestjahjanti *et al.* (2020) states that leadership may influence employees to stay or leave an organization. Thus, leadership is a vital factor that directly influences employee retention. Similarly, leaders in an organization are responsible for providing training to all new employees. Such training supports and motivates workers at every level to fulfil job responsibilities. Inadequate and ineffective training therefore directly hinders employees' job performance, deteriorates motivation and job satisfaction levels, and eventually leads to employee turnover. Bakker (2014) also found that leaders play a very significant moderating effect between employee engagement and employee retention, as well as between performance and talent management and employee retention. However, Johennesse and Chou (2017) argues that adopting a suitable leadership style or approach is critical for realizing the benefits of leaders' moderating effect between talent management and employee retention.

ADEK is trying to enhance the satisfaction level for Emirati teachers to retain their career. Three factors affect the Emirati's satisfaction level such as individual characteristics, schools and society (Kirk, Deslandes, & Tansley, 2018). While individual characteristics, such as personality, may play a role, a significant body of research points to the importance of other external and contextual factors as well, including salary, perceived status and teachers' school environment, and administrative support. School environment might affect teachers' satisfaction level from the size of classrooms and school facilities. From the societal level, it is assumed that increasing salary pay will help to attract high qualified individual to work in this profession, therefore, they will feel that they are more valuable in the society (Ali Alnuaimi, 2016).

ADEK Human Resources has a problem in screening and selecting talent teachers and administrative workers. They offer candidates an employment offer based on advisor recommendations. As ADEK is the only place to hire teachers in emirate of Abu Dhabi, they do not make market research with different emirates about payment package for the employees. Taking into consideration the current wages package and the nature of job that emirate teachers will drive to achieve the vision of the organization, at the selection phase, education advisors through tests and interviews will select qualified candidates then transfer the candidates to human resource specialists to provide the selected candidate with employment offer (Academic Quality Improvement office, 2019).

Learning and organization development department at ADEK has failed to prepare the proper training courses for Emirati teachers to develop the career. In addition to that, the performance appraisal not execute in right directions. As the teacher who's achieved excellent or satisfactory in his appraisal rating doesn't get any intrinsic or extrinsic rewards or any appreciation to motivate him to perform more next year (Academic Quality Improvement office, 2019).

In order to ensure that talent management is able to improve employee retention, a committed leadership is needed to drive the education process and achieve the goals. A strong leadership has direct impact on the emotions where employees seek a proper recognition regarding their performance in the organization (Mayfield & Mayfield 2018). There are various issues which assist that employees have not been valued adequately as per their efforts and performance made in a period. The leader is not guided properly to enhance the ability, skills, talent and level of performance. It has

negative impacts on the growth of the organization as well as increases the employee's turnover ratio (Lee and Chen, 2018).

However, research only begins to explore the moderating role of leadership in the talent management and employees retention. In addition, the moderating role of leaders focuses on strategic planning can also lead to any strategy to be initiated for the change and achieve the goal (Ariani, 2012). The moderating leader, through positive characteristics, gives direct impact on the talent management and employees retention for a longer period time. The leader can be suggested to an organization of various business operations, which are especially essential for driving an organisation towards progress. (Northouse, 2004). From the previous studies, leaders are very important for all organizations, therefore, leaders in this research are moderating. Leaders in the education sectors in Abu Dhabi schools do not have many of these characteristics and this results in negative effects on the organization, talent management and employees retention, (ALJilani, 2018).

Many challenges exist with regards to the effective implementation of professional development. These challenges are caused by schools' climate, schools' leadership, personal management, administrative and school management and relationship with parents and the community (Masood Badri & Ali Alnuaimi, 2016). Carroll (2016) defined leadership role as providing assistance to other modelling best practice, being flexible and bridging between teachers and management. Professional development offered by ADEK to schools has bad reputation and for a good reason as many teachers agree that what most teachers receive as professional opportunities to

learn are thin, sporadic and of little use when it comes to improving teaching (Masood Badri & Ali Alnuaimi, 2017).

A huge challenge faced by ADEK is the increasing rate of the resignation among UAE national teachers in Abu Dhabi. Currently, the total number of teachers in ADEK in 2018, according to Academic Quality Improvement Office, was 11,841. Of this number, 40% are Emirates. However, 2.4% of these Emirate teachers resigned in 2018. It is alarming because the number of resignation is increasing for the past three years: 2.0% in 2015, 2.1% in 2016, 2.2% in 2017 and 2.4% in 2018 (Academic Quality Improvement office, 2019).

1.4   Research Objective

The research objectives have been designed to achieve the research aim. The research objectives are designed to investigate the right solutions, alterations or improvements or discrepancies between the variables of the topic studied. The formulation of research objectives directed the study in focusing on the variables associated with this study. Moreover, formulation of research objectives will avoid collecting irrelevant data that are not stringently required to understand and solve what has been defined. To apprehend the relationship between competency mapping, employee engagement, performance management, career development and employee retention the researcher has set a few achievable objectives in the form of statements for detailed research.

The research objectives are listed as follows:

1. To examine the relationship between career development and employee retention

2. To examine the relationship between competency mapping and employee retention

3. To examine the relationship between employee engagement and employee retention

4. To examine the relationship between performance management and employee retention

5. To examine the moderation effect of leadership on the relationship between the dimensions of talent management and employee retention.

1.5   Research Questions

The research questions are very essential to generalize the research study. The research questions are structured to conduct an answerable inquiry involved with some specific issues or concerns. The research questions are as follows:

1. What is the relationship between career development and employee retention?

2. What is the relationship between competency mapping and employee retention?

3. What is the relationship between employee engagement and employee retention?

4. What is the relationship between performance management and employee retention?

5. To what extend does leadership moderate the relationship between the dimensions of talent management and employee retention?

1.6 Research Hypothesis

1. H1: There is a significant relationship between career development and employee retention.

2. H2: There is a significant relationship between competency mapping and employee retention.

3. H3: There is a significant relationship between employee engagement and employee retention.

4. H4: There is a significant relationship between performance management and employee retention.

5. H5: There is a moderating effect of leadership on the relationship between career development and employee retention.

6. H6: There is a moderating effect of leadership on the relationship between competency mapping and employee retention.

7. H7: There is a moderating effect of leadership on the relationship between employee engagement and employee retention.

8. H8: There is a moderating effect of leadership on the relationship between performance management and employee retention.

1.7   Conceptual Framewor
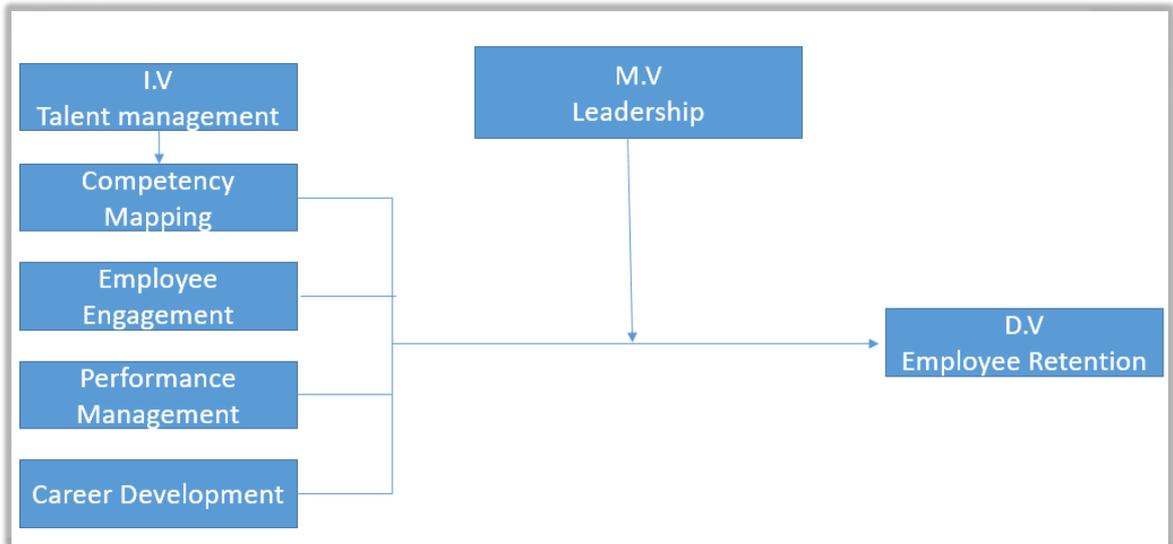
Figure 1.1. Conceptual Framework

Figure 1.1 illustrates that there are three significant variables in this study. There are four independent variables: Competency mapping, Employee engagement, Performance management and Career development. These variables are independent as any change in these variables will have a direct impact on the dependent variable. In this study, the second variable is dependent Employee retention. It is used to test in this scientific experiment. The third variable is Leadership, it is a moderate variable in this experiment. The moderate variable influence the relationship between dependent and independent variable, all these variables will be tested in this study.

1.8   Significance of Research

This study is significant from both theoretical and practical perspectives. The present study would be beneficial for academics as it develops a framework that incorporates talent management indicators, employee retention and leadership as moderate.

1.8.1   Theoretical significance

This current study expands its findings from the relevance of several existing literatures. The essential data is evaluated to understand the feasible role of the leadership in the talent management and employee retention. This research moderate role of the leadership mode has been used in order to identify the relationship source between talent management and employee retention. There have been numerous studies, which have been pursued in regards to the concepts of competency mapping, career development, employee engagement, performance management, and employee retention. However, many academic literatures have study to include the role of the leadership aspects in processing through the activities of talent management to improve employee retention in different sectors such as industry and banking, but it did not include the education sector in the UAE. Thus, this study aims to fill that gap in education sectore in ADEK.

Thus, the analysis and finding from this research study will be effective in the creation of some new viewpoints on employee retention of employees in the ADEK field. The success of any organisation depends primarily on the quality of its human

resources especially in the education field (Scullion, 2006). This study is expected to be effective as it is based on the background that for the success and failure of any organization plan enforced by any organization depends on its employees. The findings of the research study will be helpful in bringing a new way of thinking for employee retention of employees. Thus, it constitutes as theoretical significance of the study.

1.8.2   Practical significance

Appreciating teachers for their efforts in a subject have been reflecting the results of students (Ambrosius, 2018). Thus, it allows us to reveal the fact that how effective leadership would lead the institution in managing the performance as well as improving employee retention in organisation. Moreover, as per considering the impacts of leadership on which there has been ascertainment over the number of employees in institution stays. This research will allow the researcher in evaluating the types of leadership practices followed by professionals in regards with building an effective work environment.

The findings from this research study will be helpful for any educational organization to enhance their integration of upcoming workers followed by development and retention of existing employees. The results and findings from the research are meant for practical application in the real world. The approach of these leadership practices is relevant in understanding the changing criteria for employee retention and talent management. The need for advance talent management through rigorous training and advance skilled activities is expected from the practical functions

of the leaders. The findings of this study will help decision-makers understand the role of leadership in enhancing employee retention.

1.9   Study Limitations

Although this study would add to the body of knowledge on teacher retention by explaining the relationship between talent management and employee retention with leadership as moderating variable.

Education process in the United Arab Emirates is managed by ministry of education. As UAE consists of the union of seven emirates, each emirate has its own education authority to manage the education process and report directly to Ministry of Education (MOE). This study was conducted in ADEK, Abu Dhabi zone school operations area, which control all education levels (primary, preparatory and secondary) in the government sector. The result was limited to both boys and girls schools because the rules and policies of each zone are different than other zone in UAE because of different characteristics of each zone in the seven emirates such as schools buildings, regulations of each emirates and human capital. This study was focus on the role of talent management in Abu Dhabi schools. Therefore, the students of Abu Dhabi Schools, student's parents and third-party vendors are excluded from ADEK. The sample for the study includes male and female teachers in ADEK.

1.10   Operational Definition

1.10.1 Talent Management

Talent management is defined as an outcome to ensure the right individual is assigned in the right job; process to confirm leadership continuity in key positions and encourage employee advancement, and decision to manage requests and flow of talent through human capital system (Jantan, Hamdan & Othman, 2009). It is a process that consists of recognizing the key talents within an organization, identifying the employees within the organization to develop the key talent and thereafter conducting development activities for the talent pool to retain and engage the employees as to whether he/she is ready to move into a more significant role.

Talent management is the entitlement of an organization towards their employees as per recruitment, skill improvements, training, developing as well as retaining the adequate talented employees. It allows organization to manage, retain and develop the potential employees that have been recruited as well as available in the job market (Dechawatanapaisal, 2018). It can be useful for the public sector in accordance with enhancing the learning and skills of hired employees to bring the better growth and development to the organization.

1.10.2 Competency Mapping

Competency mapping can be defined and measured through three components which are skills, knowledge and attributes that allows an employee to be able to perform their task and job successfully. Moreover, it is the development of mapping of competencies which is important for an employee to successfully perform their given task at a given point of time (Wattamwar, 2016).

This is a process through which, an organization entitled with analyzing the right person to the job. It defines eligibility of that candidate to serve the services the organization (Nafeesa Begum & Brindha, 2019). However, it can also be analyzed through job interview process, recruitment and in training. It allows the professionals in analyzing the talent and potential of an employee as required in a particular job.

1.10.3 Employee Engagement

Employee engagement can be defined and measured through a number of variables such as retention, employee performance, productivity, efficiency, attendance, safety, customer service, profitability and satisfaction (Harter, Schmidt & Hayes, 2002).

It is the activity performed by the organization in accordance with retaining the most potential and talented employees in organization operations. They are appointed jobs as per the skills and talent retained by them. The qualification as well as academic interest would be effective in improving their skills in such field (Rukshani &

Senthilnathan, 2015). This is the best process through which an organization will be able to retain the large number of employees and keep their interest in operational activities.

1.10.4 Performance Management

Performance management is defined as the method in creating a shared vision of the organization by assisting employees in understanding their roles and in contributing the performance of both the employees with the organization (Fletcher, 2001).

This is the practice which is required to be done in an organisation. It is a process through which they analyse the performance or efforts made by the professionals. Thus, such things would have positive impact on raising the level of performance by means of effective training and assigning duties which would improve their potential (Hadi & Ahmed, 2018). There will be direct impact of leadership, mentoring and various activities which positively improves employee retention in organization.

1.10.5 Career Development

Career Development can be defined as the process which focuses on the growth and development of employee as the main business strategy by maintaining employee's career paths, coaching, competency, mentoring and demand measurable result (Lewa, 2010; Kimani & Waithaka, 2014). The organization creates stable and fruitful growth

opportunities which will be possible only with the help and support of human resources. The HR departments offer not only care for employees, but also coordination and correlation of personal and organizational needs, plans, goals and abilities (Bernardin, Russel, 1993).

To analyse the materialistic needs of employees as well as appreciating them as per their efforts in the organization would be adequate in their career goals. Moreover, this is the activity which includes promotion, positioning, bonus as well as incentive system which helps the employees in developing their career in the organization (Perreira, Berta & Herbert, 2018). Therefore, providing them with adequate growth according to their talent and skills will result in proper employee retention. It requires professionals to analyses the needs or motivation of employees to keep them for long-term basis.

1.10.6 Employee Retention

Employee retention can be defined as the use of an integrated set of activities to guarantee that the organization attracts, and becomes able to maintain and develop talented employees for its needs now and in the future. The actual rationale for the retention or employees is to avoid the loss of capable and skillful employees from the organization which could have an unfavorable result on productivity and service delivery (Shaun Sutner, 2018).

It can be also defined as the ability of an organization in relation to retaining the number of workforce. The idol ratio on which organizations must maintain their employment rate. Thus, such favorable ratio determines that there more previously existing employees rather than new recruitments (Sthapit & Shrestha, 2018). It approaches towards managing the employee turnover rate in the organization, which reduces the costs and time for hiring as well as training the new employees.

1.10.7 Leadership

A leader can be the best motivation for employees in accordance to making efforts as well as learning the role to be played in duties. The requirement lies with that, there must be a leader who would guide, encourage and motivate entire workforce (Silva, de Amorim Carvalho & Dias, 2019). There must not be any barriers related to communication, hierarchy as well as positions. An employee must feel free to share their issues as well as communicating with their leaders.

1.11   Organization of Thesis

The whole research process is structured in a proficient manner. The structure of the research will enable the readers in getting a clear overview of all the sections involved in this study. By framing the whole thesis in a strategic way, will ensure the accomplishment of every segment one by one. The structure will act as an outline to

the entire research process. The structure is divided into five specific chapters, which
have been tabled below.

Table 1.1

Organisation of the Thesis

Dissertation Chapters	Specifications
Chapter 1: Introduction	In this first chapter, the researcher has introduced the research topic while defining the research background. Further, in this chapter the researcher has framed the research aim and objectives with proper justification. The researcher has also reflected the problem statement followed by rationale of this research study and ended with brief summary.
Chapter 2: Literature Review	This chapter is significant in any research study whereby the researcher has collected plenty of information from previous research works. The researcher has been able to understand the concepts of the terminologies associated with this management research study. The acknowledgements gained through studying peer reviewed journals, articles, research papers and other literature resources has been vividly described in this section, which will allow the reader in having an in-depth knowledge.
Chapter 3: Research Methodology	In this chapter, the researcher has described the research design, which has been a significant part of research plan. In this section of research design, the researcher will explain the procedure and methods that are to be implemented in this research.

Table 1.1 *(continue)*

Dissertation Chapters	Specifications
Chapter 4: Data analysis and findings	In this research chapter, the researcher will actually perform the analysis of the research topic through specific methods, which has been chosen in the previous chapter. The analytical results will be followed by a brief and effective discussion. This section will enlighten the future research scope on this research topic.
Chapter 5: Conclusion and Recommendation	The final chapter was consist of explicit recommendations, which was effective while applied on present business environment. The researcher will link all the finding with the objectives designed in first chapter. By the end, a concrete conclusion was provided to precise all the studies performed in this research work.

1.12   Summary

This chapter has provided some background to the study to be undertaken. In doing so, it has provided views on the role of talent management in ensuring employee retention. This chapter has also highlighted the role of leadership in employee retention. Further discussion has been conducted to outline problems faced by Abu Dhabi Department of Education and Knowledge (ADEK). Based on this discussion, a set of research objectives and hypothesis have been developed to guide this study. The next chapter will look at the literature review that covers all the area of research and all elements mentioned in Chapter 1.