

FEMALE TALENT MANAGEMENT PRACTICES AND SUSTAINABLE FIRM PERFORMANCE IN SAUDI ARABIA: BUILDING THE RELATIONSHIP THROUGH PERCEIVED ORGANIZATIONAL SUPPORT

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ABSTRACT: Indirectly and through perceived organizational support (POS), the study investigates female talent management (TM) practices and sustainable firm performance in Saudi Arabia. The conception of the study is supported by active domain literature. The study uses a quantitative approach and cross-sectional data from Saudi Arabian female multinational corporations. To bring the study to a close, 390 genuine examples were used. A strong beneficial impact of TM aspects, including talent acquisition (TA), talent development (TD), talent engagement (TE), and talent identification (TI) on firm performance (FP), is revealed by route analysis through Analysis of Moment Structures (AMOS). Additionally, the study discovers a solid positive relationship between POS and FP. Lastly, POS mediates TA, TD, TE, TI, and FP interactions. The study's conclusions would give policymakers insightful information to help them create TM strategies and improve FP. The report would also advocate for developing influential organizations to boost female talent utilization. The study's results would also support other Gulf countries' empirical research, adding to the body of knowledge in the field.

Keywords: Talent management, talent attraction, talent development, talent engagement, talent identification, perceived organizational support, firm performance, females

1. Introduction

Talent is emerging quickly in the twenty-first century and is acknowledged as a fundamental cornerstone of organizations and businesses. Businesses rely on talent management (TM) to help them realize their strategic vision (Almaaitah et al., 2020). The ability to perform a specific task substantially is known as talent. In a basic sense, it is the sum of a person's abilities, which includes their innate gifts, attitudes, judgment, intelligence, desire, and character, which combines the capacity for learning and nurturing (Nafei, 2015). Sheehan, Grant, and Garavan (2018) claim that talent develops as a result of an individual's attributes, distinctive traits, talents, or abilities that they use to understand the organizational goals. Conversely, talent denotes a better level of systematic mastery of learned knowledge and skills in human endeavor.

TM aids organizations in recognizing the most talented workforce to become potential future leaders when vacancies arise, and it does so by providing critical information and ways for upgrading and change (Al Aina & Atan, 2020). This is how TM is referred to as a component of HRM strategies, which involve the operation of cohesive strategies completed to recover and withstand the organizational performance by refining measures for retaining, evolving, attracting, and profiting from people with the necessary skills and qualifications to attain present and future business necessities (Cheese, Thomas, & Craig, 2009). In addition to being linked to employee talent, TM strongly

correlates with the organization's vision and goal, giving it a competitive advantage and ensuring its sustainability. In the same vein, several academics who studied the TM concluded that it was necessary and beneficial for attaining and sustaining organizational performance (Al Aina & Atan, 2020; Almaaitah et al., 2020; El Dahshan, Keshk, & Dorgham, 2018; Valverde, Scullion, & Ryan, 2013). These academics supported the hypothesis that TM has a strong correlation with organizational performance.

The ability of each organization's workforce determines how effective it is. The company quickly develops a competitive advantage if the staff possesses unique competencies that rivals cannot imitate. As a result, companies tend to focus on developing efficient systems and procedures for TM to manage such distinctive people resources (Mishra, 2022). The TM dimensions—talent attraction (TA), talent development (TD), talent engagement (TE), and talent identification (TI)—have been shown in the literature to have a considerable and beneficial impact on firm performance (Benitez-Amado, Llorens-Montes, & Fernandez-Perez, 2015; Glaister et al., 2018; Latukha et al., 2022b; Latukha et al., 2022c). Additionally, it helps retain talented people by favorably impacting corporate culture, diversity management, organizational justice, and performance management (Almohtaseb et al., 2020; Salau et al., 2018).

TM is currently the catchphrase in Saudi Arabia for businesses looking to get a competitive edge abroad.

Saudi Arabia is crucial because it is the most prosperous Arab nation, has the largest economy in the Middle East, and is ranked as the 19th largest globally (Kasahara, 2021). In comparison to the other Gulf Cooperation Council (GCC) countries, namely Kuwait, the United Arab Emirates (UAE), Oman, Qatar, and Bahrain, Saudi Arabia has the most expatriates (Baldwin-Edwards, 2011). As a result, dealing with the diverse origins of personnel presents more difficulties for firms due to higher turnover rates (Alhaider, 2022; Tan & Wellins, 2006). Due to staff heterogeneity, senior executives cannot make important decisions (Alamri et al., 2019; Guthridge, Komm, & Lawson, 2008). The TM and FP difficulties are particularly difficult for female employees in Saudi Arabia's diversified multinational companies (Albejaidi & Nair, 2019). In light of these considerations, the researcher formulates the following inquiries:

- Q1. What is the role of TM dimensions, i.e., TA, TD, TE, and TI, in achieving FP?
- Q2. What is the role of perceived organizational support (POS) in enhancing FP?
- Q3. How does POS mediate the relationship between TM dimensions and FP?

2. Literature Review and Conceptual Development

The primary source of competitive advantage in firms today is talent. TM is difficult yet crucial to an organization's success. Many businesses use TM as a corporate policy to keep their most talented employees and boost productivity. It involves finding and hiring the best candidates, developing them for upcoming leadership roles, keeping track of and managing their performance, and preventing them from leaving the company. On the other side, Mishra (2022) contends that the impact of TM on performance is insufficient. If this keeps happening, the businesses might leverage their captive, if properly deployed and completed at the proper locations, to boost their profitability and growth. A performance management system modifies the relationship between TM and organizational performance in Jordan's public hospitals. To improve management-employee relations and organizational performance, the performance management system is a helpful tactic and the best way to identify talented workers (Almohtaseb et al., 2020). According to Salau et al.'s (2018), research, retention, and transfer strategies are the best indicators of how well universities in Nigeria are at fostering innovation.

The relationship between TI and work engagement in India appears moderated by distributive perceptions,

interactional justice, and procedural justice. In contrast, the relationship between TI and employee turnover intention is moderated by distributive justice (Farndale, Agarwal, & Budhwar, 2022). Strategic elements, such as proactiveness, transformational leadership, a shared vision, and personal mastery, favorably impact organizational learning and creativity, claim Soomro, Mangi, and Shah (2021). Additionally, innovation and organizational learning both improve an organization's performance. Similarly, there is a poor correlation between employee withdrawal behaviors and dedication to safety. In contrast, job-related performance and job satisfaction are positively and significantly connected with management commitment to safety (Michael et al., 2005).

Regarding the connection between TM and FP, the female-focused TM significantly improves the FP. Furthermore, whereas talent acquisition is unrelated to FP, talent retention and female-focused TD are significant. Russian women, according to Latukha et al. (2022c). Glaister et al. (2018) show how HRM and company strategy can work together to improve performance. The relationship between TM, HRM procedures, and FP is favorable. TM in major Spanish enterprises can also be better understood in IT by considering environmental sustainability. Through TM, the IT infrastructure's capability has a favorable impact on operational environmental sustainability.

Additionally, FP is supported by TM and operational environmental sustainability when the IT infrastructure is capable (Benitez-Amado et al., 2015). According to an empirical study by Latukha, Kriklivetc, and Podganyni (2022a), TM practices positively impact organizational ambidexterity and FP by fostering talent acquisition and retention. Due to the beneficial relationship between TM practices and FP, using various TM practices improves diversity and enclosure. It could impact organizational outcomes (Latukha et al., 2022b).

As a result, the literature in various periods and places on an empirical basis is well aware of the direct relationship between TM aspects, i.e., TA, TD, TE, and TI. However, there are still some significant gaps in the literature that must be filled. Most of the time, the literature (Jooss, Lenz, & Burbach, 2022; Latukha et al., 2022a; Michael et al., 2005; Roh & Kim, 2016) highlights the direct correlation between TM dimensions and FP. According to the following studies: Vatankhah, Javid, and Raoofti (2017), Djatmiko, Prasetyo, and Azis (2020), Bhatti et al. (2022), and Widarmanti, Prasetyo, and Saragih (2022), there is no evidence to support the integration

of POS with TM constructs towards FP either directly or indirectly. It doesn't focus on women working for international corporations in Saudi Arabia (Agarwal & Jain, 2015; Albejaidi & Nair, 2019; Syed, Ali, &

Hennekam, 2018). As a result, the researcher created Figure 1 to confirm among Saudi Arabian females based on these gaps and pre-existing correlations in the literature.

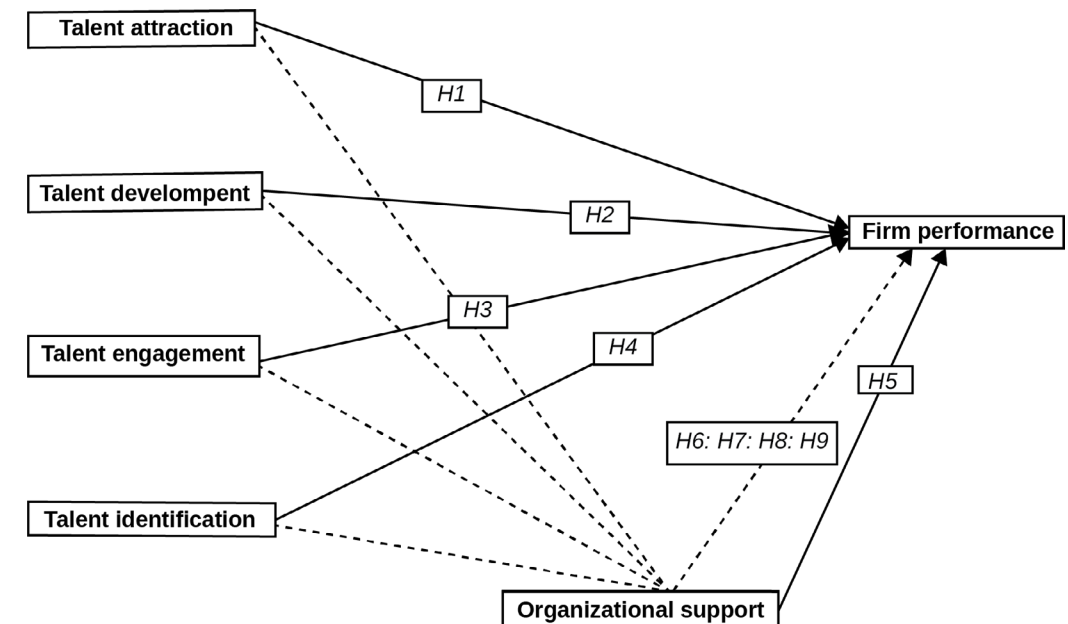


Figure 1. The conceptual model developed by the researchers
Source: Developed by the researchers

2.1 Talent attraction (TA) and firm performance (FP)

Women receive better pay and profits in middle and senior management positions, which is the first draw for those positions (Ritter-Hayashi, Vermeulen, & Knoblen, 2016). Activities by female TAs that promote the value of women include developing an employer brand that targets female talent, advertising, and fair hiring procedures that demonstrate the organization's commitment to gender inclusion. The belief that gender diversity substantially influences company success is firmly rooted in the link between female TA and FP (Ali, 2016; Roh & Kim, 2016). Latukha et al. (2022c) discover a strong and advantageous influence of female-oriented TM and FP in the Russian environment. However, TA and FP are unrelated to the female-focused TD's effects on talent retention.

Additionally, TM strategies' TA, retention, and development support FP and organizational ambidexterity (Latukha et al., 2022b). Top management and TM transformational leadership through workforce agility are positively and significantly associated with FM in IT organizations, claim Das, Mukhopadhyay, and Suar (2023). The success of construction businesses

is significantly predicted by TM constructs, such as TA, TD, and talent retention, among managers of companies in Bangkok, Thailand (Kaewnaknaew et al., 2022). Inter-organizational talent pools assist businesses in addressing talent shortages in SMEs through competition in TM. Attracting, nurturing, and maintaining talent at various stages is linked to the potential for SME competition (Jooss et al., 2022). However, looking into TM among women in Saudi Arabian multinational corporations is essential. In light of this claim, the researcher suggested:

H1. Female-oriented TA significantly and substantially boosts the FP.

2.2 Talent development (TD) and firm performance (FP)

A key source of competitive advantage for the company is its management, which draws in female talent (Böhmer & Schinnenburg, 2016). Bringing TD to corporate strategy requires thought (Ruona & Gibson, 2004; Torracco, 2016). To provide female TDs with opportunities for early leadership, management training, administrative communication oversight, and advancement. Training and development (TD)

fosters the right person for the correct organizational positions (Carr, Inkson, & Thorn, 2005; Gilley, Dixon, & Gilley, 2008), and integrating female talent into T&D practices can increase organizational outcomes (Collings, 2014). For instance, to improve a firm's performance and absorptive capacity, TD attempts to foster employees' creative and innovative thinking and valuable competencies (Gilley et al., 2008; Rock & Garavan, 2006). According to Valentin (2006), Ruona (2016), and Packard (2017), the TD plays a crucial and vital role in providing a learning environment that fosters prevailing knowledge and creates new, valuable information. Ultimately, these constructions will improve FP (Bryan, Joyce, & Weiss, 2006). According to Latukha et al. (2022b), female-oriented TD improves the FP. TD has an impact on the innovativeness and strategic flexibility of Greek businesses. Strategic flexibility is a crucial company skill to boost innovation and FP (Kafetzopoulos, 2022). Regardless of individual performance, an inclusive TD-like career development through training for all employees may support management's goal of employee retention. Similarly, Kaliannan et al. (2022) assert that the TD primarily entails nurturing, facilitates thrifty HRM, and eases the growth environment. TD is for low performers to recover individuals' growth and organizational performance. Additionally, TD and other TM activities significantly impact how well an organization runs and how people develop personally. Through TD, the FP increases workforce agility, transformative leadership, and social and environmental sustainability (Das et al., 2023; Kafetzopoulos & Gotzamani, 2022). Similarly, marketing and financial planning were significantly impacted by talent competence established through TD and business intelligence infrastructure (Qaffas et al., 2022). Because of the importance of TD toward FP and the literature's guidance on the favorable relationship between TD and FP, the author suggests:

H2. Female orientation TD significantly and substantially boosts the FP.

2.3 Talent engagement (TE) and firm performance (FP)

Chandani et al. (2016) state that employee involvement is essential for achieving company goals and satisfaction. According to Gibbons (2006), employee engagement is "a heightened emotional and intellectual connection that an employee has for his or her job, organization, manager, or coworkers that in turn influences him or her to apply additional discretionary effort to his or her or her work." According to Looi, Marusz, and

Baumruk (2004), employee engagement measures their enthusiasm and passion for their companies. Engaged employees take the initiative to improve business results for their employers. Employee engagement and organizational performance have a favorable and significant relationship, according to Shrestha (2019). The SEM analysis in the study of Al Aina and Atan (2020) also shows that TA and talent retention have little impact on long-term organizational success in UAE organizations. Numerous researchers have demonstrated the beneficial and predictive capacity of TE on the sustainability of organizational performance in a related field, including Valverde et al. (2013), El Dahshan et al. (2018), Almaaitah et al. (2020), and Al Aina and Atan (2020). TE is recognized as a more powerful predictor of a good FP by Markos and Sridevi (2010). (Harter et al., 2013) The TE and composite performance have a significant relationship. As a result, the literature in the field mentioned above reveals that TE is a good and major booster of FP, except for Saudi Arabian females. The scholar thus anticipates:

H3. Female-oriented TE significantly and substantially boosts the FP.

2.4 Talent identification (TI) and firm performance (FP)

Particularly in developing nations, the concept of TI with attitudinal and behavioral components regarding employees' perspectives is still being discussed. It is a critical component that significantly aids in forming workers' expectations during employment connections. Employees who perceive that their company has acknowledged them as talented are likelier to exhibit high relational psychological contracts than those who are not. For a business to succeed, the decision-makers and managers must encourage their talented individuals to stay on board (Markos & Sridevi, 2010; Raheem et al., 2019). A well-established strategy is crucial to TI's deployment in any global TM system (Golik & Blanco, 2022). TI as a TM dimension is essential to develop value propositions, gain competitive advantage in contemporary enterprises, and favorably influence the FP (Najm & Manasrah, 2017). According to Björkman et al. (2013), TI leads to a good development of employee attitudes and enormous performance among managers and professionals in Nordic multinational firms. Finding a brilliant person is the first step in any TM process because it is crucial to keeping the talent, claim Davis and Frolova (2017). In Saudi Arabia, female-oriented TI has not yet been investigated. Consequently, the researcher anticipates:

H4. Female-oriented TI significantly and substantially boosts the FP.

2.5 Perceived organizational support (POS) and firm performance (FP)

As a result of a thorough and all-encompassing consideration of POS, the POS is an evaluation of the organization's attitude toward the contributions of its employees and emphasis on their well-being (Al Doghan et al., 2022; Eisenberger et al., 1986; McMillan, 1997). According to Soomro and Shah (2019), organizational commitment, organizational culture, and work happiness all significantly impact employee performance. The indirect development of organizational environmental culture in Saudi Arabian SMEs favors environmental performance and sustainability (Al Doghan et al., 2022). Similarly, an empirical study by Narang and Singh (2012) supports POS's mediation function in determining how organizational trust and human resources practices correlate. In corporate entrepreneurship, POS, or empowering internal staff to spot possibilities, significantly impacts a company's entrepreneurial success (Antoncic & Zorn, 2004). According to Crotts et al. (2009), hotels have high levels of organizational alignment and significantly higher POS and employee satisfaction. POS, psychological empowerment, and organizational learning influence job performance in the Iranian banking sector. In addition, POS impacts both organizational learning and psychological empowerment. More precisely, according to Afzali, Motahari, and Hatami-Shirkouhi (2014), the POS influences organizational learning and psychological empowerment, improving work performance. Similarly, POS has a relatively substantial favorable impact on employee performance and a positive and strong influence on organizational commitment and job satisfaction (Creapeau & Hansen, 2022; Riggie, Edmondson, & Hansen, 2009). In light of the literature's recognition of the beneficial influence of POS on FP, the researcher develops:

H5. Female-oriented POS significantly and substantially boosts the FP.

2.6 Perceived organizational support (POS) as a mediator

Different components that contribute to the formation of positive associations are seen to interact with POS as a mediator. According to Mayes et al. (2017), POS impacts employee satisfaction and acts as a mediator between it and specific HR strategies. Employee engagement's role as a mediator is the relationship between the total

performance measure and organizational performance (Yuniati et al., 2021). The empirical study by Isa et al. (2018) emphasizes the value of TI in attracting and keeping key personnel in enterprises with ties to the Malaysian government. The study also reveals how POS mediates the link between TI and employee engagement. Narang and Singh (2012) claim that through significant and partial mediation of POS among Indian enterprises, the link between organizational trust and HRM practices is favorable.

Similar to how POS mediates the relationship between unproductive work behavior and high-performance work practices, the Signaling theory should be considered. Additionally, according to Vatankhah et al. (2017), POS partially mediates the relationship between reward, empowerment, and unproductive work behavior. Affective organizational commitment and POS are successive mediating factors in the relationship between organizational citizenship behaviors and employees' corporate social responsibility, according to Bhatti et al. (2022). Similarly, Djatmiko et al. (2020) and Widarmanti et al. (2022) argue that human resources practices have a good and significant impact on employee engagement through the mediating effect of POS. The same was accurate at the University of Muhammadiyah Yogyakarta, where POS directly improved performance. Additionally, POS for performance cannot be mediated by affective commitment (Aini, Tjahjono, & DA, 2022). As a result, the work mentioned above shows how POS mediates several constructs. Its mediation function between TM elements and FP is still underappreciated, especially among Saudi women. Hence:

H6. Female-oriented POS mediates the relationship between TA and FP.

H7. Female-oriented POS mediates the relationship between TD and FP.

H8. Female-oriented POS mediates the relationship between TE and FP.

H9. Female-oriented POS mediates the relationship between TI and FP.

3. Methods

3.1 Survey Strategy and Respondents

The researcher used a quantitative survey approach to meet the study's goal. The realities of the cosmos are accurately predicted by the quantitative approach (Burkholder, Walsh, & Holmes, 2020). The survey includes notable sample members, which will aid in achieving the study's goal. The study's deductive methodology effectively gathers the cross-sectional

response to support the value of quantitative data (Saunders, Lewis, & Thornhill, 2007). In a related field, numerous researchers have used the same methodology to investigate the TM toward various factors, including Khandwalla (1977), Presbitero (2017), Olaka, Okafor, and Ulo (2018), Jayaraman, Talib, and Khan (2018), Kafetzopoulos and Gotzamani (2022), (Qaffas et al., 2022), Latukha et al. (2022c), and Das et al. (2023).

Due to the enormous structural changes brought about by Saudi Vision 2030 in all economic sectors, the researcher decided to gather data from women working for several international corporations in Saudi Arabia (Albejaidi & Nair, 2019). Based on socio-economic class and familial position, Saudi women's experiences vary (Syed et al., 2018). Although the importance of TM is acknowledged globally (Agarwal & Jain, 2015; Collings, 2014; Mwanzi, Wamitu, & Kiama, 2017), there are specific difficulties in putting TM into practice (Alamri et al., 2019; Tafti, Mahmoudsalehi, & Amiri, 2017). A lack of dedicated managers who can implement TM techniques or a lack of cooperation or coordination across companies and work teams are frequent problems. Senior leaders cannot make essential judgments (Guthridge et al., 2008). Due to the development of a dual market system in Saudi Arabia (Al-Asfour & Khan, 2014) and the country's very heterogeneous workforce (Sidani & Al Ariss, 2014), there are many issues across organizations, people, sectors, and regions (Alamri et al., 2019). This setting is helpful because it compels businesses to follow localization regulations to preserve their "legal" legitimacy and encourages them to regain competence through activities that boost their economic viability. To effectively manage their TM processes, multinational corporations must strike a strategic balance between local adaptation and global assimilation (Sidani & Al Ariss, 2014).

3.2 Sampling Procedure and sample size

To obtain responses from the respondents, the researcher used a survey questionnaire. The target population members meet specific practical criteria, such as easy accessibility, geographic proximity, availability at a given time, and the willingness to contribute, making convenience sampling a superior method to using the entire population (Dörnyei & Griffee, 2010; Hussain, Elyas, & Nasseef, 2013). Convenience sampling's main goal is to collect data from respondents who are readily available to the researcher (Etikan, Musa, & Alkassim, 2016). The researcher travels to Saudi Arabia and personally visits the international corporations

there. Additionally, emails and online survey forms are used to collect online responses. They have two weeks to complete the surveys and return them to the researcher. The researcher considered the quality of care, the distinction of informed consent, and the "reasonable availability" of intrusions (Emanuel et al., 2004). With a response rate of 62%, the researcher first issued 500 survey questionnaires and received 310 legitimate cases.

3.3 Reliability and ethical considerations

Due to its importance as a tool for data collection and its value as a social science and management research method, the researcher used a survey questionnaire (O'Brien, 2001). To get the subjects' responses, the researcher used English. To avoid wasting time, money, and energy, the researcher conducted a pilot study before moving forward with the full-scale survey (Bowl & Walters, 2008). As a result, the researcher conducted a pilot study to confirm the reliability and the presumption of validity to validate the questionnaire's accuracy (Tabachnick & Fidell, 2007). As a result, the items' overall internal consistency (reliability) is > 0.70, which is outstanding (Hair et al., 2017). The legitimacy is verified by emailing professors at universities who were authorities in the field. The professors also proposed minor adjustments to the questionnaire's physical shape and design. Additionally, the researcher used the Mann-Whitney test by choosing the first 50 responses and another 50 later responses to observe the response bias to compress the non-response biases. The inconsequential results ensured the lack of bias (Podsakoff & Organ, 1986).

The researcher investigated following ethical standards. The cover letter contained an assurance regarding the survey's confidentiality. The researcher wrote to the survey participants informing them that their responses would be evaluated and published anonymously. The researcher asked all respondents for their permission to participate (Ten Hoeve et al., 2016). Additionally, the respondents received guarantees about the secrecy and privacy of their answers.

3.4 Measures

Talent attraction (TA)—The five items used by the researcher to measure TA were taken from Latukha et al. (2022c). The sample statement for the TA metric is "Female talent attraction is significant and is a high priority to the organization."

Talent development (TD)—Seven questions from the

study of Latukha et al. (2022c) are used to measure TD. A sample scale item reads, "Female talent development is significant and is of high priority to the organization."

Talent engagement (TE)—To evaluate the TE, the author used four components from the ground-breaking work of Presbitero (2017). The test question is, "I am motivated about my work in this organization."

Talent identification (TI)—Three criteria are used to evaluate the TI factor. These questions were taken from renowned empirical studies by Olaka et al. (2018) and Jayaraman et al. (2018), with the sample question "In our organization, the identification of employees' skills is critical for role performance."

Perceived organizational support (POS)—The researcher used nine questions from Wayne, Shore, and Liden (1997) to quantify the POS. The POS's trial item is "The organization strongly considers my goals and values."

Firm performance (FP)—Khandwalla (1977) gave the study five items to measure FP. The example scale item is "Market share growth over the past three years." The researcher used a five-point Likert scale as the best-fitting alternative to evaluate all the variables. Intending to observe female willingness or opinions regarding the suggested elements, the author chose alternatives on the Likert scale ranging from strongly agree to strongly disagree.

4. Findings

4.1 Demography

The demographic information shows that most females (n=170 or 43.59%) were between 26-30 years of age. 25.13 (n=98) of females were 31-35, and 15.90% (n=62) were 36 and above. Only 0.51% (n=02) of females were below 20. Likewise, the researcher noted a majority of females as married (n=220 or 56.41%) against single (n=114 or 29.23%). The study found only a minimum ratio (n=56 or 14.36) of widow or divorced females who contributed to the study. Regarding education, most females (n=262 or 67.18%) held a Master's degree. Respondents possessed 29.23 % (n=114) bachelor's degrees; however, the lowest number of females were less than bachelor's and M.Phil and Ph.D. (n=10 or 2.56%; n=04 or 1.03%) respectively. Finally, the experience of females shows that most females (n=192 or 49.23%) possessed 6-10 years of. 20.51% (n=80) had less than five years of experience, and 19.49 % (n=76) had the experience of 11-15 years. Finally, 10.77% (n=42) of females had 16 years and above experience (Table 1).

Table 1. Demography

Constructs	Category	Frequency	Percent
Age [years]	<20	02	0.51
	21-25	58	14.87
	26-30	170	43.59
	31-35	98	25.13
	36 and above	62	15.90
	Total	390	100.0
Marital status	Single	114	29.23
	Married	220	56.41
	Widow/divorced	56	14.36
	Total	390	100.0
Education	<Bachelors	10	2.56
	Bachelors	114	29.23
	Masters	262	67.18
	M.Phil/PhD	04	1.03
	Total	390	100.0
Experience [years]	<5	80	20.51
	6-10	192	49.23
	11-15	76	19.49
	16 & above	42	10.77
	Total	390	100.0

4.2 Measurement model

To gauge these assumptions (reliability and validity), the assurance of factor loadings, average variance extracted (AVE), and composite reliability (CR) are the best measures that provide a strong base of convergent validity (Hair et al., 2017). The researcher conducted the confirmatory factor analysis (CFA), which is the best predictor to evaluate the reliability and validity of the items. In this way, the researcher conducted the factor loadings, and consequently, a large number of items were loaded (0.720=pos-0.897=tei) above the suggested values (> 0.70) (see Hair et al. (2017); Sarstedt et al. (2016)) (Table 2). Contrarily, the items such as td5, pos3, and pos7 are not loaded above the required values (> 0.07) and are then excluded or not considered for further analysis (Sarstedt et al., 2016). Similarly, the AVE's values for all the variables (predictors, mediator, and dependent) are found (0.633=TE-0.721=TA) greater than 0.5, which shows half of the variance to their apparent measurement items on average (Bagozzi & Yi, 1988; Fornell & Larcker, 1981). Concerning the scores of CR, the researcher set out the cut-off of 0.70 (Sarstedt et al., 2016) as its scores for variables seen above suggested values (0.828=TA-0.882=TI). Along with loading, CR, and AVE, the researcher observed the Cronbach alpha for all variables (0.789=TD-0.881=POS) within acceptable ranges or greater than 0.60 (Hair et al., 2006) (Table 2). Lastly, the researcher compared

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discriminant validity (DV) with the AVE's square root against the inter-correlations of the constructs (Chin, 2010). Consequently, all squared roots of AVE of the constructs are seen to be good DV (Table 3).

Table 2. Measurement model

Construct	Item code	Factor loadings	AVE	CR	α
Talent attraction [TA]	ta1	0.872	0.721	0.828	0.851
	ta3	0.866			
	ta2	0.860			
	ta5	0.851			
	ta4	0.832			
Talent development [TD]	td1	0.867	0.692	0.830	0.789
	td3	0.842			
	td4	0.839			
	td2	0.809			
	td7	0.781			
	td6	0.723			
Talent engagement [TE]	te1	0.897	0.633	0.867	0.811
	te2	0.842			
	te3	0.830			
	te4	0.818			
Talent identification [TI]	ti1	0.869	0.686	0.882	0.876
	ti3	0.878			
	ti2	0.866			
Perceived organizational support [POS]	pos1	0.867	0.709	0.829	0.881
	pos2	0.849			
	pos5	0.805			
	pos4	0.792			
	pos9	0.761			
	pos6	0.744			
	pos8	0.720			
Financial performance [FP]	fp1	0.855	0.699	0.866	0.852
	fp2	0.832			
	fp3	0.818			
	fp6	0.795			
	fp5	0.781			

Notes: CR=square of the summation of the factor loadings, AVE=summation of the square of the factor loadings, α=Cronbach's alpha

Table 3. Discriminant validity

Constructs	1	2	3	4	5	6
1. TA	0.782					
2. TD	0.522	0.808				
3. TE	0.600	0.508	0.791			
4. TI	0.613	0.622	0.482	0.765		
5. POS	0.530	0.598	0.505	0.517	0.780	
6. FP	0.611	0.454	0.669	0.608	0.401	0.766

Note: Diagonals represent the square root of the AVE while the other entries represent the correlations. TA=Talent attraction; TD=Talent development; TE=Talent engagement; TI=Talent identification; POS=perceived organizational support; FP=Financial performance

4.3 Structural model

The researcher applied Analysis of Moment Structures (AMOS) IBM version 26.0 to interpret the results. The researcher favored AMOS over PLS as AMOS is a package for estimating factor-based models and conducting confirmatory research; AMOS is the best choice (Sarstedt et al., 2016). Moreover, AMOS provides new insights from data by testing hypotheses of complex variable relationships (Afthanorhan, 2013). Concerning the assessment of the hypothesized paths, the researcher found a significant positive effect of TA on FP (β=0.362; t-value=6.002**). Thus, H1 is accepted. The path between TD and FP is significant and positive

(β=0.412; t-value=5.182**), and H2 is accepted. Likewise, the researcher noted through paths that TE and FP are positively and significantly associated (β=0.392; t-value=4.273**). Furthermore, TI is FP's significant and positive predictor (β=0.410; t-value=3.198**). Hence, H4 is supported. Finally, the researcher found evidence of the significant positive effect of POS on FP (β=0.332; t-value=6.320**), which also accepted the H5 through path analysis (Table 4 and Figure 2).

Concerning indirect paths, the researcher found a positive and significant role of POS in developing the relationship of TA, TD, TE, and TI with FP (H6=β=0.309; t-value=5.333**; H7=β=0.322; t-value=4.482**; H8=β=0.350; t-value=3.002; H9=β=0.362; t-value=3.012). As a result, according to the researcher's expectations, all mediating hypotheses (H6, H7, H8, and H9) are accepted (see path coefficient Table 5 and Figure 2).

Table 4. Direct paths

Hypotheses	Independent variables	Path	Dependent variable	Std. beta	Std. error	t-value	Decision
H1	TA	→	FP	0.362	0.051	6.002**	Accepted
H2	TD	→	FP	0.412	0.039	5.182**	Accepted
H3	TE	→	FP	0.392	0.041	4.273**	Accepted
H4	TI	→	FP	0.410	0.072	3.198**	Accepted
H5	POS	→	FP	0.332	0.498	6.320**	Accepted

Note: ***p=significance level at<0.01. Note(s): TA=Talent attraction; TD=Talent development; TE=Talent engagement; TI=Talent identification; POS=perceived organizational support; FP=Financial performance

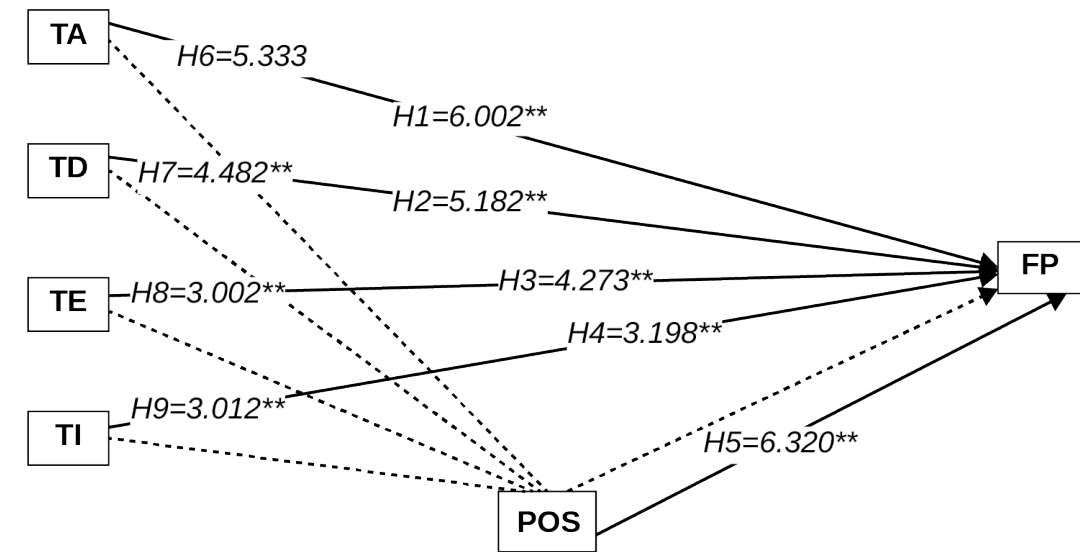


Figure 2. Path analysis

Source: Author's own estimation

Note: ***p=significance level at <0.01. TA=Talent attraction; TD=Talent development; TE=Talent engagement; TI=Talent identification; POS=Perceived organizational support; FP=Financial performance

Table 5. Indirect paths

Hypotheses	Independent variables	Path	Mediator	Path	Dependent variable	Std. beta	Std. error	t-value	Decision
H6	TA	→	POS	→	FP	0.309	0.043	5.333**	Accepted
H7	TD	→	POS	→	FP	0.322	0.031	4.482**	Accepted
H8	TE	→	POS	→	FP	0.350	0.036	3.002**	Accepted
H9	TI	→	POS	→	FP	0.362	0.045	3.012**	Accepted

Note: ***p=significance level at<0.01. Note(s): TA=Talent attraction; TD=Talent development; TE=Talent engagement; TI=Talent identification; POS=Perceived organizational support; FP=Financial performance

5. Discussion

The study aimed to investigate Saudi Arabia's female TM practices and long-term corporate success. The study also considered the POS to be the intermediary between TM and FP. The study used path analysis through AMOS to demonstrate that TA had a favorable and significant impact on FP. The results are consistent with research from studies by Roh and Kim (2016), Ritter-Hayashi et al. (2016), Kaewnaknaew et al. (2022), Latukha et al. (2022b), and Das et al. (2023), which discovered a positive predictive effect of TA on FP. The current results might be favorable since women in managerial positions often earn larger salaries and profits, which motivates them to make significant FP. Ritter-Hayashi and colleagues (2016). Female TAs are highly valued and significant to the organization. The company always finds effective strategies to recruit female personnel. The organizations can anticipate short- and long-term gender-diverse talent requirements and do not present any challenges for women. Multinational corporations in Saudi Arabia are constantly welcoming creative and capable women. They consider the pay for new female recruits to be sufficiently competitive.

The study also demonstrated that TD has a beneficial and significant impact on FP. Numerous research has shown that TD has a favorable impact on FP (Das et al., 2023; Kafetzopoulos & Gotzamani, 2022; Latukha et al., 2022b; Qaffas et al., 2022; Torraco, 2016). According to Carr et al. (2005) and Gilley et al. (2008), Saudi Arabian organizations consider aligning TD with an organizational plan that offers female TD opportunities, such as early leadership opportunities, management training, administrative communication, etc. Female-oriented TD significantly improves the FP due to their firm's capacity and creativity. Female TD is valued by the organization, which maintains its priority status. It offers girls top-notch learning and development opportunities. The female favorable TD towards FP highlights female-specific mentorship initiatives in Saudi multinational corporations. The mandatory female learning and development programs treat women equally and grant them equal access.

Additionally, they give women ample financial support to improve and hone their talents. Women have more prospects for job advancement than males do. However, the gender of the employees has no bearing on these career progression chances.

The results also indicate a considerable and advantageous effect of TE and TI on FP (H3 and H4 accepted). These findings are in line with those

of several researchers who have asserted the same findings in various situations, including Markos and Sridevi (2010), Chandani et al. (2016), Najm and Manasrah (2017), Shrestha (2019), Al Aina and Atan (2020), and Golik and Blanco (2022). Positive study findings imply that women working for multinational corporations are driven by their work and desire to contribute to the firm. They work hard and help their organization with their extra time and effort. They have a deep emotional connection to their work and are completely engrossed. Women emphasized the importance of recruitment and selection procedures for the necessary talent at TI. The identification of skills by employees poses a risk to role performance. Women workers are also frequently evaluated for their innovation and newly acquired abilities.

The preceding literature (Al Doghan et al., 2022; Narang & Singh, 2012; Riggle et al., 2009; Soomro & Shah, 2019) supports the study's finding that POS significantly affects FP. The organization may not care much about women and may care more about their general job satisfaction, as seen by the favorable findings. Undoubtedly, the organization cares about its welfare and values its thoughts. They believed the company wouldn't pay attention even if I did my best. The business takes pleasure in its employees' achievements at work and is eager to go above and beyond to help them to do its job as effectively as possible. Assume that whenever any females face a problem, the organization aids them in overcoming or resolving it.

The study also shows that POS mediates developing the associations between TA, TD, TE, and TI with FP (H6, H7, H8, and H9 supported). According to the literature, which includes Narang and Singh (2012), Vatankhah et al. (2017), Isa et al. (2018), Djamiko et al. (2020), Yuniati et al. (2021), Bhatti et al. (2022), and Widarmanti et al. (2022), POS plays a mediating role with many constructions. Given the significant marketing expansion over a short period, these findings imply that TA, TD, TE, and TI are reliable predictors of FP through POS. Additionally, market sales are growing in importance, and the average return on investment and development is improving.

6. Conclusion

The study aimed to look at the relationship between TM aspects and POS toward FP among Saudi Arabian female employees of multinational corporations. The study concludes that the TM dimensions TA, TD, TE,

and TI are the crucial FP facilitators. Additionally, POS makes a beneficial and significant contribution to improving the financial performance of international businesses or organizations operating in Saudi Arabia. The study contends that firms' immediate need for talent management is this. To improve performance, it is essential to identify talent and skills. Talented people have many options for career advancement and are the backbone of successful firms. There are numerous job options available for women in Saudi Arabia who are talented, skilled, and willing to contribute to an organization's success.

The study has significant practical and theoretical ramifications. The study's findings would help policymakers and planners better understand how TM can improve FP. Hopefully, it will offer guidance for creating policies supporting girls' TM in various industries. The presence of women in subnational businesses dramatically enhances the company's performance. To involve women, the Saudi government should offer them opportunities and a relaxed atmosphere. The organizations should promote and create a climate that encourages women to work hard for the advancement of the organizations. Organizations depend on TM to help them realize their strategic vision, making it the foundation of their success and profitability. Companies must improve women's abilities, knowledge, intelligence, and judgment to foster more extraordinary performance. The study would also promote achieving organizational goals. The study will also help employers find talented workers with exceptional skills. Last but not least, the study would deepen the scope of linked literature and would contribute further empirical evidence.

The study has several restrictions. Any application of theory did not support the study's conceptual model. Only five predictors, one mediator, and one outcome variable make up the study's foundation. The study only employs a quantitative methodology that uses cross-sectional data as its foundation. Convenience sampling was utilized in the study to select respondents who were female. The researcher's sole focus was on Saudi Arabia-based female employees of global corporations.

More longitudinal studies should be taken into consideration in the future. The study used convenience sampling, which is excellent for employing the entire population, but as the population is essentially finite, it is typically not possible to include every individual (Etikan et al., 2016). As a result,

additional methods, such as the random procedure, may be used in future investigations. Future research may use theory to support the conceptualization of context, and it may consider other industries, such as health, education, and SMEs, to strengthen the findings.

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