

QATAR UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

“THE IMPACT OF TALENT MANAGEMENT AND EMPLOYEE RECOGNITION ON

EMPLOYEE PERFORMANCE”: CASE OF RESEARCH INSTITUTION IN THE

STATE OF QATAR

BY

NADINE EL MASRI

A Project Submitted to  
Faculty of the College of Business and  
Economics  
in Partial Fulfillment  
of the Requirements  
for the Degree of  
Master of Business Administration

June 2017

## **COMMITTEE PAGE**

The members of the Committee approve the Project of Nadine El Masri  
defended on 14/09/2017.

---

Abubakr Mohyeldin Tahir Suliman  
Thesis/Dissertation Supervisor

---

Belaid Aouni  
Committee Member

---

Yaser Yassin  
Committee Member

## ABSTRACT

El Masri, Nadine, Masters:

June: 2017, Master of Business Administration

Title: The Impact of Talent Management and Employee Recognition on Employee

Performance: The Case of Research Institutions in the State of Qatar.

Supervisor of Project: Abubakr Mohyeldin Tahir Suliman

The purpose of this project is to provide insight into talent management and employee recognition variables, in an effort to understand if these Human Resources practices are, in a way, implemented in the Research Institutions in Qatar. It also aims to suggest the pathway to improve the current practices, if any, in order to enhance the employee performance. The sample of the study consisted of 180 employees who were randomly selected and surveyed using an online personalized questionnaire.

The results of empirical research uncover that talent management and employee recognition can significantly affect the level of employee performance, as well contributing to the organizational success and positioning. This study also found that talent management and employee recognition are interrelated variables that affect employee performance. Talent management and employee performance are seen as strategic tools to implement strategic objectives and to enhance employees and organization's performance.

The study concludes with a set of recommendations for both HR practitioners and managers working at the research institutions in Qatar. It calls upon them to assess their current practices and initiatives in the areas of talent management and employee recognition that they currently adopt to strive ways of improvement if needed as they directly affect the employee performance.

**Keywords:** Performance Management (PM), Performance Appraisal (PA), Talent Management (TM), Employee Recognition (ER), Employee Performance (EP).

## ACKNOWLEDGMENTS

Firstly, I would like to express my sincere gratitude to my advisor Professor Abubakr Mohyeldin Tahir Suliman for the continuous support, his patience, motivation, and immense knowledge. His guidance helped me in all the time of research and writing of this thesis.

Besides my advisor, I would like to thank the rest of my thesis committee: the Associate Dean for Research & Graduate Studies, Professor Belaid Aouni, and Dr. Yaser Yassin, for their insightful comments and encouragement, but also for the questions which incited me to improve my research paper from various perspectives. Last but not the least; I would like to thank my family: my parents, two sisters, my brother in law and husband for supporting me spiritually throughout my MBA journey and my life in general.

Finally, I feel it is important to extend an apology to my sons for being absent two days a week for the past three years.

## TABLE OF CONTENTS

ACKNOWLEDGMENTS .....	iv
LIST OF TABLES .....	vii
LIST OF FIGURES .....	viii
<b>1. CHAPTER ONE: INTRODUCTION .....</b>	<b>1</b>
<i>1.2 Statement of the Problem</i> .....	4
<i>1.3 Research Objectives</i> .....	5
<i>1.4 Significance of the Study</i> .....	5
<i>1.5 Research Structure</i> .....	6
<b>2. CHAPTER TWO: LITERATURE REVIEW .....</b>	<b>7</b>
<i>2.1 Performance Management definition and practice</i> .....	7
<i>2.2 Employee Performance</i> .....	8
<i>2.3 Employee Engagement and Employee Recognition</i> .....	9
<i>2.4 Talent Management</i> .....	13
<i>2.5 Performance Appraisal and its implications</i> .....	20
<i>2.6 Traditional Appraisal (Feedback based PA) Versus Feedforward PA</i> .....	23
<b>3. CHAPTER THREE: RESEARCH METHODOLOGY.....</b>	<b>25</b>
<i>3.1 Conceptual Model</i> .....	25
<i>3.2 Hypotheses</i> .....	26
<i>3.3 Research Design</i> .....	26
<i>3.4 Sample and Data Collection</i> .....	27
<i>3.5 Measures</i> .....	28
<b>4. CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION.....</b>	<b>30</b>
<i>4.1 Demographical Results</i> .....	30
<i>4.2 Reliability</i> .....	32
<i>4.3 Hypotheses Testing</i> .....	32
<b>5. CHAPTER FIVE: CONCLUSION, RESEARCH LIMITS AND FUTURE RESEARCH DIRECTIONS .....</b>	<b>40</b>
<i>5.1 Summary of Findings</i> .....	40
<i>5.2 Conclusions</i> .....	40
<i>5.3 Recommendations</i> .....	41
<i>5.4 Limitations</i> .....	42
<i>5.5 Future Research</i> .....	42

REFERENCES .....	44
APPENDICES .....	47
<b>Appendix – A: Survey</b> .....	47
<b>Appendix – B: SPSS Results</b> .....	53

## LIST OF TABLES

Table 1: Demographical Characteristics .....	29
Table 2: Reliability test: Cronbach's Alpha.....	30
Table 3: Correlation test between Talent Management and Employee Performance .....	31
Table 4: Regression test for EP to test global TM .....	32
Table 5: Correlation test between Employee Recognition and Employee Performance	33
Table 6: Regression Analysis of EP and Global ER.....	33
Table 7: Correlation test between Talent Management and Employee Recognition.....	34
Table 8: Regression Analysis of EP, Global ER and Global TM.....	35

## LIST OF FIGURES

Figure 1: Conceptual Model of Talent Management, Employee Recognition and Employee Performance .....	24
---	----



# 1. CHAPTER ONE: INTRODUCTION

The field of Human Resources (HR) has experienced a substantial transformation and redefinition in recent years. It has shifted from a traditional administrative role, responsible for personnel and transactional activities, to serving as a strategic partner in an organization's operations. HR can positively affect a wide range of organizational activities, including budgeting, talent management, performance management, succession planning, compensation, and social responsibility programs.

This study will look into the talent management aspect of HR, which is an extremely important part of the success of any organization, given its fundamental function in appointing staff with adequate skills and experiences to fulfill the organization's operational and managerial tasks. It will also look into the performance management aspect of HR, an important activity that can add value when well implemented and designed according to the unique context of the organization. The performance appraisal, one aspect of performance management, and the basis of reward and staff promotion, one factor of talent management, is the fundamental basis of assessing workforce performance and of developing adequate training and development programs in order to improve performance, as well to recognize a high performing employee, promote them, and provide career growth and salary increases. In addition, it will examine the employee recognition concept, which can improve the performance management system and help to enhance value and deliver desirable outcomes. Additionally, such practice may shape employees' behavior and improve their performance, which will positively affect the PM system in place. Performance appraisal, is also a fundamental tool

contribute to the supervisor`s decision to promote and reward employees (Key factor of TM), this study will also define PA practices.

### ***1.1 Background***

As organizations seek to gain a leading position in a fast growing competitive marketplace, performance management and talent management have gained increasing attention (Mensah, 2015). All organizations are progressively interested in knowing the best practice that improves and optimizes the competencies of its human resources in order to remain competitive. Unlike other concepts, a clear definition of performance was agreed upon among researchers (Suliman, 2001). Performance is defined as “those actions or behaviors that are relevant to the organization`s goals and that can be scaled, in terms of each individual`s proficiency” (Suliman, 2001). On the other hand, research on talent management (TM) remains fragmented and undeveloped; the topic still needs a clear definition (Sidani & Ariss, 2013). The lack of consistent definitions of TM as a term has opened the door for many different interpretations of TM practice. In this study, we refer to it as the science of strategic human resource planning.

Given its focus on employee, performance management (PM), similar to the concept of TM is a tool to implement strategic initiatives and ensures the development of the human resources (III & Ste-Onge, 2012). According to Suliman 2001, looking at the performance management from one angle cannot present a best fit, and multidimensional scales must be used in order to better assess the performance. The primary elements to evaluate performance are “work duties, work skills, desire to work, job performance (Quality, quantity), and readiness to innovate”. One additional important dimension, “work enthusiasm,” can be a key to

reach high performance (Suliman, 2001).

Given it is emotional and practical influence on the employee, employee recognition can be seen as a form of positive feedback strengthening the employee's behavior, or highlighting the achievement of an objective or specific task. It also enhances the employee's satisfaction, motivation, and morale. In addition, recognition and reward can positively affect the organization's success, as it enhances the employee's performance. Nevertheless, it is critical to mention that managers should know the best time and approach to provide feedback and recognition, in order to endorse high levels of engagement (Mone, et al., 2011).

Most organizations recognize the importance of PA in order to assess its own workforce and to achieve effectiveness. PA, or evaluation, is one step in the performance management process and an interrelated factor between TM and ER, which highlights the employee's job-related strengths and weaknesses. An employee's evaluation can be conducted in different ways: an employee can be judged by his or her peers, direct supervisors, customers, technology, and even through self-rating. Nonetheless, the generally adopted evaluation system is self-appraisal and a direct-supervisor performance assessment (Suliman, 2001).

Most organizations recognize the importance of melding TM with business strategy to achieve organizational excellence. They further acknowledge the importance of implementing an adequate evaluation system, which ensures consistence and transparency in assessing employees, designing appropriate training and development programs, as well as recognizing an employee's effort and determination in achieving individual, departmental, and organizational goals.

To build and sustain this excellence, three factors have to be taken into

consideration (Haghparast, et al., 2012) :

1. Recruiting process.
2. Development and reward plan for talented employees (based on the PA).
3. Retention of talented employees.

Nonprofit organizations do not differ greatly from for-profit organizations in terms of the causes and effects of TM and PM practices. However, measuring performance in a nonprofit organization, a research institution in specific, may present further challenges. This is due to the difference in the set of properties and indicators that deem whether a non-profit organization has been successful and using its capital resources efficiently. Performance in the Research field is purely based on outcome and human capital performance rather than financial indicators such as Revenues, Return on Investment, Net Profit, etc...

### ***1.2 Statement of the Problem***

“The Lack of research combining talent management, employee recognition, and its relationship and impact on employee performance in the non-profit sector, specifically in Research Institutions operating in the State of Qatar.”

Even though, recent development and rapid expansion of economies globally, contribute to the classification of talent resources as the primary and critical factor in positioning nations and institutions in the global marketplace (Schuler, et al., 2011), the definition of TM and ER is still fragmented and limited or even no studies are available to highlight the relationship between TM and ER and how that affects employee performance in the nonprofit sector, most of the studies focus on the profit sectors as banking sectors or the public sectors.

### ***1.3 Research Objectives***

We begin with an overview of PM, TM, ER and EP theories and practices in an effort to examine the management literature related to the topics studied in this research paper, and develop a conceptual model. We then convey an in-depth look at research institutions, to explore their practices and understand how ER, TM and PM theories are implemented in such environments, from managers, researchers and staff point of view. Furthermore, we attempt to study the relationship between TM and EP as well as ER and EP, in addition to highlight their impact on employees' performance.

### ***1.4 Significance of the Study***

This study defines PM, TM, ER and PA, as well, it highlights the factors that contribute to building and sustaining a strong performance appraisal, which assesses the employee, develops adequate training programs, and retains talent. It combines the theories and literature of two Human Resources Management practices that gained growing popularity. Research about the aforementioned concepts revealed that limited studies investigated the relationship between TM, ER and PM in the context of non-profit organization, as the focus was on private or public sectors such as banks, companies and ministries. Thus, this paper will contribute to previous research by presenting an extensive theoretical information in the literature review, and investigates the relationship between TM and PM, as well as ER and PM, with an effort to examine the level of association between PM, TM and ER.

As for the literature review, it will present the theoretical information about this topic.

### ***1.5 Research Structure***

The study starts with Chapter one as an introduction to the study, which highlights the importance of PM and TM practices in any organization. It also explores the benefits of melding these HR activities with broader Organizational Strategy. Chapter Two includes a comprehensive literature review of existing research that will help define the concepts and understanding of the different factors contributing and shaping ER and TM, with a close look into its related implementation in Qatar and the Gulf Cooperation Council (GCC), as well identifying the drivers that influence TM, EM and EP. Chapter Three includes the conceptual model, the hypotheses to be tested, and the research design, consisting of the research methodology, data collection methods. Chapter Four encloses the research findings and discussion followed by a conclusion, limitations and future research in Chapter Five.

## **2. CHAPTER TWO: LITERATURE REVIEW**

This chapter presents an extensive review of previous research conducted on topics related to this study. The literature review aims to provide an overview of similar studies that highlight concepts, best practices, shapers and drivers, and their implications. This chapter will be the basis of formulating the research question and developing the conceptual model.

### ***2.1 Performance Management definition and practice***

Performance management is generally considered as one exercise among many related to human resource management. However, PM is a very important practice that can impact the organization effectiveness, as it aids management by assessing the strengths and weaknesses of the organization`s workforce.

Performance management is defined as a continuing communication process between managers and the employees. This ongoing process serves to identify job activities, link them to institutional goals, develop performance standards, provide and receive feedback, appraise, and develop training plans, in order to improve and sustain performance (Suliman, 2001).

According to Haines III and St-Onge (2012), many performance management systems lack efficiency, and research on the technicality of implementing PM practice is much needed.

Haines III and St-Onge (2012), support the general proposition that an effective performance management system should always be in line with specific practices determined by a specific framework.

It is important to highlight that performance management training as well as employee recognition improves the performance management system and helps to enhance value and deliver desirable outcomes (III & Ste-Onge, 2012). Additionally, such practices may shape employees' behavior and improve their performance, which will positively affect the PM system in place (III & Ste-Onge, 2012). Furthermore, through investing in training and recognizing the importance of human capital, the institution sends a clear signal that the higher management values the PM process.

## ***2.2 Employee Performance***

The notion of performance is highly important and of significant relevance for both the employee and the organization. Taking into consideration the importance of performance and the increasing interest for defining the concept and identifying best practices considerable research has been published (Mensah, 2015). Commonly, performance is seen as the association of the employee's ability to perform his tasks, meet the management expectation and reach the job targets (Mensah, et al., 2016). Mensash 2015 prefers to define performance as "the positive contribution of an employee to the performance of the organization". Empirical research revealed that performance is a multi-dimensional concept (Suliman, 2001) (Mensah, 2015) (Mensah, et al., 2016). The primary elements to evaluate performance are "work duties, work skills, desire to work, job performance (Quality, quantity), and readiness to innovate". One additional important dimension, "work enthusiasm," can be a key to reach high performance (Suliman, 2001). Moreover, an increase attention has been given to study behaviors taking into consideration its correlation with individual tasks performed. In recent years, negative work behavior that may harm the organization, and negatively



affect the work and the organizational performance alike; as well as the work stress, captured the attention of both researchers and practitioners (Mensah, 2015).

On the other hand, stress has become an important subject, with many researchers focusing on identifying the causes and factors contributing to workplace stress. Several studies have connected work stress to undesirable individual performance and organizational ineffectiveness and thus entail the necessity to identify and develop strategies to manage and prevent work stress and its negative implications (Gbadamosi & Ross, 2012).

### ***2.3 Employee Engagement and Employee Recognition***

Employee engagement is the employee`s commitment towards the organization goals. By all means, it is translated into the employee`s discipline, personal initiative, adaptability, effort, and persistence in achieving the organizational objectives (Mone, et al., 2011).

As stated, in considerable past scholarship and throughout this study, “Trust and Fairness” in any organizational culture are the key to building and fostering an engaged environment between employees at different level. Creating such, an environment will help to build confidence and empower people to be more engaged and to serve the company`s interest.

Mone et al (2011) highlights the five majors PM activities, interrelated to employee engagement:

- “Setting performance and development goals”
- “Providing ongoing feedback and recognition”
- “Managing employee development”

- “Conducting mid-year and year-end appraisals”
- “Building a climate of trust and empowerment”

The aforementioned activities are the core of any PM adapted in any organization and enhance open discussion between the employee`s and management.

Setting goals is an important component of the PM, with empirical research suggesting that the level of engagement upsurges once goals are discussed and agreed upon collaboration between employees and managers (Mone, et al., 2011). Open discussion and communication about the organizational goals and strategic direction, are always key factors in helping members of the workforce to align their efforts with the organization`s goals, and therefore increase effectiveness.

As mentioned throughout this study, PA and ongoing feedback to employees help in to increase their motivation and development. It is also worth mentioning that constructive and positive feedback, as well as recognition, can improve performance and increase engagement.

According to Mone et al (2011), employee recognition can be seen as a form of positive feedback strengthening the employee`s behavior, or highlighting the achievement of an objective or specific task. It also enhances the employee`s satisfaction, motivation, and morale. In addition, recognition and reward can positively affect the organization`s success, as it enhances the employee`s performance. It is critical to mention that managers should know the best time and approach to provide feedback and recognition, in order to endorse high levels of engagement; otherwise, “too much recognition could adversely affect an employee`s intrinsic motivation” (Mone, et al., 2011).

The year-end Performance Appraisal represents a critical exercise when it comes to PM, as it focuses on the employee's performance, in terms of behaviors, outcome, engagement, and upcoming work plan. Thus, it is important for the employee to be satisfied with the overall quality of the PA and its related discussions in order to see himself engaged and thus motivate him to increase engagement in the day-to-day work relations with colleagues and superiors. Moreover, it is important to mention that perception of "fairness" in any organizational processes, precisely performance evaluations, is highly important. It is critical to note that, the more transparent appraisals are and the more they encourage employee contributions, ensure an open discussion, include strong performance criteria and metrics, linked to promotion and compensation, and finally aligned with organizational strategic goals the more they incline to be perceived as fair (Mone, et al., 2011). Research advocates that engaged employees not only pursue their work related objective but they also play a good team work role, take responsibilities, and try their best to fully contribute to the organizational goals. Engagement has been found to have a positive impact on employee performance (Nazir & Islam, 2017).

Similar to the talent management concept, employee recognition still lacks in a systematic theoretical definition (Brun & Dugas, 2008). Employee recognition is not just related to the psychological need of the individual, but should also be seen as an organizational and HR management tool. According to Brun & Dugas (2008), recognition can be classified in four main categories: "personal recognition; recognition of results; recognition of work practice; and recognition of job dedication." Interaction is the basis of the recognition and can be categorized as "organizational interaction, vertical, horizontal, external and social". Several studies related to the organizational performance, productivity and efficiency,

referred to motivation as an essential predictor of performance. Moreover, ER is an important element directly influencing employee motivation (Brun & Dugas, 2008). Any individual is always in need of being recognized by his colleagues, family members, supervisors and customers, regardless of his job status or level. It is therefore unsurprising that, in previous studies recognition of efforts was ranked as the most important organizational practice (Brun & Dugas, 2008). It is also worth mentioning that the lack of recognition represents a high risk factor contributing to the workplace distress (Brun & Dugas, 2008).

Globalization, advanced technologies, and international competition contributed to the shift in the nature of work and professions; similarly, companies and businesses are impacted by these changes, which are reflected through the way work is performed, internal processes, restructuring, and leadership. These changes are an integral part of the organizational environment (Brun & Dugas, 2008).

Furthermore, and taking into consideration fast growing working environments and economic conditions, employees and managers are forced to respond to unexpected demands, which put them under tremendous pressure to deliver and sustain consistency. Having said that, training, engaging, and retaining talent turn to be a priority for the organization`s management. The same author states that HR management practices and efforts to promote and ensure a good work environment; in particular engaging staff in the decision making process, encouraging teamwork, supporting training and development are classified as one of the organizational strategic objectives. Nowadays, there is a huge interest in promoting strong work ethic; moreover, it can be classified as trendy and fashionable. Employee recognition (ER) as it deals with human dignity and social justice can definitely be classified as an ethical practice adopted by any organization. Moreover,

recognizing an employee, regardless of his gender, background, culture, ethnicity goes hand in hand with emphasizing the notion of equality among people working in the same organization. Recognizing the work effort or achievement of an employee sends a positive signal about the management and the attention it pays to its workforce (Brun & Dugas, 2008). Brun and Dugas, conclude that regardless of the job status, recognition represents a significant need for the employee. Moreover, ER is a key to build the employee identity, motivate him, and give importance to his daily tasks and a sense of contribution, as well to help employee development and well-being. Having an empowered, engaged, and motivated workforce raises the organization's performance and provides it with competitive advantage. As recognition can be monetary or non-monetary, it denotes a symbolic reward to the individual that can affect him emotionally (increasing his well-being, decreasing work stress), practically (motivation, development, performance), and financially.

#### ***2.4 Talent Management***

According to Al Ariss, Casio, and Paauwe (2013) the practice of TM is driven by business and consulting organizations, while the academic field of TM is characterized by a lack of theoretical frameworks. Hence, they argued that there is no uniform understanding of the term's objectives and scope. However, the most common definition described TM as “activities and processes that involve a systematic identification of key positions that differentially contribute to the organization's sustainable competitive advantage, the development of a talent pool of high-potential and high-performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents, and to ensure their continued

commitment to their organization” (Collings & Mellahi, 2009) (Mensah, et al., 2016).

Collings and Mellahi (2009) also noted that TM should start with identifying key positions and then developing a talent pool based on these positions. Furthermore, management should work in a systematic way to reduce/avoid employee turnover by efficiently assessing employees’ motivation, commitment, and performance, making certain that these are aligned with the company’s mission and strategy. According to their in-depth literature review, Al Ariss et al. (2013) derived a conclusion stating that the best TM practices occur when an organization links TM to its own strategy and values, and does not imitate other organizations’ practices. In addition, the TM initiative should be agreed upon at different management levels, especially when members may have varying perspectives on the organization’s objectives and targeted performance.

Another key dimension to TM is the employee himself and how he evaluates management practices. The more the employee is engaged with the company’s scope of work, the more he will be committed and loyal to his own work within the company, and seeks internal growth opportunities (Sidani & Ariss, 2013). It is also critical that organizations provide professional development opportunities, as well as the opportunities for relocation (in the case of international organizations), which will enhance the employee’s competencies, since he will be engaged in different work environments and exposed to different work and social cultures. According to Mensah (2016), adopting an effective TM practice lead to higher satisfaction, commitment, retention rates and increase employee performance. In addition, it helps in a better deployment of resources and improve effectiveness and organizational performance. Counter researches argued that the segmentation

nature of the TM, can negatively affected the performance, satisfaction, productivity of employees who do not belong to what's called "Talent Pool", and increase work stress (Mensah, et al., 2016).

Taking into consideration the internationalization of businesses and the new challenges facing HR, experts have presented TM practitioners with the additional dimension of "Global Talent Management" (GTM). As described by Schuler, Jackson, Tarique, (2010), GTM is defined as "the systematic use of specific HR policies and practices to manage the several global talent challenges that an organization confronts. These include specific aspects of HR policies and practices related to location and relocation management, planning and forecasting, staffing (to include attracting, selecting, retaining, reducing and removing), training and developing, and evaluating employees consistent with a firm's strategic direction while taking into account the evolving concerns of the workforce and regulatory requirements".

Schuler et al. (2010) identified the major forces and shapers of GTM challenges, while they insisted that identifying such factors is essential to creating the appropriate GTM initiative. Globalization also contributes to a firm's ability to hire employees from developing countries, often at wages lower than locals. According to Schuler et al. (2010), this type of worker exchange is most likely to succeed when employees have the needed skills and motivation, upon relocation, and it is effectively coordinated with HR practices and policies that are aligned with the specific regulations imposed by each country.

The demand for workers with competencies increases along with employees' willingness to perform under changing conditions of their current positions. Highly

motivated and committed employees are key to the firm`s success. Attraction and selection, retention, reduction, and removal are the challenges facing HR nowadays; notably, these challenges increase during times of economic crisis. To address these challenges, organizations should have training and development programs to improve the skills of existing talent and to provide career enhancement, especially for employees with the potential to develop their careers internally (Schuler, et al., 2011).

A transparent performance assessment is another key factor in the successful GTM initiative, which contributes to the retention and motivation of employees (Schuler, et al., 2011). Compensation represents the primary driver of competitive business conditions today. For this reason, some firms are relocating their operations to reduce costs or are targeting the under-employed who have left their jobs due to the economic recession (Schuler, et al., 2011). To address these challenges, HR needs to identify the company`s strategic needs to create the TM and GTM best initiatives. In short, successful GTM can position the organization ahead of its competitors and help develop competencies for global success due to efficient engagement and motivation of its employees, as well as its good strategy to decrease staff turnover. It will also serve as a tool of adaptation to future changing conditions (Schuler, et al., 2011).

On the topic of broader TM and GTM practices and challenges, Singh, Jones and Hall (2012) presented a case study framing the opportunities and challenges in the public versus private sector in the GCC. From this study, we utilize information gathered about the GCC in general and Qatar in particular.

Singh et al. (2012) mentioned that public sector pays an increase of 60% on basic



and social allowance for nationals working in the public sector and 120% for nationals working with the security forces. This alone adds a great deal of pressure on the private sector to retain talented employees, since these organizations will not be able to meet the high percentage increase announced for government employees. Such pay rises also create a gap between public and private sector pay, which often results in a significant difference between the average income of nationals, who are more likely to work in the public sector, and foreigners. It is also important to note that, in such a situation, the saturated public sector will not be able to accommodate more nationals at the projected growth rate, making the model ultimately unsustainable (Singh, et al., 2012). They also emphasized, in the same study, the importance of government policies in paying incentives for the national population to improve their performance and “investing in their own human capital development”. On a psychological level, this helps GCC nationals develop self-confidence and belief in their own abilities to perform well in the workplace.

Singh et al. also mentioned the specific characteristic of “early mid-career crisis” in such a situation. Under normal circumstances, employee engagement declines between the ages of 35 and 44, while in the GCC, due to accelerated career developments and high expectations of rapid advancement and responsibilities, there is an “early mid-career crisis” for nationals aged 25-34. Again, this case study stressed the importance of “customizing rewards packages to an organization’s workforce and considering the integration between each reward element.” (Singh, et al., 2012).

According to Ali and Shedlock (2010), Qatar is one of the four countries ranked among the nations with the highest standard of living (Bahrain, UAE, Kuwait and Qatar). This indicates that citizens have opportunities to discover their potential and

increase their options in the workforce. Despite international awareness of an increased interest in TM, a survey showed that there is an insufficient supply of national skilled and qualified employees in Qatar, and that the educational system in place does not provide youth with appropriate skills to enter the competitive labor market (Ali & Shedlock, 2010). Although organizations inform and engage their employees in their goals, employees across the region do not feel motivated or appreciated, which will stop them from working up to their full potential (Ali & Shedlock, 2010). Several other factors hinder TM, including lack of fair assessment, discrimination, weak structural foundation of the economy, negligence of retaining talented staff, and lack of performance. To overcome such obstacles, (Ali & Shedlock, 2010), like other researcher about this topic, suggested “introducing compensation package compatible with global trends, granting citizenship to foreigners with needed skills, diversifying the economy and investing in knowledge creation institutions, easing the emergence and growth of independent business, building sound vocational, science and engineering institutions, and away from State security and more toward human security”.

Sidani and Al Ariss (2013) analyzed how institutional and corporate drivers in the GCC shape TM. The authors found that the TM process exists, but in a different context. Organizations operating in the GCC face a different set of challenges and opportunities mentioned above, in particular the aspect of local vs. foreigner employees. This process seems to work through two systems, one dedicated to locals and one for foreigners (Sidani & Ariss, 2013). In attracting, selecting, and developing talent, organizations often hire foreigners who have sets of skills and knowledge that will serve the organizations’ goals for the short term, while attracting locals with lower expectations, planning to provide them with

training and development to increase their competencies. Sometimes, in the worst-case scenario, locals are hired merely to fulfill legal requirements.

In successfully retaining employees, competitive packages are important for both locals and foreigners, to prevent them from seeking opportunities elsewhere. For locals, the major challenge is to cope with their unwillingness to work long hours with excessive responsibilities when they can move to a public sector that promise good pay and relaxing working hours. Furthermore, organizations have shown that they adopt different evaluation processes for local and expatriate workers, which leads to inequity among employees. Furthermore, the packages provided are based on the nationality, which is a discrimination common in the Arab world, especially the GCC.

Sidani and Al Ariss, (2013) noticed that female engagement differs from one country to another within GCC states. The UAE and Bahrain seem to be doing very well, while Saudi Arabia is making less progress in engaging female in the work society. In the GCC countries, men are willing to work with and under the supervision of a female foreigner rather than a local female, due to culture, which imposes a new barrier for organizations to manage. In this region in general, another factor affecting the development of the TM process is the mentality of the organization owners/ directors who expect total obedience and therefore are not willing to be questioned, they are used to take the ultimate decision without taking into consideration the management opinion (Sidani & Ariss, 2013).

To conclude, local and regional organizations should start integrating mechanisms that develop local talents. They should also stop importing TM practices and instead create the best practice that fits the organization's strategy, while taking

into consideration the specific GCC context (Sidani & Ariss, 2013). Multinational organizations should apply a similar mechanism and take advantage of their position in the GCC countries to offer suggestions to lawmakers, in shaping a legal process that benefits both local and multi-national corporations, as well as the whole GCC national generation, and do not see nationalization and employment quotas as evil (Sidani & Ariss, 2013).

### ***2.5 Performance Appraisal and its implications***

Performance Appraisal (Annual evaluation), a phase in the PM process and integral tool to decide on employee promotion and reward, is traditionally seen and defined as a tool to evaluate individuals, with a main focus on providing a peer comparison (for administrative purposes), or highlights the individual's weaknesses that need improvement (for development purposes) (Youngcourt, et al., 2007). Due to the uncertain business environment, organizations need to be flexible and ready to adapt to the fast changing environment. This new outlook underlines that the competitive advantage of any organization is directly associated with how valuable, rare, difficult to imitate and difficult to substitute, are its resources (Youngcourt, et al., 2007).

Youngcourt et al (2007) argued that, in a dynamic work environment, another possible purpose of the performance appraisal, which is evaluating the position rather than the employee fulfilling the tasks, could better serve the PM process. This focus on the position arises from the need for flexibility in order to adapt to potential changes in the job requirements (Youngcourt, et al., 2007). The same author states that once the focus shifted toward the position itself, it can improve the effectiveness of the position as a whole, in addition to the employee binding

effectiveness (Youngcourt, et al., 2007). The study by Youngcourt et al (2007) also reveals the importance of communicating the real purpose of the PA, and its intended outcome, to the employees. It further highlights the implication of employees` attitudes toward their organization and the relevance of such attitudes, particularly employees` perceptions toward the implemented PA system. The study also stresses, that organization should take into consideration employees` perceptions towards the organization activities, especially when designing a PA system, “in order to avoid possible feeling of manipulation or injustice”.

Empirical research has revealed that PA can be a useful tool for employee motivation and development when it is perceived as fair and truthful. Evaluation practices usually include a formal review and a feedback discussion; they can also include a work plan as well as a set of performance objectives (Jr & McNall, 2010). The perception of inaccuracy and unfairness of the organization`s PA system in place can influence employee behavior and attitude toward the organization and the direct supervisor. Starting from the suggestion of (Foldger, et al., 1992) to look at PA as an approach based on organizational justice rather than a constructive test, Jr and Mc Nall 2010, reiterate the importance of understanding employees` perception in order to modify the PA system to ensure that it is perceived as unbiased and informative. The same author states that if perception of the process and social interactions are important for the employees, their attitude and behavior toward the organization and managers will change, and therefore will harm the initial inconsistency between perceived and actual performance evaluation.

One organizational practice, the annual performance appraisal, can be seen as a stressful process for both employees and managers. Leading up to the appraisal, the employee can become stressed, as the evaluation result will affect his or her

promotion, annual raise, and career development. Not even the direct supervisor conducting the evaluation is relieved from developing some sort of stress. However, the study of Gbadamosi & Ross (2012) asserted that, even the appraiser sees the PA process as problematic, yet it doesn't pressure him/her or add any stress during or after the appraisal period. The same author indicates that employees who show low self-rated evaluation are at the risk of developing stress during the PA process, as they can be affected, by any change of work duty or introduction of a new strategy.

However, discomfort associated with the PA is a less significant predictor of supposed stress than individual traits. Thus, a focus on the individual's traits if he/she perceives the PA process is important, as attitude and behavior can reflect the level of stress and can be a true indicator of the work stress before, during and after the PA process. Consequently, if the management is able to detect the employee's stress, and adjust the PA system accordingly, it will be in a position to prevent and avoid negative impacts on job productivity and organizational efficiency (Gbadamosi & Ross, 2012).

In general, the main objective of conducting a PA is to provide employees with feedback regarding their task performance. Feedback is usually used for two purposes to take an administrative decision based on previous performance, such as promotion, termination, salary increase etc., and for employee development (Linna, et al., 2012). Even though, the aim of the PA is to provide a means to improve the employee performance, the traditional practice often fails to improve an employee's performance and could have a negative impact on his or her job satisfaction (Budworth, et al., 2015). Empirical research shows that employees who faced a hostile experience during a PA process were more likely to develop

behavioral attitude, job dissatisfaction, and diminished organizational commitment, which will lead to undesirable organizational performance.

### ***2.6 Traditional Appraisal (Feedback based PA) Versus Feedforward PA***

According to Scullen and Mount (2000), the ineffectiveness of the traditional PA (feedback based PA) is mainly related to the biased feedback provided by the manager. Budworth et al (2015), highlight the importance of accuracy and fairness perception of the employees towards the applied PA system. Thus, among the many results of the PA process, the evaluation's accuracy and perceived effectiveness are vital. Researchers state that a competent appraisal requires skills and motivation. Nonetheless, even if the direct supervisor is skillful and the PA process is well designed, the lack of information about the employee, and concerns about the employees' reaction to the feedback, can weaken the direct supervisor's motivation during the evaluation process (Wood & Marshall, 2008). A feedback approach when the employee is assessed based on past performance, can somehow weaken the PA system. Researchers instead encourage a shift from feedback to feedforward approach, where the focus is on the successful work process, instead of pointing out the weaknesses related to past performance (Budworth, et al., 2015). The Feedforward interview based on "appreciative inquiry" can positively affect the annual performance review as it can enhance relationships and support upcoming high performance. The basic idea of Appreciative Inquiry is to build organizations around what works, instead of focusing on fixing what is wrong. This approach leads the appraisee to focus on a successful process where he/she demonstrated high performance and considering his/her own needs and the needs of others at the same time. It also encourages an unbiased open discussion, where the employee is in a position to identify any divergence between his/her goals and

the current situation. In brief, the feedforward interview focuses on behavioral intention and objectives rather than past performance (Budworth, et al., 2015). Implementing this approach and deviating from the traditional feedback helps eliminate the direct supervisor perceived role as biased, critical, or judgmental.

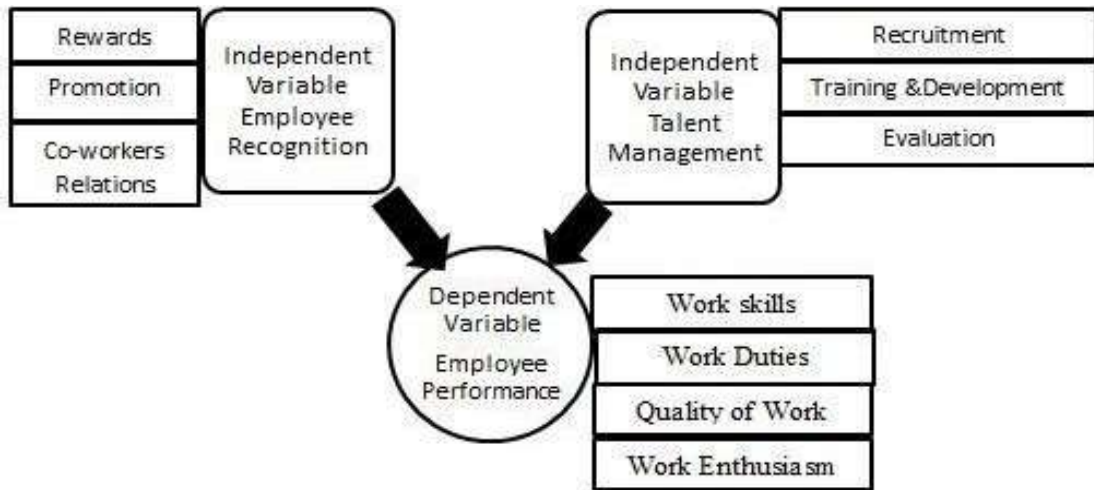


### **3. CHAPTER THREE: RESEARCH METHODOLOGY**

To achieve the research objectives, a questionnaire- based survey was formulated and distributed online. The developed conceptual model and the details of the methodology used are presented in this chapter.

#### ***3.1 Conceptual Model***

The review of the existing literature on TM, ER and EP provides the researcher with the needed information to develop the conceptual model. The first component of the conceptual model is TM, research on TM indicates that TM should start with the identification of the positions that contributes to the success and performance of the organization (Tiwari & Shrivastava, 2013) (Mensah, 2015). Once the position is identified, the organization proceed with the recruitment process, train and develop the talent and try to retain him. The second competent is the employee recognition, which consists of rewards, promotion and co-workers relations (Suliman, 2001).



**Figure 1: Conceptual Model of Talent Management, Employee Recognition and Employee Performance**

### *3.2 Hypotheses*

- ❖ H1: There is a relationship between Talent Management Practices and the level of Employee Performance.
- ❖ H2: Employee Recognition affects the level of Employee Performance.
- ❖ H3: Talent Management associates with Employee Recognition.

### *3.3 Research Design*

The objective of this study is to identify the relationship between the independent variables of talent management and employee recognition and the dependent variable employee performance. Empirical research indicates that researchers do not have definite control over the independent variables, thus their relationship can be more indicative than confirmed (Oladapo, 2014). One of the key dimensions of TM is the employee himself and how he evaluates management practices. Most of the research and experts in the field agree that talent can be a combination of an

inborn gift and acquired abilities, and even though some people are born gifted with some talent, learning is considered as the essential factor contributing to the existent talent (Mensah, 2015). Furthermore, even if an employee doesn't demonstrate an innate talent, his performance can be improved through continuous training and development programs. Moreover, the literature reveals that the more an employee is engaged with the company's scope of work and his effort is recognized, the more he will be committed and loyal to his own work within the company, and therefore seek internal growth opportunities (Sidani & Ariss, 2013).

This study aims to measure these relationships in order to help establish an understanding of the importance and impact of TM and ER on EP, which is key to sustaining business excellence and achieving competitive advantage.

To achieve the research objectives of this study, a quantitative method was used. Ten Research Institutes, operating in Qatar, were randomly selected to collaborate in this study. An online questionnaire was distributed to the employees from diverse backgrounds and appointed at different positions. This methodology and its results are discussed in the following sections.

### ***3.4 Sample and Data Collection***

A survey questionnaire was used to evaluate the impact of TM and ER on EP. Each individual was requested to respond to the same set of questions, providing a resourceful way of collecting unbiased responses. The questionnaire was circulated to 180 employees from various positions, educational backgrounds and working at the selected research institution in Qatar. The Research Institutions were randomly selected; however, they all share a similar set of criteria governing the work environment such as size of the institutions, number of employees, research output

and visibility.

**Questionnaire:** Contains (47) questions, organized into three sections:

**A) Demographic Part:** Gender, Educational Level, Age Group, Years worked in the current organization, Years worked in the position, Job Status (Manager, Employee, and Researcher), Nationality,

**B) Technical Part (1):** Questions pertaining to Talent Management and Employee Recognition, based on a Likert scale of 1 to 5 (1 Strongly Disagree– 5 Strongly Agree).

**C) Technical Part (2):** Questions pertaining to Employee Performance based on a Likert scale of 1 to 5 (1 Strongly Disagree– 5 Strongly Agree).

### ***3.5 Measures***

All the indicators in this study permitted respondents to answer on a five-point Likert scale (1\_strongly disagree, 5\_strongly agree). In order to measure the work performance variable, a four item scale, modified and adopted from (Suliman, 2001), was used. The same scale was used to assess self- performance ratings (SPR). Twelve survey items covering four factors were used to examine employees' performance and adapted by (Suliman, 2001): “work skills, understanding work duties, quality of work and work enthusiasm”.

In order to examine the talent management aspect of HR, 17 survey items were used covering four factors: Recruitment policy, Training and Development, Evaluation, and Retention and Succession Plan. The scale was modified and adopted from (Tiwari & Shrivastava, 2013). Employee Recognition was measured

based on 11 survey items covering three factors: Reward, Promotion, and Coworkers-Relations. The scale was modified and adopted from (Tiwari & Shrivastava, 2013).

The questionnaire used in this study to collect the primary data is presented at the end of this study appendix (A).

## **4. CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION**

The final data collected out of the online survey, and the research findings are discussed in the following sections of this chapter.

### ***4.1 Demographical Results***

Out of the 180 surveyed employees, 117 responded and completely filled the online survey, representing a response rate of 65 percent. The sample consisted of 56 (48%) females and 61 (52%) males, of whom 3 had high school certificate, 3 had obtained a Diploma, 36 had obtained a Bachelor's degree, 42 had obtained their Master's degree and 33 had obtained their Doctoral degree. Most of the participants belonged to two age groups 25-35 (42%) and 36-46 (38%) and 12% were participants between the ages of 47-57. Respondents who held management level positions represented 25% of the total sample, 30% were researchers and the remaining 45% were employees. In terms of years of experience spent in the same position 20% of the respondents had completed one year of work experience, 55% had completed 2 to 7 years, 15% had completed 8 to 13 years, 7% had completed 14 to 19 years and 3% had more than 20 years of work experience. As for the number of years spent in the current organization, 20% of the respondents had been associated with their current organization for 1 year or less, 57% 2 to 7 years, 13% had spent 8 to 13 years, 5% spent between 14 to 19 and years and 5% spent 20 years or more. In terms of nationality, 9% of the respondents were Qatari while 91% were non-Qatari. Table 1 presents the demographical characteristics of the

respondents in terms their gender, age distribution, educational level, nationality, job status, number of years worked in the position and at the organizational tenure.

**Table 1: Demographical Characteristics**

<b>Demographic</b>		<b>Frequency</b>	<b>Percent</b>
<b>Gender</b>	Female	56	47.9%
	Male	61	52.1%
<b>Education Level</b>	High School	3	2.6%
	Diploma	3	2.6%
	Bachelor Degree	36	30.8%
	Master's Degree	42	35.9%
	Doctoral Degree	33	28.2%
<b>Age Group</b>	18 - 25	4	3.4%
	25 - 35	49	41.9%
	36 - 46	44	37.6%
	47 - 57	14	12%
	58 or above	6	5.1%
<b>Job Status</b>	Employee	53	45.3%
	Researcher	35	29.9%
	Manager	29	24.8%
<b>Organizational Tenure</b>	One year or less	23	19.7%
	2 - 7	67	57.3%
	8 - 13	15	12.8%
	14 - 19	6	5.1%
	20 years or above	6	5.1%
<b>Years worked at the same position</b>	One year or less	23	19.7%
	2 - 7	65	55.6%
	8 - 13	17	14.5%
	14 - 19	8	6.8%
	20 years or above	4	3.4%
<b>Nationality</b>	Qatari	11	9.4%
	Non-Qatari	106	90.6%

## ***4.2 Reliability***

We examine the internal consistency of the TM, ER, and EP scales by evaluating the Cronbach alphas. Alpha values greater than 0.7 are generally considered acceptable, values greater than 0.8 are considered good, and values greater than 0.9 are considered excellent. We computed the alpha value for all instruments talent management, employee recognition, employee performance and the results are as represented in the table 2. The alpha values for all three scales are close to or above 0.9, indicating a high degree of internal consistency and scale reliability.

**Table 2: Reliability test: Cronbach's Alpha**

Scale	Cronbach`s alpha	N
TM	0.946	17
ER	0.886	11
EP	0.939	12

## ***4.3 Hypotheses Testing***

Statistical analysis tools – Pearson Correlation Coefficient and linear regression analysis – were used to examine the relationship between talent management practices and employee recognition (Independent Variables) and the level of employee performance (Dependent Variable). The association between talent management and employee recognition was also examined using Pearson Correlation Coefficient.



As per the aim of this study and the proposed conceptual framework, the following hypotheses have been tested:

Hypothesis 1:

- ❖ H1: There is a relationship between Talent Management Practices and the level of Employee Performance.

**Table 3: Correlation test between Talent Management and Employee Performance**

		TM.Global	EP.Global
	Pearson Correlation	1	.531**
TM.Global	Sig. (2-tailed)		.000
	Pearson Correlation	.531**	1
EP.Global	Sig. (2-tailed)	.000	

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

Since the Pearson Correlation, value of 0.531 is greater than 0.5 and the p-value is significant at the 0.01 level, it can be concluded that a strong positive statistically significant relationship exists between talent management and employee performance.

**Table 4: Regression test for EP to test global TM**

Independent Variables	$\beta$	t	F-Value	F change	R2	$\Delta R2$	Adjusted R2
TM.Global	.531*	6.728	45.26*	45.26	.282	.282	.276

Notes: \*p-value <0.01;

Dependent Variable: Employee Performance

In order to reinforce the result obtained and test the first hypothesis H1, a linear regression analysis was run for EP. EP was entered as a dependent variable while TM was entered as an independent variable. As Table 4 shows, the coefficient on the independent variable (TM) is positive and statistically significant. The adjusted R-squared value revealed that TM explains 27.6% change in EP. The F-value was significant (F-value=45.26,  $p < 0.01$ ), so the model was a good fit for the data.

Hence, H1 is supported and the positive relationship between talent management practices and of employee performance is established.

Hypothesis 2:

- ❖ H2: Employee Recognition affects the level of Employee Performance.

**Table 5: Correlation test between Employee Recognition and Employee Performance**

		ER.Global	EP.Global
ER.Global	Pearson Correlation	1	.615**
	Sig. (2-tailed)		.000
EP.Global	Pearson Correlation	.615**	1
	Sig. (2-tailed)	.000	

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

Since the Pearson Correlation, value of 0.615 is greater than 0.5 and the p-value is significant at the 0.01 level, it can be concluded that a strong positive statistically significant relationship exists between employee recognition and employee performance.

**Table 6: Regression Analysis of EP and Global ER**

Independent Variables	$\beta$	t	F-Value	F change	R2	$\Delta R^2$	Adjusted R2
ER.Global	.615*	8.365	69.969*	69.969	.378	.378	.373

Notes: \*p-value <0.01;

Dependent Variable: Employee Performance

A linear regression analysis was used again for EP, with ER entered as independent at this time. The main outputs are represented in Table 6 above. The analysis showed that ER related significantly with employee performance. The overall research model fit the data significantly (F-value=69.969,  $p < 0.01$ ). The adjusted R-squared shows that ER explains 37.3% change in the employee performance. The regression analysis results further support the previous test results, thus we can conclude that relationship between employee recognition and employee performance is established and H2 is supported.

Hypothesis 3:

❖ H3: Talent Management associates with Employee Recognition.

**Table 7: Correlation test between Talent Management and Employee Recognition**

		ER.Global	TM.Global
ER.Global	Pearson Correlation	1	.855**
	Sig. (2-tailed)		.000
TM.Global	Pearson Correlation	.855**	1
	Sig. (2-tailed)	.000	

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

Since the Pearson Correlation, value of 0.855 is greater than 0.5 and the p-value is significant at the 0.01 level, it can be concluded that a strong positive statistically significant relationship exists between talent management and employee

recognition. This suggests that one of the independent variables may have a stronger association with employee performance and may even be capturing part of the association of the other independent variable.

**Table 8: Regression Analysis of EP, Global ER and Global TM**

Independent Variables	$\beta$	F-Value	F change	R2	$\Delta R2$	Adjusted R2
Step 1: Control Variables		45.26	45.26	.282	.282	.276
TM.Global	.531*					
Step 2: ER Global	.597*					
TM Global	.021	34.698	17.601	.378	.096	.367

Notes: \*p-value <0.01

Dependent Variable: Employee Performance

A multivariate linear regression analysis was run, in an effort to test whether one of the independent variables is responsible for most of the relationship observed between ER, TM and EP. In the first step of the regression, EP was entered as a dependent variable while the control variable TM entered as independent variable. In the second step, both TM and ER were entered as independent variables. As Table 8 shows, the beta value for ER was the highest, meaning that ER made the greatest contribution to this model. The p-values was less than 0.01 for ER, which means that this variable made statistically significant contributions to the model. However, coefficient on TM decreased to 0.021 and was no longer statistically significant. This suggests that the EP is mostly a function of ER. The change in R-

squared shows that adding ER in the next step increases the prediction capacity of the model by 9.6%, which is a significant percentage. The F-value was significant (F-value=34.698,  $p < 0.01$ ), so the model was a good fit for the data. The regression analysis results further indicate that there is a relationship between the two independent variables TM and ER; however, ER is the most significant factor affecting the employee Performance.

The findings of this study evidently indicate that there is a positive relationship between talent management and employee performance. This findings is aligned with previous studies which stated that talent management practices are very important in developing employee skills, increase its performance and retain them, (Mensah, et al., 2016) stated that adopting an effective TM practice increases employee performance same as the findings of (Sidani & Ariss, 2013). The study also shows that that a strong yet positive relationship exists between employee recognition and employee performance. The aforementioned result is consistent with previous empirical researches which stated that recognition and reward can positively affect the organization's success, as it enhances the employee's performance (Mone, et al., 2011); moreover it is aligned to (Brun & Dugas, 2008) study which revealed that recognition (monetary or non-monetary) denotes a symbolic reward to the individual that can affect him emotionally (increasing his well-being, decreasing work stress), practically (motivation, development and performance), and also financially. However, and based on the statistical results of this study employee recognition has more impact and can strongly affect the employee performance. Hence, this finding is consistent with previous empirical research written by (Brun & Dugas, 2008) which stressed that adopting a recognition system is considered as an ethical practice that enhance the employee

performance, as well contributes to promote a healthy work environment, decrease the work stress, increase the employee engagement and loyalty and ensure creating a culture of trust and fairness between coworkers and the management which also ranked as the most important factor affecting the employee performance (Brun & Dugas, 2008).

Moreover, this study tried to investigate if TM and ER were correlated. The findings revealed that there is a strong association between the two independent variables TM and ER, which shows that these two variables are interrelated and are very important aspects of the HR management that can affect the employee performance in specific, and the performance of any institution in general. Moreover, it indicates that ER is a critical factor that affects the EP, and which is more significant than TM in terms of impact. This finding is aligned with (Haghparast, et al., 2012) study that stated, reward or in other term recognition is a critical factor that affects the TM system adopted by any organization, as well as EP.

This study also revealed that regardless of the employee characteristics in terms of demographical classification, TM and ER strongly affects the employee performance at different age and at different work and educational level, and this is compatible with (Brun & Dugas, 2008), who stated that any employee should be recognized regardless of his job status, age, ethnicity... It is also consistent with (Ali & Shedlock, 2010), as well as (Sidani & Ariss, 2013) who based their studies on the case of GCC and region, and stated that introducing different appraisal system and different compensation packages based on specific individual characteristic may contribute to the work distress and increase the employee perception of injustice and inequity.

## **5. CHAPTER FIVE: CONCLUSION, RESEARCH LIMITS AND FUTURE RESEARCH DIRECTIONS**

This chapter discusses the results of our findings with respect to the empirical studies referred to in the literature, followed by a conclusion in an effort to summarize the research findings. It also presents a set of recommendations, limitations of the study and potential future research directions.

### ***5.1 Summary of Findings***

There is a significant relationship between talent management and employee performance, and the strength of the correlation between them is strong.

There is a significant relationship between employee recognition and employee performance, and the strength of correlation is strong, which means that employee recognition highly affect the employee performance.

There is a strong association between talent management and employee recognition, two variables that have a significant relationship with the employee performance. Thus, we can say that TM and ER can be considered as interrelated variables that can have a great influence employee performance, ER is the most significant factor affecting the employee performance.

### ***5.2 Conclusions***

Creating a talent management system that best fit the organizational structure is essential for any organization, as it affects the employees` level of engagement, commitment and most importantly their performance, which is crucial to ensure the



continuity and good positioning of any organization. It is also worth to mention that the TM system should always be aligned with the organizational strategy and its objectives, and never be imported. Similar to the concept of TM, employee recognition is an important management practice that strongly affects the employee performance and increases his willingness to take more responsibility, as well promotes an ethical practice that promote a healthy work environment. Moreover, such practices may shape employees' behavior and improve their performance, which will positively affect the performance management system. Thus, recognizing the importance of human capital in any institution sends a clear signal that the higher management values the PM and TM process.

This study has found that talent management and employee recognition have a significant and positive impact on employee performance, which is consistent with previous studies and indicates that talent management and employee recognition have a strong association.

The results of the study affirm that non-profit sector in general, and Research Institutions in specific don't differ from the public sector and the profitable businesses, in terms of the employee's perception of TM, PM and ER adopted by the institution, and how such HRM practices can impact the employee performance.

### ***5.3 Recommendations***

According to the information collected through this research and the results of the study, it is important for the research institutions, operating in the state of Qatar to look into the talent management system they currently adopt to strive ways of improvement if needed as it directly affects the performance of its staff

(administrative and researcher). As well, it would be also beneficial to look into the performance appraisal approach, to make sure it is a constructive exercise between the employee and the manager, specifically that it directly affects the employee recognition, a key variable that impact the employee performance.

Additionally, the management should work on creating an ethical work environment by promoting a culture of trust and fairness through an ongoing, open discussion between colleagues and managers in order to reduce the work distress increase the employee engagement that can enhance the overall employee performance.

#### ***5.4 Limitations***

This study was designed and limited to investigate the relationship and impact of talent management and employee recognition on employee performance of researchers and staff working in ten Research Institutions operating in the State of Qatar, thus limiting the study to one country in the Gulf and the region, doesn't give the researcher the opportunity to create a constructive comparison that would help underlining different practices between Research Institutions working in similar environment. Additionally, the survey was limited in terms of presenting the employee`s perspective only.

#### ***5.5 Future Research***

The study results provide insights into the HRM practices in a handful number of Research Institution operating in Qatar, and which shows that TM and ER are adopted as part of the HRM system, and how it can affect the employee performance. These findings can be a starting point for future in- depth research into the creation of the appropriate systems that best fit a Research Institution, and

the effectiveness of their implementation in order to enhance the employee performance.

Moreover, the results highlight a strong association between talent management and employee recognition, and its impact on employee performance, from the employees' perspective only. Therefore, it would be beneficial to look into these HR practices from the HR professionals and managers involved in the performance appraisal exercise. This finding can be a starting point for future in-depth research to help provide a comparison between the employee versus manager perception of talent management, performance management and employee recognition in an effort to select the most effective ways of implementing these HR practices in Qatar and the Region.

## REFERENCES

- Ali, A. J. & Shedlock, F. E., 2010. Talent Management In The Arab World. A Journal of the International Academy of Business Disciplines, pp. 350-354.
- Brun, J. P. & Dugas, N., 2008. An analysis of employee recognition: Perspectives on human resources practices. The International Journal of Human Resource Management, 19(4), pp. 716-730.
- Budworth, M. H., p.Latham, G. & Manroop, L., 2015. Looking Forward to Performance Improvement: A field Test of The Feedforward Interview For The Performance Management. Human Resources Management , 54(1).
- Chavan, M., 2009. "The balanced scorecard: a new challenge". Journal of Management Development, 28(5), pp. 393-406.
- Collings, D. G. & Mellahi, K., 2009. Strategic talent management: A review andresearch agenda.. Human Resource Management Review, 19(4), p. 304–313.
- Foldger, R., Konovsky, M. A. & Cropanzano, R., 1992. A Due process metaphor for performance appraisal. In: B. M. Staw & L. Cummings, eds. Research in Organizational Behavior. s.l.:JAI PRESS INC., pp. 129-77.
- Gbadamosi, G. & Ross, C., 2012. Perceived Stress and Performance Appraisal Discomfort: The Moderating Effects of Core Self-Evaluations and Gender. Public Personnel Management , 41(4).
- Haghparast, S., mehrdad, m. & hasan, m., 2012. Relationship between talent management and organizational succes.. International Research Journal of Applied and Basic Sciences, pp. 2424-2430.
- III, V. Y. & Ste-Onge, S., 2012. Performance management effectiveness: practices or context?. The International Journal of Human Resource Management, 23(6).

- Jr, P. W. T. & McNall, L., 2010. Justice perceptions of performance appraisal practices. *Journal of Managerial Psychology*, 25(3).
- Langevin, P. & Mendoza, C., 2013. How can management control system fairness reduce managers' unethical behaviours?. *European Management Journal*, 31(3).
- Linna, A. et al., 2012. Can usefulness of performance appraisal interviews change organizational justice perceptions? A 4-year longitudinal study among public sector employees.. *International Journal of Human Resource Management* , 23(7).
- Mensah, J. K., 2015. A “coalesced framework” of talent management and employee performance: For further research and practice. *International Journal of Productivity and Performance Management*, 64(4), pp. 544-566.
- Mensah, J. K., Bawole, J. N. & Wedchayanon, N., 2016. Unlocking the “black box” in the talent management employee performance: relationship: evidence from Ghana. *Management Research Review*, 39(12), pp. 1546-1566.
- Mone, E. et al., 2011. Performance Management at the Wheel: Driving Employee Engagement in Organizations. *Journal of Business and Psychology* , 26(2), p. 205.
- Nazir, O. & Islam, J. U., 2017. Enhancing organizational commitment and employee performance through:employee engagement: An empirical check. *South Asian Journal of Business*, 6(1), pp. 98-114.
- Oladapo, V., 2014. THE IMPACT OF TALENT MANAGEMENT ON RETENTION. *Journal of Business Studies Quarterly*, 5(3).
- Schuler, R. S., Jackson, S. E. & Ibraiz, T., 2011. Global talent management and

- global talent challenges: Strategic opportunities for IHRM. *Journal of World Business*, 46(4), pp. 506-516.
- Scullen, S. E. & Mount, M. K., 2000. Understanding latent structure of job performance ratings. *Journal of Applied Psychology*, 85(6).
- Sidani, Y. & Ariss, A. A., 2013. Institutional and corporate drivers of global talent management: Evidence from the Arab Gulf Region. *Journal of World Business*, pp. 215-224.
- Singh, A., Jones, D. B. & Hall, N., 2012. Talent Management: A Research Based Case Study in the GCC Region. *International Journal of Business and Management*, 7(24), pp. 94- 107.
- Suliman, A. M., 2001. Work Performance: is it one thing or many things? The multidimensionality of performance in a Middle Eastern context. *The International Journal of Human Resources Management*.
- Tiwari, U. & Shrivastava, D., 2013. Strategies And Practices Of Talent Management And Their Impact On Employee Retention And Effectiveness. *The International Journal Of Management*, 2(4).
- Wood, R. E. & Marshall, V., 2008. Accuracy and effectiveness in appraisal outcomes: the influence of self-efficacy, personal factors and organisational variables. *Human Resource Management Journal*, 18(3).
- Youngcourt, S. S., Leiva, P. I. & Jones, R. G., 2007. Perceived Purpose of Performance Appraisal: Correlates of Individual-and Position-Focused Purposes on Attitudinal Outcomes.. *Human Resource Development Quarterly*, 18(3).

## APPENDICES

### Appendix – A: Survey

QUESTIONNAIRE	استبيان
<p>Dear Sir/ Madam,</p> <p>This questionnaire is designed to study "The Impact of Talent Management and Employee Recognition on the Employees' Performance: The Case of Research Institutions in the State of Qatar". Please note that there is no right or wrong answer.</p> <p>The questionnaire will be used to collect the primary data needed for a research study. Therefore, we seek your assistance to be as open, fair, honest as possible as you can in your responses.</p> <p>Your participation should take less than 8 minutes. Responses are voluntary and you can withdraw at any time</p> <p>The researcher assures you that no individuals will be identified from their responses and there are no requests for confidential information included in the questionnaire. The results of the analysis will be strictly used by the researcher for study purposes only.</p> <p>The questionnaire comprises three parts:</p> <ol style="list-style-type: none"> <li>1. General information</li> <li>2. Talent Management &amp; Employee Recognition</li> <li>3. Employee Performance</li> </ol> <p>If you agree click "Yes" to continue; If not, click "No" to exit the survey Your time and effort are highly appreciated.</p> <p>Researcher</p>	<p>سيدي/سيدتي</p> <p>إن هذا الاستبيان مصمم لدراسة "تأثير إدارة المواهب وتقدير الموظفين على أدائهم: واقع مراكز الأبحاث في دولة قطر". الرجاء الملاحظة أنه ليس هناك إجابة خاطئة أو صحيحة.</p> <p>سيتم استخدام هذا الاستبيان لجمع البيانات الأولية لعمل دراسة بحثية. عليه نطلب مساعدتكم في الإجابة على الأسئلة بكل وضوح وحرية وصدق وأمانة قدر المستطاع.</p> <p>تستغرق مشاركتك في الاستبيان أقل من 8 دقائق. المشاركة طوعية ويمكنك الانسحاب في أي وقت.</p> <p>يؤكد لكم الباحث بأنه لن يتم التعريف أو الإشارة إلى الأفراد من خلال الإجابات المقدمة ولن يكون هناك أية إجابات تستوجب السرية بتضمينها الاستبيان. سيتم استخدام نتائج التحليل من قبل الباحث لأغراض الدراسة فقط.</p> <p>يتكون الاستبيان من ثلاثة أقسام:</p> <ol style="list-style-type: none"> <li>1. معلومات عامة</li> <li>2. إدارة المواهب وتقدير الموظف</li> <li>3. أداء الموظف</li> </ol> <p>إن كنت موافقاً اختر "نعم" للمتابعة. إن لم تكن موافقاً، اختر "لا" لعدم استكمال الاستبيان.</p> <p>نشكر لك وقتك وجهدك في ملأ هذا الاستبيان</p> <p>الباحث</p>

PART ONE: GENERAL INFORMATION Please tick one box for each question:	الجزء الأول: معلومات عامة يرجى وضع علامة ( X ) لكل سؤال:	
<b>A. Sex</b> (1) Male ( ) ( ) (2) Female ( ) ( )	<b>أ - الجنس:</b> (1) ذكر ( ) (2) أنثى ( )	
<b>B. Education:</b> (1) High school ( ) ( ) (2) College degree ( ) ( ) (3) Graduate degree ( ) ( ) (4) High Diploma ( ) ( ) (5) Masters or above ( ) ( )	<b>ب- المرحلة التعليمية:</b> (1) الشهادة الثانوية ( ) (2) خريج/خريجة كلية ( ) (3) متخرج/متخرجة ( ) (4) الدبلوم العالي ( ) (5) الماجستير أو أعلى ( )	
<b>C. Age:</b> (1) Less than 25 ( ) ( ) (2) 25 - 35 ( ) ( ) (3) 36 - 46 ( ) ( ) (4) 47 - 57 ( ) ( ) (5) 58 or above ( ) ( )	<b>ج- العمر:</b> (1) أقل من 25 عاماً ( ) (2) 25 - 35 ( ) (3) 36 - 46 ( ) (4) 47 - 57 ( ) (5) 58 وأكثر ( )	
<b>D. No. of years worked in current organization:</b> (1) One year or less ( ) ( ) (2) 2 - 7 ( ) ( ) (3) 8 - 13 ( ) ( ) (4) 14 - 19 ( ) ( ) (5) 20 years or above ( ) ( )	<b>د- عدد السنوات التي قضيتها في منطقتك الحالية:</b> (1) سنة أو أقل ( ) (2) 2 - 7 ( ) (3) 8 - 13 ( ) (4) 14 - 19 ( ) (5) 20 سنة أو أكثر ( )	
<b>E. No. of years worked in the position:</b> (1) One year or less ( ) ( ) (2) 2 - 7 ( ) ( ) (3) 8 - 13 ( ) ( ) (4) 14 - 19 ( ) ( ) (5) 20 years or above ( ) ( )	<b>هـ - عدد سنوات الخدمة في نفس الوظيفة:</b> (1) سنة أو أقل ( ) (2) 2 - 7 ( ) (3) 8 - 13 ( ) (4) 14 - 19 ( ) (5) 20 سنة أو أكثر ( )	
<b>F. Job Status:</b> (1) Manager ( ) ( ) (2) Employee ( ) ( ) (3) Fellow/Researcher ( ) ( )	<b>و - المستوى الوظيفي:</b> (1) مدير ( ) (2) موظف ( ) (3) باحث ( )	
<b>G. Nationality:</b> (1) Qatari National ( ) ( ) (2) Non-Qatari National ( ) ( )	<b>ز - الجنسية:</b> (1) مواطني دولة قطر ( ) (2) غير مواطني دولة قطر ( )	



PART TWO: Talent Management & Employee Recognition		الجزء الثاني: إدارة المواهب وتقدير الموظف									
This part measures the Talent Management & Employee Recognition practices. Please tick one box for each question which best describes your opinion:		يقيس هذا الجزء درجة الرضى من اجراءات إدارة المواهب وتقدير الموظف. يرجى اختيار الإجابة التي تراها مناسبة.									
To what extent do you agree with the following statements?	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة	إلى أي مدى توافق على العبارات التالية:
	1. Recruitment methods used are efficient and suitable.										
2. My organization uses competency-based recruitment practices (competency identification and behavioral assessment) to hire the right staff.											2. تقوم مؤسستي باختيار الموظفين المناسبين (بناءً على مبادئ التوظيف القائم على الكفاءة (تحديد الكفاءة والتقييم السلوكي).
3. My Organization consistently attracts high quality applicants.											3. تقوم مؤسستي بجذب أصحاب الكفاءات.
4. Employee have a clear picture of skills they should build to support business growth.											4. لدى الموظف صورة واضحة عن المهارات التي ينبغي أن يكتسبها لدعم نمو الأعمال.
5. My organization is concerned about my career development and growth opportunities for future.											5. تهتم منظمتي بتطويري الوظيفي وفرص النمو المستقبلية.
6. Training programs provided by the organization are adequate for my development.											6. تقدم مؤسستي برامج تدريب مناسبة لتنمية مهاراتي.
7. I think my job is challenging enough to fully utilize my capabilities.											7. أعتقد أن عملي المحفزات الكافية لدفعي للاستفادة الكاملة من قدراتي.
8. Managers consistently provide ongoing developmental feedback to support and encourage employee development.											8. يقوم المدراء باستمرار بتقييم الملاحظات التنموية التي تساهم بدعم الموظفين وتشجيعهم وتطويرهم.

9. I think my organization adopts a fair and transparent evaluation process										9. أعتقد أن مؤسستي تعتمد نظام تقييم عادل وشفاف.
10. Performance evaluation improves my job performance.										10. تقييم الأداء يحسن الأداء الوظيفي.
11. Management takes regular feedback from the employees.										11. تقوم الإدارة بجمع الملاحظات الدورية من قبل الموظفين.
12. Policies and rules are uniformly applied to all.										12. تطبق قوانين وأحكام المؤسسة بصورة موحدة على الجميع.
13. Formal succession management is used to fill executive positions throughout the organization.										13. يطبق مبدأ إدارة التعاقب الرسمي لملء المناصب التنفيذية الشاغرة في المؤسسة.
14. My organization spends time and money on the training and development programmes rather than on recruitment.										14. تنفق مؤسستي المال والجهد فيما يتعلق ببرامج التدريب بدلا من أليات التوظيف.
15. HR policies are effective to keep employees motivated and retained with the organization.										15. إن سياسات الموارد البشرية المعتمدة في مؤسستي، فعالة للحفاظ على تحفيز الموظفين واستبقائهم داخل المؤسسة.
16. The rate of turnover in our organization is low.										16. إن معدل تغير الموظفين منخفض.
17. It provides meaningful pay differentiation to high performers/high potentials through both base and variable pay.										17. توفير التمييز لذوي الأداء المميز / الإمكانيات العالية من خلال الأجر الأساسي والمتغير.
18. I get frequent salary increments.										18. أحصل على زيادات متكررة.
19. My organization offer bonus & incentives.										19. تقوم مؤسستي بتقديم المكافأة والحوافز.
20. My work is often recognized and praised by my superiors.										20. كثيرا ما يحترف رؤسائي بعلمي ويشيدون به
21. Recognition is a leading driver to employee motivation and performance.										21. تقدير الموظف هو المحرك الرئيسي لتحفيز الموظفين وتحسين أدائهم.
22. A fair pay system motivates employees.										22. وجود نظام أجور عادل يحفز الموظفين.
23. I am satisfied with my chances for promotion.										23. إنني مقتنع بفرصتي للحصول على ترقية.
24. The mission or										24. رسالة مؤسستي تشعرني بأهمية

purpose of my company makes me feel that my job is Important.										عملي.
25. There is a sense of support and respect between co-workers.										25. هناك شعور بالدعم والاحترام بين زملاء العمل.
26. I have a best friend at work.										26. لدي صديق مفضل في العمل.
27. The organization is concerned about the quality of our life.										27. تهتم مؤسستي بنوعية حياة موظفيها.
28. Overall, I am satisfied with my organization as a place to work.										28. بالمجمل، إنني مقتنع بمؤسستي كمكان للعمل.

PART Three: Employee Performance						الجزء الثالث: أداء الموظف					
This part measures the Employee Performance practices. Please choose the answer which best describes your opinion						يقيس هذا الجزء أداء الموظف من إجراءات إدارة المواهب. يرجى اختيار الإجابة التي تراها مناسبة.					
To what extent do you agree with the following statements?	Strongly Agree	Agree	Unsure/Not	Disagree	Strongly Disagree	لا توافق بشدة	لا توافق	متوسط	أوافق	أوافق بشدة	إلى أي مدى توافق على العبارات التالية:
	1. I understand on a daily basis what I need to carry out on my job, and what equipment and tools are to be used										
2. I understand my work goals and requirements											2. أفهم أهداف عملي ومتطلباته
3. I understand my job responsibilities											3. أفهم مسؤوليات عملي
4. I have sufficient know-how to carry out my work proficiently											4. لدي المعرفة الكافية للقيام بعملتي بكفاءة
5. I understand the steps, procedures, and methods required to carry out the job											5. أفهم الخطوات، الإجراءات والطرق اللازمة للقيام بالعمل
6. I am familiar with the skills required on the job to perform effectively											6. إنني على دراية بالمهارات المطلوبة للقيام بمهام الوظيفة بصورة فعالة
7. I have a desire to carry out my job											7. لدي رغبة في القيام بوظيفتي
8. I co-operate with my supervisor(s) and peers for the benefit of the work											8. أتعاون مع مديري (مدرائي) وزملائي لما يخدم مصلحة العمل.
9. I can concentrate on and											9. لدي القدرة على التركيز

give my best to the job											وتقديم الأفضل في ما يتعلق بعملتي
10. My work outcomes are free from errors and accurate											10. نتائج العملية خالية من الأخطاء ودقيقة
11. I am able to complete quality work on time											11. يمكنني إتمام وتقديم عمل عالي الجودة وفي الوقت المحدد
12. My work speed is satisfactory											12. سرعة قيامي بعملتي مرضية

## Appendix – B: SPSS Results

### Reliability Scale: TM

#### Case Processing Summary

		N	%
Cases	Valid	117	100.0
	Excluded <sup>a</sup>	0	.0
	Total	117	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.946	17

### Scale: ER

#### Case Processing Summary

		N	%
Cases	Valid	117	100.0
	Excluded <sup>a</sup>	0	.0
	Total	117	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.886	11

## Scale: EP

### Case Processing Summary

		N	%
Cases	Valid	117	100.0
	Excluded <sup>a</sup>	0	.0
	Total	117	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.939	12

### Correlations

		TM.Global	EP.Global
TM.Global	Pearson Correlation	1	.531**
	Sig. (2-tailed)		.000
	N	117	117
EP.Global	Pearson Correlation	.531**	1
	Sig. (2-tailed)	.000	
	N	117	117

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

		EP.Global	ER.Global
EP.Global	Pearson Correlation	1	.615**
	Sig. (2-tailed)		.000
	N	117	117
ER.Global	Pearson Correlation	.615**	1
	Sig. (2-tailed)	.000	
	N	117	117

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

		ER.Global	TM.Global
ER.Globa	Pearson Correlation	1	.855**
	Sig. (2-tailed)		.000
	N	117	117
TM.Global	Pearson Correlation	.855**	1
	Sig. (2-tailed)	.000	
	N	117	117

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

### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	TM.Global <sup>b</sup>	.	Enter

a. Dependent Variable: EP.Global

b. All requested variables entered.

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.531 <sup>a</sup>	.282	.276	6.71428	.282	45.260	1	115	.000

a. Predictors: (Constant), TM.Global

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

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2040.411	1	2040.411	45.260	.000 <sup>b</sup>
	Residual	5184.375	115	45.082		
	Total	7224.786	116			

a. Dependent Variable: EP.Global

b. Predictors: (Constant), TM.Global

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

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	36.150	2.287		15.807	.000
TM.Global	.277	.041	.531	6.728	.000

a. Dependent Variable: EP.Global

### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	ER.Global <sup>b</sup>	.	Enter

a. Dependent Variable: EP.Global

b. All requested variables entered.

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.615 <sup>a</sup>	.378	.373	6.24976	.378	69.969	1	115	.000

a. Predictors: (Constant), ER.Global

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

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2732.947	1	2732.947	69.969	.000 <sup>b</sup>
Residual	4491.839	115	39.059		
Total	7224.786	116			

a. Dependent Variable: EP.Global

b. Predictors: (Constant), ER.Global



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

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	30.938	2.462		12.566	.000
ER.Globa	.538	.064	.615	8.365	.000

a. Dependent Variable: EP.Global

### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	TM.Global <sup>b</sup>	.	Enter
2	ER.Globa <sup>b</sup>	.	Enter

a. Dependent Variable: EP.Global

b. All requested variables entered.

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.531 <sup>a</sup>	.282	.276	6.71428	.282	45.260	1	115	.000
2	.615 <sup>b</sup>	.378	.367	6.27651	.096	17.601	1	114	.000

a. Predictors: (Constant), TM.Global

b. Predictors: (Constant), TM.Global, ER.Globa

## ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2040.411	1	2040.411	45.260	.000 <sup>b</sup>
	Residual	5184.375	115	45.082		
	Total	7224.786	116			
2	Regression	2733.808	2	1366.904	34.698	.000 <sup>c</sup>
	Residual	4490.978	114	39.395		
	Total	7224.786	116			

a. Dependent Variable: EP.Global

b. Predictors: (Constant), TM.Global

c. Predictors: (Constant), TM.Global, ER.Globa

## Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	36.150	2.287		15.807	.000
	TM.Global	.277	.041	.531	6.728	.000
2	(Constant)	30.937	2.473		12.512	.000
	TM.Global	.011	.074	.021	.148	.883
	ER.Globa	.522	.125	.597	4.195	.000

a. Dependent Variable: EP.Global

## Excluded Variables<sup>a</sup>

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics	
					Tolerance	
1	ER.Globa	.597 <sup>b</sup>	4.195	.000	.366	.269

a. Dependent Variable: EP.Global

b. Predictors in the Model: (Constant), TM.Global