**CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY, ISLAMABAD**



# Impact of Talent Management Practices on Project Success: The Mediating Role of Proactive Behavior: and Moderating Role of Ethical Leadership

by

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*Dedicated to my family.*

# CERTIFICATE OF APPROVAL

## Impact of Talent Management Practices on Project Success: The Mediating Role of Proactive Behavior: and Moderating Role of Ethical Leadership

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# *Abstract*

This study examined the impact of talent management practices on project success in project-based organizations. This research also investigated the mediating effect of proactive behavior and the moderating effect of ethical leadership between talent management practices and proactive behavior. In our research, data was collected from project-based organizations like software houses, construction companies, and NGOs of Rawalpindi and Islamabad. A total of 384 questionnaires were distributed, and 303 responses were recorded.

The findings of regression analysis suggest that talent management practices have a strong impact on project success. The study found that talent management practices have a significant and positive impact on proactive behavior and proactive behavior positively influenced project success. The present study also revealed that proactive behavior has been a strong explanatory mechanism for the proposed relationship between talent management practices and project success. Additionally, ethical leadership has appeared as a strong moderating mechanism for the relationship between talent management practices and proactive behavior. This research has a significant contribution to the project management domain.

This study has some limitations and as the cross-sectional method was used for data collection. Future research directions were also suggested like, different sectors such as manufacturing firms, the health sector, the educations sector, the banking sector, and the telecommunication sector, etc can also be the target for generalization of results.

**Keywords: Talent Management Practices, Proactive Behavior, Ethical Leadership, Project Success.**

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# List of Abbreviations

| | |
|---|---|
| **DV** | Dependent Variable |
| **EL** | Ethical Leadership |
| **IV** | Independent Variable |
| **TM** | Talent Management |
| **L-LCI** | Lower-Level Confidence Interval |
| **PB** | Proactive Behavior |
| **PS** | Project Success |
| **U-LCI** | Upper-Level Confidence Interval |

# Chapter 1

# Introduction

## 1.1    Background of the Study

The word "Talent" is derived from the Greek word "Talanton". The Dictionary meaning of Talent is to "creating value by measuring or scaling". It is also perceived as identifying talented people and their skills specifically in a job context (Tansley, 2011). The concept of "war for talent" was introduced in 1998 after that management paying more attention to acquiring and retaining a competent workforce. Additionally, to meet challenges in the 21st-century scholars and practitioners are trying to identify the best-suited mechanism which can strengthen employee contribution to the maximum possible limit (Avotin et al., 2016).

Several studies suggested effective use of talent management practices for desirable organizational outcomes such as employee retention (Oladapo, 2014) psychological attachment between employees and organization (Festing & Schafer, 2014), job satisfaction, motivation and commitment (Langenegger, Mahler & Staffelbach, 2011).

Few others found it as a predictor of effective human capital (Afshari & Hadian, Nasab, 2020), employee innovative performance (Chen, Lee & Ahlstrom, 2019), employee engagement and so on. Thus, there is enough margin to study these practices in project-based organizations with some success indicators like proactive behavior, project success and ethical leadership.

Talent management practices not only anxious with finding top-level executives but also concerned with identifying the best employees which can participate effectively and efficiently as team players. Additionally, managing both the internal talented workforce and external potential talent simultaneously becomes easy with the execution of such practices (Cappelli & Keller, 2014). Organizations are constantly improving succession planning, employee engagement and training and development methods keeping in view recent demand (Cappelli, 2008; Haslberger & Vaiman, 2013). Thus, with these innovative tactics management hire and promote best employees in their respective organizations and ensure success. Specifically, in the context of project performance, these practices serve as a building block to the organization and strengthening employees motivation and contribution to project performance.

Previous studies presented the multiple dimensions of talent management which include attraction, hiring, retention, engagement and succession planning (Armstrong & Taylor, 2014). Stahl et al., (2007) emphasized that the three practices of talent management which are recruitment & selection, training & development and rewards management can contribute comparatively more to obtain desirable outcomes. So, the present study is going to explore these three practices in project-based organizations.

## 1.2    Gap Analysis

Extant literature investigated that talent management practices are crucial for every organization (Asrar, Azhar & Hussain, 2018). Their role in project-based organizations is not yet fully explored (Mahjoub et al., 2018) thus, there is a need to investigate it in project-related organizations. Skuza, Scullion and McDonnell, (2013) studied these talent management practices in the context of European organizations and suggested studying in a nonwestern context as well.

A variety of talent management (TM) practices are suggested by different scholars and researchers to fulfill these demands including identifying key positions and ensure hiring accordingly for strong human capital management; competence

building through training & development and compensation management (Colling, 2014). Through proper execution of talent management tools management try to manage systematic hiring and retention of the talented pool of employees in organizations (Mensah, 2015). The human resource department applies these TM practices and meets challenges (Meyers, Woerkom, Paauwe & Dries, 2019).

The relationship between talent management and proactive behavior has also been suggested in recent work (Meyers,2019), as these practices enhance the employee's proactive behavior (Xu, Zhang & Chan, 2017). Ultimately, proactive behavior ensures success (Strauss, Parker & OShea, 2017). Specifically, in a project-based organization, an individuals initiatives guarantee desirable outcomes. Additionally, when ethical leadership is observed by employees their faith and attachment with the organization increases and they behave with more passion and zeal. Extant literature has also identified ethical leadership as an effective moderator (Babalola, Stouten & Euwema, 2014). Phillip and Lopez (2013) suggested that ethical leadership should be explored in future research work.

Management creates a positive work environment for employees and provides supports so that they pay more attention to achieving project-related goals and objectives (Famakin & Abisuga, 2016; Ika, 2009). TM practices encourage employees to show proactive behavior in the workplace. Proactive behavior means individual ability to handle the situations effectively (Batemen & Crant, 1993). Through this exceptional quality behavior, employees ensure a desirable outcome. Project success is an outcome of employee's understanding regarding specific goals, speedy communication and timely decision making. Employees always try to show proactive behavior when they are facilitated by management through different TM practices, they feel satisfied and consequently ensure project success. Recent studies indicated that proactive behavior is positively associated with employee performance and employee creativity (Wu & Parker, 2011) which are key indicators of project success.

Wu, Deng & Li, (2017) also gave a clue that proactive personalities always show proactive behavior. Proactive behavior is also exhibited through collaborative interactions with others in organizations (Cooper, Thomas, Paterson, Stadler &

Saks, 2014) which assure goal achievement in a limited given time frame. Thus, this study specifically trying to explore the explanatory mechanism of proactive behavior of project team members which leads to ultimate success.

It has also been identified that leadership style can greatly affect the associated outcomes on an individual and organizational level (Binyamin & Brender, 2018). It gives a clue that if a leader is there with exceptional personality, as a leader by example and holding ethically and morally strong leadership, the desired outcomes can be obtained timely. To manage competition effectively employees proactive behavior is a prerequisite and ultimate career advancement of course desirable. Ethical leadership is the need of the day (Kaptein, 2017) ethical practices by leaders motivate the workforce to express their ideas and competence (Zehir & Erdogan, 2011; Mendonca, 2009).

Extant literature shows that unethically and morally questionable behavior significantly damage both employees and organizations (Toor & Ofori, 2009). Thus, the present study intends to investigate ethical leadership as an underlying moderating mechanism that supports the talent management practices which results in the proactive behavior of employees.

Furthermore, previous studies repeatedly tested these variables with multiple combinations in services sectors including banking, hospitality and academia. However, the present study is specifically going to target project-based organizations like NGOs, construction companies and IT-related software houses and expecting orientation towards unique findings.

## 1.3  Problem Statement

Talent management is considered the most effective approach for bringing the right talent on the dashboard. Organizations adopt talent management practices such as recruitment and selection, training & development and rewards management which helps for developing competent and talented employees in the workplace. Specifically, in project-based organizations, there is a need for expertise to run the project efficiently and effectively.

Limited studies have explored the role of talent management practices specifically in project-based organizations such as IT-related companies, construction companies and NGOs. Thus, this research is going to explore project success as an outcome of Talent management practices in project-based organizations. Additionally, previous studies have been discussed these practices in western countries and very few studies are present in a nonwestern context, especially in Pakistan.

The current study is also going to explore the mediating role of proactive behavior for the relationship between talent management practices and project success. Furthermore, the moderating effect of ethical leadership between TM practices and proactive behavior. As limited studies provide underlying explanatory mechanisms concerning TM practices and outcome variables. Thus, this study is expected to generate unique results in project-based organizations with this integrated model.

## 1.4 Research Questions

The study is inclined to find answers to the following questions

**Q1:** Do the talent management practices affect project success?

**Q2:** Does proactive behavior mediate the relationship between talent management practices and project success?

**Q3:** Does ethical leadership moderates the relationship between talent management practices and proactive behavior?

## 1.5 Research Objectives

The specific objectives of this study are the following mentioned:

### Research Objective 1

1: To examine the impact of talent management practices (recruitment and selection, training & development, rewards management) on project success.

**Research Objective 2**

2: To explore the mediating role of proactive behavior between talent management practices (recruitment & selection, training & development, rewards management) and project success.

**Research Objective 3**

3: To investigate the moderating effect of ethical leadership between talent management practices (recruitment & selection, training & development, rewards management) and proactive behavior.

## 1.6 Significance of Study

This study will contribute to the extant literature in many ways. Firstly, it is going to add theoretically by studying the impact of talent management practices on project success. Secondly, this study is there to identify how talent management practices influence employees behavior and encourage them to act proactively. Additionally, it will also investigate how proactive behavior leads to project success. Thus, by examining the mediatory role of proactive behavior, the study can fill a gap recently identified by researchers. Thirdly, this study will also make a significant addition to the literature by exploring the underlying moderating mechanism of ethical leadership between talent management and proactive behavior.

Furthermore, this study will make a contextual addition to the literature as well. As projects are widely studied in a non-western context, thus, this study is an attempt to respond to these recent calls in the project-based organization in Pakistan.

## 1.7 Supporting Theory

In this study, social exchange theory is being used as an overarching theory.

### 1.7.1 Social Exchange Theory

George Homan (1958) introduced the concept of social exchange theory in which he discussed the social exchanges among individuals to get desirable outcomes. Individuals in their personal and professional lives follow give and take rule. They support each other, collaborate widely and respond effectively to the opportunities and remain advantageous. Management in all organizations knows the outcomes associated with these social exchanges so they benefit their employees by executing best talent management practices and get things done by employees effectively. Furthermore, the monetary benefits in terms of compensation packages and non-monetary benefits in terms of title and position, recognition and power encourage them to behave actively through proactive behavior and contribute to project success.

By systematically managing the employees talent and strengthening their proactive behavior in the right direction management enhance the chances of the project's success. Projects are team-oriented; thus, individual contribution matters a lot. Social exchange theory deals with these individual contributions and interactions. The way organizations treat their employees determines their level of input, the more management facilitating their employees, the more is the employees participation towards goal achievement. Additionally, employees are more concerned with ethical norms and values, thus expect leaders to be fair, honest and trustworthy, thus the exchanges between management and employees shape the outcomes. Specifically, the exchanges between employees and organizations double when employees feel that leaders behave ethically. In presence of exceptional leadership, proactive behavior becomes mandatory by employees and they act innovatively.

# Chapter 2

# Literature Review

## 2.1 Talent Management Role in Project Success

Talent management is a process of implementing HR practices in organizations to ensure hiring and retention of qualified and component employees in the organization and building human capital for survival. It facilitates talented employees to develop their skills and improve their performances. Top positions holders play a vital role in organizations who opt and execute proper TM practices to meet employee training needs, through various programs and compensation needs and through timely promotion and retention decisions.

Organizations nowadays identify high potential employees through the internet by targeting sites such as Google, Linked In and job-seeking sites like careeronline.com and hiring them (Tansley, 2017; Vural et al., 2012). Talent management is basically, a useful term for targeting the right employees and enhancing their capabilities. It plays a crucial role through which people engage and builds a relationship with the manager and employees at the workplace (Beheshtifar, Nasab, Moghadam, 2012).

Studies revealed that if employees benefited at the workplace, they perform innovatively which leads towards success (Moore, 2014; Scholz, 2012). Specifically, if we target project-based organizations like construction companies, NGOs and IT employees project success is dependent on four key factors: manager skills and

capabilities, organization hierarchies and, different practices (Kendra & Taplin, 2004) i.e. talent management practices.

Talent management practices are comprehensive it starts from identifying key contributory positions, leading them to train & development and benefiting them intrinsically and extrinsically, consequently obtaining desirable outcomes in form of project success. As the business competitive environment growing rapidly, choosing the right individuals for the right job is a key for organizational success (Nasir et al., 2017; Kamel, 2019). Few recent studies revealed that if organizations want project completion in given timeframe, they need to encourage their workforce through tactics (Martens Machado, Martens, Silva & Freitas, 2018).

As the business demands changing rapidly, Organizations realizing the importance of identification and recruitment of talented employees at the workplace. Extant literature shows that recruitment is very essential to search out the newcomer's hidden abilities and skills at the workplace (Van Hoye, 2008). Thats why organizations paying more attention to the training and development of talented employees for achieving the organizational goals and objectives. To meet business demands, firms hire experienced employees who can handle problems in tough situations.

Talent management emphasized the selection of employees which is based on knowledge, capabilities and skills (McCracken, Currie & Harrison, 2015). Organizations motivate the employees by providing the benefits in terms of rewards and compensation that affect the employees performance.

Extant literature revealed that talent management practices for the retention of talented employees as well as important for organizational success (Williamson, 2000). It is also identified that there is a need for talented employees for project success.

So, talent management practices play a crucial role in project success. As we know that projects rely on competent employees because one employee involves and interacts with other employees by sharing goals and there are higher chances for success of the project. Hence, Based on the above discussion, we hypothesized that:

## 2.1 (a): Recruitment and Selection and Project Success

It is the first dimension of talent management. Recruitment means (Jose, 2019) choosing the right people for the right job. Talent is concerned with the employees capabilities and skills. For example, their learning abilities and individual attributes that are more difficult to distinguish than hard specialized capabilities. This perspective has added focus on HR practices; for instance, inquiries about attitude and perceptions at the time of recruitment (Nilsson & Ellstrom, 2012).

Studies suggested that organizations should put forth attempts to check the attitude of employees in the recruitment process. It is also found that recruitment and selection are most essential for the achievement of competitive advantage. Extant literature also identified the significance after identifying the individual qualities at the time of recruitment by various organizations (Ahmad & Schroeder, 2002). The recruitment process is different for different job types. There are three methods used for top-level positions such as interviews, forms and personal contacts. For other kinds of jobs, these methods are not important, only an aptitude test is required (EIkot & Leat, 2008).

When we invest sufficient time, money and resources in hiring talented employees in the organization it becomes an attraction and for talented employees and experts (Raschke, 2003). When you add value to the business, it leads towards the success of the organization. If an organization wants to survive in the market, it becomes necessary to hire, retain and encourage the best kind of people by applying the strategies (Azasu, 2009).

The recruitment and selection method is one of the best tools for managing talent effectively. Abdollahbeiggi et al., (2017) demonstrated that talent management should not only consider top positions but also consider all employees in the organization. Previous studies paid more attention to the recruitment and selection of the right people that are associated with high performance. Talent management promotes the employees for getting the best talent to achieve strategic goals and objectives (Gandy, Harrison & Gold, 2018).

In the 21st century, practitioners need some updated stuff that could enhance the employees performance, especially in project-based organizations. Recruitment and selection create a greater impact on task achievement and successful project completion (Nur Halifah, Uldini & Usman, 2019). Recruitment of freshers is also very important for such an organization as it's a key indicator of project success (Williamson, 2000). Thus it can be concluded that successful project completion, effective recruitment required along with customized approaches (Chu, Wan, Stewart, Lam & Chan, 2018). Thus, based on the above discussion we can hypothesize that:

**H2.1 (a): Recruitment and selection are positively associated with project success.**

## 2.1 (b): Training and Development and Project Success

Training is defined as the most effective way to educate the employees through which their learning skills improve and perform efficiently (Kaliannan, Abraham & Ponnusamy, 2016). Effective training and development practices are considered as a door for newcomers, a clear and feasible pathway and includes professional advancement guidelines, authority direction and management. Employees only search for better training and some type of compensation and acknowledgment that shows maximum capacity in their work and employees need a supportive environment and increase their performance which results in greater outcomes. Training needs can be managed effectively by preparing employees in critical situations (Rothwell, 2011). Organizations preferred the training and development programs that should be learned by employees that affect the success of the organization (Chen, Chang & Yeh, 2004). Training and development act fundamentally at two perspectives such as innovative behavior shows employees growth and it additionally impacts on organization performance (Rama Devi & Shaik, 2012). Management facilitates the employees through training which can produce a more engaging workforce with increasingly stable aptitudes.

Employees are the major assets of an organization because success or failure relies on employees performance. However, top management knows that investment in

training and development is very essential to increase employee performance. The main objective of the training is what they perceive from the whole session of training (Elnaga & Imran, 2013). Training is the main element that can promote the employee to a top-level position. Researchers identified a positive relationship between employees and organization when if employees will perform more, then their contribution will be maximized in the organization because of outcomes (Asim, 2013). It is also found that how unskilled workers affects the quality of the project. Organizations implement the natural and hierarchical settings in such a manner that animates the employees motivation and presence in training and which consequences can increase the quality of construction projects (Tabassi & Bakar, 2009). The key factors of project success are employee's personality traits as well as their skills and capabilities (Maqbool, Sudong, Manzoor & Rashid, 2017). It is also found that Developing competencies are very crucial for project success and must be adapted through training (Muller & Martinsuo, 2015).

Tus, the extant literature revealed that training and development play a significant role in project success. Hence, based on the above discussion we assume that:

**H2.1 (b) Training and development are positively related to the project's success.**

## 2.1 (c): Rewards Management and Project Success

Rewards are directly related to talent management (Naim & Lenka, 2017). According to Barkhuizen, (2014) plays a significant role in attracting and retaining the best kind of people in the organization. Rewards strategies are implemented for confirmation of effective talent management which is very helpful for beating the competitors and business growth in developing countries.

Rewards can be financial and non-financial and these are provided to employees according to their personality traits such as gender, age, race, etc. Rewards are crucial for employee and organization relationships. Previous studies suggested that rewards management should be honest, fair and reasonable which can be very helpful for the retention of employees (Pregnolato et al., 2017). Financial

rewards are performance-related allowances and wages. Non- financial rewards include appreciation from higher authorities for good work and good comments for their performance, it reduces their turnover intention from the company. If employees are happy with their financial rewards, they increase their level of input (Akgunduz et al., 2019).

Many Firms are focusing on team performance rather than individual performance. Rewards are very important for bringing the changes in the organization which helps for shaping the climate. Rewards are associated with organization goals and objectives. Companies organize rewards programs for promoting employee behavior which greatly affects the team performance that leads towards the success of the organization (Cacioppe, 1999).

A previous study revealed that compensation and remunerations are very beneficial to employees and encourage them to generate more profit. It is very important to know how rewards tools can strengthen an employees behavior (Stredwick, 2000). Rewards are indicators of employee engagement and their commitment towards the organization (ODriscoll & Randall, 1999). For project success, it is very important to implement the incentive and rewards programs (Vadapalli & Mone, 2000). Studies recommend that project management should implement appropriate incentive programs and can use them as tools for desirable outcomes (Thurridle & Kamleitner, 2016). Hence, based on the above discussion, it is hypothesized that.

**H2 (c): Rewards management is positively related to project success.**

## 2.2 Proactive Behavior as A Mediating Mechanism for Talent Management and Project Success

Proactivity refers to an individuals behavior at the workplace; positive behavior towards other individuals and situations, taking initiative in an uncertain situation and giving advantages to the organization (Parker, Wang & Liao, 2018). The findings of extant literature revealed that proactivity shows employees engagement at

the workplace that results in greater benefits, proactivity and their results vary in different contexts and cultures (Liu, Tangirala, Lee & Parker, 2019). If employees participate proactively, they provide quality input and organization performance increases (Tarricone & Luca, 2002). Thus, their such attitude is positively associated with project completion (Baiden & Price, 2011). Previous studies found that if firms motivate the employees then they show proactive behavior that affects organizational performance (Baroudi, Khapova, Jansen & Richardson, 2018).

Organizations now demanding employees to exhibit proactive behavior (Fuller & Marler, 2009). Previous researchers investigated that organizational support and collaborative work environment are positively related to proactive behavior (Batistic, Cerne, Kase & Zupic, 2016). Proactive employees do not rely on other employees, they are self-sufficient, take initiatives and make the right decisions and ensure success (Yang & Chau, 2016; Fritz & Sonnentag, 2007).

It is also identified that Management support employees by providing T&D opportunities, boost their potential and get things done by them (Strauss et al., 2009). The recent studies also gave a clue that organizations apply different TM practices including compensation to enhance the employee proactive behavior (Sonnenberg, VanZijderveld & Brinks, 2014; Garrow & Hirsh, 2008) and this proactive behavior positively affect the success. Organizations facilitate the employees by providing the benefits to employees i.e. compensation and training and development and rewards due to which they are more able to perform outstandingly at the workplace (Latukha, 2015) which increases the proactive behavior.

It is also considered that recruitment and selection are most essential for developing talented employees at the workplace through which their competencies and skills can be improved that results in their proactive behavior. Employees show proactivity with the proper execution of practices that enhance their performance. Studies revealed that talent management is a key component of organizational success (Frank & Taylor, 2014). In projects, the need for talented employees is increasing for the accomplishment of goals and objectives and through the application of talent management practices, employees proactive behavior greatly affects the project success.

## 2.2 (a): Mediating Role of Proactive Behavior between Recruitment & Selection and Project Success

In modern society, all project-based organizations want proactive people who are self-initiator, experienced and capable to perform their work efficiently and effectively. Proactive people are goal-oriented, try to find a solution and handle the critical situation effectively (Michael Crant, 2000). Proactive behavior can be defined as a capability to tackle problems, abilities to deal with the climate and taking the right decisions for the organization (Michael, 2000; Ashford, 2010; Frese,2001).

People's intentions play a vital role to show influential behavior (Ajzen, 1991). Both job and employee personality traits add value for the prediction of proactive behavior. Studies suggested that for acquiring proactive people, there is a need to hire the best peoples with qualities and brings changes that influence the positive work environment (Parker et al., 2006).

Talent management's main objective is to choose the best people. That is why the organization should hire extraordinary individuals (Cunningham, 2007). Recruitment and selection are considered an important element of the business cycle (Tipper, 2004). Recruitment and selection have received more attention for their implication around all over the world (Lavigna & Hays, 2004).

To beat the competitor, companies use different tactics for attracting people. Previous studies signify that recruitment and selection of talented people determine the outcomes. An organization might face difficulties due to a lack of talent (Alic, 2016). Karatop et al., (2015) suggested it as a strategic tool that can apply to acquire talent. It is also identified that if we exercise these practices effectively, we can find the excellent people that can be fit into the right job that can increase employee retention as well as success. In this regard employees past experiences and personality traits such as behavior and attitude are equally important (Dmitrieva, Zaitseva, Kulyamina, Larionova & Surova, 2014). So, we conclude:

**H2 (a): Proactive behavior mediates the relationship between recruitment and selection and Project Success.**

## 2.2 (b): Mediating Role of Proactive Behavior Between Training & Development and Project Success

Proactive people always participate in extracurricular activities, share new ideas and show interest to perform their work (Seibert, Kraimer & Crant, 2001). Proactivity depends on some factors such as creativity, personal competencies and taking initiative. Proactivity leads an individual towards the success of their job career (Seibert et al.,1999). Extant literature suggested that one of the best methods of proactivity is a supportive climate that helps in uncertain situations (Dunlap et al., 2000). People who have proactive behavior are more competent if they communicate more with others (Liu, Glas, Kanda & Ishiguro, 2017).

Training and development increase participant proactivity. Proactive behavior should be evaluated through which organization promote on the higher position level. Training also concentrates on behavior through which individuals are more likely to engage in their work for the accomplishment of objectives. Previous studies demonstrated that learning competencies are very important that enhance the chances of success and builds employee morale or self-awareness (Bateman & Crant, 1999). Researchers suggested that different perspectives of training should be considered (Velada, Caetano, Michel, Lyons & Kavanagh, 2007).

Tai (2006) suggested that the Manager should guide the employees and encourage them to build their self-confidence and self-esteem. If they are encouraged and feel happy then their productivity will be increased which affects the results. It is also found that individual personal characteristics are correlated with outcomes. most of the organizations have shifted from hierarchies to team-based- organizations that include multitasking abilities and different expertise. That is why they are concentrating on training for developing skills such as situational decisions, taking initiative steps and finding solutions (Dufficy, 2001). In a project-based organization, training is very important to enhance people learning abilities and their competencies (McCreerry, 2003). Training influence the performance of employees that greatly impacts the project success. According to the literature, we hypothesized that:

**H2.2 (b): Proactive behavior mediates the relationship between training & development and project success:**

## 2.2 (c): Mediating Role of Proactive Behavior between Rewards Management and Project Success

In the recent era, proactive behavior plays a significant role in the business environment (Jafri, Dem & Choden, 2016). Firms want intelligent and goal-oriented people who behave innovatively (Jiang & Gu, 2015). Proactivity is influenced by individual personal characteristics for example novelty, sharing ideas and communicating with others (Tai & Mai, 2016). People who have proactive behavior always react positively in a critical situation (Kim, Hon & Crant, 2009). Proactive behavior is positively associated with employee satisfaction. People who are happier with their job will show more performance and positivity at the workplace (Fay & Huttges, 2017). Employees behave proactively when their expectations meet and demands are fulfilled (Malik & Butt, 2017). Thats why the organizations facilitate the employees through rewards and recognition that influence the proactivity at the workplace (Huggins, 2017).

Rewards management is the best approach for hiring and promoting the best employees at the workplace (Smith, Stanza & Bussin, 2015). Every organization tries to pay proper attention to rewards and recognition through which employee participation can increase and they can easily compete in a tough environment. Rewards and recognition programs in group work settings can enhance the efficiency of their work which is an opportunity for promoting employees and increasing their performance. Rewards management influences team performance which greatly affects organizational success (Johnson, 1993). Firms concentrate on employee's attributes and plan to expand the rewards and motivating behavior in rewards management, for example, supervisory support, employee satisfaction and work engagement (Nujjoo & Meyer, 2012). Employees only get rewards and remuneration which is based on their effort at the workplace rather than any favor or praise (Tripathi & Tripathi 2001). Extant literature supports the assumption that

major determinants of project success included rewards and recognition through which employees feel motivated, behave proactively and complete their task and activities as per the schedule and produce greater outcomes that leads towards the success (Mahaney & Lederer, 2006). So, we hypothesized that:

**H2 (c): Proactive behavior mediates the relationship between rewards management and project success.**

## 2.3 Moderating Role of Ethical Leadership between Talent Management and Proactive Behavior

Leaders play an important role in an organization who put their extra effort into employees performance by changing their perceptions and provide guidance to employees that affect the success of the organization. When leaders are sure about their abilities and make the best decisions, benefiting employees with policies and practices, strengthening their capabilities, employees work for such leaders (Dust et al., 2018; Presbitero, 2015). Studies suggested that ethical leadership is more powerful and creates an impact on individuals, if the leader continuously behaves ethically, as per principles and rules, motivates employees to proactively behave and vice versa. Employees acknowledge the leaders set of standards and beliefs and behave accordingly (Lee et al., 2015; Singh, 2019).

As the business environment changing rapidly, organizations are more concerned about talent management practices. Talent management practices develop individual skills which give the advantage to compete and influence the performance (Van Zyl, Mathafena & Ras, 2017). Especially, in the presence of ethical leadership highly talented employees can be developed and retained with the organization more effectively (Kontoghiorghes, 2015). Firms are paying more attention to ethical leadership because they want to show exemplary behavior to employees. Leadership is concerned with developing novel ideas/concepts, vision and mission and their execution (Sosik et al., 2018; Foglia, Fox, Chanko & Bottrell, 2012).

Studies concluded that employees work efficiently toward fair leaders (Zoghbi & Viera, 2017; Aquino & Reed, 2002). Thus, all leaders must follow ethical values and norms and provide support to employees to behave proactively (Chen & Hou, 2016; Walumbwa & Schaubroeck, 2009).

If organizations apply ethics in terms of morality, dignity and vitality that enhance employees performance (Cleveland & Clevel &, 2020). Ethical values are essential for the guidance of employees that shows proactive behavior (Mishra et al., 2011; Littman & Littman, 2017). To achieve the competitive advantage, organizations are trying to attract and retain talented employees by implementing these practices including recruitment and selection, training and development, compensation that greatly affects the employees performance (Blass, Knights & Orbea, 2008). Attracting and retention of employees is possible through ethical leadership at the workplace. So ethical leadership creates an environment for attracting and retaining the employees and they perceive the strong ethical value through which highly talented employees can be retained in the organization (Downs & Swailes, 2013). Ethical leadership has the ability can influence the followers to perform innovatively which results in proactive behavior. Now the role of proactive behavior will be discussed with each dimension.

## 2.3 (a): Moderating Role of Ethical Leadership between Recruitment/Selection and Proactive Behavior

Ethical leadership only promotes correctness and doing the right thing (Kuenzi, Mayer & Greenbaum, 2019). A leader if exhibits good personality traits creates a greater impact on followers that influence the ethical behavior of employees (Mayer, Kuenzi & Greenbaum, 2010). Ethical leaders are role models for their followers, also an inspiration for them, furthermore, they only follow leader instructions (Kohlberg, 1969; Trevino, 1986).

An ethical leader gives guidance to employees for moral conduct and appreciated them when they show positive behavior with ethics at the workplace. They set the principles and standards through which problems can be resolved easily. It is

also identified that ethical leader influences their followers to complete their task on time (Walumbwa et al., 2017). Additionally, According to Mitonga, Mongs & Cilliers (2016), ethical leadership shapes the ethical environment. Every individuals goals must be aligned with organizational goals, that is why with strong ethical leadership, individuals pay more attention to organizational goals. Now the organization is showing more concern for recruitment and selection of talented people because choosing the right people is a very essential element to increase the organizational performance (Ashraf, 2017). In the recruitment process, the job description includes all kinds of information through which management can find the best candidates who fit into the job. While finding the right people, there is also a need to check the compatibility between employees and job requirements whether they are capable or not. They also count their stamina to perform their job and analyze their temperament to handle the situation (Acikgoz, 2018). During the recruitment process, employees feel and demonstrate motivated and their confidence greatly impacts performance (Ouirdi, Segers & Pais, 2016). Ethics plays a significant role in the recruitment process to evaluate the performance of job seekers based on talent, integrity, virtual and also check their competencies towards the jobs. It is also found that ethics create a good impact on the employees proactive behavior (Sarah, 2018). The results revealed that ethical leadership plays a crucial role in the recruitment and selection and employee proactive behavior.

**H3 (a): Ethical leadership moderates the relationship between recruitment and selection and proactive behavior in such a way that it strengthens the relationship between recruitment/selection and proactive behavior.**

## 2.3 (b): Moderating Role of Ethical Leadership between Training & Development and Proactive Behavior

Now the demand for ethical leadership is increasing in a business environment because it greatly impacts the good environment where leader shows ethical conduct, individuals feel more connected with their job and engaged with their jobs

(Neubert, Carlson, Kaomar, Roberts & Chonko, 2009). Ethical leadership is very important for employees growth in the workplace. It is related to fairness and honesty due to which firms perform their task accurately that affects organizational outcomes (Kim & Brymer, 2011). According to Chordiya, Sabharwa & Goodman (2017) firms exhibit ethical conduct at the workplace that attracts and retains the employees.

When a leader is polite with their employees, their confidence increases through which they perform efficiently and effectively (Fu & Deshpande, 2013) that leads to the employees proactive behavior. Mayer, Kuenzi & Greenbaum, (2010) found that ethical leadership creates an ethical environment at the workplace which greatly affects the employee's behavior. When employees see the ethical environment, they automatically show ethics according to standards sets by the organization (Shin, 2012). When an organization sets rules and regulations, which is very necessary for encouraging them and building their morale, that greatly influences their loyalty to their job (Kaur & Kaur, 2017).

Training is the need of every employee for improving their skills and capabilities. Employees' learning and training are very important to increase productivity at the workplace (Sumner, 1999; Kale, 2000). It is identified that employee training is directly related to outcomes because it enhances productivity at the workplace. When employees are happier with their job there are more chances to produce greater outcomes. Now organizations are providing learning skills for developing efficient employees (Jones et al., 2009).

Training programs encourage the individuals that directly lead towards the employee's positive behavior at the workplace (Venkatesh & Speier, 1999). Weber (2014) found that an ethical climate is an effective way through which an organization provides better training and education through which employees flourish in the workplace. During training and development, managers, trainers, or leaders ethics strongly influence the employee's performance that leads towards their proactive behavior. The Results revealed that ethical leadership plays a significant role in the training and development of employees that strongly affects the proactive behavior of employees.

**H3 (b): Ethical leadership moderates the relationship between training and development and proactive behavior in such a way that it strengthens the relationship.**

## 2.3 (c): Moderating Role of Ethical Leadership between Rewards Management and Proactive Behavior

Ethical leadership creates a good environment where leader influence their followers to behave ethically according to moral principles and laws set by the organization (Ching, Kee & Tan, 2016). Ethical leadership is very important for running the organization effectively (Fabiano & Hornstein, 2018). Previous studies show that people who exhibit more ethical conduct, show more loyalty to their job and stay more at the organization (Cullen et al., 2003). When a leader takes care of and motivate the employees at the workplace, they feel happy with their job, participate more in the task (Okan & Akyz, 2015). An ethical leader always promotes justice and speaks for employees. Ethical leadership creates a good impact on employee's perception through which they openly express their feelings and communicate easily with a leader that ensures their loyalty at the workplace (Avey, Wernsing & Palanski, 2012).

In a competitive environment, rewards management is the best opportunity for increasing productivity and generating profit. Because rewards and compensation influence the individual performance that results in greater outcomes. Firms encourage the employees which builds their morale and confidence (Gungor,2011) that leads to proactive behavior.

A previous study found that rewards management is directly associated with job outcomes because it shows an employee's commitment and loyalty towards the organization (Agwu, 2013). It is also found that rewards and recognition influence the positive behavior of employees that leads towards organizational effectiveness (Chiang & Birtch, 2011). In presence of ethical leadership, rewards and recognition create more impact on individual behavior when employees who perceive more

ethics, are capable to take rewards benefits through performance evaluation that leads towards proactive behavior (Zhao & Tian, 2009).

Thus, based on literature we can assume that ethical leadership strongly influences the employee's behavior where they act proactively to get rewards and so on. They might also secure a higher-level position in the organization. Hence, we hypothesized that:

**H3 (c): Ethical leadership moderates the relationship between rewards management and proactive behavior in such a way that it strengthens the relationship between rewards management and proactive behavior.**

## 2.4 Research Model
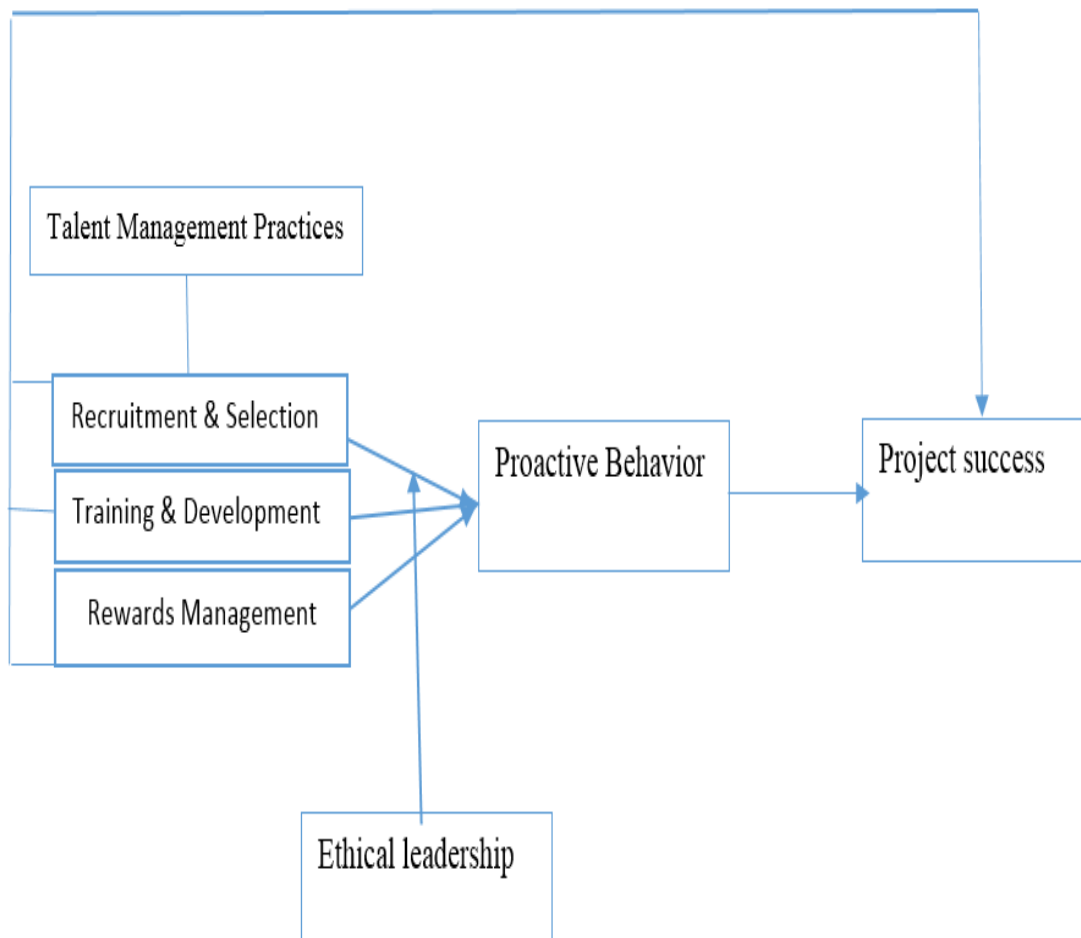


FIGURE 2.1: Research Model of Talent Management on Project Success Through Proactive Behavior: Moderating Role of Ethical Leadership.

## 2.5   Summary of Research Hypothesis

- H1a: Recruitment and selection are positively associated with project success.

- H1b: Training and development are positively associated with project success.

- H1c: Rewards management is positively associated with project success

- H2a: Proactive behavior mediate the relationship between recruitment and selection and Project Success.

- H2b: Proactive behavior mediate the relationship between training and development and Project success.

- H2c: Proactive behavior mediate the relationship between rewards management and Project Success.

- H3a: Ethical leadership moderate the relationship between recruitment and selection and Proactive behavior.

- H3b: Ethical leadership moderate the relationship between training and development and Proactive behavior.

- H3c: Ethical leadership moderate the relationship between rewards management and Proactive behavior.

# Chapter 3

# Research Methodology

## 3.1 Introduction

In this chapter, the current study includes the methods through the relationship of talent management practices with project success and proactive behavior as a mediator while ethical leadership as a moderator can be explored. It includes research design, population, unit of analysis, sample size, characteristics of the sample, techniques of research and reliabilities of instruments

## 3.2 Research Design

Research design means to make a plan for collecting and analyzing the data (Zikmund et al., 2003). The purpose of the research design is to investigate and analyze the research work. The research design includes two methods that are a qualitative method and a quantitative method.

Mostly researcher selects quantitative method because it gives accurate and reliable results and there are fewer chances of errors. The present study selected a quantitative method.

Research design includes a type of study, study setting, time horizon and unit of analysis.

### 3.2.1   Type of Study

The present study focused on studying the effect of talent management practices on project success with proactive behavior as a mediator and ethical leadership as a moderator in project-based organizations. The sample of the study is the employees working in construction companies, software houses and NGOs.

### 3.2.2   Study Setting

This study was conducted in a natural work environment where respondents filled the questionnaires without any interference and with dignity and honesty. They were assured of their confidential information and secrecy.

### 3.2.3   Unit of Analysis

Unit of analysis is a very important part of research work. Unit of analysis means individuals who are considered for the data collection. It could be peoples, organizations and any type of industry from where we can collect data or any information, so the current study considered that individuals who are working in software, construction and NGOs of project-based organizations in Rawalpindi and Islamabad.

### 3.2.4   Time Horizon

The present study adopted a cross-sectional method for the collection and analysis of the data. Because of time constraints, the cross-sectional method appeared more feasible. The data collection activity was completed in one month.

### 3.2.5   Data Collection

For quantitative research, sample size matters a lot because it represents the population. It is not possible to collect the data from the entire targeted population Rawalpindi and Islamabad city were targeted only.

The present study was collected data from different construction firms, software firms and NGOs related firms. Time was very limited and it was very difficult to collect the data from all employees working in different construction, software and NGO companies. Thus, a sampling technique was used. The sample size was 384 and all questionnaires were distributed among the employees working in different areas of Rawalpindi and Islamabad. It is a reasonable sample size as per Morgan (1971). The data were collected at one time only. Personal visits to different construction and software companies ensured, where project managers permit to collect data from their employees. 384 questionnaires were distributed to employees out of which 320 responses were received back, few were incomplete or wrongly filled thus 303 valid responses were considered.

## 3.3 Population and Sample

A population is a group of people through which the researcher collects data or any information. The purpose of this research is to identify how talent management practices result in project success. For this purpose, the current study mainly emphasized project-based organizations, IT-related people, construction companies and NGOs. Data were collected from targeted employees through questionnaires. A cover letter was used which consisted of the scope of the study, assurance of anonymity and confidentiality and participation was voluntary. The questionnaire was distributed among employees directly through personal visits as well as through Google doc. Each respondent was required to provide information related to demographics like gender, age qualification, job sector and type of the organization. Church, Elliot & Gable, (2001) considered online surveys as the most convenient way to obtain the desired response from the respondents instead of filling the questionnaire in hard form.

### 3.3.1 Sampling Technique

There are two types of sampling, probability sampling and non-probability sampling. In probability sampling, there is an equal chance of every person from the

whole population. Probability sampling gives the complete information of the whole population. In non-probability sampling, randomly selected from the entire population and data is collected. In this study, we used simple random technique for collecting the data easily due to time constraints and limitations.

## 3.4   Sample Characteristics

There are two types of sampling, probability sampling and non-probability sampling. In probability sampling, there is an equal chance of selection for every person from the whole population. Probability sampling gives complete information about the whole population. In non-probability sampling, the entire population doesnt have an equal chance of selection and data is collected as per convenience. In this study, we used a convenience sampling technique for data collection due to time constraints and limitations. Convenience sampling is a form of non-probability sampling.

### 3.4.1   Gender

Gender is a very essential element in demographics as there is always a chance of gender inequality. In the current study, both males and females get an equal chance to put their opinion.

In this table 3.1, the percentage of males and females are included and their total percentage value is also given. There is also included frequency of male and female and their total frequency value is also given.

Table 3.1: Frequency by Gender

| Gender | Frequency | Percent |
|--------|-----------|---------|
| Male   | 282       | 93.1    |
| Female | 21        | 6.9     |
| Total  | 303       | 100     |

Table 3.1, shows that total of 93.1% of respondents were male and 6.9% were females. That means male percentage was high.

### 3.4.2 Age

Age is an essential element of demographic that is calculated in the form of years. Table 3.2 shows that the number of respondents was lying between 21-30 years.

Their percentage was 49.2%. 26.7% of the respondent were lying the age between 31-40 years. 18.5% are lying the age between 41-50 and 5.3% were lying the age between 51-61 years while 0.3% at age of 61 and above.

TABLE 3.2: Frequency by Age

| Age | Frequency | Percent |
| --- | --- | --- |
| 21-30 | 149 | 49.2 |
| 31-40 | 81 | 26.7 |
| 41-50 | 56 | 18.5 |
| 51-60 | 16 | 5.3 |
| 60 & above | 1 | 0.3 |
| Total | 303 | 100 |

### 3.4.3 Qualification

Qualification is also an important demographic variable. As the software and construction companies were targeted where specific skills and knowledge were required to perform tasks. Following data was obtained.

TABLE 3.3: Frequency by Qualification

| Qualification | Frequency | Percent |
| --- | --- | --- |
| Matriculation | 2 | 0.7 |
| Intermediate | 24 | 7.9 |
| Bachelor | 147 | 48.5 |
| MS/MPhil | 129 | 42.6 |
| Ph.D. | 1 | 0.3 |
| Total | 303 | 100 |

Table 3.3 shows that maximum respondents who are qualified bachelor 48.5%, 42.6% respondents are qualified as a MS/MPhil, 7.9% respondents are qualified as an intermediate and 0.7% are qualified as a matriculation while 0.3% are the respondents who are qualified as a Ph.D.

### 3.4.4   Experience

Experience is also a vital part of the demographic. While distributing the questionnaires, the experience of respondents was also considered. Table 3.4 shows the percentage of respondents who had an experience of 1-5 years, 6-10 years, 11-15 years, 16-20 years, 21 years and above.

TABLE 3.4: Frequency by Experience

| Experience | Frequency | Percent |
|------------|-----------|---------|
| 1-5 years  | 159       | 52.5    |
| 6-10 years | 78        | 25.7    |
| 11-15 years| 54        | 17.8    |
| 16-20 years| 7         | 2.3     |
| 21 & above | 5         | 1.7     |
| Total      | 303       | 100     |

Table 3.4 shows that 52.5% respondents are those who has experience of 1-5 years,25.7 % respondents are those who has experience of 6-10 years,17.8% respondents are those who had an experience of 11-15 years and 2.3% are respondents who had experience of 16-20 years while 1.7 % respondents are those who had an experience of 21 and above years.

## 3.5   Instrumentation

Data were obtained related to talent management, proactive behavior, project success and ethical leadership. Questionnaires of these items were filled by managers and employees in the project-based organization and response is recorded on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly disagree).

### 3.5.1   Talent Management

Talent management was measured by using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

The questionnaire is adopted from (Jayaraman, Talib & Khan, 2018). It includes talent management practices identifying critical positions, compensation training,

rewards management and Development. A sample item of recruitment & selection is My company builds up talent pool in the organization. A sample item of training and development is The training activities for the identified talent are focused on required competencies. A sample item of rewards management is My company values my work and contribution.

### 3.5.2 Proactive Behavior

Proactive behavior was measured by using a five-point Likert scale that is ranging from (1=Never to 5=Almost Always) for this study. The questionnaire was adopted from Maden-Eyiusta (2019). It includes Try to bring about improved procedures in your workplace and generate new ideas.

### 3.5.3 Project Success

Project success was measured by using a five-point Likert scale that is ranging from (1=strongly disagree to 5 strongly agree) for this study. This scale was developed by Mir & Pinnington, (2014). A sample item was The project was completed on time. Another sample item was The outcomes of the projects are likely to be sustained.

### 3.5.4 Ethical Leadership

TABLE 3.5: Scale Summary

| Variables | Scales | Item No. |
| --- | --- | --- |
| Talent Management | (Jayaraman, Talib & Khan, 2018) | 26 |
| Proactive behavior | (Maden-Eyiusta, 2019). | 6 |
| Project success | (Mir & Pinnington, 2014 | 14 |
| Ethical leadership | (Brown, Trevino & Harrison, 2005) | 10 |

Ethical leadership was measured by using a five-point Likert scale that is ranging from strongly disagree to strongly agree. This scale was developed by Brown,

Trevino & Harrison, (2005). The scale items included, "Listen to what employees have to say" and "Make fair and balanced decisions". It also includes "When making decisions, ask what is the right thing to do"?.

## 3.6 Control Variables

In this study, one-way ANOVA was used to find out control variables, all demographics variables such as gender, age, qualification and experience were tested with the dependent variable. Through ANOVA, we identified that some control variables show a significance level that means our demographics variables play an important role in the dependent variable.

TABLE 3.6: One-Way ANOVA (Control Variable)

| Variables | F | Significance |
|---|---|---|
| Gender | 2.40 | 0.12 |
| Age | 0.74 | 0.56 |
| Qualification | 1.36 | 0.24 |
| Experience | 18.30 | 0.00 |

Table 3.6 showed that control variables such as gender, age and qualification were insignificant except experience that needs to be controlled because it has significance and p-value is less than 0.05 which means the experience would affecting the model.

## 3.7 Reliability Analysis

Reliability analysis was conducted to measure the reliability of all the scales. Cronbach's alpha value showed the reliability of each scale. If Cronbach's alpha value is greater than it is reliable if its value is lower than it is not reliable.

All the Cronbachs alpha values given in the above table indicate the reliability of all the scales. In the above table 3.7, Cronbach's alpha value of recruitment and selection were 0.89, the value of training and development was 0.89, Cronbach's alpha value of rewards management was 0.89, proactive behavior Cronbachs alpha

TABLE 3.7: Reliability Analysis of Scale

| Variables | Cronbach Alpha | Items |
|---|---|---|
| Recruitment & Selection | 0.89 | 4 |
| Training & Development | 0.89 | 11 |
| Rewards Management | 0.89 | 11 |
| Proactive Behavior | 0.94 | 6 |
| Ethical Leadership | 0.88 | 10 |
| Project Success | 0.93 | 14 |

value was 0.94, the value of ethical leadership is 0.88 and project success Cronbach alpha value was 0.93. Results revealed that all the Cronbach values showed that scales were reliable.

## 3.8    Statistical Tools

In the study, different tools were used for the analysis of the data. AMOS software was used for confirmatory factor analysis through which it was examined that the model was fit or not. SPSS software was used to check the reliability of scales. During analysis, we also conducted ANOVA to examine the impact of the demographics variable on the dependent variable. We also find out the mean value and standard deviation in descriptive statistics. The correlation analysis was conducted among variables whether variables are correlated with each other or not. Additionally, linear regression and multiple regression were tested. Linear regression was used to examine the impact of the independent variable on the dependent variable. Multiple regression included mediation and moderation analysis. Tests were conducted through SPSS 23.

# Chapter 4

# Results

The analysis was done by using software such as SPSS and AMOS. AMOS was used to confirm the model fitness through confirmatory factor analysis (CFA) while SPSS was used for reliability, correlation and regression analysis.

## 4.1 Descriptive Statistics

Descriptive statistics consists of a summary of all the data that describe all the information about variables. It includes the mean value, maximum value, minimum value and standard deviation of all the variables. The basic purpose of descriptive statistics was to analyze the mean value of all variables given in the table.

Descriptive statistics included all the variables such as recruitment & selection, training & development, rewards management, proactive behavior, ethical leadership and project success in tabular form.

Mean values of all the variables in the table show that either respondent is satisfied or not satisfied with these questionnaires. Standard deviation tells us the dispersion in the data.

High standard deviations mean extreme values are more in data, thats why data is not distributed equally, it should be equal.

TABLE 4.1: Descriptive Statistics

| Variable | Sample | Mini. | Maxi. | Mean | Std |
|----------|--------|-------|-------|------|-----|
| Recruitment & Selection | 303 | 1 | 5 | 4.01 | 1.06 |
| Training & Development | 303 | 1 | 4 | 3.90 | 0.71 |
| Rewards Management | 303 | 1 | 5 | 3.84 | 0.77 |
| Proactive Behavior | 303 | 1 | 5 | 4.27 | 0.93 |
| Ethical Leadership | 303 | 1 | 4 | 3.88 | 0.68 |
| Project Success | 303 | 1 | 4 | 3.79 | 0.83 |

Table 4.1 shows that there were 303 respondents considered in the study. Minimum and Maximum value of recruitment & selection were 1 and 5. Minimum and Maximum value of training and development is 1 and 4. Minimum and Maximum value of rewards management 1 and 5. Minimum and Maximum value of proactive behavior were 1 and 5. Minimum and Maximum value of ethical leadership 1 and 4. Minimum and Maximum value of project success were 1 and 4.

In the above table mean values of all variables were also mentioned. The mean value of recruitment and selection was 4.01 and its standard deviation was 1.06. The mean value of training and development was 3.90 and the standard deviation was 0.71.

The mean value of rewards management was 3.84 and the standard deviation was 0.77. The mean value of proactive behavior was 4.27 and the standard deviation was 0.93. The mean value of ethical leadership was 3.88 and the standard deviation was 0.68. The mean value of project success was 3.79 and the standard deviation was 0.83.

## 4.2 Validity Analysis

In this study, we conducted a confirmatory factor analysis for the validity of the model.

## 4.2.1 Confirmatory Factor Analysis

For measuring the model, AMOS was used to identify the model was fit or not. A model summary was checked where all multiple indices meet standard or not. These multiple indices include d Chi-square, Root means a Square Error of Approximation (RMSEA), adjusted goodness of Fit Indices (AGFI) and Comparative Fit Indices. The value of all parameters was above 0.90, which indicated a good model fit for further analysis.
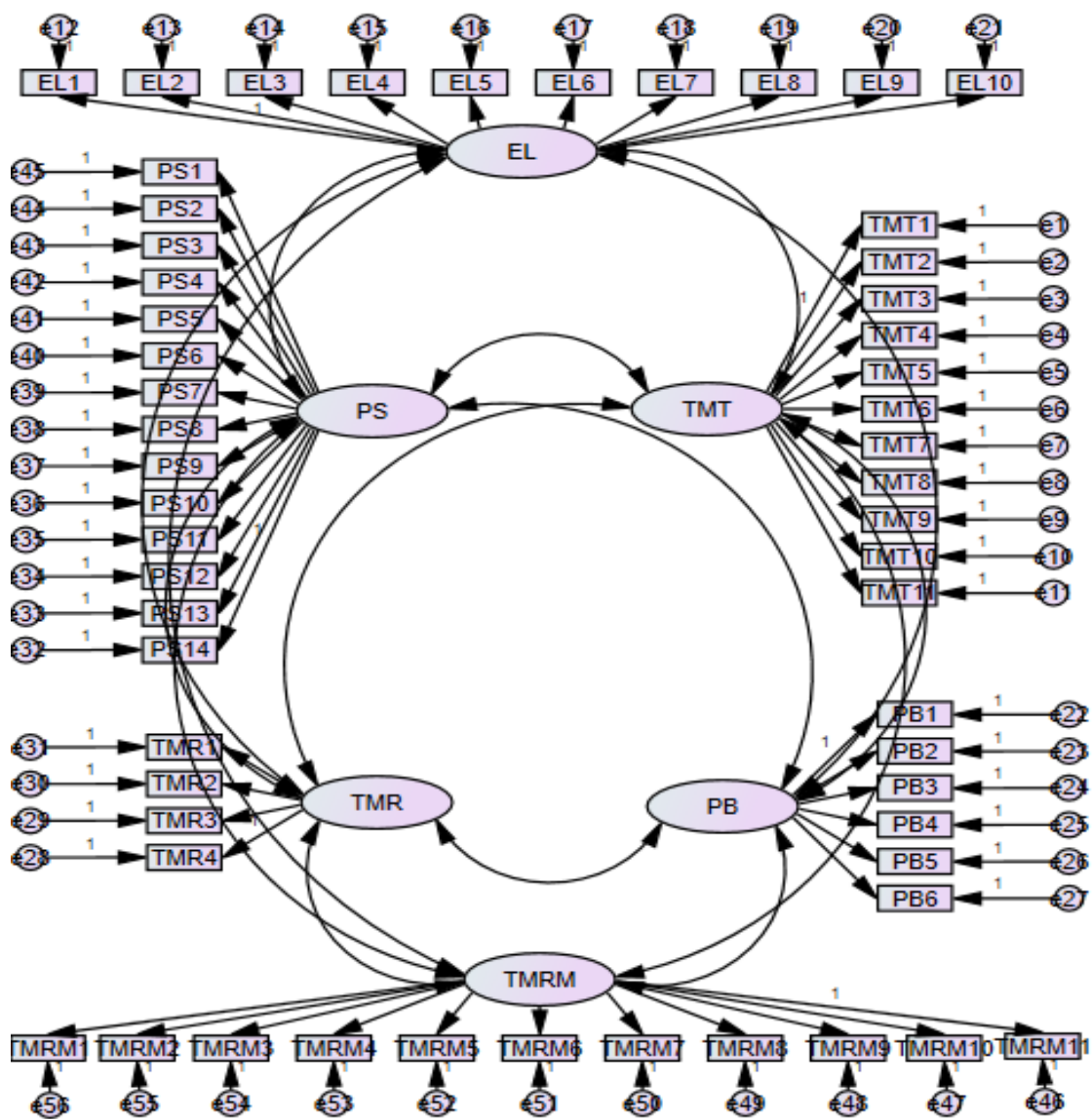
## 4.2.2 Measurement Model



FIGURE 4.1: Confirmatory Factor Analysis

In the study, confirmatory factor analysis was conducted for measuring the model and its validity. The model consists of six factors such as recruitment and selection, training and development, rewards management, ethical leadership, proactive behavior and project success. Fit indices include model, comparative fit index (CFI), Tucker- Lewis index (TLI) and incremental fit index (IFI).

TABLE 4.2: Confirmatory Factor Analysis of Measurement Model

|  | CMIN/DF | CFI | TLI | IFI | RMSEA |
|---|---|---|---|---|---|
| Model Fit | 1.26 | .95 | .95 | .95 | 0.03 |

In the measurement model, model indices represented all the values of the good fit model. In the above Table 4.2, the value of increment fit index (IFI) 0.95, comparative fit index with 0.95, root means square of approximation (RMSEA) 0.03, Tucker-Lewis 0.95 indicated an excellent fit to the model. Overall, the values met the threshold which provided evidence of an excellent model.

## 4.3 Correlation Analysis

Correlation analysis was used to test the relationship among all the variables. Correlation analysis tells the strength between variables that how much they are correlated with each other. It can be positive or negative. Pearson correlation was conducted to identify the relationship and significance among variables. Positive signs showed that if the value of one variable increases then the value of other variables also increases and negative signs mean variables are in the opposite direction that shows if one value of one variable increases then the value of the other variable decreases.

The table 4.3 showed that there was a positive correlation between recruitment and selection and proactive behavior where r value was 0.46 and P< 0.01. There was also a positive correlation between recruitment & selection and ethical leadership where r value was 0.32 and P<0.0.1. There is a positive correlation between recruitment & selection and project success where r value was 0.54 and P < 0.01.

<span style="text-align:center">Table 4.3: Correlation</span>

| Variables | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|
| Recruitment & selection | 1 | | | | | |
| Training & development | 0.36** | 1 | | | | |
| Rewards management | 0.48** | 0.42** | 1 | | | |
| Proactive behavior | 0.46** | 0.41** | 0.61** | 1 | | |
| Ethical leadership | 0.32** | 0.35** | 0.14* | 0.13* | 1 | |
| Project success | 0.54** | 0.38** | 0.53** | 0.48** | 0.39** | 1 |

*N=303*
*\*\*P<0.01 Correlation is significant at the 0.01 level (2 tailed)*
*\*P<0.01 Correlation is significant at 0.05 level (2 tailed)*

Results revealed that there was a positive correlation between training & development and proactive behavior where r=0.41 and P<0.01. There was a positive correlation between training & development and ethical leadership where r=0.35 and P<0.01.

There was also a positive correlation between Training & development and project success where r=0.38 and P<0.01. There was a significant correlation between rewards management and proactive behavior where r=0.61 and p<0.01. There was a significant relationship between rewards management and ethical leadership where r=0.14 and P<0.05. There was a positive correlation between rewards management and project success where r=0.53 and P<0.01.

Results also showed that there was a significant correlation between proactive behavior and ethical leadership where r=0.13 and P<0.05. There was a positive correlation between proactive behavior and project success where r=0.48 and P<0.01. There was a positive correlation between ethical leadership and project success where r=0.39 and P<0.01.

# 4.4   Regression Analysis

Regression analysis was used to predict and estimate the relationship between variables. In regression analysis, the causal relationship between variables normally emphasized. Simple regression was conducted to examine how one variable affects the other variable. Multiple regression was conducted for analyzing the mediation and moderation between variables.

Previous studies used (Baron & Kenny 1986) method for conducting the regression analysis. In this study, the Preacher & Hayes (2013) macro process was used for analyzing the mediation and moderation. Baron and Kenny's (1986) method is being considered outdated. The Preacher and Hayes macro process is the latest method opted for viable mediation and moderation analysis.

## 4.4.1   Simple Regression

In this study, we conducted a simple regression to examine the impact of talent management practices on project success.

TABLE 4.4: Simple Regression

| Predictor | B | $R^2$ | F | Sig. |
| --- | --- | --- | --- | --- |
| (a) Recruitment & selection | 0.42 | .29 | 128.27 | .000 |
| (b) Training & development | 0.45 | .15 | 53.62 | .000 |
| (c) Rewards management | 0.57 | .28 | 120.33 | .000 |

**H1a:** Recruitment and selection are positively associated with project success.

In Table 4.4, results revealed that there was a positive relationship between recruitment/selection and project success because it showed a significance level. B, beta value was 0.42 and P-value was 0.000. Thus, the hypothesis was accepted.

**H1b:** Training and development are positively associated with project success.

Table 4.4 results showed that there was a direct relationship between training and development and project success. In the above table, the beta value was 0.45 and the P-value is less than 0.01. Thus, the hypothesis was accepted.

**H1c:** Rewards management is positively associated with project success. Table 4.4 shows that there is a direct relationship between rewards management and project success. In the above table, the beta value is 0.57 and the P-value is less than 0.01. The P-value is showing significance. So, we accepted this hypothesis that there is a positive relationship between Training & development and project success.

## 4.4.2 Multiple Regression

### 4.4.2.1 Mediation

In this research andre F. Hayes's process was used for performing the mediation analysis and model 4 was used. In mediation analysis, there is a direct and indirect effect. The direct effect shows the relationship between the independent and dependent variables. The indirect effect shows how the third variable creates an effect between the predictor and outcome variable. In this study, proactive behavior mediates the relationship between talent management practices and project success. During regression analysis, the experience was used as a controlled variable on project success.

TABLE 4.5: Direct Effect of Talent Management Practices on Project Success

|  | B | SE | t | P |
|---|---|---|---|---|
| Recruitment & Selection ——▶ Project Success | 2.04 | 0.18 | 10.96 | .000 |
| Training & Development ——▶ Project Success | 2.11 | 0.26 | 8.08 | .000 |
| Rewards Management ——▶ Project Success | 1.67 | 0.22 | 7.54 | .000 |

**H2a:** proactive behavior mediate the relationship between recruitment/selection and project success.

TABLE 4.6: Indirect Effect of Proactive Behavior between TM Practices &
Project Success

|  | Effect | Boot SE | Boot LLCI | Boot ULCI |
|---|---|---|---|---|
| Recruitment & *Selection* × PB | 0.10 | 0.04 | 0.04 | 0.20 |
| —▶ Project Success |  |  |  |  |
| Training & Development× PB | 0.18 | 0.07 | 0.06 | 0.36 |
| —▶ Project Success |  |  |  |  |
| Rewards Management× PB | 0.16 | 0.07 | 0.02 | 0.32 |
| —▶ Project Success |  |  |  |  |

N=303, LL=Lower limit, UL=Upper limit, CI=Confidence interval, P<0.05,
P<0.01

Table 4.6 shows that there is a significant relationship between recruitment & se-
lection and project success because its p-value is .000 which shows the significance
level. In table 4.4.2(b), where LLCI value is 0.04 and ULCL value is 0.20 both
signs are positive which means that there is a mediating effect of proactive behav-
ior between Recruitment and selection and project success. So this hypothesis is
accepted.

**H2b:** proactive behavior mediate the relationship between training & development
and project success.

Table 4.6 shows that there is a significant relationship between training & devel-
opment and project success. P-value is .000 which shows the significance level
between variables. In table 4.4.2(d), the LLCI value is 0.06 and the ULCI value
is 0.36 both signs are positive which shows that there is a mediating effect of
proactive behavior between training & development and project success. How-
ever, hypothesis 5 is accepted.

**H2c:** Proactive behavior mediate the relationship between rewards management
and project success.

Table 4.6 shows that there is a significant relationship between rewards man-
agement and project success. P-value is .000 which shows the significance level
between variables. In table 4.6(f), LLCI value is 0.02 and ULCI is 0.32 both signs

are also positive which means that there is a mediating effect of proactive behavior between rewards management and project success. So hypothesis 6 is accepted.

### 4.4.2.2 Moderation

In moderation analysis, the moderator shows the strength or weaken the relationship between the independent variable and dependent variable. We used moderation analysis to examine ethical leadership as a moderator between talent management practices and proactive behavior. In this study, we applied the preacher and Hayes process for moderation analysis.

TABLE 4.7: Moderating Effect of Ethical Leadership between TM Practices & PB

| Int-term | B | SE | t | p | LLCI | ULCI |
|---|---|---|---|---|---|---|
| Recruitment & *selection* × Ethical leadership 0.08 → Proactive behavior | 0.08 | 0.05 | 1.69 | .091 | -0.01 | 0.18 |
| Training & develop*ment* × Ethical leadership 0.18 → Proactive behavior | 0.18 | 0.05 | 3.18 | .001 | 0.07 | 0.29 |
| Rewards management× Ethical leadership → Proactive behavior | 0.25 | 0.06 | 4.12 | .000 | 0.13 | 0.37 |

N=303, LL=Lower Limit, UL=Upper Limit, CI= Confidence Interval, P<0.05, P<0.01 (IV= Recruitment & Selection, Training & Development and Rewards Management, Moderator=Ethical Leadership, mediator=Proactive Behavior)

**H3a:** Ethical leadership moderates the relationship between recruitment/selection and proactive behavior.

In Table 4.8, results revealed that ethical leadership does not influence the relationship between recruitment/selection and proactive behavior. The results show that the interaction term where the p-value is .091 that shows insignificant. LLCI value is -0.01 and ULCL value is 0.18 both signs are opposite which means that there is no moderating effect of ethical leadership between recruitment/selection and proactive behavior. So, it is proved that the Hypothesis is rejected.

**H3b:** Ethical leadership moderate the relationship between training & development and proactive behavior.

Table 4.8 shows that ethical leadership strongly moderate the relationship between training & development and proactive behavior. In the above table Beta value is 0.18 where P-value is 0.00 and that shows the significance level. LLCI value is 0.07 and ULCI value is 0.29 both signs are positive which means ethical leadership influences the relationship between training & development and proactive behavior. However, hypothesis 8 is accepted.
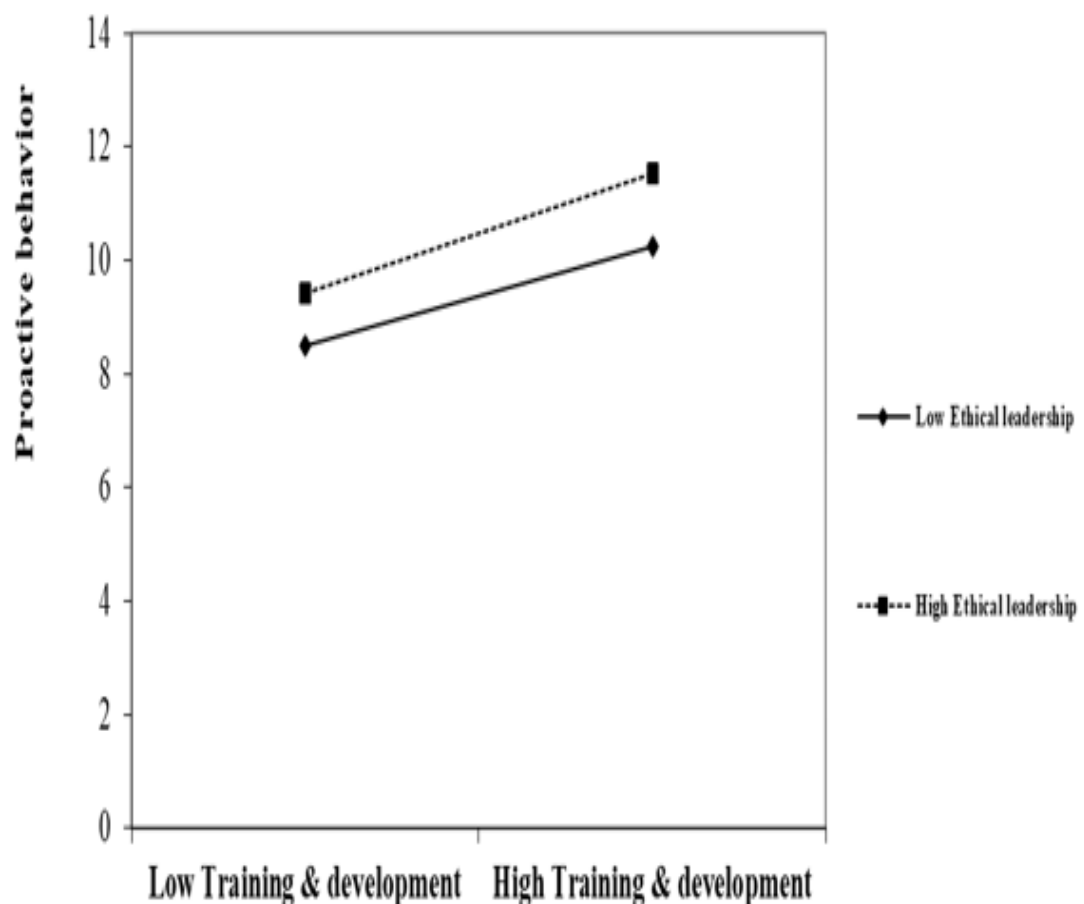


FIGURE 4.2: Moderation Graph

In the above figure, the slope of the relationship between Training & development and proactive behavior is stronger for leaders who perceive high ethical leadership. This figure also has shown that If there is a Training & development and ethical leadership is high, there will be high proactive behavior of employees at the workplace.

**H3c:** Ethical leadership moderate the relationship between rewards management and proactive behavior.

Hypothesis 3c states that ethical leadership moderates the relationship between rewards management and proactive behavior. In Table 4.14, the LLCI value is 0.13 and the ULCI value is 0.37 both signs are positive and P is.000 which shows significance. In the interaction term, the Beta value is 0.25 which means there is a moderating effect of ethical leadership between rewards management and proactive behavior. So Hypothesis 9 is accepted.
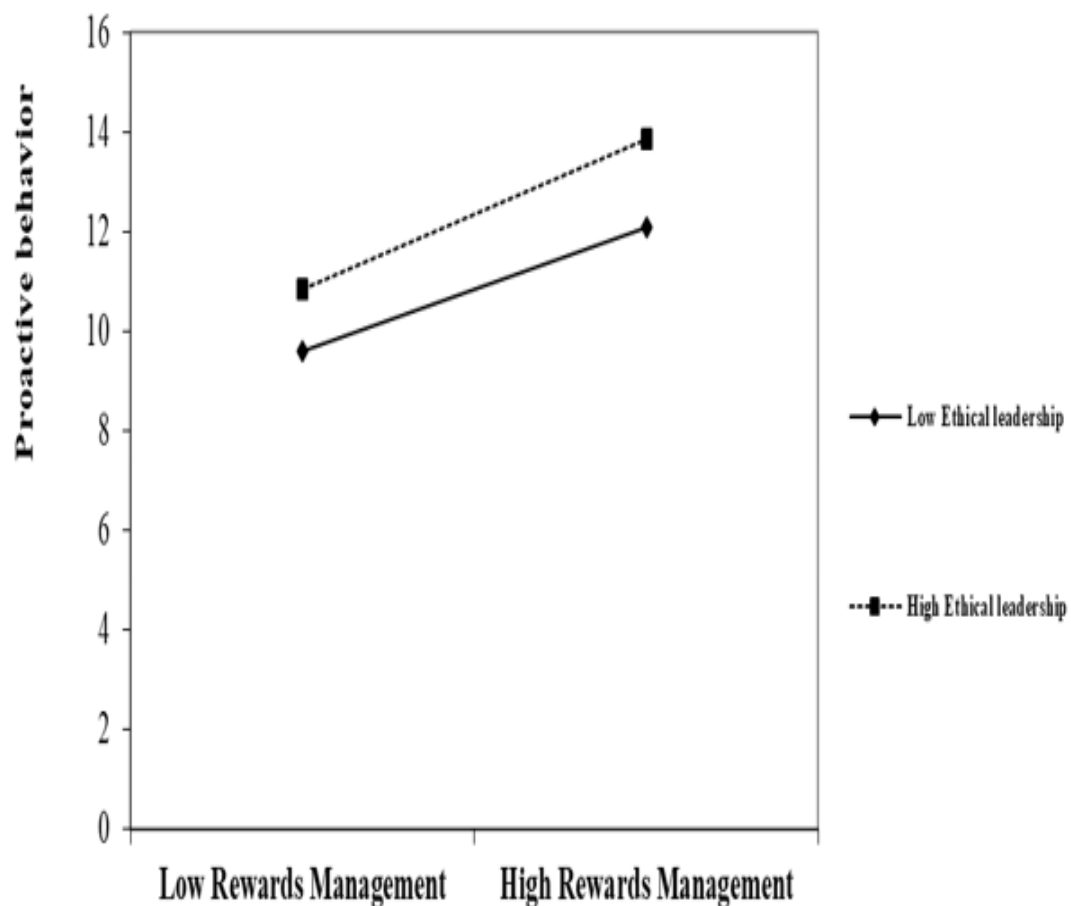


FIGURE 4.3: Moderation Graph

Figure 4.3 is showing that when ethical leadership is highly strengthening the relationship between rewards management and proactive behavior. This figure also depicted that if there is high ethical leadership then the impact of rewards management on proactive behavior will be stronger.

## 4.5 Summary of Hypothesis

TABLE 4.8: Summary of Hypothesis

| Hypothesis | Statement | Results |
|---|---|---|
| H1a | Recruitment/Selection is positively associated With project success. | Supported |
| H1b | Training & development is positively associated With project success. | Supported |
| H1c | Rewards management is positively associated With project success. | Supported |
| H2a | Proactive behavior mediate relationship between recruitment/selection and project success. | Supported |
| H2b | Proactive behavior mediate relationship between Training & development and project success. | Supported |
| H2c | Proactive behavior mediate relationship between Rewards management and project success. | Supported |
| H3a | Ethical leadership moderate relationship between Recruitment/selection and proactive behavior. | Not Supported |
| H3b | Ethical leadership moderate relationship between Training & development and proactive behavior. | Supported |
| H3c | Ethical leadership moderate relationship between Rewards management and proactive behavior. | Supported |

# Chapter 5

# Discussion and Conclusion

## 5.1 Discussion

This chapter includes theoretical and practical implications of the study, limitations, future research direction and conclusion of the study. The Discussion of each hypothesis is given below:

### H1 (a): Recruitment and Selection are Positively Associated with Project Success

The hypothesis one was accepted. Recruitment and selection are very essential for hiring the best kind of people. Today right people are the need of every organization. As we know that it is the most difficult task for an organization to find out the right people for the right job. Now organizations demand is increased, talented and experienced people are more required that is mandatory. Organizations hire excellent people who perform innovatively. Previous researchers have shown that when you recruit the best people, they give maximum output (Waxin, Lindsay, Belkhodja & Zao, 2018) that leads towards the project's success. Talented people utilize their skills and capabilities to perform a particular task which greatly impacts the project's success.

Talented people are more extroverted, they share new ideas and communicate with team members which influence employee performance (Muhammad & Shao, 2013) which results in project success. Now demands for talented people has been increased to achieve a competitive advantage. It is also found that when we hire talented people, performance increases that ensure project success. Talented people influence a positive environment at the workplace which greatly affects the success of the organization. They transform the whole organization by implementing the skills, knowledge and learning abilities.

## H1 (b): Training and Development are Positively Associated with Project Success

The hypothesis was accepted. Training and development has become the most important part of every organization. Training is considered an essential element to increase the performance of employees in an organization. Previous studies suggested that employee training improves their learning abilities and skills to complete the assigned task efficiently and effectively which greatly affects organizational success. Organizations implement training programs for managing the work properly. Training and development help the employees to perform innovatively at the workplace that results in greater outcomes (Sendawula, Nakyejwa, Kimuli, Bananuka & Najjemba Muganga, 2018). When organizations provide a supportive environment by providing the training and development programs which result in the project's success. When an organization meets the employees psychological contract fulfillment or their expectation then they produce greater outcomes that ensure the project's success. In projects, there is required to complete the work within scope i.e. time, quality and cost. So, when employees obligations are met, they finish their work within budget and on time that greatly affects the project's success.

When organizations provide training, employees dont leave the organization and stay with the organization, thus talented people play a crucial role in project success. Luthans, Avey, Avolio & Peterson (2010) also supported that when we train

the employees, their behavior, mood and attitude also improves which greatly affects project success. In projects, individual moods and behavior are very important in teamwork.

## H1(c): Rewards Management is Positively Associated with Project Success

The hypothesis was accepted. Rewards management are the benefits that are provided to employees to increase the employees performance which greatly affects the project success. It is the responsibility of organizations to benefit employees by providing competitive compensation packages. Rewards management includes performance allowances, pay and bonuses which are given to the employees. It was also found that employees feel emotionally attached to their jobs if rewards are good. When employees feel satisfied with their job they put their extra effort to perform work efficiently and effectively and ensure the project's success. If an employee is unhappy with their job, work delays and they do not produce greater outcomes that can lead towards the failure of the project. Rewards management creates a positive work environment by compensating employees through benefits. Previous studies also supported that organizations must focus on rewards and compensation (Tymon, Stumpf, Doh, 2010). In projects, special rewards benefits are given to employees on exceptional performance due to which individuals show more dedication and loyalty towards work and organization. Earlier studies also supported that the rewards and penalties are both considered in projects when a task is not completed on the required time, penalties imply and when work finish on time then they provide compensation (Estevez-Fernandez, 2012).

### 5.1.1 H2 (a): Proactive Behavior Mediates the Relationship between Recruitment and Selection and Project Success

Proactive behavior plays a vital role in shaping the desirable climate in the workplace. The hypothesis was accepted. It revealed that people who are proactive

always behave positively at the workplace which greatly affects the project success of organizations. Proactive people take initiative steps, share new ideas and tackle situations. Previous studies also found that people who behave proactively always tackle uncertain situations. They are more talkative and interact with others. Studies revealed that those people who communicate with others exchange information with others ultimately contribute to project success (Den, Hartog & Balschak, 2012). They are more creative and extraordinary which produces desirable outcomes (Rodrigues & Rebelo, 2019).

In projects, there is always a need for proactive people who can behave innovatively. Through appropriate recruitment and selection organization ensures fair play. It encourages employees to behave exceptionally well and make their place for the future as well. thus, consistent productive input and initiatives ensure project success. Previous literature also supports this notion that multiple factors such as environment and leadership greatly impact proactive behavior (Parker, Bindle & Strauss, 2010).

## H2 (b): Proactive Behavior Mediates the Relationship Between Training & Development and Project Success

Proactive behavior is very important for managing the project efficiently and effectively. Proactive people always react positively. The hypothesis was accepted. It showed that employees shape the climate and collaborate with other employees that influence the employees performance that ensures project success. When an organization implements training to its employees, it strengthens employees' capabilities and ultimately ensures project success. When proactive people are trained, they show excellent performance in their tasks and produce greater outcomes. Different training and development programs help the employees to enhance their abilities, learning skills and knowledge due to which best people developed. Training programs are the opportunity for employees to show excellence in their performance and they promote them to the next position. Previous studies also revealed that training influenced the employees efficiency which encouraged

them to act more proactively (Kassicieh & Yourstone, 1998). Proactive people always show outstanding performance in a supportive environment. Proactive people always appeared as goal-oriented, anticipate the changes and make the best decision to tackle the situations. Previous literature found that talented people always behave proactively by enhancing their abilities and skills. Proactive behavior is positively associated with project success. Ellis, Nifdkar, Bauer & Erdogan, (2017) also supported that proactive behavior of new employees affects the organization existing employees behavior and managers thinking about employees.

## H2(c): Proactive Behavior Mediates the Relationship Between Rewards Management and Project Success

The hypothesis was accepted. Rewards management is the best practice that implies increasing employees performance at the workplace. Organizations facilitate the employees by distributing rewards and in return, they show outstanding performance. They contribute more to get rewards and promotion at the job. Proactive people are self-initiator and experience new things in the workplace. If employees are happy with their job and their psychological contract is fulfilled, then they automatically increase the input at the workplace and produce greater outcomes. Hafiza, Shah, Jamsheed & Zaman, (2011) indicated that appreciation is the responsibility of the firm to increase the employee confidence level and it ultimately encourages them to put more effort to accomplish their goals and objectives. The results are aligned with previous researchers who concluded that proactive personalities produce greater outcomes by behaving innovatively in the workplace (Zhang, Wang & Shi, 2012) that leads towards project success.

## H3 (a): Ethical Leadership Moderates the Relationship Between Talent Management Practices and Proactive Behavior

Hypothesis was not supported by the results. It revealed that ethical leadership did not moderate the relationship between recruitment and selection and proactive

behavior.

An ethical leader is one who exhibits fairness, honesty, dignity and integrity at the workplace. The studies demonstrated that ethical leadership influences their followers to enhance their abilities at the workplace and gives them the authority to take decisions which results in the proactive behavior of employees. A leader is the one who makes a strong relationship with their followers for their proactivity at the workplace (Gery-Badz, Hommel, Reiners & Thomaschewski, 2010). In this study, ethical leadership does not influence the relationship between recruitment/selection and proactive behavior.

There is a need to identify why leadership does not affect the hiring process for talented employees. The hiring of the right people ensures timely task completion and task achievement. As we know that proactive people are always extraordinary and they show more concern with their work.

They avoid mistakes because they are more passionate about their work. They always manage their work efficiently and effectively. Ethical leadership does not influence the relationship between recruitment and proactive behavior because leaders are only concerned with ethics at the workplace and do not affect the recruitment process. When management is done with proper hiring and recruitment and selection employees feel part of the organization and follow the organization's norms and values.

## H3 (b): Ethical Leadership Moderates the Relationship Between Training & Development and Proactive Behavior

Hypothesis was accepted which means ethical leadership moderates the relationship between training and development and proactive behavior in that way if the leader behaves ethically, then the relationship between training/development and proactive behavior would be stronger and more strengthened.

Previous literature also supported that ethical leadership plays a vital role. Ethical leadership affects the organization when they set standards and rules. Ethical

leadership is more effective because it creates a positive environment in the workplace that transforms the whole organization.

Ethical norms and values important for employees nourishment at the workplace (Lee & Cheng, 2012) and there is a need for training for transferring these ethics into employees. When individuals exhibit ethical values in that environment they work accordingly. Ethical leadership creates a strong impact on an individuals behavior because when they follow rules and regulations and perform accordingly it influences proactive behavior in their performance. So, it is proved ethical leadership moderates the relationship.

Kalshoven et al., (2011) also supported that it is an effective underlying mechanism that ensures proactive behavior of employees at the workplace.

## 5.1.2 H3(c): Ethical Leadership Moderates the Relationship Between Rewards Management and Proactive Behavior

The hypothesis was accepted. Hypothesis stated that the relationship between rewards management and proactive behavior is moderated by ethical leadership in such a way that it strengthens the relationship between rewards management and proactive behavior. In this study, the hypothesis has been accepted based on results. It has been proved that ethical leadership strongly influences the relationship where rewards management is positively associated with proactive behavior which means there is an excellent relationship between variables.

Ethical leaders always interact with their followers, share new ideas and provide guidance to accomplish their goals and objectives due to which they are more able to produce greater outcomes (Trevino, Hartman & Brown, 2000). Ethical leaders can convince, motivate and appreciate their followers to complete their tasks on time and according to schedule which results in maximum output. Followers mostly become possessive and emotionally attached with their leader and when their expectations meet through compensation and rewards, they show proactivity.

## 5.2 Implications

### 5.2.1 Theoretical Implications

The present study has several implications that fill the missing gap in research. This study discussed that what is the role of talented people in project-based organizations. This study also explained that talent management provides a broader platform to individuals where they enhance their abilities, learning skills and knowledge which greatly affects project success. First, we studied the impact of talent management practices on project success, previously the concepts were discussed in management in general. This study proves that talent management practices create a strong impact on project success. Secondly, we studied the impact of talent management practices on proactive behavior. This study also examines the relationship between proactive behavior and project success. Limited studies addressed these relationships previously.

The study examined the mediating effect of proactive behavior where talent management practices are positively associated with project success. The findings are a unique contribution to literature and provide a new venue for future research. Additionally, the impact of ethical leadership as a moderator on the relationship between talent management practices and proactive behavior was also explored, as previously limited researchers explored this domain as well. This study provides greater contribution and gives insights to future practitioners to work on this integrated model.

### 5.2.2 Practical Implications

This study has various practical implications. As the project environment is changing rapidly, demands are increasing, it is required that the project should be complete on time, which puts pressure on the organization to survive in the market. To manage the projects accurately, talent management is an appropriate method for handling challenging situations at the workplace. The first finding of this study

is that talent management practices are very important in a project-based organization to accomplish the task. Talent management creates a strong impact on project success. Additionally, organizations need talented employees to achieve project goals and objectives in group work settings.

Talented people work only in specialized domains thats why they always perform efficiently and effectively to achieve the targets. This implies that if talented people are hired in a project-based organization, there are more chances of success. Thus, there must be n compromise over appropriate recruitment and selection.

Additionally, it is the sole responsibility of an organization to fulfill employees needs. Thus, by providing appropriate training and development opportunities organizations not only improve employee efficiency and effectiveness but ultimately ensure organization success. Appropriate execution of recruitment and selection, rewards management and training & development, make the employees more efficient at the workplace.

Furthermore, this study also highlights the importance of ethical leadership in organizations. Ethical leadership is more persuasive which creates an ethical climate where employees perform innovatively. Findings revealed that organization who adopts ethical leadership, they are more able to manage the employees and handle the critical situations very smoothly.

### 5.2.3 Limitations and Directions for Future Research

The study has few limitations as well. The first limitation of this study was time and resources thus targeted a limited sample; future studies can increase the sample size. This research was carried out in Islamabad and Rawalpindi and the study was cross-sectional future studies can try longitudinal or time lag studies. Another limitation of this study is that data were collected from project-based organizations only, future researchers can try this integrated model in different sectors and other industries such as manufacturing firms, banking sector, health sector, education sector and telecommunication sector, etc. Additionally, future

researchers can also try other moderators, like emotional intelligence, locus of control, or any cultural dimension for some variety in perspective.

### 5.2.4 Conclusion

Talent management practices are very important for increasing the effectiveness of employees. By implementing talent management practices, firms get excellent people which produce greater outcomes. When we hire talented people, they show higher performance to achieve goals and objectives. Additionally, talent management practices help the employees to enhance their learning abilities and skills to perform a task effectively. Furthermore, employees always show high performance when their demands are fulfilled. Thus, through proper reward system organizations ensure employees financial stability and ultimately win employees' loyalty and dedication and remain successful.

Additionally, employees' proactive behavior highly desirable nowadays. With innovative and creative ideas, they can create a huge difference in outcomes. Thus, efforts should be made to flourish employee potentials. Furthermore, a managers ethical conduct also ensures employees positive contribution.

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# Appendix A



**CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY,
ISLAMABAD**

Department of Management Sciences

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**Questionnaire**

Dear Participant,

I am a student of MS project management at CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY and I am conducting research on **Impact of Talent Management Practices on Project Success: The Mediating Role of Proactive Behavior: and Moderating Role of Ethical Leadership**. I would appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for educational process.

Thanks a lot for your help and support!

Sincerely,

**Arooj**

MS (PM) Research Student

**Capital University of Science and Technology,**

**Islamabad**

**Please provide following information.**

# Section 1: Demographic variables

| | 1 | 2 |
|---|---|---|
| **Gender** | Male | Female |

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| **Age** | 18- 25 | 2633 | 34-41 | 42-49 | 50 and above |

| | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|
| **Qualification** | Metric | Inter | Bachelor | Master | MS/M.Phil. | PhD |

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| **Experience** | 1  5 | 6  10 | 11  15 | 16  20 | 21& above |

# Section 2 Talent management

| Sr.No. | Items<br>Recruitment & selection | Strongly disagree | disagree | Neutral | agree | Strongly agree |
|---|---|---|---|---|---|---|
| 1 | My company identifies the critical positions aligned with business strategies. | 1 | 2 | 3 | 4 | 5 |
| 2 | My company builds up talent pool in the organization | 1 | 2 | 3 | 4 | 5 |
| 3 | My company differentiates the identified talent on the basis of their contribution levels. | 1 | 2 | 3 | 4 | 5 |
| 4 | My company identifies the talent that makes maximum impact on organization success. | 1 | 2 | 3 | 4 | 5 |
| | **Training & Development** | | | | | |
| 5 | The training activities for the identified talent are focused on required competencies. | 1 | 2 | 3 | 4 | 5 |
| 6 | The training activities for identified talent are implemented continuously. | 1 | 2 | 3 | 4 | 5 |
| 7 | Training activities for the identified talent are in line with assigned critical tasks. | 1 | 2 | 3 | 4 | 5 |
| 8 | The training activities for the identified talent require time and extensive financial resources. | 1 | 2 | 3 | 4 | 5 |
| 9 | The content of the training activities for the identified talent are based on job performance. | 1 | 2 | 3 | 4 | 5 |
| 10 | Training activities for the identified talent are in line with assigned critical tasks. | 1 | 2 | 3 | 4 | 5 |

| Sr.No. | Items Recruitment & selection | Strongly disagree | disagree | Neutral | agree | Strongly agree |
|---|---|---|---|---|---|---|
| 11 | Development needs are identified for talent. | 1 | 2 | 3 | 4 | 5 |
| 12 | Identified talent have many opportunities or upward mobility | 1 | 2 | 3 | 4 | 5 |
| 13 | Talents have clear career paths in this organization | 1 | 2 | 3 | 4 | 5 |
| 14 | Talents more than one have avenue for promotion. | 1 | 2 | 3 | 4 | 5 |
| 15 | Development activities include feedback in development growth agenda for identified the talents. | 1 | 2 | 3 | 4 | 5 |
| | **Rewards Management** | | | | | |
| 16 | My company provides recognition, e.g., financial recognition such as cash, paid travel, incentive bonus/variable pay, etc. | 1 | 2 | 3 | 4 | 5 |
| 17 | My supervisor discusses and provides meaningful and helpful feedback on job performance. | 1 | 2 | 3 | 4 | 5 |
| 18 | My company values my work and contribution. | 1 | 2 | 3 | 4 | 5 |
| 19 | I believe that my company has a fair and just system of rewarding employees. | 1 | 2 | 3 | 4 | 5 |
| 20 | My company sets challenging targets in my job. | 1 | 2 | 3 | 4 | 5 |
| 21 | I have supportive and like-minded colleagues. | 1 | 2 | 3 | 4 | 5 |
| 22 | My company supports a balanced lifestyle (between my work and personal life). | 1 | 2 | 3 | 4 | 5 |
| 23 | My company encourages and organizes team building or other social networking activities among employees. | 1 | 2 | 3 | 4 | 5 |

| Sr.No. | Items Recruitment & selection | Strongly disagree | disagree | Neutral | agree | Strongly agree |
|---|---|---|---|---|---|---|
| 24 | My company provides a competitive pay package (i.e., basic salary plus benefits, allowances or variable pay. | 1 | 2 | 3 | 4 | 5 |
| 25 | My company provides medical aid, retirement, and pension benefits. | 1 | 2 | 3 | 4 | 5 |
| 26 | My company provides recognition via non-financial means, e.g., certificates of Recognition. | 1 | 2 | 3 | 4 | 5 |

# Section: 3 Proactive behavior

| Sr. No | Items | Never | Rarely | Every Once in a while | sometimes | Almost always |
|---|---|---|---|---|---|---|
| 1 | Try to bring improved your procedure in your workplace | 1 | 2 | 3 | 4 | 5 |
| 2 | Try to institute new work methods that are more effective? | 1 | 2 | 3 | 4 | 5 |
| 3 | Try to implement solutions to pressing organizational problems? | 1 | 2 | 3 | 4 | 5 |
| 4 | Generate creative ideas? | 1 | 2 | 3 | 4 | 5 |
| 5 | Search out new techniques, technologies and or / product ideas? | 1 | 2 | 3 | 4 | 5 |
| 6 | Promote and champion ideas to others? | 1 | 2 | 3 | 4 | 5 |

# Section 4: Ethical leadership

| Sr. No. | Items | Strongly disagree | disagree | neutral | agree | Strongly agree |
|---|---|---|---|---|---|---|
| 1 | Listens to what employees have to say | 1 | 2 | 3 | 4 | 5 |
| 2 | Disciplines employees who violate ethical standard | 1 | 2 | 3 | 4 | 5 |
| 3 | Conducts his/her personal life in an ethical manner | 1 | 2 | 3 | 4 | 5 |
| 4 | Has the best interests of employees in mind | 1 | 2 | 3 | 4 | 5 |
| 5 | Makes fair and balanced decisions | 1 | 2 | 3 | 4 | 5 |
| 6 | Can be trusted | 1 | 2 | 3 | 4 | 5 |
| 7 | Discusses business ethics or values with employees | 1 | 2 | 3 | 4 | 5 |
| 8 | Sets an example of how to do things the right way in terms of ethics. | 1 | 2 | 3 | 4 | 5 |
| 9 | Define success not just by results but also the way that they are obtained | 1 | 2 | 3 | 4 | 5 |
| 10 | When making decisions, asks what is the right thing to do? | 1 | 2 | 3 | 4 | 5 |

# Section: 5 project success

| Sr. No | Items | Strongly disagree | disagree | neutral | agree | Strongly agree |
|---|---|---|---|---|---|---|
| 1 | The project was completed on time. | 1 | 2 | 3 | 4 | 5 |
| 2 | The project was completed according to the budget allocated. | 1 | 2 | 3 | 4 | 5 |
| 3 | The outcomes of the project are used by its intended end users. | 1 | 2 | 3 | 4 | 5 |
| 4 | 35 The outcomes of the project are likely to be sustained. | 1 | 2 | 3 | 4 | 5 |

| Sr. No | Items | Strongly disagree | disagree | neutral | agree | Strongly agree |
|---|---|---|---|---|---|---|
| 5 | The outcomes of the project have directly benefited the intended end users, either through increasing efficiently or effectiveness. | 1 | 2 | 3 | 4 | 5 |
| 6 | Given the problem for which it was developed, the project seems to do the best job of solving that problem | 1 | 2 | 3 | 4 | 5 |
| 7 | I was satisfied with the process by which the project was implemented. | 1 | 2 | 3 | 4 | 5 |
| 8 | Project team members were satisfied with the process by which the project was implemented. | 1 | 2 | 3 | 4 | 5 |
| 9 | The project had no or minimal start-up problems because it was readily accepted by its end users. | 1 | 2 | 3 | 4 | 5 |
| 10 | The project has directly led to improved performance for the end users / target beneficiaries. | 1 | 2 | 3 | 4 | 5 |
| 11 | The project has made a visible positive impact on the target beneficiaries. | 1 | 2 | 3 | 4 | 5 |
| 12 | Project specifications were met by the time of handover to the target Beneficiaries | 1 | 2 | 3 | 4 | 5 |
| 13 | The target beneficiaries were satisfied with the outcomes of the project. | 1 | 2 | 3 | 4 | 5 |
| 14 | Out principal donors were satisfied with the outcomes of the project Implementation. | 1 | 2 | 3 | 4 | 5 |