
***Talent Management Practices, Psychological Empowerment and Innovative Work Behavior:
Moderating Role of Knowledge Sharing***

Zubair Alam Khan¹, Dr. Muhammad Yasir², Dr. Abdul Majid³, Dr. Sajjad Ahmad Afridi⁴

ABSTRACT

Keywords:

Talent Management Practices,
Knowledge Sharing,
Psychological Empowerment Innovative
Working Behavior.

The aim of this study is to investigate the effect of talent management practices (TMP) on employees' innovative work behavior (IWB) of public sector universities in Khyber Pakhtunkhwa Pakistan with the mediating effect of psychological empowerment (PE) of employees and moderation of knowledge sharing (KS). The study used survey method approach by using the questionnaire for the collection of data and utilized the results for investigating the issue in public sector universities of Khyber Pakhtunkhwa (KP), Pakistan. The quantitative data was collected by using the structured questionnaire designed with the help of previous studies. The outcomes of this study show that TMP enhances IWB of employees. Moreover, the mediating role of PE and moderating role of KS in the relationship between TMP and IWB is also confirmed. This paper specifically contributed in the existing knowledge in the domain of KS and innovative behavior by presenting an empirical model for considering TMP as an important element. As assumed, TMP, PE and KS are positively related to IWB of employees working in the public sector universities located in the KP. The limitation of the current study is that it only provides data and information about public sector universities operating in KP-Pakistan. By the addition of private sector universities located in the province of KP, this study could have more comprehensive results and outcomes.

INTRODUCTION

Resourced based view considered human resource as an important element to gain a competitive advantage (Barney, 1991). However, in contemporary management era, businesses are facing the problem of talent grooming and development (Schuler, Jackson & Tarique, 2011). Literature shows that for any successful organization talent is the key force to gain competitive advantage. For successful business operations, organization needs human capital, however, according to Sparrow and Makram (2015) a huge number of organizations are facing a massive shortage of required talent to gain and maintain their competitiveness.

¹PhD Scholar, Department of Management Sciences, Hazara University Mansehra

²Associate Professor, Department of Management Sciences, Hazara University Mansehra

³Associate Professor, Department of Management Sciences, Hazara University Mansehra

⁴Assistant Professor, Department of Management Sciences, Hazara University Mansehra

Stahl *et al.* (2007) defined TM as an ability of an organization to attract, select, train, develop, and retain key employees of organization. Schuler *et al.* (2011) explained that in case of public or government organizations which may also be called non-profit organizations such as healthcare and educational institutions; it is evident that they are facing the lack of TMP in their system or application. It is a big challenge being faced by these organizations to develop their capabilities to recruit, select, train and develop as well as retain key talented employees. According to Hartmann, Feisel & Schober, (2010), talent management is very important application to attain the high achievement of an organization. Additionally, TMP like attracting, identifying, developing and retaining key talented employees improves the excellent performance of an organization. Thus, in the recent years, talent management has become a very important issue for organizations (Collings & Mellahi, 2009; Javed, Yasir, & Majid, 2018).

Following the Talent Management Theory (Collings & Mellahi, 2009) Talent management (TM) can be defined as, a set of continuous inter-related processes and practices that help organizations to well plan their future talent requirements to enhance their productivity such as to attract and acquire the very best talent, develop the required skills and capabilities of the talented employees, motivate them, retain the best performers and also ensure that talent is supplied at each and every level of the hierarchy in the organization. So, TMP emphasize on people working on key positions that add value to the organization (Iles, Chuai, & Preece, 2010; Sparrow & Makram, 2015; Yasir and Majid, 2018). In the view of Hartmann *et al.* (2010) and Yasir and Majid (2019), talent management ensures that the performance of an organization is improved by the use of TMP, and these procedures are used to enhance skills, capabilities, knowledge and potential of employees by keeping in view the existing and future business requirements. Hence, TM considers the contextual importance and differential contributions of main performers within the organization and ultimately finds out an organized set of HRM activities and rules that can potentially enhance the personal and organizational performance (Boon & Verhoest, 2018; De Vos & Dries, 2013, Majid *et al.*, 2019).

Various researchers have determined several positive outcomes of talent management practices such as employee retention (Chitsaz-Isfahani & Boustani, 2014), affective commitment (Kontoghiorghes, 2016), and intention to stay (Barkhuizen, Diseko & Schutte, 2015). However, there is still a lack of sufficient research on the effects of TMP on individual level outcomes like innovation performance etc. Therefore, this study indicates the relevance and importance of TMP in the perspective of improving innovative behavior of employees.

Talent management practices were discussed by number of researchers in the context of business organizations (see e.g. Collings & Mellahi, 2009; De Vos & Dries, 2013; Meyers, Van Woerkom, and Dries, 2013). The importance of talent management may also need to be studied with reference to public sector institutions, more specifically, higher education institutions.

The key objective of this study is to analyze and explore the importance and impact of TMP for improving IWB of employees working in public sector universities how many? From where in KP? Or all? in the region of KP, Pakistan. Moreover, other outcomes of TMP and PE are also studied in this research which acts as a bridge between TMP and IWB. Moreover, this empirical study also analyzed and evaluated the moderating role of KS in the relationship between TMP and IWB.

LITERATURE REVIEW

Talent Management Practices and Innovative Work Behavior

Today's business environment is highly competitive that has made organizations to rely highly on its human resource (Koster & Wittek, 2016). According to Deery and Jago (2015), Talent management deals with enhancing the capability of organizations or institutions to effectively attract, select, develop and retain the required talent. In this present era, talent management is a very important business concept in knowledge based economy (Sparrow & Makram, 2015); the competitive advantage of the organization can be achieved through talented employees (Schuler *et al.*, 2011). Organization are now a days involving in TMP for developing skills of employees as it can make them successful. Innovative capability is an employee's skill that results in creating something new which organization desires from its employees (Husain, Dayan & Di Benedetto, 2016). Innovative behavior contains the development, promotion and employment of innovative ideas in the processes, services and products (Wisse, Barelds & Rietzschel, 2015). Innovative behavior of employee is required for organization success. Farr and Ford, (1990, p.24) also define the IWB as "a new useful product, idea, procedure or processes initiated and achieved in well planned manner by a person's behavior (within a group, work role, organization)". De Jong and Den Hartog (2007), define IWB as an idea generated to solve a problem in systematically organized manner which require to implement that useful idea or introduction of new planned way to develop and launch that idea with a purpose to enhance personal and/or organizational performance. Therefore, IWB includes a combination of actions directed towards the recognition, change,

development and implementation of ideas to produce some output and benefits (Scott and Bruce 1994). TMP like training involves activities to improve capabilities of employees. It boosts up the morale of employees and motivates him to bring innovation in his working pattern (Naranjo-Valencia *et al.*, 2018). Further, talented employees could develop a durable perspective with the business, but they also seem to show excellent performance and creativity during their service. Therefore, businesses with talent management capability have the required potential to enhance innovative behavior (Khaki, Khanzadeh & Rad, 2018). Keeping in view the above discussion, the study can propose that management of talent leads to improved employee's innovative performance. Therefore, the study proposed the following hypothesis:

H1: Talent management practices are positively related with innovative work behavior.

Talent Management Practices and Psychological Empowerment

According to Deery and Jago, (2015), talented people are those assets who have excellent abilities and they are effective in a various activities or position in a particular field. According to Thunnissen, Boselie & Fruytier, (2013), TMP like attracting, identifying, selecting, training & development, succession planning and retention of talented employees who are an actual value and importance to an organization leads to develop employee's potential. When organization implements TMP it affects organizational performance and outcomes like job satisfaction, productivity and eventually psychological empowerment (Lawler, 2001). PE is a comprehensive form of employees' motivation which is a major driving force of immediate success, to achieve objectives and longer-term sustainable performance (Maynard, Gilson, & Mathieu, 2012).

TM practices in organization give the sense of trust and source of motivation to employees, which give them the feeling of fulfillment that leads to job satisfaction (Huo & Boxall, 2018; Javed, Yasir, Majid, 2019). TMP is a complete, inclusive system that includes organization development, career development and employee training and learning which gives benefit to both employees and organizations. Training is used to improve the skills required for achieving organizational goals (Oseghale *et al.*, 2018), then it increases the efficiency of groups, individuals and organizations that ultimately lead to provide employees with sense of achievement and empowerment (Gomes, Coimbra, & Menezes, 2017). Another TM practice is succession planning or career management, this practice is used to ensure that institutions or organizations utilize their talented individuals by placing their talented employees at the right places at each level of organization. The succession planning focuses firstly to their employees (De Vos & Dries, 2013). Further horizontal or vertical promotion is being focused in succession planning, i.e.

whether employee be promoted on higher level or their skills be developed on same position (Dries & Pepermans, 2008; Javed *et al.*, 2019; Meyers *et al.*, 2013). Such concern of top level management towards their employees' development boost up the morale of employees and support them to perform task independently, confidently and innovatively. Thus talent management practices enhance the psychological empowerment of employees (Majid et al, 2011; Seibert, Wang & Courtright, 2011). Therefore, on the basis of above arguments the study hypothesized that;

H2. Talent management practices are positively related to psychological empowerment.

Psychological Empowerment and Innovative Work Behavior

Odoardi *et al.* (2015) discussed that psychological empowerment focuses an employee or a group of employees that are basically have affinity toward developing, endorsing, and employing innovative ideas for performing their job activities. Both innovation and empowerment literature have attributed to PE, also it is a key motivational concept for doing innovative work process (Seibert *et al.*, 2011). Moreover, various empirical studies provide positive impact of empowerment on employee innovation and creativity (Zhang & Bartol, 2010). Additionally, innovative work behaviors comprising of three different tasks: to generate idea (promotion of idea), development of new ideas, (gaining external support) and application of idea (making a model of idea) (Janssen, 2000; Scott & Bruce, 1994; Xiaowei & Juan, 2018). Odoardi *et al.* (2015) discussed that psychological empowered employees have self-trust that they are capable to perform innovated jobs successfully by shaping their work roles and contexts. This self-trust is important for motivating the employee to perform risky and unpredictable job related activities, to improve innovative performance. Additionally, when employee understand and recognize that their work is more important, valuable and meaningful, then talented individuals are encouraged to pay extra-efforts and force for creative and innovative related activities, they also understand to solve the problem from diverse standpoints and they take numerous sources of information and data, which produce higher levels of innovative performance (Sun *et al.*, 2012; Majid et al., 2019). Furthermore, psychological needs of the individual mean autonomy, supportive relations, feedback, behavioral norms and personal growth which result to improve progress of individual and keep sustainable competitive edge by IWB (Prabowo, Mustika, & Sjabadhyni, 2018). To conclude, empowered employees in carrying out their work feel a sense of autonomy, and their higher degree of self-confidence to take part in personal initiative for generating, developing and applying new leaning ideas in an organization or workplace (Xiaowei & Juan, 2018). So, on the basis of above argument, the hypothesis developed is:

H3: Psychological empowerment positively associates with the innovative work behavior.

Mediating Role of Psychological Empowerment

The effectiveness of the TMP contributes to the IWB, where PE is the byproduct of the TM practices (Odoardi *et al.*, 2015). Many research scholars have discussed the positive results for TMP in relation with PE (Daubner-Siva *et al.*, 2018). This PE lay down basis for employees to be more creative (Zhang & Bartol, 2010). Hence, it is noted that PE works as a key driver of talent management practices to achieve IWB. Now in competitive business environment, there is a great number of qualms, so these business requires to focus on its employee's innovativeness and creativity by focusing on enhancing PE. TMP has supported the psychological empowerment to be more productive that enable employees to work with creativity and according to their talent (Javed *et al.*, 2017). Talent management comprises of practices for positioning the right individual at the right and suitable jobs (Devine & Powel, 2008) which may lead to empowering the employees as they have to do what they can do best. This enhances the creativity and innovation in working style of employees (Seibert *et al.*, 2011). By focusing on career and skill development of employees, reducing their retention level and sharing of useful information leads to their psychological empowerment, which ultimately increases their innovation potential. Useful trainings and skill development programs of TMP empower employees psychologically that it seems to play a role of catalyst between TMP and IWB (Odoardi *et al.*, 2015). Career opportunities and development influence the employee's satisfaction psychologically. Such psychological empowerment builds a platform to set the bases for innovative behavior of employees (Schuckert *et al.*, 2018). Thus, it could be found that TM is an effective median to build PE to achieve employee's IWB. So, all of our above arguments established and leads toward the following hypothesis:

H4. Psychological empowerment mediates the relationship between talent management practices and innovative work behavior.

Moderating Role of Knowledge Sharing

The concept of Knowledge sharing (KS) is defined by various researchers. According to Foss, Husted & Michailova, (2010) and Nonaka (1994), KS is an important process that converts individual experiences and knowledge into organizational knowledge. KS mechanism is a main driving and emerging force in organization environment to apply its TMP in order to enhance the creative and innovative capability of its employees. The significance of TMP influence on innovative work behavior

is very obvious and further improved by intensifying the knowledge sharing within the organization or institute (Gerpott *et al.*, 2015; Radaelli *et al.*, 2014). Although, the impact of TMP on IWB is obvious, yet knowledge sharing helps to speed up this mechanism as KS provides opportunities for mutual learning, developing and creation which is useful for both employee level and institutional levels (Radaelli *et al.*, 2014; Yu, Yu & Yu, 2013). Further Akhavan *et al.*, (2015) in his study found that KS play a vital role in development of employee's IWB and this IWB be increased when organization get access to others' experiences and knowledge. This means that knowledge is very important for any innovative behavior to improve performance. Whereas, for effective innovative behavior, knowledge plays a key role when knowledge is gained, mutually shared and integrated with the purpose to generate and develop new knowledge to produce new services and new products (Radaelli *et al.*, 2014). In vigorous business environment filled with continuous change, both talent management and knowledge sharing are extremely obligatory for enhancing the innovation potential of employees. (Mittal & Dhar, 2015; Morris, Snell & Björkman, 2016). Holub (2003) emphasized that efficient knowledge sharing helps the employees to nurture their capacity to think and create so it enhances the innovativeness in employee's style of work. Hence, following hypothesis can be suggested based upon above discussion:

H5. Knowledge sharing moderates the relationship between talent management practices and innovative work behavior.

RESEARCH METHODOLOGY

Population and Sample

The purpose of this empirical study was to find out the effect of TMP on employee's innovative behavior especially in public sector universities. The sample was selected from the employees working in public sector universities of KP – Pakistan. Most of our respondents were from managerial level employees who were involved in managing the affairs of universities and were having the full knowledge of content of the investigation.

Data Collection

The data was collected during September-2018 to December-2018. Initially three research assistant to collect the data. A short training was provided to these assistants regarding the data collection process and the primary objectives of the study. After receiving the proper training, research assistants (RA) were asked to visit the universities and collect the data from the selected sample.

Questionnaire/Survey

Keeping in view the objectives of this research, the questionnaire was designed accordingly and items were taken from the previous studies in the same domain (which part from which study should be clearly mentioned). The questionnaire consists of five point Likert scale with the range of 1 “strongly disagree” to 5 “strongly agree”.

Talent Management Practices

TM practices were measured through a 35-items scale. This scale was adapted from the study of Boon *et al.* (2011); Panda and Sahoo (2015); Darvish and Temelie (2014) and Govaerts *et al.* (2011).

Innovative Work Behavior

IWB was measured through a 10-item scale adapted from the work of Panda and Sahoo (2015).

Psychological Empowerment

PE is measured through a 11-item scale adopted from the work of Hancer and George, (2003).

Knowledge Sharing

KS was measured and analyzed through a 4-items scale adapted from the work of Panda and Sahoo, (2015).

Validity and Reliability

The study used technique of CFA to measure the model fit. The values of; $\chi^2 = 157.46$, GFI = 0.93, CFI = 0.91, RMSEA = 0.036, represent the overall model fit. Moreover, GFI and CFI values were above than 0.90 and RMSEA value was less than 0.05 that are reaching the threshold level. Constructs validation was tested by content, convergent and discriminant validity. For checking the content validity of the construct in-depth literature review and meeting with professional has been made.

To evaluate convergent validity and discriminant validity, CFA was used and finally found satisfactory standard loadings. Convergent validity for the constructs was also good; CFA loadings were higher than 0.70 and AVE was more than 0.50 and ranged from 0.72 to 0.79. Therefore, the convergent validity was confirmed (Robins *et al.*, 2017). The discriminant validity was also checked by method given by Franke and Sarstedt (2018). The AVE by each latent construct was higher than the shared variance for the construct with every other construct which proved discriminant validity. However, values of composite reliabilities were higher than 0.60 and the values of coefficient alphas go beyond the 0.70 level. Therefore, overall results show that the measures of research were valid and reliable. The

details of items, standard loadings, t-value, AVE, CR and coefficient alpha are shown in below Table-1.

Table 1. the Results of CFA showing Standard Loading, T=Value, AVE, CR and α

	SL	t-value	AVE	CR	alpha
TMP	0.71 – 0.85	11.23 19.18	– 0.71	0.92	0.85
KS	0.77 – 0.83	13.23 19.52	– 0.76	0.91	0.91
PE	0.77 – 0.85	12.32 19.52	– 0.77	0.91	0.85
IWB	0.77 – 0.85	12.35 16.88	– 0.75	0.92	0.84

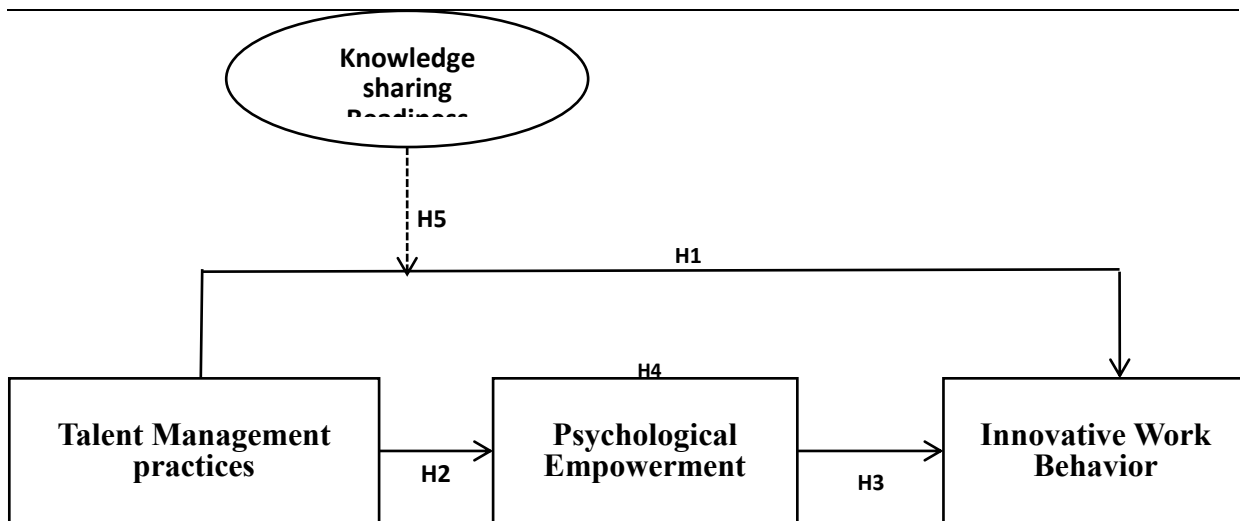


Figure 1: Theoretical Framework

Analysis

To test the study hypothesis H1, H2 and H3, regression analysis was used. To test the mediating role of PE in the relationship between TMP and IWB Preacher and Hayes (2008) approach was used. This approach allows examining the significance of the differences between total effect and direct effect. Values of mean, standard deviation and Correlation matrix are presented in Table-2. Results show that

the variables have significant association to each other ($P < 0.01$). Correlation coefficients with-in the dimensions of IWB, PE and TMP support our theory.

Table 2, Correlation

Variables	1	2	3	4
1. TMP	1			
2. PE	0.31**	1		
3. Knowledge Sharing	0.24**	0.46**	1	
4. IWB	0.17**	0.34**	0.40**	1
Mean	3.762	3.751	3.525	3.713
Standard Deviation	0.426	0.409	0.428	0.401

Sig. * $p < 0.05$; ** $p < 0.01$ (2-tailed).

H1 proposed that TMP is positively associated with IWB. The results presented in Table 3 proved that H1 is accepted (Beta = .289, Sig = .000). H2 proposed that TMP is positively associated with PE. Table 3 shows that H2 is supported by the results and it is proved that TMP has significant positive association with PE (Beta = .463, Sig = .000). H3 proposed that PE is positively associated with IWB. The results shown in Table 3 proved that PE has significant positive association with IWB (Beta = 0.401, Sig = 0.000).

Table 3 The result of Regression for testing the hypothesis H1, H2 & H3

Model	Details	R²	F	Beta	T	Sig	Remarks
Model-1	TMP → IWB	0.169	13.083	0.289	3.710	.000	H1 Accepted
Model-2	TMP → PE	0.316	52.018	0.463	7.212	.000	H2 Accepted
Model-3	PE → IWB	0.344	62.939	0.401	7.930	.000	H3 Accepted

Results for Testing PE as Mediator

H4 proposed that PE mediates the relationship between TMP and IWB. To check how PE acts as mediator, this study has analyzed whether the indirect effect ($a \times b$) is significant. Based on Preacher and Hayes (2008) approach, bootstrap (5000) method is used to construct the confidence interval of ' $a \times b$ ' at 95 % level. It was observed that in all hypotheses the confidence interval doesn't contain any zero and this show that that there is a significant mediation role or effect. The table 4 shows the value of

path of a, b, c and c'. Whereas, the Table-5 presents/ shown the bootstrapping for indirect influence of (independent variable) TMP on (dependent variable) IWB through (mediator)PE. However, Bootstrapping is the statistical method of the computer-intensive which permit for re-sampling method to create the estimation of distributed population. The perfect statistical estimates are gained by using bootstrap method. Through sampling with replacement, it computes the empirical estimates by taking samples of samples. Bootstrap permit to evaluate errors of estimates by performing this again and again (Efron and Tibshirani, 1994).

Table 4 provide the results of total and direct effect i.e. paths a, b, c and c' (Preacher and Hayes, 2008). The results ascertained that TMP is positively related to PE ($\beta = .462$, $t(469) = 7.2123$, $P = .000$, which shows path 'a' is significant). Whereas the mediating variable, PE has also a positive relationship with IWB ($\beta = .376$, $t(469) = 7.077$, $P = .000$, path 'b' is also significant). TMP is positively associated or related with IWB ($\beta = .288$, $t(469) = 3.718$, $P = .000$, path 'c' is significant). Furthermore, the results or outcomes of analysis shown that the direct effect of TMP on IWB when PE is controlled or organized and is non-significant which indicates that there is full mediation, hence (coefficient = .114, $t(469) = 1.473$, $p = .1412$, path 'c'' is also non-significant). Since both the paths 'a' and 'b' were also have significant value, and the bootstrap method or process was used to check the mediation analysis. In this research, the confidence interval was 95% by using indirect effect of 5000 bootstrap resampling method.

The outcomes of table-5 show indirect effect of mediation analysis. It was proved that PE performed as mediators in an association with TMP and IWB ($\beta = .174$, $CI = .1020$ to $.2749$), hence H4 is also accepted.

Table 4 The results of this table shows the mediating effects of paths a, b, c & c'

Paths	Model details	Coefficient	t-value	SE	Sig
Path a (IV to Mediator)	TMP → PE	0.4627	7.2123	0.0642	.000
Path b (Direct effect of Mediator on DV)	PE → IWB	0.3762	7.0706	0.0532	.000
Path c (Total effect of IV on DV)	TMP → IWB	0.2889	3.7188	0.0777	.000
Path c' (Direct effect of IV on DV)	TMP → IWB	0.1148	1.4739	0.0779	.1412
Model summary for DV Model: $R^2 = .1224$; $F = 32.6341$; $P = .000$					

Table 5 Bootstrap result for indirect effect of IV on DV through mediator "ab path"

Model Detail	Data	Boot	Bias	SE	Lower	Upper	Sig
TMP → PE → IWB	0.174	0.1758	0.0018	0.442	0.1020	0.2749	.000

Results for Testing Knowledge Sharing as Moderator

Table 6 shows the results or outcomes of hierarchical regression for testing the moderation by organizational readiness. Model 1 presents control variables and Model 2 shows the effect of TMP on PE. Model 2 shows that TMP is positively associated with PE ($\beta = .264$, $p < .01$). Model 3 shows that KS is positively associated with PE ($\beta = .549$, $p < .01$). To test H-5, an interaction term is added in Model 4 which depicts that the interaction effect between the connection of TMP and PE is positive and significant ($\beta = .160$, $p < .01$), in support of H5. The significantly higher adjusted R^2 of this model with respect to Model 2 contributes to strengthen the result. Thus it is proved that KS strengthens the relation between TMP and PE.

Table 6 Regression analysis results to test the Knowledge sharing as moderator

Details	Step 1	Step 2	Step 3	
	Model 1	Model 2	Model 3	Model 4
TMP		.264**	0.070	0.440**
KS			0.549**	
TMP x KS				0.160**
Adjusted R^2	0.012	0.148**	0.260**	0.290**
ΔR^2	---	0.94**	0.126**	0.156**
ΔF	---	51.326	113.346	124.33

Notes: Level of significance: ** $p < .01$; * $p < .05$

Discussion

In current competitive environment organizations are focusing to develop its human resource for which continuous training and development seem to be very indispensable. The experience of top class businesses all over the globe has proved that talent management should adopted as a regular process of a company in order to develop human resource. Keeping significance in eyes, numbers of researchers are exploring talent management (Al Ariss, Cascio & Paauwe, 2014; Iles *et al.*, 2010) however still many areas of talent management are untapped which arise the need of exploring and enriching literature more.

This research is driven by the deficiency of research on direct and indirect effects or role of TMP on IWB in presence of PE specifically in case of public sector universities. This research also tells about knowledge sharing that how it enhances the positive effect of TMP on IWB.

Mainly this study has examined the association between TMP and IWB of employees based on the mediating effect or role of PE and moderating effect or role of KS. All the five hypotheses were presented and tested in this empirical study. The first hypothesis is accepted in which the relationship between TMP and the IWB behavior of employees were linked together. Results exhibited that the IWB of employees are enhanced and improved by implementing the talent management practices. The role of talent management practices is very important in perspective of making employee working style innovative because it has capability to encourage innovativeness. This finding of our study matches the findings of Khaki et al., (2018). Second hypothesis is also confirmed that has proved the positive influence of TM practice on psychological empowerment. This result is in consistency with findings of Odoardi et al., (2015). Third hypothesis of our research also confirmed the relationship between PE and IWB in support of finding of (Sun *et al.*, 2012).

This study has tested the mediating role or effect of PE in the relationship between TMP and IWB. So, it can be inferred that psychological empowerment has a mediating effect. Expressing differently, the enhanced level of PE is linked with a positive association between TMP and IWB. According to previous studies or research PE plays a significant role in accomplishing the goals and objectives, sustaining the creativity & innovation, and generating new knowledge and new ideas (Odoardi *et al.*, 2015).

The previous researchers like (Mittal & Dhar, 2015) suggested that KS as a moderating factor of employee creativity. Therefore, this study checks and examines the moderating role of KS between TMP and IWB. This inclusion of moderating variable increases relevance of the relationship in this model. This research makes contribution to literatures by explaining the effects of previously unexplored moderator and mediators on the relationship between TMP and IWB. Also, this study defines the grey area for future research to discover other variables and sectors with respect to IWB.

Theoretical Implications

This research possesses several theoretical implications to the growing body of research on TMP in perspective of improving employee's performance. Former studies on TMP in the enterprise context have focused on retention strategies, work life balance, performance and so on (Deery & Jago, 2015; Glaister *et al.*, 2018). This study has suggested that how Talent management practices positively

influence IWB and adds the existing literature by exploring IWB except than other factors. Adding more, previous researches have investigated the variables like job characteristics, knowledge and so on (Černe *et al.*, 2017) other than PE in perspective of IWB. However, this study discussed the mediating role of PE which is another contribution to the existing literature. This paper also explores the moderating role of knowledge sharing in the relationship between TMP and IWB. Knowledge sharing can support management to utilize TMP for advancing the PE. This extension in conceptual framework by taking moderating role of KS is a major input to the existing theory.

This research makes addition to previous literature on TM by exploring the mediating role of PE and moderating role of KS based on data from public sector universities. To study IWB through TM and PE of public sector universities contextualizing the developing countries like Pakistan is another contribution to the present literature. Past literature have discussed cases of developed countries instead of developing countries to check TM outcomes (Boselie & Thunnissen, 2017), therefore, this study proposes new techniques of thinking about the implementation of TM in the public sector universities of developing nations.

Practical Implications

Likewise, theoretical implications this study possess some practical implications too. Higher management of public sector universities must operationalize the talent management practices because its fruitful result in the form of innovation is become matter of dire importance for universities now. Training sessions must be arranged for universities for improving the innovative working style of employees and empowering them to achieve job satisfaction. Top management of universities must deliver incentives to its workers with a motive to transform the conventional behavior to innovative one for seeking the new resources and new problem solving methods. Training session must be held to facilitate information and knowledge sharing among employees of all level that also help to improve innovativeness in employees working style. By developing comprehensive and all-inclusive career development plans in an organization, the employees will be more satisfied from their jobs and will work more creatively.

Limitations

Although this research is very productive but still it has some limitations. First, this study targets the achievement of IWB through TMP and psychological empowerment in the context of public sector universities only. Further researches should investigate the possible effects of TMP and psychological empowerment on clusters of other sectors. Also other than PE and KS other mediators and moderators

can be added to this framework. Finally, this investigates that data was based on cross-sectional data to test a model which might be longitudinal in future.

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