



Influence of Talent Management Practices and Perceived Organizational Support on Employee and Organizational Performance: A Study in Saudi Arabia Telecommunication Companies

Submitted by

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Abstract

The literature has extensively demonstrated the pivotal role of Talent Management Practices (TMP) and Perceived Organizational Support (POS) across various sectors, serving as fundamental catalysts for both Employee Performance (EP) and Organizational Performance (OP). TMP encompasses a spectrum of strategies, including recruitment, training, development, and retention, aimed at nurturing talent within organizations. Effective TMP fosters enhanced employee skills, motivation, and overall performance. On the other hand, POS reflects an Employee's Perception of Organizational Value and Support, leading to increased commitment, Job Satisfaction, and Performance when Adequately Perceived.

This research investigates the effects of TMP and POS on EP and OP within Saudi Arabia Telecommunication Companies, with a specific emphasize the importance of mediation in the TMP-EP/OP relationship. Data were collected from 397 employees across Four Telecommunications Firms in Saudi Arabia, utilizing a cross-sectional survey design. Structural equation modeling, facilitated by Smart-PLS software, was employed for data analysis.

Results indicate substantial and favorable influences of both TMP and POS on EP and OP. Additionally, TMP significantly influences POS, while the interaction between TMP and POS exhibits a notable positive effect on EP and OP, highlighting POS as a mediator between TMP and both EP and OP.

This research enhances the understanding of organizational support theory by elucidating the interplay and significance of TMP and POS on EP and OP within Saudi Arabia telecommunication companies. It offers actionable insights for HR managers to optimize TMP and POS strategies, thereby enhancing EP and OP. Acknowledging the limitations of the cross-sectional design and self-reported measures, the study suggests avenues for upcoming research to explore the causal and longitudinal effects of TMP and POS on EP and OP, including the mediating mechanisms and boundary conditions of this relationship.

Keywords: Talent Management Practices, Employee Performance, Organizational Performance, Perceived Organizational Support, Saudi Arabia Telecommunication Companies.

الملخص

يهدف البحث إلى دراسة تأثير إدارة المواهب والدعم التنظيمي المتصور على الأداء الوظيفي والتنظيمي داخل شركات الاتصالات في المملكة العربية السعودية، مع التركيز بشكل خاص على أهمية الوساطة في العلاقة بين ممارسات إدارة المواهب والأداء الوظيفي والتنظيمي وذلك عن طريق جمع البيانات من 397 موظفًا في أربع شركات اتصالات في المملكة العربية السعودية، باستخدام نموذج المعادلات الهيكلية، عن طريق برنامج mart-PLS، لتحليل البيانات.

حيث أثبتت الدراسات على نطاق واسع الدور المحوري لممارسات إدارة المواهب والدعم التنظيمي المتصور عبر مختلف القطاعات، حيث يعمل كمحفزات أساسية لكل من أداء الموظفين والأداء التنظيمي، حيث تشمل ممارسات إدارة المواهب مجموعة من الاستراتيجيات كالتوظيف والتدريب والتطوير وأساليب الاحتفاظ بالمواهب، بهدف رعايتهم داخل المنظمات، حيث تعمل تلك الممارسات على تعزيز مهارات الموظفين وتحفيزهم وتحسين الأداء العام على مستوى المنظمة، ومن ناحية أخرى، يعكس الدعم التنظيمي المتصور للموظف قيمة المنظمة ودعمها، مما يؤدي إلى زيادة الالتزام والرضا الوظيفي والأداء الجيد عندما يتم إدراكه بشكل مناسب.

تشير النتائج إلى تأثيرات كبيرة لكل من ممارسات إدارة المواهب والدعم التنظيمي المتصور على الأداء الوظيفي والتنظيمي بالإضافة إلى ذلك تم اكتشاف تأثير ممارسات إدارة المواهب كمتغير مستقل على الدعم التنظيمي المتصور كمتغير وسيط في وقت ظهور تفاعل كلا منها وتأثيرهما سويًا على كلا من الأداء الوظيفي والتنظيمي كمتغيرين تابعين.

يعزز هذا البحث فهم نظرية الدعم التنظيمي من خلال توضيح التفاعل والأهمية التي يضيفها كل من متغيرات البحث داخل شركات الاتصالات في المملكة العربية السعودية. كما يقدم رؤى عملية لمديري الموارد البشرية لتحسين استراتيجيات ممارسات إدارة المواهب والدعم التنظيمي المتصور، وبالتالي تعزيز الأداء الوظيفي والتنظيمي ككل، وتقدم الدراسة تناول الأبحاث القادمة لاستكشاف التأثيرات السلبية لمتغيرات الدراسة مجتمعة أو منفردة مستخدمة المتغير الوسيط أو استخدام متغيرات أخرى.

الكلمات المفتاحية: ممارسات إدارة المواهب، الاداء الوظيفي، الاداء التنظيمي، الدعم التنظيمي المتصور، شركات الاتصالات في المملكة العربية السعودية.

The Introduction

Talent Management Practices, when combined with Perceived Organizational Support, have a major influence on the attitudes of employees, retention, and performance across sectors (Abdullahi et al., 2020) Effective staff management has emerged as a key predictor of long-term competitive advantages and organizational success within the present organizational settings (Abeuova et al., 2019) This research investigates the complex connections between the various Talent Management Techniques, Perceived Organizational Support, and the impact on individual and Organizational Performance in Saudi Telecommunications Companies' business organizations. The Kingdom of Saudi Arabia has encountered fast economic expansion and change, notably within the area of communications. In addition, as the sector grows and becomes more competitive, telecommunications businesses recognize the importance of managing staff to address strategic objectives and retain their position as market leaders (Madkhali & Sithole, 2023) Furthermore, workers' Perceptions of Organizational Support are critical for increasing loyalty, involvement, and total satisfaction with their work (Malla & Malla, 2023) Research focused on the Telecommunications Industry in Saudi Arabia is scarce. Even though the value of Talent Management and Organizational Support is becoming more widely acknowledged, further study is required to completely comprehend these practices within the Saudi Telecom Sector (Aldoghan & Abdelhamid, 2023).

Current studies offer insightful information about Organizational Support and Talent Management. Consequently, there is a dearth of understanding of the complex interrelationships that exist between Perceived Organizational Support, Talent Management Techniques, and their combined effects on both individual and Organizational Performance in this setting. This study's primary objective is to ascertain how the performance of both individuals and organizations in Saudi Arabia Telecommunications Enterprises is affected by Talent Management Strategies and the Impression of Organizational Support.

The positive correlation between TMP, POS, and performance findings has already been shown in previously published studies. The significance of Talent Management and Perceived Organizational Support for influencing employee attitudes, retention, and engagement is highlighted by studies by Mensah (2019), Supi et al. (2023), Jimoh (2022), Sitaniapessy et al. (2023), Weng et al. (2023), Yusuf et al. (2023), and Isa & Ibrahim (2020). Still lacking, despite this, is an in-depth examination that focuses regardless of Saudi Telecommunications Companies. That necessitates further empirical study.

There are significant theoretical and practical implications for comprehending the intricate relationships present between Talent Management Practices (TMP) and Perceived Organizational Support (POS) in Saudi Telecommunications Organizations. These empirical studies' findings might assist HR directors and business executives in making appropriate choices regarding how to increase Employee Retention, enhance the outcome, and create positive work environments. Furthermore, via

addressing knowledge gaps in both the areas of Talent Management and Organizational Behavior, this research advances scholarly discourse and encourages decisions based on evidence in the Communications Business.

The main problem of the study crystallizes in answering the main question, which is the impact of Talent Management Practices and Perceived Organizational Support on the Performance of Employees and Organization of Saudi telecom companies, after the Ministry of Human Resources in the Kingdom of Saudi Arabia imposed a 25% localization of communications and information technology jobs in September 2022 (for the procedural guide of the Ministry of Human Resources to Nationalize the Telecommunications Sector, 2022) It aims to increase the percentage to 40% by 2025, this will put Saudi telecommunications companies in a major challenge, which is how to retain talent from foreign workers, which is one of the basic pillars of the company, including programmers and engineers, and attracting the same competencies from Saudi workers, and the researcher believes that Talent Management Practices combined with conscious Organizational Support in answering the reason for this question and knowing How does this affect the Performance of Employees and the Organization as a whole, after companies were affected by government interference in determining the number of employees and imposing A significant percentage of compulsory work in the telecommunications sector, and this is consistent with a study (Isa et al., 2018)

A Literature Review

A literature review is a thorough analysis of relevant and recent studies within a specific field. In this case, we will delve into the realm of Talent Management (TMP) Practices and Perceived Organizational Support (POS), exploring their Influence on Employees and Organizational Performance. Our focus will be on the context of Saudi Arabia Telecommunication Companies, drawing insights from both global and regional research.

1- Studies of Talent Management Practices and Employee Performance studies

A body of empirical evidence strongly supports the hypothesis that effective Talent Management Practices (TMP) yield positive outcomes for Employee Performance (EP). Several studies have contributed to understanding this relationship:

- Alhammadi and Romle (2023) highlighted the significant impact of TMP on EP, suggesting that this relationship could be mediated by factors like employee engagement. These studies collectively underline the pivotal role of TMP in driving EP outcomes within organizations.
- Moreover, Bibi (2018) uncovered a significantly positive effect of TMP, particularly in recruitment and selection practices, on EP. This suggests that targeted TMP initiatives, such as effective recruitment processes, can yield tangible improvements in Employee Performance metrics. Such findings reinforce the importance of robust TM strategies in fostering a high-performance culture and facilitating organizational growth.
- By comprehensive understanding and implementing effective TM practices, companies can cultivate environments that nurture excellence and facilitate

the achievement of organizational objectives. These insights underscore the critical role of TMP in driving sustained improvements in employee performance and organizational success.

- A substantial body of empirical research lends credence to the hypothesis that effective Talent Management Practices (TMP) yield positive outcomes for Organizational Performance (OP). Several noteworthy studies contribute significantly to understanding this relationship:
- Mishra (2022) research in the IT industry unveiled a significant correlation between TMP and OP, indicating that well-executed talent management initiatives positively influence overall Organizational Performance. Furthermore, Hongal and Kinange (2020) underscore the importance of Employee Engagement, often a direct result of effective TM, in enhancing productivity and consequently boosting OP.
- Almohtaseb et al. (2020) shed light on the critical role of an effective Performance Management System in amplifying the impact of TMP on OP. Their findings suggest that with the right Performance Management Framework, the positive effects of the impact of Talent Management Strategies on Organizational Effectiveness can be significantly enhanced.

Collectively, these findings accentuate the strategic significance of robust Talent Management Practices in nurturing organizational excellence and fostering sustained success. by prioritizing effective Talent Management Strategies, organizations can cultivate environments conducive to high performance and competitive advantage.

2- Studies of Talent Management Practices and Perceived Organizational Support studies

Empirical evidence from a variety of studies strongly supports the hypothesis that effective Talent Management Practices (TMP) positively influence Perceived Organizational Support (POS). Several noteworthy studies shed light on this relationship:

- Alsheikh et al. (2023) conducted research exploring the interplay between Talent Management Practices and POS within Government Linked Companies. Their findings unveiled a significant positive correlation, indicating that organizations implementing effective Talent Management Practices tend to enhance Perspectives from the workforce of Organizational Support.
- Similarly, Mensah (2019) identified a significant positive effect of Talent Management Practices on POS in their study. This underscores the notion that Strategic Talent Management initiatives play a crucial part in influencing how staff members view Organizational Support.
- Sitaniapessy et al. (2023) investigated the impact of Talent Management and POS on employee retention, highlighting that Talent Management Practices elevate POS levels, consequently contributing to improved employee retention rates.

- Furthermore, Weng et al. (2023) demonstrated a significant positive relationship between Talent Management, Work Engagement, and POS. Their findings suggest that effective Talent Management Practices not only enhance POS but also contribute to increased Work Engagement among employees.

Collectively, these studies highlight the critical role of Talent Management in Shaping Employees' Perceptions of Organizational Support, thereby influencing Organizational Success. By prioritizing effective Talent Managerial Techniques, organizations can foster a positive work atmosphere that enhances employee views on the support from the organization and contributes to overall organizational effectiveness.

3- Studies of Employee Performance and Organizational Support studies

A growing body of empirical research provides compelling support for the notion that the impression of Organizational Support (POS) Positively Influences Employee Performance (EP). Several seminal studies contribute significantly to our understanding of this relationship:

- Chen et al. (2020) uncovered that POS can exert an indirect yet substantial influence on Employee Performance, suggesting that employees who perceive higher Organizational Support levels tend to demonstrate enhanced performance outcomes.
- Chen et al. (2020) elucidated the beneficial impact of improving Organizational Support for frontline workers' effectiveness. Their findings underscore the essential function of a Supportive Organizational Environment in fostering optimal performance among employees.
- Guan et al. (2014) delved into the complex connection between POS and Job Performance, illuminating the nuanced mechanisms By means of which Perceived Organizational Support contributes to enhanced Employee Performance Outcomes.
- Furthermore, recent research by Iqbal et al. (2021) demonstrated a strong and favorable relationship between POS and Employee Performance, reaffirming the critical importance of fostering a Supportive Organizational Climate to facilitate improved Employee Performance and general well-being.
- Jeong and Kim (2022) research revealed that Perceptions of Organizational Politics and support may directly influence Organizational Effectiveness. Moreover, the study highlighted the role that mediates differential treatment in shaping this relationship, suggesting that equitable treatment within organizations is integral to enhancing overall operational efficiency.
- Chen et al. (2020) demonstrated that reinforcing Organizational Support could yield positive effects on the performance of frontline workers, implying a direct contribution to overall Organizational Performance. Their findings underscore the vital function of supportive organizational environments in driving improved performance outcomes across various operational levels.

- Rubel et al. (2023) investigated the relationship between Supervisors' Perceptions of high-commitment Performance Management and their own Performance, revealing that POS positively influences supervisor performance, thereby potentially enhancing overall Organizational Performance. This highlights the cascading effects of Organizational Support throughout hierarchical structures within organizations.

These studies collectively underscore the critical impact that Perceived Organizational Support has in creating a positive work environment, enhancing Employee Satisfaction, and ultimately contributing to improved Organizational Performance. By prioritizing the cultivation of supportive organizational cultures, organizations can utilize all of the possibilities human capital and drive sustained success.

4- Studies of Talent Management Practices, Employee Performance Perceived and Organizational Support studies

A compelling corpus of empirical studies substantiates the hypothesis that effective Talent Management Practices (TMP) indirectly influence Employee Performance (EP) through Perceived Organizational Support (POS). Several noteworthy research helps significantly to our comprehension of this relationship:

- Chen et al. (2020) emphasized the significant impact of POS regarding the execution of frontline employees, highlighting the pivotal role of Organizational Support in fostering employee effectiveness within the business environment.
- Guo et al. (2017b) and Neves and Eisenberger (2012) provided insights into the positive impact of POS on various facets of Employee Behavior and Job Satisfaction. Their findings highlight the significance of cultivating a Supportive Organizational Climate to enhance Employee Well-being and Performance.
- Arshadi (2011) presented empirical evidence demonstrating the beneficial consequences of POS on Job Satisfaction and Organizational Dedication. These findings underscore the critical role of a supportive workplace environment in fostering Employee participation and loyalty.
- Furthermore, Chen et al. (2009) discovered that POS has the potential to enhance performance beyond employees' formal role requirements, suggesting that Organizational Support influences broader aspects of Employee Effectiveness.
- Mensah (2019) found that the effective implementation of TMPs positively impacts Employees' Perceptions of Organizational Support, subsequently leading to improved OP. These findings underscore the crucial role of TMPs in fostering a Supportive Organizational Environment, which in turn enhances overall Organizational Performance.
- Alsheikh et al. (2023) highlighted that POS not only directly affects OP but also amplifies the impact of TMPs on the Organization's Overall Performance. This emphasizes the importance of cultivating a Supportive Organizational Climate through effective TMPs, as it enhances the advantages of Talent Management Programs for organizational results.

Collectively, these findings highlight the intricate interplay between TMP, POS, and EP, suggesting that efficient methods for Talent

Administration Indirectly Influence Employee Performance through the cultivation of a Supportive Organizational Environment. By implementing Strategic Talent Management Initiatives and Fostering a Culture of Support, Organizations can Empower Employees, Enhance Job Satisfaction, and drive Improved Performance Outcomes.

prospective study

To determine the study problem, the researcher conducted a survey study based on communication with a facilitated sample of (22) managers in Saudi telecommunications companies, divided as follows: (6) managers from STC, (7) department heads from ZAIN, (4) managers from MOBILY, and (5) managers from Dawiyat Integrated Telecommunications, A number of employees in the companies provided assistance in completing the survey study, where communications were made according to a specific framework, which was prepared in light of the literature related to the research topic, in order to form an initial idea about the extent of the availability of the dimensions of the research variables to know the nature of talent management work in companies and its practices and how to develop and manage it. In addition to the evaluation methods used and the human resources strategy based on talent management, reviewing the availability of organizational support, knowing how to measure the performance of employees and the organization as a whole and the most important tools used and whether they depend on talent management or not.

The prospective study revealed a set of preliminary indicators, the most important of which are the following:

- 1- The opinions of managers about the company's talent management practices varied according to the nature and working conditions of the departments and the performance of employees. It was indicated by the managers that the talent management practices applied by the companies are traditional practices in many companies and branches and need to be developed through modern administrative tools such as organizational support, as most managers and department heads agreed to encourage the application of modern talent management practices.
- 2- The evaluation methods used to measure the job performance of employees, and the organization were identified, and it was discovered that they are traditional methods that do not rely on the succession planning strategy to discover talents in companies and are traditional strategies.
- 3- The managers agreed on applying the dimensions of talent management and benefiting from them in dealing with the evaluation of the performance of employees and the organization through organizational support.

Research questions

The problem of the study is summarized in trying to answer a few of the following questions:

- 1- What is the impact of talent management practices on employee and organization performance?

- 2- Is there an impact of talent management practices on perceived organizational support?
- 3- What is the impact of perceived organizational support on employees and organization performance?
- 4- What is the impact of talent management practices on employee and organization performance when mediating perceived organizational support?

Research Hypotheses

- 1- H1: There is a statistically significant relationship between talent management practices and perceived organizational support
- 2- H2: There is a statistically significant influence relationship between talent management practices and employee and organizational performance
- 3- H3: There is a statistically significant relationship between Perceived organizational support and employee and organizational performance
- 4- H4: Perceived organizational support mediates the relationship between talent management practices and employee and organizational performance

The Conceptual Model

A conceptual model serves as a visual representation elucidating the relationships among various variables in a research study, thereby facilitating a comprehensive understanding of their interactions and influences. In this study, the conceptual model comprises the following elements:

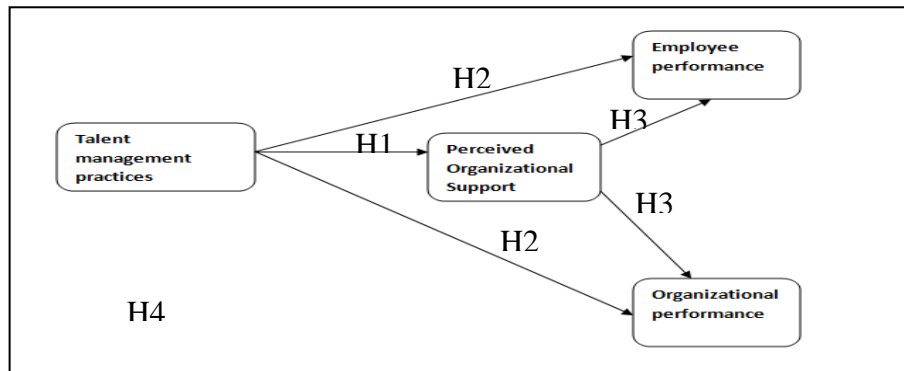
- **Talent Management Practices (TMP)** as the independent variable.
- **Employee Performance (EP)** and **Organizational Performance (OP)** as dependent variables.
- **Perceived Organizational Support (POS)** as the mediating variable.

The direct relationships in the model are delineated as follows:

- TMP positively impacts EP.
- TMP positively impacts OP.
- TMP positively impacts POS.
- POS positively impacts EP.
- POS positively impacts OP.

The indirect relationships in the model are as follows:

- TMP indirectly influences EP through POS.
- TMP indirectly influences OP through POS.



This comprehensive model offers a detailed depiction of the intricate dynamics among Talent Management Practices, POS, and the Performance of both Employees and the Organization. It provides a broad perspective on how adept Talent Management Practices can enhance Performance across various Organizational levels by fostering a sense of Organizational Support. For organizations seeking to optimize their performance outcomes, a thorough understanding of this model can be invaluable in effectively implementing Talent Management Strategies that Promote Employee and Organizational Success.

The research model under scrutiny aims through the influence of Talent Management Practices (TMP) on both individual workers and the overall Organizational Performance, with a particular emphasis on the mediating role of Perceived Organizational Support (POS). This model draws upon relevant academic literature, as outlined in Table 1.

Table 1: Related Studies

S#	Authors	Publishing Journals	Sample	Country
1	Alhammadi and Romle (2023)	International Journal of Professional Business Review	280	United Arab Emirates
2	Almomani et al. (2023)	Springer International Publishing	257	Jordan
3	Bibi (2018)	SEISENSE Journal of Management	364	Pakistan
4	Ekhsan et al. (2023)	East Asian Journal of Multidisciplinary Research	84	Indonesia
5	Ibrahim et al. (2020)	International Journal of Academic Research in Business and Social Sciences	164	Malaysia
6	Putri and Sary (2023)	Journal of Management and Entrepreneurship Research	100	Indonesia
7	Sahibzada (2022)	Journal of Development and Social Sciences	290	Pakistan
8	Yuwono et al. (2021)	Jurnal Aplikasi Bisnis dan Manajemen (JABM)	55	Indonesia

The model postulates the following relationships:

1. TMP positively impacts EP.
2. TMP positively impacts OP.
3. TMP positively impacts POS.

4. POS positively influences EP.
5. POS positively influences OP.
6. TMP indirectly influences EP and OP through POS.

Methodology

This research study adheres to a positivist research philosophy, which aims to acquire reliable knowledge through observable and measurable phenomena. The main goal is to explore the relationships between Talent Management Practices, Employee Performance, Organizational Performance, and the mediating role of Perceived Organizational Support (POS).

The study adopts a deductive method, starting with a comprehensive theoretical framework and subsequently testing specific hypotheses derived from this framework. To achieve this, the design of Comprehensive scanning is employed.

The sample population consists of employees working within telecommunications companies in Saudi Arabia. A straightforward random sampling method is utilized to ensure fairness and representation. Ultimately, 397 employees are included in the study sample.

Data collection is facilitated through a self-administered questionnaire, meticulously structured into distinct sections. Each section encompasses essential factors pertinent to the investigation, including Talent Management Practices, Organizational Performance, Employee Performance, as well as the impression of Organizational Support.

To analyze the data and evaluate the proposed relationships, the researchers employ Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of Smart PLS software. This methodological approach allows for the examination of relationships between both measured and latent variables, making it particularly suitable for testing the complex interrelations proposed in this study.

By leveraging PLS-SEM, the research aims to uncover nuanced perceptions of the relationship between perceived Organizational Support and Talent Management Techniques, and Performance Outcomes within the context of Saudi Arabia

Telecommunications Companies. This robust analytical framework enables a comprehensive exploration of the research hypotheses and contributes to the advancement of understanding of Employee and Organizational Performance and Talent Management Practices.

Table 2: Construct reliability and validity

Variable	Cronbach's Alpha	Composite Reliability	Composite Reliability	Average Variance Extracted
Employee Performance	0.932	0.934	0.943	0.647
Organizational Performance	0.925	0.929	0.940	0.693
Perceived Organizational Support	0.837	0.849	0.902	0.756
Talent Management Practices	0.944	0.945	0.955	0.781

The table above presents the construction of reliability and validity measures for the variables utilized in the study. The following discussion provides information about the correctness and dependability of each variable:

Employee Performance: The Cronbach's alpha value of 0.932 indicates a high level of internal consistency within the scale measuring employee performance. With composite reliability scores of 0.934 and 0.943, and an average variance extracted of 0.647, the metrics used to evaluate Employee Performance demonstrate strong reliability and validity.

Organizational Performance: With a Cronbach's alpha value of 0.925, the scale measuring Organizational Performance exhibits commendable internal consistency. The composite reliability scores of 0.929 and 0.940, along with an average variance extracted of 0.693, underscore the reliability and validity of the metrics used to assess organizational performance.

Perceived Organizational Support (POS): The Cronbach's alpha value for POS is 0.837, indicating a satisfactory level of internal consistency. The composite reliability scores of 0.849 and 0.902, coupled with an average variance extracted of 0.756, affirm the reliability and validity of the measures employed to gauge Perceived Organizational Support.

Talent Management Practices: The Cronbach's alpha coefficient of 0.944 for Talent Management Practices signifies a high level of internal consistency within the scale. With composite reliability scores of 0.945 and 0.955, and an average variance extracted of 0.781, the metrics utilized to assess Talent Management Practices demonstrate robust reliability and validity.

It is noteworthy that Cronbach's alpha values exceeding 0.7 are generally deemed satisfactory in academic research. The observed values for each construct significantly surpass this threshold, indicating strong reliability and validity of the measurement scales employed in the study. These findings enhance the credibility and trustworthiness of the study outcomes, supporting the confidence in the study's findings and conclusions.

Table 3: factors analysis through the factor loading

Variable	Employee Performance	Organizational Performance	Perceived Organizational Support	Talent Management Practices
EP1	0.785			
EP2	0.692			
EP3	0.814			
EP4	0.812			
EP5	0.708			
EP6	0.742			
EP7	0.849			
EP8	0.812			
EP9	0.763			
OP1		0.851		
OP2		0.833		
OP3		0.696		
OP4		0.845		
OP5		0.706		
OP6		0.823		
OP7		0.844		
POS1			0.865	
POS2			0.709	
POS3			0.822	
TMP1				0.812

Variable	Employee Performance	Organizational Performance	Perceived Organizational Support	Talent Management Practices
TMP2				0.833
TMP3				0.908
TMP4				0.834
TMP5				0.835
TMP6				0.922

Table 3 illustrates factor loadings, which gauge the extent to which observed variables reflect underlying latent constructs. Factor loadings exceeding 0.6 are considered substantial, indicating strong representation of the latent variable by the observed variable.

The analysis reveals favorable factor loadings for all items within each variable (EP, OP, POS, and TMP), enhancing construct validity. For instance, in the Employee Performance (EP) variable, factor loadings range from 0.692 to 0.849, indicating robust representation of Employee Performance across the items.

Similarly, Organizational Performance (OP), Perceived Organizational Support (POS), and Talent Management Practices (TMP) exhibit high factor loadings across their respective items, affirming their reliability and validity as measures of the underlying constructs.

This robust pattern of factor loadings reinforces the credibility and trustworthiness among the scales of measuring utilized making sure the elements in the research In effect obtain the meant constructs.

Table 4: the discriminant validity of the variables

Variable	Employee Performance	Organizational Performance	Perceived Organizational Support	Talent Management Practices
Employee Performance	0.804			
Organizational Performance	0.796	0.833		
Perceived Organizational Support	0.797	0.852	0.870	

Variable	Employee Performance	Organizational Performance	Perceived Organizational Support	Talent Management Practices
Talent Management Practices	0.766	0.855	0.804	0.884

Table 4 presents the discriminant validity of the variables, which assesses the uniqueness and distinctiveness of each construct within the model. The elements on the diagonal stand for the square root of the Average Variance Extracted (AVE) for each construct, while the off-diagonal elements indicate the correlations between the constructs. Here's an analysis of the validity of discriminant based on the provided matrix:

Employee Performance: The square root of the AVE is 0.804, which is greater than its correlations with other constructs (0.796, 0.797, and 0.766), indicating strong discriminant validity.

Organizational Performance: The square root of the AVE is 0.833, which is slightly smaller than its correlation with Perceived Organizational Support (0.852) and Talent Management Practices (0.855). This suggests potential issues with discriminant validity, indicating that Organizational Performance may not be entirely distinct from Perception of Support from the Organization and Talent Management Practices.

Perceived Organizational Support (POS): With a square root of the AVE of 0.870, POS demonstrates good discriminant validity, as it exceeds its correlations with other constructs.

Talent Management Practices: The square root of the AVE for Talent Management Practices is 0.884, which is greater than its correlations with other constructs (0.766, 0.855, and 0.804), indicating excellent discriminant validity.

In summary, most of the constructs exhibit strong discriminant validity, except for Organizational Performance, which may have some overlap with Perceived Organizational Support and Talent Management Practices. Further examination of the measures for Organizational Performance is recommended to ensure that they capture unique aspects of Organizational Performance effectively.

Table 5: Path coefficient (s)

Path Coefficient (s)	Standard Deviation	T-Statistics	P Values	Significant/Insignificant
Talent Management Practices -> Employee Performance	0.063	5.611	0.000	Significant
Talent Management Practices -> Organizational Performance	0.049	9.753	0.000	Significant
Talent Management Practices -> Perceived Organizational Support	0.025	32.068	0.000	Significant
Perceived Organizational Support -> Employee Performance	0.061	8.345	0.000	Significant
Perceived Organizational Support -> Organizational Performance	0.048	9.704	0.000	Significant

The findings presented in Table 5 corroborate and extend the existing literature on the relationships among Talent Management Practices (TMP), Perceived Organizational Support (POS), Employee Performance (EP), and Organizational Performance (OP). Here's how the results align with and contribute to previous studies:

Talent Management Practices (TMP) -> Employee Performance (EP): The path coefficient of 0.063 indicates a significant positive relationship between TMP and EP. This finding resonates with studies by Alhammadi and Romle (2023), which highlighted the substantial influence of TMP on enhancing Employee Performance.

Talent Management Practices (TMP) -> Organizational Performance (OP): The significant path coefficient of 0.049 suggests that effective TMP positively impacts OP. This result aligns with the research by Mishra (2022), Hongal and Kinange (2020), emphasizing the crucial role of TMP in driving overall Organizational Effectiveness.

Talent Management Practices (TMP) -> Perceived Organizational Support (POS): The path coefficient of 0.025 indicates a significant positive relationship between TMP and POS. This finding is consistent with studies by Alsheikh et al.

(2023b), Mensah (2019), Sitaniapessy et al. (2023), and Weng et al. (2023), which demonstrated the influence of TMP in shaping employees' perceptions of Organizational Support.

Perceived Organizational Support (POS) -> Employee Performance (EP): The substantial path coefficient of 0.061 suggests a significant positive impact of POS on EP. This result aligns with research by Chen et al. (2020), Guan et al. (2014), and Iqbal et al. (2021), indicating that higher levels of POS contribute to enhanced Employee Performance Outcomes.

Perceived Organizational Support (POS) -> Organizational Performance (OP): The significant path coefficient of 0.048 highlights the positive effect of POS on OP. This finding is consistent with studies by Jeong and Kim (2022), Chen et al. (2020), Rubel et al. (2023), which emphasized the role of supportive Organizational Environments in driving improved Organizational Performance.

In summary, the outcomes displayed in Table 5 provide empirical support for the theoretical frameworks and hypotheses proposed in previous studies. They underscore the critical importance of effective Talent Management Practices and Perceived Organizational Support in driving both Employee and Organizational Performance within the context of Saudi Arabia telecommunication companies.

Table 6: Specific indirect effects

Specific Indirect Effects	Standard Deviation	T-Statistics	P Values	Significant/Insignificant
Talent Management Practices -> Perceived Organizational Support -> Employee Performance	0.053	7.726	0.000	Significant
Talent Management Practices -> Perceived Organizational Support -> Organizational Performance	0.043	8.745	0.000	Significant

The findings presented in Table 6 provide empirical support for the hypothesized indirect effects of Talent Management Practices (TMP) on Organizational Performance (OP) through Perceived Organizational Support (POS), as discussed in the literature review.

1. **Talent Management Practices (TMP) -> Perceived Organizational Support (POS) -> Employee Performance (EP):** The significant specific indirect effect with a T-statistic of 7.726 and a P-value of 0.000 suggests that TMPs positively influence EP through the mediating role of POS. This finding aligns with the studies by Mensah (2019), which highlighted the positive impact of effective TMPs on Employees' Perceptions of Organizational Support, leading to improved EP.
2. **Talent Management Practices (TMP) -> Perceived Organizational Support (POS) -> Organizational Performance (OP):** Similarly, the significant specific indirect effect with a T-statistic of 8.745 and a P-value of 0.000 indicates that TMPs indirectly contribute to OP through the mediating mechanism of POS. This result is in line with the research by Alsheikh et al. (2023b), which emphasized the dual impact of POS on OP and its amplification of the effects of TMPs on Organizational Performance.

By demonstrating the significant indirect effects of TMPs on EP and OP through the mediation of POS, Table 6 extends our understanding of the complicated relationships between talent Management Practices and Organizational Outcomes. It corroborates the theoretical propositions put forth in the literature review, highlighting the pivotal role of POS as a mechanism through which TMPs influence Organizational Performance.

In summary, these findings underscore the significance of implementing effective TMPs and fostering a supportive Culture of organizations to enhance employees' perceptions of support, promote organizational effectiveness, and drive sustained success within the organizational context.

Theoretical Implications:

Resource-Based View (RBV): This research aligns with the principles of the Resource-Based View theory by examining Talent Management Practices and Perceived Organizational Support (POS) as valuable organizational resources. By investigating how these resources contribute to Employee and Organizational Performance, the study sheds light on their strategic importance in enhancing competitive advantage and sustainable growth within telecommunications companies.

Organizational Support Theory (OST): This study enriches the Organizational Support Theory by exploring the intricate relationship between POS, Employee Performance, and Organizational Performance. By uncovering the influence of perceived support on employee motivation, engagement, as well as overall effectiveness, the research provides valuable insights into how organizations can cultivate supportive environments to foster employee well-being and organizational effectiveness.

Talent Management Theory (TMT): The research extends the boundaries of Talent Management Theory by identifying effective Talent Management Practices that drive Employee and Organizational Performance in the Telecommunications Sector of Saudi Arabia. By discerning which specific strategies yield optimal outcomes within this context, the study contributes to a nuanced understanding of Talent Management dynamics and informs strategic decision-making in talent acquisition, development, and retention.

Practical Implications:

1. **Enhancing Talent Management Practices:** The study underscores the potential benefits for telecommunication companies in Saudi Arabia to invest in robust Talent Management Practices. Implementing strategies such as targeted talent acquisition, comprehensive development programs, and effective retention initiatives can help attract and retain skilled employees in a competitive market.
2. **Strengthening Perceived Organizational Support:** The findings highlight the significance of fostering a supportive organizational culture within Saudi Arabia Telecommunication Companies. This involves implementing policies and practices that prioritize employee well-being, provide opportunities for professional growth and advancement, and promote a healthy work-life balance to enhance employee satisfaction and loyalty.
3. **Improving Employee Performance:** Effective Talent Management Practices coupled with a supportive work environment can significantly enhance Employee Performance Strategies such as offering continuous learning and development opportunities, competitive compensation packages, recognition programs for high performers, and creating a positive workplace atmosphere can contribute to increased productivity and motivation among employees.
4. **Enhancing Organizational Performance:** The study indicates that investing in Talent Management Practices and promoting Perceived Organizational Support can positively impact overall Organizational Performance. This may lead to improved productivity, heightened customer satisfaction, enhanced employee engagement, reduced turnover rates, and ultimately, improved financial performance for Telecommunication Companies in Saudi Arabia.
5. **Tailoring Strategies to the Telecommunication Industry:** The results highlight the significance of tailoring Talent Management and Organizational Support Strategies to align with the unique dynamics of the Telecommunication Industry in Saudi Arabia. Customizing HR policies and practices to address industry-specific challenges, adapt to market trends, and leverage technological advancements can optimize organizational effectiveness and competitiveness in the sector.

Limitations:

1. **Scope:** The study's focus on Saudi Arabia Telecommunication Companies may limit the generalizability of its findings to other contexts. Variations in cultural, economic, and organizational factors across different industries and regions could influence the observed relationships.
2. **Sample Size:** The sample size of the study might not be optimal, potentially affecting the representativeness of the results. A larger and more diverse sample could provide findings that are more widely applicable and reflective of broader trends.
3. **Causality and Directionality:** The cross-sectional design of the study precludes the establishment of causality or directionality in the relationships examined. While the study explores the impact of Talent Management Practices and POS on Performance, it does not definitively establish these factors as causal determinants. Longitudinal or experimental research designs would offer stronger evidence for causal relationships.
4. **Measurement:** The study relies on self-reported measurements obtained through questionnaires, which may introduce response bias. Future research could benefit from incorporating objective measures or third-party assessments to mitigate potential biases and enhance the accuracy of the findings.

Future Directions:

Recommendation	Methods of Achievement	Implementation Responsibility	Timing
Broadening the Research Context	Future research should explore other industries and countries beyond Saudi Arabia Telecommunication Companies to enhance the generalizability and external validity of the findings. Investigating diverse contexts would offer a more comprehensive comprehension of the methods used in Talent Management and POS Influence Performance Outcomes across various settings.	Research and development Management in Telecommunications Companies	Implementation start Q1, 2025
Increasing the Sample Size	More extensive and varied sample sizes should be the goal of future research to strengthen the findings' resilience and	Researchers interested in business administration,	Implementation start Q2, 2025

	dependability. A more extensive sample would better capture the heterogeneity of organizational environments and facilitate generalizations that are more accurate.	human resource management and talent management	
Longitudinal Design	Longitudinal research should be a consideration for future studies. Designs to track changes over time and establish causal relationships between Talent Management Practices, POS, and Performance Outcomes. Longitudinal studies would provide valuable insights into the dynamics and temporal patterns of these relationships.	Researchers interested in business administration, human resource management and talent management	Implementation start Q2, 2025
Objective Measures	Future studies could incorporate objective measures or third-party assessments alongside self-reported data to validate findings and minimize response bias. Objective metrics would offer more reliable indicators of performance and organizational support, strengthening the validity of the research outcomes.	Research and development Management in Telecommunications Companies and Researchers interested in business administration,	Implementation start Q3, Q4 ,2025

By addressing these limitations and pursuing future research directions, scholars can deepen their understanding of the complex interplay between talent management practices, POS, and organizational performance, contributing to the development of this field's understanding.

Conclusion

The study "Influence of Talent Management Practices and Perceived Organizational Support on Employee and Organizational Performance: A Study in Saudi Arabia Telecommunication Companies" provides valuable insights into the dynamics of Talent Management and Organizational Support within the context of Saudi Arabia Telecommunication Firms. Through an extensive literature review, a robust conceptual model, and rigorous methodology, the research sheds light on the interplay between Talent Management Practices (TMP), Perceived Organizational Support (POS), Employee Performance (EP), and Organizational Performance (OP).

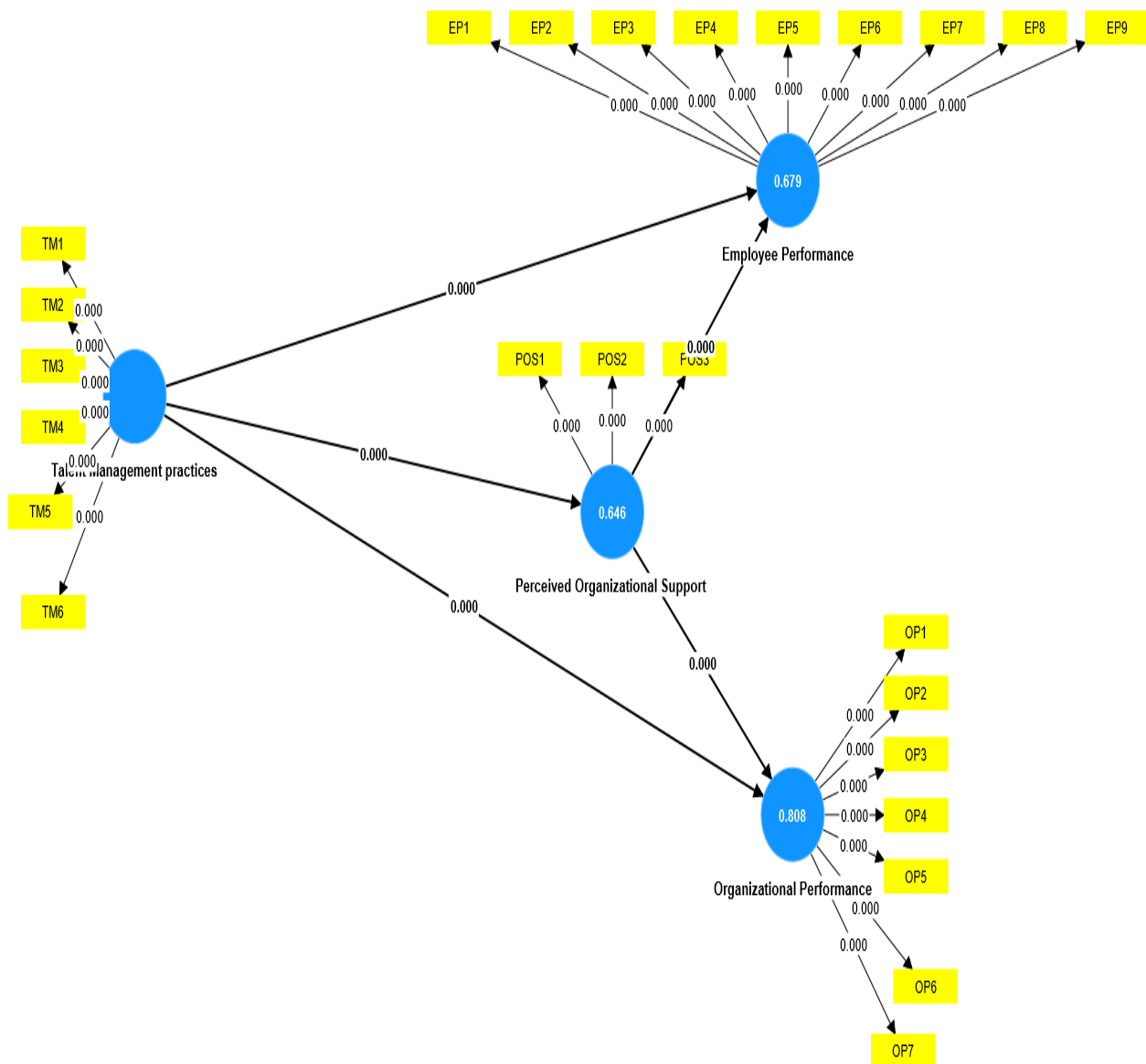
The findings of the study underscore several key points:

1. **Positive Impact of Talent Management Practices (TMP):** The research reveals a significant positive relationship between TMP and both EP and OP. Effective TMP enhances employee skills, motivation, and overall performance, thereby contributing to organizational effectiveness.
2. **Significance of Perceived Organizational Support (POS):** The study highlights the pivotal role of POS in influencing EP and OP. Employees'

Perceptions of Organizational Value and Support Positively impact their commitment, Job Satisfaction, and Performance, underscoring the importance of fostering a supportive organizational climate.

3. **Mediating Role of POS:** The research elucidates the mediating role of POS in the relationship between TMP and both EP and OP. It demonstrates that TMP indirectly influences EP and OP through the mechanism of POS, emphasizing the importance of cultivating a supportive work environment to amplify the effects of talent management initiatives.
4. **Practical Implications:** The study offers actionable insights for HR managers in Saudi Arabia Telecommunication Companies to optimize TMP and POS strategies, thereby enhancing EP and OP. By understanding the significance of these practices, organizations can foster a culture of support and empowerment, ultimately driving sustained success and competitiveness.
5. **Contributions to Knowledge:** Through empirical inquiry and analysis, the study contributes to a deeper understanding of Organizational Support theory and its implications for Talent Management and Organizational Performance. By addressing gaps in the existing literature and exploring the unique dynamics of the Telecommunications Sector in Saudi Arabia, the research enriches scholarly discourse and informs future research directions.

In conclusion, the study underscores the critical importance of effective Talent Management Practices and Perceived Organizational Support in Fostering Employee Engagement, Productivity, and Organizational Effectiveness within Saudi Arabia Telecommunication Companies. By recognizing and harnessing the synergies between TMP and POS, organizations can create conducive environments for growth, inventiveness and sustainability success in an increasingly competitive landscape.



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Appendix N0. (1)

Questionnaire

Dear Participant,

We sincerely appreciate your willingness to participate in this study, which aims to explore the influence of talent management practices and perceived organizational support on employee and organizational performance within Saudi Arabian telecommunication companies. Your valuable insights will contribute to a better understanding of the dynamics within the telecommunications industry in Saudi Arabia.

Background: The telecommunications sector in Saudi Arabia plays a pivotal role in the country's economy, providing essential services and driving technological advancements. In this rapidly evolving landscape, the effective management of talent and organizational support are critical factors for sustained success and competitiveness. Talent management practices encompass recruitment, training, development, and retention strategies designed to attract and nurture skilled professionals. Perceived organizational support reflects employees' beliefs about the extent to which their organization values their contributions and supports their well-being.

Objectives: This questionnaire seeks to achieve the following objectives

- Assess the effectiveness of talent management practices implemented within Saudi Arabian telecommunication companies.
- Evaluate employees' perceptions of organizational support provided by their respective organizations.
- Examine the impact of talent management practices and perceived organizational support on employee performance.
- Investigate the correlation between talent management practices, perceived organizational support, and organizational performance within the telecommunication sector.

Your Participation: Your participation in this questionnaire is entirely voluntary, and your responses will be kept confidential. There is no right or wrong answers, and we encourage you to provide honest and thoughtful responses based on your experiences and perceptions.

A- Talent Management Practices:

1- The effectiveness of the talent acquisition process in your organization in attracting skilled individuals.

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

2- Your organization invests in employee training and development programs to enhance skills and competencies.

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

3- You perceive the performance appraisal and feedback mechanisms in your organization.

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

4- Your organization provides opportunities for career growth and advancement based on merit and performance.

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

5- Organization identifies and nurture high-potential employees for future leadership roles.

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

6- Your organization encourages and supports knowledge sharing and collaboration among employees.

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

B-Perceived Organizational Support:

1- You feel by your organization in times of personal or professional challenges.

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

2- You believe your organization values your well-being and cares about your job satisfaction.

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

3- You perceive your organization to be open to employee feedback and suggestions for improvement.

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

C- Employee Performance:

1- You are satisfied with your current job role and responsibilities.

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

2- You feel your skills and abilities are utilized in your current position.

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

3- You believe your job provides opportunities for personal growth and development.

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

4- You manage your workload and meet deadlines in your role.

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral

- ☐ Satisfied
- ☐ Very Satisfied
- 5- You are satisfied with the level of recognition and appreciation you receive for your contributions at work.**
- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied
- 6- You experience stress or burnout due to your job responsibilities.**
- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied
- 7- You are motivated to perform at your best in your current role.**
- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied
- 8- You feel your job aligns well with your career aspirations and goals.**
- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied
- 9- You are satisfied with the support and resources provided to you to perform your job effectively.**
- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral

- ☐ Satisfied
- ☐ Very Satisfied

D- Organizational Performance:

1- You rate your organization's overall performance.

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

2- Your organization regularly meets its financial targets.

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

3- You rate the level of employee satisfaction within your organization.

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

4- Your organization has a formal process for measuring customer satisfaction.

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

5- Your organization introduces new products or services to the market.

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral

☐ Satisfied

☐ Very Satisfied

6- Your organization invests in employee training and development programs.

☐ Very Dissatisfied

☐ Dissatisfied

☐ Neutral

☐ Satisfied

☐ Very Satisfied

7- You rate the effectiveness of communication channels within your organization.

☐ Very Dissatisfied

☐ Dissatisfied

☐ Neutral

☐ Satisfied

☐ Very Satisfied