



The key role played by innovation in the talent management and organizational performance relationship

Journal:	<i>Employee Relations</i>
Manuscript ID	ER-09-2022-0430.R3
Manuscript Type:	Research Paper
Keywords:	Human resource management, Organizational performance

SCHOLARONE™
Manuscripts

1
2
3 **The key role played by innovation in the talent management and organizational**
4 **performance relationship**
5
6
7
8
9

10 **Abstract**
11

12
13 **Purpose:** The key aspect of this study is the mediating role of innovation in the
14 relationship between talent management and organizational performance (OP).
15

16
17
18 **Design/methodology/approach:** A structural equation model with AMOS software is
19 used to gauge the impact of TM on innovation and OP. In this regard, innovation is the
20 mediating variable of the model. We use Hayes PROCESS macro for SPSS (Hayes
21 2018) and the mediating procedure of Baron and Kenny's model (1986).
22
23

24
25
26 **Findings:** Results show that innovation is a full mediating variable that captures the
27 whole variance of the model in the relationship between TM and OP.
28
29

30
31
32
33 **Originality:** The originality of this study is that it explores the causal relationship
34 between the three variables considered in the model; that is, TM, innovation, and OP.
35 These relationships evidence gaps in HR and TM literature, improving current
36 understanding of the role of innovation in the organizational context.
37
38

39
40
41
42
43 **Practical implications:** The results of this study are important for organizations, since
44 they emphasize the need to adapt TM strategies to innovation and improvement in the
45 organization. This involves not only managers and their training and development plans,
46 but also employees in their attraction, development and retention strategies.
47
48

49
50
51
52 **Keywords** – Talent Management, Human Resources, Innovation, Organizational
53 Performance
54
55
56
57
58
59
60

Introduction

Businesses today must cope with stiff competition and constant change (Oreg *et al.*, 2018), with human resource management (HRM) clearly being affected by this turbulent environment. In this context, human capital and TM are key for business because they generate innovation and economic growth (Liu *et al.*, 2017).

Moreover, in this changing environment, two keys to business strategy emerge. On the one hand, TM strategies linked to knowledge management, business competitiveness and OP through human capital and HR (Della Torre, Gritti and Salimi, 2021; Mousa and Ayoubi, 2019) becoming the greatest strategic challenge facing companies and their managers, and being key to their business future (Collings and Mellahi, 2009; Meyers and van Woerkom, 2013; Mousa and Ayoubi, 2019; Rafique *et al.*, 2021). On the other, innovation strategies and their link with competitiveness and OP (Camison and Villar-López, 2014) taking into consideration a renewal strategy for the organization (Järvi and Khoreva, 2020). Innovation can be introduced throughout the organization by training employees in innovation management (Kadar *et al.*, 2014). That is why employees with potential and talent are needed to be able to carry out this process of organizational transformation where ideas are generated and shared, improving knowledge management (Tarique and Schuler, 2010). And this entails being very conscious of whether you have the necessary talented staff throughout the organizational structure (Dorasamy, 2021).

Scientific and practitioner research also concur in their assessment of innovation as one of the cornerstones of economic development and as an essential element in increasing competitiveness in a globalized environment (Li *et al.*, 2022; Lopez-Cabrales *et al.*, 2009). Innovation encompasses new business models, new products or services, new procedures and technological developments as well as new organizational aspects

(Curado, 2018; Jiménez-Jiménez and Sanz-Valle, 2008; OECD/Eurostat, 2005), with all of these innovations being thought out and created actively by the talented staff within the organization (Awan and Jehanzeb, 2022; Kianto, Sáenz and Aramburu, 2017; Su *et al.*, 2020).

Given the above, this study focuses on analysing what impact TM has on organizational performance (OP), considering the innovation applied by organizations as a mediator (Ferreira *et al.*, 2021; Khan *et al.*, 2022; Nawal *et al.*, 2021; Rasool *et al.*, 2019). This article seeks to bridge two main gaps in the literature concerning TM, innovation and OP.

In the first place, although there is already a relative literature on the impact of human capital on innovation management, it is necessary to strengthen both the theoretical and empirical evidence (Agostini and Nosella, 2017; Combs *et al.*, 2006; Farrukh *et al.*, 2022; Jarrod *et al.*, 2022; Mohammed *et al.*, 2021; Su *et al.*, 2020; van Uden *et al.*, 2017; Waheed *et al.*, 2019). Secondly, our model contributes as a differential value a direct relationship between human capital, innovation and performance, and although there are already enough studies among them, we cannot say the same of the complete model between the three variables. For this reason, this study fills an important gap in the literature by analyzing the impact that innovation that comes from human capital has on performance (Cooke and Saini, 2010; Para-Gonzalez *et al.*, 2018; Voorde *et al.*, 2013).

Theoretical framework: Resource-Based View of the Firm (RBV)

The resource-based view (RBV) has attracted significant attention from the management scholars (Hitt *et al.*, 2016; Gunasekaran *et al.*, 2017; Mishra *et al.*, 2018; Dubey *et al.*, 2019b) for its application in a wide range of organizations and industries

1
2
3 (Barney, Wright, and Ketchen, 2001; Nason and Wiklund, 2018, ; Zahra, 2021) and for
4 its theoretical implications (Davis and DeWitt, 2021; Gibson, Gibson, and Webster,
5 2021; Greve, 2021; Barney, Ketchen and Wright, 2021). The RBV argues that a firm
6 gain competitive advantage through bundling of strategic resources and capabilities
7 (Barney, 1991; Barney *et al.*, 2001; Sirmon *et al.*, 2011). The RBV postulates that some
8 assets in the company generate capacities that are dynamic and that provide a
9 competitive advantage that is sustainable, having these capacities the properties of being
10 scarce and very difficult to imitate (Amit and Schoemaker, 1993; Barney, 1991).

11
12
13
14
15
16
17
18
19
20
21
22
23 Previous research has considerably used the RBV to examine the associations
24 among companies' resources, capabilities, and performance (Buli, 2017; Dogbe *et al.*,
25 2020, 2019; Najafi-Tavani *et al.*, 2013; Nason and Wiklund, 2018; Rodríguez-Pinto *et*
26 *al.*, 2011) and with firm growth (Nason and Wiklund, 2018; Zupic and Drnovsek,
27 2014). Mainly because it has been linked to superior performance in long-term
28 competitive advantages in dynamic markets (Fakhreddin *et al.*, 2022; Zahra, 2021).

29
30
31
32
33
34
35
36
37 Resources are defined as stocks of tangible and intangible assets, such as
38 knowledge, processes, skills, etc., that are controlled and utilized by firms to create
39 value from implementing strategic activities (Barney, 1991; Jay, Ketchen and Wright,
40 2021; Popli *et al.*, 2017).

41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60
The RBV theory has received its support from different scientific meta-analyses
in business management literature. (Saridakis, Lai and Cooper, 2017). In fact, different
meta-analysis indicates a high and significant relationship between human resources and
company performance (Combs *et al.*, 2006; Crook *et al.*, 2011), but the question that
emerges is whether this talent management is superior to other resources (Barney,
Ketchen and Wright, 2021). The scope of application of this theory to TM combines
both employee behaviour and the application of HR practices applied to them. This

1
2
3 combination generates a competitive advantage for organizations that competitors have
4 difficulty imitating (Colbert, 2004). It is therefore hardly surprising that the RBV has
5 been the most widely used theory in the various scientific studies into TM (McDonnell
6 *et al.*, 2017).

7
8
9
10
11
12 This perspective assumes that the workforce's capabilities can create value in the
13 company (Wright and McMahan, 1992) through their core competences (Dries, 2013)
14 and can generate increased competitive advantage (Barney, 1991; Wernerfelt, 1984;
15 Ode and Ayavoo, 2020) through talented employees who are deemed to be valuable and
16 scarce resources (Mao and Weathers, 2019). This clearly entails attracting and retaining
17 the best workers in the organization (Meyers and van Woerkom, 2013; Slatten *et al.*,
18 2021).

19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60
In addition, people with talent are high-performing employees who have the
required initiative and proactivity to secure new ideas (Segarra-Ciprés *et al.*, 2019) and
generate new business opportunities (Jarvi and khoreva, 2020) and they are linked to
exceptional performance (Maqueira *et al.*, 2019).

In conclusion, the RBV paradigm emphasizes promoting organizational
resources, among which are the competencies of employees, achieving a greater
commitment to improve performance (Barney, Ketchen and Wright, 2011). And this
performance is highly influenced by human resources and innovation capabilities to
achieve competitive advantage (Zawawi *et al.*, 2016).

Literature review and hypothesis development

Talent management and organizational performance

Talent management has gained special prominence in recent years due to its scarcity in the market, which can generate a competitive difference by being able to attract,

1
2
3 develop and retain the best in organizations (Groutsis, O'Leary and Russell, 2018;
4 Tarique and Schuler, 2010). In fact, it has been identified as one of the most important
5 functions in HR today (Strack, 2014). This is the reason why academic work on talent
6 management has grown significantly in recent years (Collings, Scullion and Vaiman,
7 2015; Dries, 2013; O'Connor & Crowley-Henry, 2017).

8
9
10
11
12
13
14
15
16 But what is talent management? There is no generally accepted definition of what talent
17 management is (Groutsis, O'Leary and Russell, 2018; Thunnissen and Gallardo-
18 Gallardo, 2017). The definition of Collings and Mellahi (2009) is one of the most cited
19 definitions in the literature. Mainly these authors define talent management focusing on
20 the processes and activities that can locate key positions so that the organization has a
21 sustainable advantage over time. This implies the development of the talent of the
22 competent people of the organization with high performance and high potential and that
23 achieve the objectives and strategies in human resources.

24
25
26
27
28
29
30
31
32
33
34 Based on the different definitions of TM (Collings and Mellahi, 2009; Gallardo-
35 Gallardo and Thunnissen, 2016; Goffee and Jones, 2007; Oladapo, 2014; Duttagupta,
36 205; Luna-Arocas, 2018), we can define TM as a systemic and strategic approach to
37 people management based on the search for sustainable strategic advantages through the
38 organization's talent. This is identified as being high potential and/or high performance,
39 and to which a defined strategy of attraction, development and loyalty/retention
40 management is applied.

41
42
43
44
45
46
47
48
49
50
51 Different perspectives arise with talent management. In fact, some authors have
52 focused on investigating only the professionals in the organization who make a
53 difference in organizational performance (Athey, 2008; Beechler and Woodward, 2009).
54
55
56
57 Others focus more on a concept of development and potentiality that allows
58
59
60

1
2
3 professionals grow and improve in their skills and responsibilities (Collings and
4
5 Mellahi, 2009).

6
7
8 The key issue in today's competitiveness is that all organizations are facing the
9
10 great challenge of attracting, developing, and retaining the organization's key talent
11
12 (Cheng, Bai and Hu, 2022; Luna-Arocas and Danvila-del-Valle, 2022; Luna-Arocas et
13
14 al., 2020; Oladapo, 2014; Sparrow and Makram, 2015; Tarique and Schuler, 2010;
15
16 Thunnissen, Boselie and Fruytier, 2013; Ullah et al., 2022).

17
18
19 And this search for talent has become vital for business competitiveness and
20
21 survival, since companies that use their strategies improve their results in the market
22
23 (De Boeck, Meyers and Dries, 2018; Ingram and Glod, 2016; Luna-Arocas and Lara,
24
25 2020; Luna-Arocas et al., 2020; Oladapo, 2014). For this reason, one of the most critical
26
27 skills today is the effective management of talent that is linked to business success
28
29 (Garavan, 2012).

30
31
32
33 As stated by Barney, Ketchen and Wright (2021, p. 1679): “Outside of strategic
34
35 management, the resource-based view has made the most impact within the human
36
37 resource management field”. As some of the main researchers in the area of talent
38
39 management affirm, RBV is used to explain that talent is the key resource for a
40
41 company as it is so directly linked to competitive advantage (Boudreau and Ramstad,
42
43 2005; Collings and Mellahi, 2009; Luna-Arocas and Lara, 2020; Luna-Arocas et al.,
44
45 2020; Gallardo-Gallardo et al., 2015; Sparrow et al., 2014; Sparrow and Makram,
46
47 2015). Therefore, talent management and people management suggest that to improve
48
49 the company's competitiveness, the organization must locate its rare and distinctive
50
51 capabilities and resources, which are difficult to imitate, and which impact the economic
52
53 return of the organization.
54
55
56
57
58
59
60

1
2
3 From the theory of resources and capabilities, the role of talent management and
4 its retention has also been analyzed through big data and predictive analysis (Singh et
5 al., 2022). In fact, managers' cognitive ability has been highlighted as an inimitable
6 resource for recognizing and exploiting market opportunities (Nason and Wiklund,
7 2018). Also, some managers and entrepreneurs play such an important role in the
8 configuration of these bundles of skills and resources with the potential to generate
9 great economic value (Barney, Ketchen and Wright, 2021).

10
11
12
13
14
15
16
17
18
19 Also, coherently, talent management and human resources researchers have
20 focused mainly on high performance systems in HR and their impact on organizational
21 performance (Ployhart, 2012, 2021; Ray, 2023). But the debate also arises about what
22 type of performance we are talking about when we relate it to people's behaviors and
23 results (Ployhart, 2021), this being a topic of great present and future relevance for RBV
24 research agenda.

25
26
27
28
29
30
31
32
33 Companies that apply TM strategies achieve better results and improve their
34 competitiveness and market value (De Boeck *et al.*, 2018; Jehanzeb, 2020; Jungmin and
35 Hwansoo, 2018; Latukha *et al.*, 2022; Oladapo, 2014; Ulrich and Allen, 2014).
36
37 Moreover, Lawler (2002) states that there is a consensus that if companies use TM
38 effectively then there is an improvement in OP.
39

40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60
TM has also been related with achieving outstanding performance levels, a
person's strengths that bring special value to the work done, the competences that
facilitate individual learning, the adaptability and development, and a person's potential
or the possibilities of superior performance at work (Meyers and van Woerkom, 2013).
The relationship between empowerment and development with OP has also been
considered in the literature (Logan and Ganster, 2007; Peccei and Rosenthal, 2001).
Lehman (2009) states that this direct relationship between TM and OP can only occur

1
2
3 when top managers and employees are aligned with the objectives and their
4
5 implementation. In addition, it has also been suggested that employee trust (e.g. Illes,
6
7 Mabey and Robertson, 1990) and commitment (e.g. Hughes *et al.*, 2018) play an
8
9 important role in the performance generated in the workplace.
10
11

12 In this sense, the RBV theory affirms that talented employees (Mao and
13
14 Weathers, 2019) are scarce resources that provide exceptional performance (Maqueira
15
16 *et al.*, 2019) giving the company a sustainable competitive advantage (Colbert, 2004).
17
18

19
20
21 **H1.** *We will find a relationship that is positive and significant between TM and OP*
22
23

24 25 26 *TM and Innovation*

27
28 There is ample literature supporting the idea of the influence of HR practices, and
29
30 therefore of TM, on company innovation (Crowley and Bourke, 2017; Haar *et al.*, 2022;
31
32 Lopez-Cabrales *et al.*, 2009; Odugbesan *et al.*, 2023) although many authors continue to
33
34 call researchers to delve deeper into this relationship (Agostini and Nosella, 2017;
35
36 Combs *et al.*, 2006; Farrukh *et al.*, 2022; Jarrod *et al.*, 2022; Su *et al.*, 2020) both
37
38 theoretically and empirically (Waheed *et al.*, 2019; Mohammed, 2021). And thus, in this
39
40 way, better understand the mechanisms that relate both variables both to give better
41
42 advice to managers (Huang *et al.*, 2021) and to understand more clearly the potential
43
44 antecedents of innovation (Bos-Nehles and Veenendaal, 2019).
45
46
47

48
49 Researchers have analyzed the role of high-performance practices in HR in
50
51 promoting innovation in organizations (Escriba-Carda *et al.*, 2017; Kianto, Sáenz, and
52
53 Aramburu, 2017; Su *et al.*, 2020; Zhou *et al.*, 2013).
54
55

56 HR and TM practices generate a positive group climate that benefits innovation
57
58 (Cabello-Medina *et al.*, 2011; Datta *et al.*, 2023; Lakshman *et al.*, 2022; Soto-Acosta *et*
59
60

1
2
3 *al.*, 2016; Popa *et al.*, 2022). Therefore, TM and HR practices can be considered as a
4
5 prior key aspect that promotes innovation results in an organization (Buisson *et al.*,
6
7 2021; Jarrod *et al.*, 2022; Lin *et al.*, 2021). 2020; Popa *et al.*, 2022; Ramos-González *et*
8
9 *al.*, 2022; Tajeddini *et al.*, 2020; Veenendaal and Bondarouk, 2015).

12 In fact, this has been sufficiently confirmed in the scientific literature (Donate *et*
13
14 *al.*, 2016; Engelman *et al.*, 2017; Escriba-Carda *et al.*, 2017; Farrukh *et al.*, 2022; Kim,
15
16 2021; Lattuch, 2021; Mohammed *et al.*, 2021; Shipton *et al.*, 2017; Zhang, 2021).
17
18 Therefore, to the extent that talent management is applied, innovative competencies are
19
20 developed in the organization (Morteza *et al.*, 2020). In conclusion, human resources
21
22 and talent management systems are important facilitators for generating change in
23
24 organizations (Lee *et al.*, 2019).

28 More specifically, many studies have analysed the impact of different HR and
29
30 TM practices on innovation such as: the contribution of employees (Jiang *et al.*, 2012),
31
32 the organization's climate (Collins and Smith, 2006; Wallace *et al.*, 2016), collaborative
33
34 practices (Awan and Jehanzeb, 2022), talent development practices (Huang *et al.*, 2021),
35
36 employee participation and job-rotation (Collins and Smith, 2006), delegation of
37
38 responsibilities, empowerment and intensive teamwork (Lau and Ngo, 2004; Laursen
39
40 and Foss, 2003), task autonomy and work flexibility (Beugelsdijk, 2008; Wright and
41
42 Snell, 1998).

46 One consideration is that all employees can bring ideas to the company and
47
48 influence organizational innovation (Kristiansen and Bloch-Poulsen, 2010). This
49
50 perspective assumes that employees are important sources of knowledge for the
51
52 organization through the support they provide to innovation via the direct knowledge
53
54 they have of their own customers and their needs (Unsworth and Parker, 2003) as well
55
56
57
58
59
60

1
2
3 as the knowledge of their daily tasks and possible improvements in processes (Lau and
4
5 Ngo, 2004; Laursen and Foss, 2003).
6

7
8 In addition, employees can be trained for product innovation (Lau and Ngo,
9
10 2004; Laursen and Foss, 2003), which influences perceived organizational innovation,
11
12 thereby generating an experience that is predictive of innovative work behaviours and
13
14 innovation in the organization (Huang et al., 2021; Yeh-Yun Lin and Liu, 2012; Uz Kurt
15
16 et al., 2013; Veenendaal and Bondarouk, 2015).
17

18
19 Similarly, the role played by positive workplace aspects, such as optimism,
20
21 hope, resilience and self-efficacy, in innovation has been analysed (Wojtczuk-Turek and
22
23 Turek, 2015). Likewise, employees' proactive behaviours are seen to have an impact on
24
25 the innovation of products and processes (Segarra-Ciprés et al., 2019).
26
27

28
29 In fact, talented people are high-performance employees who promote new ideas
30
31 thanks to their initiative and proactivity (Segarra-Ciprés et al., 2019), creating value in
32
33 the company (Wright and McMahan, 1992) through their competencies and making it
34
35 difficult to imitate the competition (Colbert, 2004) as established by the RBV paradigm.
36
37

38 39 40 *Innovation and organizational performance*

41
42 Companies face complex competitiveness, performance and organizational success
43
44 through the generation of ideas and their implementation by employees bringing
45
46 creativity and innovation (Anderson et al., 2014; Sadikoglu and Zehir, 2010). This
47
48 generates improvements in organizational processes, thereby achieving greater
49
50 efficiency and effectiveness at work (Walker et al., 2010). In this regard, we consider
51
52 innovation as a variable that directly affects organizational performance, and that we
53
54 can relate to any innovation of new products or processes that add value to a company
55
56 and its competitiveness (Prajogo, 2016).
57
58
59
60

1
2
3 In fact, this situation has generated growing interest in analysing the impact of
4 innovation on organizational performance (Anderson *et al.*, 2014; Bahadur *et al.*, 2021;
5 Bonfanti *et al.*, 2018; Garcia-Morales, Lloréns-Montes and Verdú-Jover, 2008; Leal-
6 Rodríguez *et al.*, 2015; O'Connor, 2008; Ode and Ayavoo, 2020; Prajogo, 2016; Sethibe
7 and Steyn, 2016). This interest also implies exploring the factors that help generate
8 innovative capacities (e.g. Alegre and Chiva, 2008) and thereby stimulate the
9 organizational learning process that involves innovation (Goh and Richards, 1997).
10
11 ~~Applied research has highlighted the role of TM and HR in developing such~~
12 ~~capabilities, as they favour organizational learning and thereby increase OP (Lopez-~~
13 ~~Cabrales *et al.*, 2009).~~ The innovations generated in the organization have a clear effect
14 on OP (Camison and Villar-López, 2014), and some researchers (Sadikoglu and Zehir,
15 2010) have also confirmed the relationship between employee and organizational
16 performance through innovation. Research has also paid attention to the relationship
17 between business leadership and organizational innovation, therefore giving special
18 relevance to the management of people in achieving innovative behavior (e.g. Bednall,
19 2018).

20
21
22 The resource-based view has been used in the impact of market orientation on
23 new products (Fakhreddin *et al.*, 2022) since market orientation is a knowledge-based
24 resource that impacts competitive advantage, especially in the performance of new
25 products (Dogbe *et al.*, 2020; Fakhreddin *et al.*, 2022; Hunt and Morgan, 1995; Menguc
26 and Auh, 2006; Powers *et al.*, 2020).

27
28
29 The resource-based theory assumes that companies are made up of bundles of
30 capabilities and resources that, when focused on research, generate innovative
31 technological ideas, and in some cases may lead to the entry of a new technology into a
32 specific market (Barney, Ketchen and Wright, 2021).

33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 Also, this theory has been used in the role of innovation on productivity in SMEs
4
5 (Lukovszki et al., 2021). Indeed, recent literature also suggests that innovative
6
7 behaviour is associated with performance (Hughes et al., 2018; Xerri and Reid, 2018).
8
9 Therefore, the resources and capabilities that a company possesses enable it to achieve
10
11 value in the market, being the basis of its competitiveness (Barney, 1991; Schweiger et
12
13 al., 2019). Becoming an advantageous competitiveness sustained over time by the
14
15 effective and efficient use of these resources (Barney, 1991; Dogbe et al., 2020).

16
17 In this way, knowledge-based resources are a facilitator of organizational
18
19 learning in dynamic environments that facilitate the production of new products,
20
21 causing a direct impact on organizational performance (Fakhreddin et al., 2022; Powers
22
23 et al., 2020).

24
25
26
27
28 **H2.** *We will find a relationship that is positive and significant between innovation and*
29
30 *OP.*

31
32
33 On the other hand, innovation in its role as a mediator of organizational
34
35 performance has already been studied in some previous study (Do et al., 2018; Jola-Ade
36
37 et al., 2022; Mai et al., 2022; Mohammed et al., 2021; Obeidat, 2016; Rajapathirana
38
39 and Hui, 2018; Singh et al., 2021; Strychalska-Rudzewicz et al., 2021; Su et al., 2022;
40
41 Tajeddini et al., 2020) and more specifically between HR and the organizational
42
43 performance (Ashiru et al., 2022; Ferreira et al., 2021; Khan et al., 2022; Nawal et al.,
44
45 2021; Rasool et al., 2019)

46
47
48
49 In this way, the new ideas produced by talented and high-performance personnel
50
51 (Segarra-Ciprés et al., 2019) generate new business opportunities (Jarvi and khoreva,
52
53 2020), increasing competitive advantage as stated by RBV theory (Barney, 1991;
54
55 Wernerfelt, 1984; Ode and Ayavoo, 2020). Applied research has highlighted the role of
56
57 TM and HR in developing such capabilities, as they favour organizational learning and
58
59
60

1
2
3 thereby increase OP (Lopez-Cabrales *et al.*, 2009). Therefore, talent management is
4
5 directly related to organizational improvement through innovation (Dorasamy, 2021).
6
7

8 **H3.** *Innovation will have a significant mediating role to reduce the value significantly*
9
10 *of the TM → OP relationship.*
11
12

13 14 **Methodology**

15 16 *Sample*

17
18
19 Data were collected through questionnaires sent to human resource managers who were
20
21 members of a Spanish professional HR association.
22

23
24 An email was sent to a database of a HR association with 800 professionals. To achieve
25
26 a higher response rate, we proceeded to send it by email in three different times
27
28 separated in time by two weeks. Of the 800 professionals in the end, a response rate of
29
30 14% was achieved, obtaining responses from 112 HR professionals. So, the final sample
31
32 was composed of 112 human resource managers. The final sample included not only
33
34 those who had answered but also those who had answered all the items required to give
35
36 their evaluation as useful in the study.
37
38

39
40 The mean size of the firms in our sample is 484 employees. At a descriptive level,
41
42 61.5% of those who replied were male, and 38.5% female, with the average age being
43
44 39.21 years old. The mean number of years in the current job was 5.16, while the
45
46 average total work experience was 15.52. Of the companies themselves, 67% were in
47
48 the services sector, and 33% in the industrial sector, with the average age of the
49
50 company being 21.98 years. Of those who responded, 46.4% were human resource
51
52 managers while 53.6% occupied other HR related positions.
53
54
55
56
57

58 *Measurements*

59
60

1
2
3 TM was measured in two ways; one objective and another subjective. First, it was
4 measured through seven items concerning the perception of both talent culture and
5 development of talent, previously used in the literature (Luna-Arocas et al., 2020). One
6 item example is "managers know how to develop employees' talent". Scales range from
7 1 (disagree completely) to 10 (completely agree).
8
9

10
11
12 In addition, a 16-item scale of different TM practices (mentoring or coaching,
13 for instance) was designed to analyse an objective TM measure. This scale was reduced
14 to a single indicator so as to obtain the mean of these 16 practices. Scales range from 1
15 (not used at all) to 10 (full use of this practice).
16
17

18
19 Innovation was measured using four items consistent with the previously cited
20 definition. These items were related with business models, products or services,
21 procedures and technological developments and organizational aspects (Curado, 2018;
22 Jiménez-Jiménez and Sanz-Valle, 2008; OECD/Eurostat, 2005). One item example
23 concerns "the degree of innovation in new products or services" with an anchor from 1
24 (nothing at all) to 10 (full degree).
25
26

27
28 OP was measured using six items based on previous studies (Camps and Luna-
29 Arocas, 2012), three items concerning different returns in the organization and another
30 three related with growth indicators of the organization. Sector and size were used to
31 control their effects over the different models, with non-significant results being found
32 (see Table 1 for descriptive statistics of variables).
33
34
35
36
37

38
39
40
41
42
43
44
45
46
47
48
49
50
51
52 **Insert Table 1**
53
54

55
56 **Analysis and results**
57
58
59
60

1
2
3 For data analysis, we used the SPSS program, SPSS-Amos and Hayes PROCESS macro
4 for SPSS (Hayes, 2018). In order to test mediation, we first used the Baron and Kenny
5 model (1986) and secondly, we apply the macro called PROCESS by Hayes (2018),
6 which establishes the specific value and significance of the mediation relationship. In
7 addition, we also apply the test of Sobel and the test that determines the confidence
8 intervals.
9
10
11
12
13
14
15
16

17 The models proposed in this article were made using structural equation analysis
18 (AMOS V5, Arbuckle, 2003). This type of analysis allows calculating the relationships
19 between the variables together, including the errors of the variables (Steensma and
20 Lyles, 2000). In addition to everything mentioned, this type of analysis is very powerful
21 in calculating the relationship between latent variables.
22
23
24
25
26
27
28
29

30 *Measurement model*

31
32 The model comprising the three constructs (TM, innovation, and OP) was analysed with
33 confirmatory factor analysis (CFA), with the input being the covariance matrix (second
34 order variables in TM and OP and first order in innovation).
35
36
37
38
39

40 To calculate the reliability of the variables we use the composite reliability,
41 which is analogous to coefficient alpha (Fornell and Larcker, 1981). And in addition we
42 calculate the variance that each variable is capable of extracting in the model. In our
43 case, both calculations gave us positive results in all three constructs (see table 1 and 2).
44 Also, all the standardized estimations had significant results and in the expected
45 direction being higher than 0.60 suggested by Bagozzi and Yi (1988). As a result, both
46 the convergent validity of the variables and their reliability are confirmed.
47
48
49
50
51
52
53
54

55 The AMOS program allows us to calculate the adjustment of the data to the
56 theoretical model that we propose. To this end, different indicators of the degree of
57
58
59
60

1
2
3 adjustment agreed upon in the specific scientific literature are calculated (Bentler, 1990;
4
5 Worren et al., 2002). Such is the case of the comparative fit index (CFI; values greater
6
7 than 0.90), the chi-square of the model and the root mean squared error of
8
9 approximation (RMSEA; values close to zero).
10
11
12
13
14

15 **Insert table 2**

16 *The mediation procedure: Baron and Kenny perspective*

17
18
19
20 In order to check the Baron and Kenny model we use different steps in the procedure.
21
22 First, we calculate the TM→>Innovation relationship. And for this we compare two
23
24 models, one independent (model 1) that the AMOS program itself suggests as a
25
26 comparison and second, a model where the direct relationship between TM and OP is
27
28 specified. The result of model 2 indicates that the data are good and that the fit indices
29
30 are correct, following the recommendations of Bollen (1990). We also calculate the
31
32 squared multiple correlation of OP which achieved a value of 49.8%, indicating that
33
34 there is still 50.2% to explain in the model.
35
36
37
38
39
40
41
42

43 **Insert Table 3**

44
45
46
47 Secondly, we calculated the I→OP relationship, obtaining good results for the
48
49 proposed model both in the values of the fit indices and in the explained variance
50
51 (49%). Thirdly, the calculation was performed on the TM-->OP relationship, with good
52
53 results for the specified model both in the fit indices and in the variance extracted
54
55 (42%). Fourth, we compute the TM→>OP relationship model mediated by Innovation.
56
57
58 And the results show that the standardized estimation value between TM and OP in this
59
60

1
2
3 new model loses significance, indicating what is called a complete mediation model
4
5 (see table 3).
6

7
8 As a main result, we can suggest that TM positively and significantly affect OP
9
10 through Innovation. Therefore, all the hypotheses were supported as expressed in the
11
12 results model (see figure 1). The model even improves our expectations of a partial
13
14 mediation model when the TM→OP relationship loses all of its significance and
15
16 becomes a full mediation model. In all the models, size and sector were used as control
17
18 variables, and no significant value was found.
19
20
21
22
23

24 **Insert Figure 1**

25
26
27
28 *The mediation procedure: Hayes perspective*
29

30 In order to endow the results with greater robustness, we apply the model proposed by
31
32 Hayes (2018; PROCESS). First, we analyze the multiple linear regression model
33
34 between TM and Innovation, obtaining a value of $\beta = 0.49$ ($t = 5.95$; $p < 0.001$) and
35
36 explaining 21.69% of the variance of the model.
37
38

39
40 Later we propose a model where both TM and Innovation predict the OP.
41
42 Similarly, the value of the variable β between Innovation and OP is 0.57 ($t = 7.04$; p
43
44 < 0.01) but not in the case of TM ($\beta = 0.04$; $t = 0.57$; $p < 0.56$) explaining 39.56% of the
45
46 variance of the model.
47
48

49 In addition, we also calculate the total effect TM→OP that comes out with a
50
51 significant and positive value. And we also calculate the direct effect TM→OP where it
52
53 is observed that the relationship is no longer significant ($\beta = 0.04$; $t = 0.57$; $p < 0.56$).
54
55 And finally we calculate the indirect effect on the relationship TM→OP mediated by
56
57
58
59
60

1
2
3 Innovation where the value of beta is significant and positive ($\beta = 0.26$; $t = 3.87$; p
4
5 <0.01).

6
7
8 Moreover, to check the degree of significance of the proposed mediation,
9
10 confidence intervals are calculated where it is suggested that the values obtained should
11
12 not include zero, as it happens in our case.

13
14
15 Regarding the possible errors in the variance, as it is a cross-sectional research
16
17 design, we use a method that suggests including other variables in the model that are not
18
19 related but are affected by the measurement error (Lindel and Whitney, 2001). In our
20
21 case we used the method of partial correlations indicating that there were no differences
22
23 and the absence of common variance error.

24 25 26 27 28 **Discussion and conclusions**

29
30 This study follows a main stream in the literature that focuses on exploring what impact
31
32 innovation has on OP (Bahadur *et al.*, 2021; Ode and Ayavoo, 2020). We conclude that
33
34 strategies centred on TM directly affect OP , albeit thorough innovation, confirming
35
36 some previous studies (Ferreira *et al.*, 2021; Khan *et al.*, 2022; Nawal *et al.*, 2021;
37
38 Rasool *et al.*, 2019), and that this can be achieved if we attract, evaluate, develop and
39
40 retain employees from a TM perspective. The specific model proposed highlights the
41
42 key value that innovation has in its relationship with performance in organizations. In
43
44 order to stimulate innovation in the company, the latter must learn and generate new
45
46 capabilities that allow it to compete and fight in the market (Alegre and Chiva, 2008;
47
48 Goh and Richards, 1997; Morteza *et al.*, 2020).

49
50
51
52
53 An important element to highlight from this study is that it is capable of
54
55 synthesizing various calls from the literature for research into a single model in such a
56
57 way that it combines both the need to better understand the relationships of innovative
58
59
60

1
2
3 capabilities in the company (Bos-Nehles and Veenendaal, 2019) with human resources
4
5 (Farrukh *et al.*, 2022; Jarrod *et al.*, 2022; Su *et al.*, 2020) and to establish a mediating
6
7 variable such as innovation between talent and organizational performance (Voorde *et*
8
9 *al.*, 2013) for continue to better explain this relationship.

10
11
12 The model postulates the crucial importance of TM strategies vis-à-vis
13
14 generating innovation in organizations, mainly because this innovation is directly
15
16 related with OP. In our case, the full mediator model clearly indicates the need to
17
18 include mediating variables in order to better understand the key relationships in the
19
20 literature, such as what impact TM has on OP (Cooke and Saini, 2010; Voorde *et al.*,
21
22 2013). In fact, as we have seen by including the innovation variable as a mediator, the
23
24 relationship between TM and innovation becomes the prominent factor in its
25
26 relationship with OP.
27
28
29

30 **Theoretical implications**

31
32
33 The uniqueness of this study is the global vision it offers from the perspective of causal
34
35 relationships integrating the complexity of the three variables using SEM. This gives far
36
37 greater value to the results, since the more complex relationship between the three
38
39 variables allows a clearer and more comprehensive understanding of this reality.
40
41

42
43 Likewise, understanding the enormous value that TM has for innovation in terms
44
45 of enhancing an organization's productivity is vital for scientific research that needs
46
47 complex models capable of integrating different variables that compete to explain the
48
49 same phenomenon. In this specific case, talking about OP implies considering the
50
51 necessary and significant relationship between TM and innovation (Awan and Jehanzeb,
52
53 2022; Kianto, Sáenz and Aramburu, 2017; Su *et al.*, 2020).
54
55

56
57 To the extent that we value human resources and the talent management that we
58
59 apply because people are the ones who think, analyze and create innovations (Su *et al.*,
60

1
2
3 2020) we are allowing innovation to emerge in organizations. In fact, this innovation is
4
5 increased through new skills that allow the organization to not only acquire new
6
7 products, new services or propose improvements in them, but also generates a culture of
8
9 innovation capable of impregnating everyone who works in the company. organization
10
11 (Popa *et al.*, 2022; Tajeddini *et al.*, 2020). Thus Hayton (2005) postulates that
12
13 companies should encourage more innovation in the organization through talent
14
15 management.
16
17

18
19 Therefore, innovation cannot be ignored by the people who carry it out and who
20
21 with their talent allow the organization not only to change but also to do so in the
22
23 direction of the objectives set (Lee *et al.*, 2019).
24
25

26
27 The results of this study make it possible to significantly clarify the role that
28
29 innovation has as a mediating variable in the relationship already known from the
30
31 literature on talent and human resources on performance (Jehanzeb, 2020; Jungmin and
32
33 Hwansoo, 2018). Innovation is built thanks to good talent management (Huang *et al.*,
34
35 2021) and allows the organization to change and adapt to the environment while being
36
37 competitive and generating performance (Li *et al.*, 2022). Therefore, the resources
38
39 generated from talent management build innovation capabilities that impact the
40
41 organization's competitive advantage (Mao and Weathers, 2019; Ode and Ayavoo,
42
43 2020; Zawawi *et al.*, 2016).
44
45
46
47
48

49 **Practical implications**

50
51 The model presented in this article allows clear conclusions to be drawn and provides
52
53 evidence for company HR managers.
54
55

56
57 The first thing to understand is that TM is key as a strategic challenge for
58
59 companies and managers, and must focus on triggering innovative behaviour within the
60

1
2
3 organization. For this reason, the company must identify and develop both present and
4
5 future skills in order to cope with future business trends. This type of strategy not only
6
7 allows for a focus on performance but also on the potential of organizations, which is
8
9 very closely related to the innovation of new products and services. Whilst
10
11 improvement in technology is a necessary step, it is even more important to work on the
12
13 attitudes and mentalities of employees and managers in order to consolidate the
14
15 innovation strategies that can improve organizational resilience (Mousa and Ayoubi,
16
17 2009) by focusing on critical capabilities (Morteza *et al.*, 2020). Talent is therefore key
18
19 in any innovation strategy that organizations put forward to compete in the market, both
20
21 disseminating innovation to cope with global challenges and empowering people
22
23 (Huang *et al.*, 2021; Kadat *et al.*, 2014). Following on from this consideration, every
24
25 employee can contribute to innovation in the firm and is thus a source of creativity and
26
27 ideas that can enhance or create new products or services (Awan and Jehanzeb, 2022;
28
29 Lau and Ngo, 2004; Laursen and Foss, 2003; Kristiansen and Bloch-Poulsen, 2010;
30
31 Unsworth and Parker, 2003).

32
33
34
35
36
37 A second key aspect for practitioners is that when TM focuses on innovative
38
39 behaviours, performance results in the organization are achieved. This is possible by
40
41 generating a culture of talent that is capable of sparking this type of innovation in the
42
43 firm (Lakshman *et al.*, 2022; Popa *et al.*, 2022). For this reason, in our case, it means
44
45 generating a climate of talent in the organization, developing staff that adopt a talent
46
47 mindset, valuing and recognizing the talent that exists in the organization and also
48
49 generating the so-called "talent mindset" in managers. Therefore, people are the element
50
51 of change in organizations (Lee *et al.*, 2019), and proper talent management not only
52
53 generates organizational changes through innovation (Awan and Jehanzeb, 2022;
54
55 Kianto, Sáenz and Aramburu, 2017; Su *et al.*, 2020) but directs them towards
56
57
58
59
60

1
2
3 sustainable organizational performance (Mao and Weathers, 2019; Ode and Ayavoo,
4
5 2020).

6
7
8 Finally, this study shows that if we apply talent management appropriately
9
10 (Crowley and Bourke, 2017; Farrukh *et al.*, 2022; Jarrod *et al.*, 2022; Su *et al.*, 2020),
11
12 we can align organizational objectives with the improvement of employee skills
13
14 (Morteza *et al.*, 2020), allowing that as the organization changes, so do its human
15
16 resources (Lee *et al.*, 2019). To the extent that we manage to align the organization's
17
18 performance with human resources policies and strategies, we achieve a much more
19
20 competitive organization (Barney, Ketchen and Wright, 2011; Mao and Weathers, 2019;
21
22 Ode and Ayavoo, 2020) where the departments of Human resources become key in
23
24 present and future strategies. Therefore, talking about talent management is talking
25
26 about a diversity in organizations (Li *et al.*, 2022) capable of generating changes and
27
28 having an impact on organizational innovation that leads the company to be more
29
30 competitive over time (Ferreira *et al.*, 2022; Khan *et al.*, 2022; Nawal *et al.*, 2021;
31
32 Rasool *et al.*, 2019).

33 34 35 36 37 38 39 **Limitations and future research**

40
41
42 The model proposed in this article has obtained good results with respect to the
43
44 hypotheses, but a series of aspects that are possible limitations to the study must be
45
46 taken into account. First, we use a cross-sectional design, so we apply Lindel's method
47
48 to ensure there was no common method bias. For this reason, more longitudinal studies
49
50 should also be carried out, guaranteeing the causal relationship between the proposed
51
52 variables (Gardner *et al.*, 1999).

53
54
55
56 Another limitation is the use of a single source of information, in our case they
57
58 were HR managers, suggesting the need to involve other sources such as financial
59
60

1
2
3 managers or general managers to evaluate some of the variables involved in the model
4
5 (Spector, 1994). There is also the limitation of using a single method of calculating the
6
7 variables, so it is possible to generate the mono-method variance error (Kuvaas, 2008).
8
9

10 Lastly, the culture variable should be taken into account since this study is
11
12 carried out in a western country. Therefore, to the extent that these results can be
13
14 compared with those of other countries and cultures, we will be able to validate the
15
16 results in a more generalizable way (Doney *et al.*, 1998).
17
18

19 As regards future research, we understand that TM may at times use other
20
21 variables as mediators in the relationship with OP and even with the variable
22
23 innovation.
24
25

26 TM is a clear area for future inquiry in HRM, although much clearly still
27
28 remains to be done. The first issue is, perhaps, not to make the same mistakes as found
29
30 in HRM literature, where practices were used indistinctly in the scales. More
31
32 comprehensive models should be proposed. In this sense, TM is a strategic concept that
33
34 must be better understood and demarcated in the near future. This combination of a TM
35
36 model scale with a check-list of TM practices used in an organization is a first proposal
37
38 to be worked on.
39
40
41

42 In addition, it would be very interesting to delve deeper into the relationship
43
44 between TM and innovation behaviors in companies. This very special relationship
45
46 should be understood in more detail in order to take it to companies as good practices
47
48 and so that they may better understand the nature of this relationship. This implies not
49
50 only quantitative but also qualitative studies that grasp which elements foster innovative
51
52 behaviour as well as the obstacles to emerge when proposing possible improvements to
53
54 the organization, both in terms of products and services.
55
56
57
58
59
60

1
2
3 In addition, more research should be conducted into the role played by leaders
4
5 in building a culture of innovative talent as well as the relationship between trust as a
6
7 key variable in the relationship between TM and innovation.
8
9

10 11 12 **References**

13
14 Agostini, L. and Nosella, A. (2017), "Enhancing radical innovation performance
15
16 through intellectual capital components", *Journal of Intellectual Capital*, Vol. 18
17
18 No. 4, pp. 789-806.

19
20
21 Alegre, J. and Chiva, R. (2008), "Assessing the impact of organizational learning
22
23 capability on product innovation performance: An empirical test", *Technovation*,
24
25 Vol. 28 No. 6, pp. 315-326.

26
27
28 Amit, R. and Schoemaker, P.J.H. (1993), "Strategic Assets and organizational rent",
29
30 *Strategic Management Journal*, Vol. 14, No. 1, pp. 33-46.

31
32
33 Anderson, N., Potocnik, K. and Zhou, J. (2014), "Innovation and Creativity in
34
35 Organizations: A State-of-the-Science Review, Prospective Commentary, and
36
37 Guiding Framework", *Journal of Management*, Vol. 40 No. 5, pp. 1297-1333.

38
39
40 Arbuckle, J.L. (2003), *Amos 5.0, SPSS*, Chicago, IL.

41
42 Ashiru, J.A., Erdil, G.E. and Oluwajana, D. (2022), "The linkage between high
43
44 performance work systems on organizational performance, employee voice and
45
46 employee innovation", *Journal of Organizational Change*, Vol. 35 No. 1, pp. 1-
47
48 17.

49
50
51 Athey, R. (2008), *It's 2008: Do you know where your talent is? Why acquisition and*
52
53 *retention strategies don't work. A Deloitte Research Study, Deloitte Development*
54
55 *LLC.*
56
57
58
59
60

- 1
2
3 Awan, M.A.A. and Jehanzeb, K. (2022), "How CEO transformational leadership
4 impacts organizational and individual innovative behavior: collaborative HRM as
5 mediator", *Leadership & Organization Development Journal*, Vol. 43 No. 8, pp.
6 1271-1286. <https://doi.org/10.1108/LODJ-05-2021-0197>
7
8
9
10
11
12 Bagozzi, R.P. and Yi, Y. (1988), "On the evaluation of structural equation models",
13
14 *Journal of the Academy of Marketing Science*, Vol. 16 No. 1, 74-97.
15
16
17 Bahadur, A. S., Mangi, S., and Shah, N. (2021), "Strategic factors and significance of
18 organizational innovation and organizational learning in organizational
19 performance". [Organizational innovation and learning] *European Journal of*
20 *Innovation Management*, Vol. 24 No. 2, pp. 481-506.
21
22 <https://doi.org/10.1108/EJIM-05-2019-0114>
23
24
25
26
27
28 Barney, J.B. (1991), "Firm resources and sustained competitive advantage", *Journal of*
29 *Management*, Vol. 17 No. 1, pp. 99-120.
30
31
32
33 Barney, J. B., Ketchen Jr, D. J., and Wright, M. (2011), "The future of resource-based
34 theory: Revitalization or decline?" *Journal of Management*, Vol. 3, No. 5, pp.
35 1299–1315.
36
37
38
39
40 Barney, J., Ketchen, D. J. Jr. and Wright, M. (2021), "Resource-Based Theory and the
41 Value Creation Framework", *Journal of Management*, Vol. 47 No. 7, pp. 1936-
42 1955.
43
44
45
46
47 Baron, R.M. and Kenny, D.A. (1986), "The moderator-mediator variable distinction in
48 social psychological research: conceptual, strategic and statistical considerations",
49 *Journal of Personality and Social Psychology*, Vol. 51 No. 6, pp. 1173-1182.
50
51
52
53
54 Barney J., Wright J., Ketchen D. J Jr. (2001), "The resource-based view of the firm: Ten
55 years after 1991", *Journal of Management*, Vol. 27 No. 6, pp. 625-641.
56
57
58
59
60

1
2
3 Bednall, T.C., Rafferty, A. E., Shipton, H., Sanders, K. and C. Jackson (2018),
4
5 "Innovative Behaviour: How Much Transformational Leadership Do You Need?",
6
7
8 *British Journal of Management*, Vol. 29 No.4, pp. 796-816.
9

10 Beechler, S. and Woodward, I. C. (2009), "The global war for talent", *Journal of*
11
12 *International Management*, Vol. 15 No. 3, pp. 272–485.
13

14 Bentler, P. M. (1990), "Comparative fit indexes in structural models", *Psychological*
15
16 *Bulletin*, Vol. 107 No. 2, pp. 238–246.
17

18 Bollen, K.A. (1990), "Overall fit in covariance structure models: two types of sample
19
20 size effects", *Psychological Bulletin*, Vol. 107 No. 2, pp. 256-259
21
22

23 Bonfanti, A., Del Giudice, M. and Papa, A. (2018), "Italian craft firms between digital
24
25 manufacturing, open innovation, and servitization", *Journal of the Knowledge*
26
27 *Economy*, Vol. 9 No. 1, pp. 136-149.
28
29

30 Bos-Nehles, A.C. and Veenendaal, A.A.R. (2019), "Perceptions of HR practices and
31
32 innovative work behavior: the moderating effect of an innovative climate",
33
34 *International Journal of Human Resource Management*, Vol. 30 No. 18, pp.
35
36 2661-2683, Taylor & Francis.
37
38

39 Buisson, M., Gastaldi, L., Geffroy, B., Loncent, R., and Krohmer, C. (2021),
40
41 "Innovative SMEs in search of ambidexterity: A challenge for HRM!"
42
43 [Ambidexterity and HRM] *Employee Relations*, Vol. 43, No. 2, pp. 479-495.
44
45
46 <https://doi.org/10.1108/ER-04-2020-0176>
47

48 Buli, B. M. (2017), "Entrepreneurial orientation, market orientation and performance of
49
50 SMEs in the manufacturing industry: Evidence from Ethiopian enterprises",
51
52 *Management Research Review*, Vol. 40 No. 3, pp. 292–309.
53
54
55 <https://doi.org/10.1108/MRR-07-2016-0173>
56
57
58
59
60

1
2
3 Cabello-Medina, C., Lopez-Cabrales, A. and Valle-Cabrera, R. (2011), "Leveraging the
4 innovative performance of human capital through HR and social capital in
5 Spanish firms", *The International Journal of Human Resource Management*, Vol.
6 22 No. 4, pp. 807-828.

7
8
9
10
11
12 Camison, C. and Villar-López, A. (2014), "Organizational innovation as an enabler of
13 technological innovation capabilities and firm performance", *Journal of Business
14 Research*, Vol. 67 No. 1, pp. 2891-2902.

15
16
17
18
19 Camps, J. and Luna-Arocas, R. (2012), "A matter of learning: how human resources
20 affect organizational performance", *British Journal of Management*, Vol. 23 No.
21 1, pp. 1-21.

22
23
24
25
26 Cascio, W.F. and Boudreau, J.W. (2016), "The search for global competence: From
27 international HR to talent management", *Journal of World Business*, Vol. 51, No.
28 1, pp. 103-114.

29
30
31
32
33 Ceylan, C. (2013), "Commitment-based HR practices, different types of innovation
34 activities and firm innovation performance", *The International Journal of Human
35 Resource Management*, Vol. 24 No. 1, pp. 208-226.

36
37
38
39
40 Cheng, J., Bai, H. and Hu, C. (2022), "The relationship between ethical leadership and
41 employee voice: The roles of error management climate and organizational
42 commitment", *Journal of Management & Organization*, Vol. 28 No. 1, pp. 58-76.

43
44
45
46
47 Choi, S., Jang, H. and Hyun, J. (2009), "Correlation between innovation and
48 performance of construction firms", *Canadian Journal of Civil Engineering*, Vol.
49 36 No. 11, pp. 1722-1731.

50
51
52
53
54 Colbert, B. (2004), "The complex resource-based View: Implications for theory and
55 practice in strategic human resource management", *Academy of Management
56 Review*, Vol. 29 No. 3, pp. 341-358.

1
2
3 Collings, D.G. and Mellahi, K. (2009), "Strategic Talent. Management: A review and
4
5 research agenda", *Human Resource. Management Review*, Vol. 19 No. 4, pp. 304
6
7 313
8
9

10 Collins, C.J. and Smith, K.G. (2006), "Knowledge exchange and combination: the role
11
12 of human resource practices in the performance of high-technology firms",
13
14 Academy of Management Journal, Vol. 49 No. 3, pp. 544-560.
15
16

17 Collings, D. G., Scullion, H. and Vaiman, V. (2015), "Talent management: Progress and
18
19 prospects", *Human Resource Management Review*, Vol. 25 No. 3, pp. 233–235.
20

21 Colvin, A. and Boswell, W. (2007), "The Problem of Action and Interest Alignment:
22
23 Beyond Job Requirements and Incentive Compensation", *Human Resource*
24
25 *Management Review*, Vol. 17 No. 1, pp. 38-51.
26
27

28 Combs, J. G., Liu, Y, Grant, A. and Ketchen, D. J. (2006), "How much do high
29
30 performance work practices matter? A meta-analysis of their effects on
31
32 organizational performance", *Personnel Psychology*, Vol. 59 No. 3, pp. 501-528.
33
34

35 Combs, J., Liu, Y., Hall, A., and Ketchen, D. (2006), "How much do high-performance
36
37 work practices matter? A meta-analysis of their effects on organizational
38
39 performance", *Personnel Psychology*, Vol. 59 No. 3, pp. 501–528.
40
41 <https://doi.org/10.1111/j.1744-6570.2006.00045.x>
42
43

44 Cooke, F.L. and Saini, D.S. (2010), "(How) Does the HR strategy support an innovation
45
46 oriented business strategy? An investigation of institutional context and
47
48 organizational practices in Indian firms", *Human Resource Management*, Vol. 49
49
50 No. 3, pp. 377-400, John Wiley & Sons.
51
52

53 Crook, T. R., Todd, S. Y., Combs, J. G., Woehr, D. J. and Ketchen, D. J. (2011), "Does
54
55 human capital matter? A metaanalysis of the relationship between human capital
56
57
58
59
60

1
2
3 and firm performance”, *Journal of Applied Psychology*, Vol. 96 No. 3, pp. 443-
4
5 456.

6
7
8 Crowley, F. and Bourke, J. (2017), "The influence of human resource management
9
10 systems on innovation: evidence from Irish manufacturing and service firms",
11
12 *International Journal of Innovation Management*, Vol. 21 No. 1, pp. 1-28.

13
14
15 Curado, C. (2018), "Human resource management contribution to innovation in small
16
17 and medium-sized enterprises: a mixed methods approach", *Creativity and*
18
19 *Innovation Management*, Vol. 27 No. 1, pp. 79-90.

20
21
22 Datta, S., Budhwar, P., Agarwal, U. and Bhargava, S. (2023), "Impact of HRM
23
24 practices on innovative behaviour: mediating role of talent development climate in
25
26 Indian firms", *The International Journal of Human Resource Management*, Vol.
27
28 34 No. 6, pp. 1071-1096.

29
30
31 Davis, G. F. and DeWitt, T. (2021), "Organization theory and the resource-based view
32
33 of the firm: The great divide”, *Journal of Management*, Vol. 47 No. 7, pp. 1684-
34
35 1697.

36
37
38 De Boeck, G., Meyers M.C. and Dries N. (2018), "Employee reactions to talent
39
40 management: Assumptions versus evidence", *Journal of Organizational Behavior*,
41
42 Vol. 39 No. 2, pp. 199–213.

43
44
45 Della Torre, E., Gritti, A. and M. Salimi (2021), "Direct and Indirect Employee Voice
46
47 and Firm Innovation in Small and Medium Firms", *British Journal of*
48
49 *Management*, Vol. 32 No. 3, pp. 760-780.

50
51
52 Do, H., Budhwar, P. S., and Patel, C. (2018), "Relationship between innovation-led HR
53
54 policy, strategy, and firm performance: A serial mediation investigation”. *Human*
55
56 *Resource Management*, Vol. 57 No. 5, pp. 1271–1284.

57
58
59
60

1
2
3 Dogbe, C. S. K., Bamfo, B. A., and Pomegbe, W. W. K. (2020), "Market orientation
4 and new product success relationship: The role of innovation capability,
5 absorptive capacity, green brand positioning", *International Journal of Innovation*
6 *Management*, Vol. 25 No.3, pp. 1-30.

7
8
9
10
11
12 Dogbe, C. S. K., Tian, H. Y., Pomegbe, W. W. K., Sarsah, S. A. and Otoo, C. O. A.
13 (2019), "Market orientation and new product superiority among small and
14 medium-sized enterprises (SMEs): The moderating role of innovation capability",
15 *International Journal of Innovation Management*, Vol. 24 No.5, pp. 1-25.

16
17
18
19
20
21 Donate, M.J., Peña, I. and Sanchez de Pablo, J.D. (2016), "HRM practices for human
22 and social capital development: effects on innovation capabilities", *The*
23 *International Journal of Human Resource Management*, Vol. 27 No. 9, pp. 928-
24 953.

25
26
27
28
29
30 Doney, P.M., Cannon, J.P. and Mullen, M.R. (1998), "Understanding the influence of
31 national culture on the development of trust", *Academy of Management Review*,
32 Vol. 23 No. 3, pp. 601-620.

33
34
35
36
37
38 Dorasamy, N. (2021), "The search for talent management competence: incorporating
39 digitalization", *International Journal of Entrepreneurship*, Vol. 25 No. 3, pp. 1-
40 21.

41
42
43
44
45 Dries, N. (2013), "The psychology of talent management: A review and research
46 agenda", *Human Resource Management Review*, Vol. 23 No. 4, pp. 272–285.

47
48 Dubey, R., Gunasekaran, A., Childe, S.J., Luo, Z., Wamba, S.F., Roubaud, D. and
49 Foropon, C. (2018), "Examining the role of big data and predictive analytics on
50 collaborative performance in context to sustainable consumption and production
51 behaviour", *Journal of Cleaner Production*, Vol. 196 No. 20, pp. 1508-1521.

1
2
3 Duttagupta,R. (2005), *Identifying and managing your assets: Talent management*, Price
4 water house Coopers, London.
5
6

7 Engelman, R.M., Fracasso, E.M., Schmidt, S. and Zen, A.C. (2017), “Intellectual
8 capital, absorptive capacity and product innovation”, *Management Decision*, Vol.
9 55 No. 3, pp. 474-490.
10
11
12

13 Escriba-Carda, N., Balbastre-Benavent, F. and Canet-Giner, M.T. (2017), “Employees’
14 perceptions of high-performance work systems and innovative behaviour: the role
15 of exploratory learning”, *European Management Journal*, Vol. 35 No. 2, pp. 273-
16 281.
17
18
19
20
21
22

23 [Fakhreddin, F. and Foroudi, P., \(2022\), “The impact of market orientation on new](#)
24 [product performance through product launch quality: A resource-based view”.](#)
25 [Cogent Business & Management, Vol. 9, No. 1, pp. 1-22.](#)
26 [DOI:10.1080/23311975.2022.2108220](#)
27
28
29
30
31
32

33 Farrukh, M., Nabeel, Y. A., Raza, A., Meng, F., and Wang, H. (2022), “High-
34 performance work practices do much, but H.E.R.O does more: An empirical
35 investigation of employees' innovative behavior from the hospitality industry”.
36 *European Journal of Innovation Management*, Vol. 25. No. 3, pp. 791-812.
37 <https://doi.org/10.1108/EJIM-11-2020-0448>
38
39
40
41
42
43

44 Ferreira, J., Cardim, S., and Coelho, A. (2021), “Dynamic capabilities and mediating
45 effects of innovation on the competitive advantage and firm’s performance: the
46 moderating role of organizational learning capability”. *Journal of the Knowledge*
47 *Economy*, Vol. 12, No. 2, pp. 620-644.
48
49
50
51
52

53 Fornell, C. and Larcker, D. (1981), "Evaluating structural equation models with
54 unobservable variables and measurement error", *Journal of Marketing Research*,
55 Vol. 18 No. 1, pp. 39-50.
56
57
58
59
60

1
2
3 Gallardo-Gallardo, E. and Thunnissen, M. (2016), "Standing on the shoulders of
4
5 giants?: a critical review of empirical talent management research", *Employee*
6
7 *Relations*, Vol. 38, No. 1, pp. 31-56.

8
9
10 Garavan, T. N. (2012), "Global talent management in science based firms: An
11
12 exploratory investigation of the pharmaceutical industry during the global
13
14 downturn", *The International Journal of Human Resource Management*, Vol. 23
15
16 No. 12, pp. 2428-2449

17
18
19 Garcia-Morales, V.J., Lloréns-Montes, F.J. and Verdú-Jover, A.J. (2008), "The Effects
20
21 of Transformational Leadership on Organizational Performance through
22
23 Knowledge and Innovation", *British Journal of Management*, Vol. 19 No 4, pp.
24
25 299-319.

26
27
28 Gardner, T., Wright, P. and Gerhart, B. (1999), "The HR-firm performance relationship:
29
30 Can it be in the eye of the beholder?" Paper presented at the 1999 *Academy of*
31
32 *Management Meeting*, Chicago, IL.

33
34
35 Gerhart, B. and Feng, J. (2021), "The resource-based view of the firm, human resources,
36
37 and human capital: Progress and prospects". *Journal of Management*, Vol. 47 No.
38
39 7, pp. 1796-1819.

40
41
42 Gibson, C. B., Gibson, S. C., and Webster, Q. (2021), "Expanding our resources:
43
44 Including community in the resource-based view of the firm", *Journal of*
45
46 *Management*, Vol. 47 No. 7, pp. 1878-1898.

47
48
49 Goffee R. and Jones, G. (2007), "Leading Clever People", *Harvard Business Review*,
50
51 Vol. 85 No. 3, pp. 72-79.

52
53
54 Goh, S. and Richards, G. (1997), "Benchmarking the learning capability of
55
56 organizations", *European Management Journal*, Vol. 15 No. 5, pp. 575-583.

1
2
3 Greve, H. R. (2021), "The resource-based view and learning theory: Overlaps,
4 differences, and a shared future", *Journal of Management*, Vol. 47 No. 7, pp.
5 1720-1733.

6
7
8
9
10 Groutsis, D., O'Leary, J. and Russell, G. (2018), Capitalizing on the cultural and
11 linguistic diversity of mobile talent: Lessons from an Australian study, *The*
12 *International Journal of Human Resource Management*, Vol. 29 No. 15, pp.
13 2231-2252.

14
15
16
17
18
19 Gunasekaran, A., Papadopoulos, T., Dubey, R., Wamba, S.F., Childe, S.J., Hazen, B.
20 and Akter, S. (2017), "Big data and predictive analytics for supply chain and
21 organizational performance", *Journal of Business Research*, Vol. 70, pp. 308-317.

22
23
24
25
26 Gunday, G., Ulusoy, G., Kilic, K. and Alpkan, L. (2011), "Effects on innovation types
27 of firm performance", *Middle-East Journal of Scientific Research*, Vol. 11 No. 10,
28 pp. 662-676.

29
30
31
32
33 Haar, J., O'Kane, C. and Daellenbach, U. (2022), "High performance work systems and
34 innovation in New Zealand SMEs: testing firm size and competitive environment
35 effects", *The International Journal of Human Resource Management*, Vol. 22 No.
36 16, pp. 3324-3352.

37
38
39
40
41
42 Harsch, K. and Festing, M. (2020), "Dynamic talent management capabilities and
43 organizational agility—A qualitative exploration", *Human Resource*
44 *Management*, Vol. 59 No. 1, pp. 43-61.

45
46
47
48
49 Hayes, A. F. (2018), "*Introduction to mediation, moderation, and conditional process*
50 *analysis: A regression-based approach* (2nd ed.)", New York, NY: Guilford
51 Press.
52
53
54
55
56
57
58
59
60

1
2
3 Hayton, J.C. (2005), "Promoting corporate entrepreneurship through human resource
4 management practices: a review of empirical research", *Human Resource*
5
6 *Management Review*, Vol. 15 No. 1, pp. 21-41.
7

8
9
10 Hitt, M.A., Carnes, C.M. and Xu, K. (2016), "A current view of resource based theory
11 in operations management: a response to Bromiley and Rau", *Journal of*
12 *Operations Management*, Vol. 41 No. 10, pp. 107-109.
13
14

15
16
17 Huang, J., Tang, C., & Deng, T. (2021), "Effects of developmental HR practices on
18 management innovation: A scenario experiment study", *Chinese Management*
19 *Studies*, Vol. 15 No. 4, pp. 901-918. <https://doi.org/10.1108/CMS-09-2020-0412>
20
21

22
23
24 Hughes, M., Rigtering, J.P.C., Covin, J. G., Bounchken, R.B. and Kraus, S. (2018),
25 "Innovative Behaviour, Trust and Perceived Workplace Performance", *British*
26 *Journal of Management*, Vol. 29 No. 4, pp. 750-768.
27
28

29
30
31 Huselid, M.A. (1995), "The impact of Human Resource Management practices on
32 turnover, productivity and corporate financial performance", *Academy of*
33 *Management Journal*, Vol. 38 No. 3, pp. 635-72.
34
35

36
37
38 Illes, P., Mabey, C. and I. Robertson (1990), "HRM practices and employee
39 commitment: possibilities, pitfalls and paradoxes", *British Journal of*
40 *Management*, Vol. 1 No. 3, pp. 147-157.
41
42

43
44
45 Ingram, T., and Glod, W. (2016), "Talent management in healthcare organizations –
46 qualitative research results", *Procedia Economics and Finance*, Vol. 39, pp. 339-
47
48 346.
49

50
51
52 Jarrod Haar, Conor O’Kane and Urs Daellenbach (2022), "High performance work
53 systems and innovation in New Zealand SMEs: testing firm size and competitive
54 environment effects", *The International Journal of Human Resource*
55
56
57
58
59
60

1
2
3 *Management*, Vol. 33 No. 16, pp. 3324-3352, DOI:

4
5 10.1080/09585192.2021.1894213

6
7
8 Järvi, K., and Khoreva, V. (2020), "The role of talent management in strategic renewal",

9
10 *Employee Relations*, Vol. 42 No. 1, pp. 75-89.

11
12 Jehanzeb, K. (2020), "Does perceived organizational support and employee

13
14 development influence organizational citizenship behavior? Person–organization

15
16 fit as moderator", *European Journal of Training and Development*, Vol. 44 Nos

17
18 6/7, pp. 637-657.

19
20
21 Jiang, K., Lepak, D.P., Hu, J. and Baer, J.C. (2012), "How does human resource

22
23 management influence organizational outcomes? A meta-analytic investigation of

24
25 mediating mechanisms", *Academy of Management Journal*, Vol. 55 No. 6, pp.

26
27 1264-1294.

28
29
30 Jiménez-Jiménez, D. and Sanz-Valle, R. (2008), "Could HRM support organizational

31
32 innovation?", *International Journal of Human Resource Management*, Vol. 19

33
34 No. 7, pp. 1208–1221.

35
36
37 Joreskog, K.G. and Sorbom, D. (1993), *LISREL8 User's Reference Guide*, Scientific

38
39 Software International, Chicago, IL.

40
41
42 Jungmin, N. and Hwansoo, L. (2018), "High commitment human resource practices and

43
44 employee behavior: a multi-level analysis", *International Journal of Manpower*,

45
46 Vol. 39 No. 5, pp. 674-686.

47
48
49 Kadar, M., Moise, I.A. and Colomba, C. (2014), "Innovation Management in the

50
51 Globalized Digital Society", *Procedia - Social and Behavioral Sciences*, Vol. 143

52
53 No. 14, pp. 1083-1089.

54
55
56 Khan, M., Raya, R. P., and Viswanathan, R. (2022), "Enhancing employee

57
58 innovativeness and job performance through a culture of workplace innovation",

59
60

1
2
3 *International Journal of Productivity and Performance Management*, Vol. 71 No.
4
5 8, pp. 3179-3204. <https://doi.org/10.1108/IJPPM-09-2020-0466>
6

7
8 Kianto, A., Sáenz, J., and Aramburu, N. (2017), “Knowledge-based human resource
9
10 management practices, intellectual capital and innovation”. *Journal of Business*
11
12 *Research*, Vol. 81, pp. 11–20.
13

14
15 Kim, K. (2021), “The interplay between the social and economic human resource
16
17 management systems on innovation capability and performance”. *International*
18
19 *Journal of Innovation Management*, Vol. 25 No. 7
20
21 doi:<https://doi.org/10.1142/S1363919621500742>
22

23
24 Kravariti, F., Tasoulis, K., Scullion, H. and Alali, M.K. (2023), “Talent management
25
26 and performance in the public sector: the role of organisational and line
27
28 managerial support for development”, *The International Journal of Human*
29
30 *Resource Management*, Vol. 34 No. 9, pp. 1782-1807.
31

32
33 Kristiansen, M. and Bloch-Poulsen, J. (2010), “Employee driven innovation in team
34
35 (EDIT) – innovative potential, dialogue, and dissensus”, *International Journal of*
36
37 *Action Research*, Vol. 6 Nos 2-3, pp. 155-195.
38

39
40 Kuvaas, B. (2008), "An exploration of how the employee-organization relationship
41
42 affects the linkage between perception of developmental human resource practices
43
44 and employee outcomes", *Journal of Management Studies*, Vol. 45 No. 1, pp. 1-
45
46 25.
47

48
49 Lakshman C., Wang L., Adhikari A., and Cheng G. (2022), “Flexibility oriented HRM
50
51 practices and innovation: evidence from China and India”, *The International*
52
53 *Journal of Human Resource Management*, Vol. 33 No. 12, pp. 2473-2502, DOI:
54
55 10.1080/09585192.2020.1861057
56
57
58
59
60

- 1
2
3 Lattuch, F. (2021), "Building innovation capabilities through human resources
4 practices", *Strategic HR Review*, Vol. 20 No. 5, pp. 162-167.
5
6 <https://doi.org/10.1108/SHR-05-2021-0021>
7
8
9
10 Latukha, M., Kriklivetcm, A. and Podgainyi, F. (2022), "Generation Diverse Talent
11 Management Practices: Main Determinants and its Influence on Firm
12 Performance", *Journal of East-West Business*, Vol. 28 No. 4, pp. 291-322.
13
14
15
16 Lau, Chung-Ming, and Hang-Yue Ngo (2004), "The HR system, organizational culture
17 and product innovation", *International Business Review*, Vol. 13 No. 6, pp. 685–
18 703.
19
20
21
22
23
24 Laursen, K. and Foss, N.J. (2003), "New human resource management practices,
25 complementarities and the impact on innovation performance", *Cambridge*
26 *Journal of Economics*, Vol. 27 No. 2, pp. 242-263.
27
28
29
30
31 Lawler, E. E. (2005), "From human resource management to organizational
32 effectiveness", *Human Resource Management*, Vol. 44 No. 2, pp. 165–169.
33
34
35
36 Leal-Rodríguez, A.L., Eldridge, S., Roldan, J.L., Leal-Millan, A.G. and Ortega-
37 Gutiérrez, J. (2015), "Organisational unlearning, innovation outcomes, and
38 performance: the moderating effect of firm size", *Journal of Business Research*,
39 Vol. 68 No. 4, pp. 803-809.
40
41
42
43
44
45 Lee, H.W., Pak, J., Kim, S. and Li, L.-Z. (2019), "Effects of human resource
46 management systems on employee proactivity and group innovation", *Journal of*
47 *Management*, Vol. 45 No. 2, pp. 819-846.
48
49
50
51
52 Lehmann, S. (2009) "Motivating talents in Thai and Malaysian service firms", *Human*
53 *Resource Development International*, Vol. 12 No. 2, pp. 155-169.
54
55
56
57 Lewis, R.E. and Heckman, R.J. (2006), "Talent management: a critical review", *Human*
58 *Resource Management Review*, Vol. 16 No. 2, pp. 139-154.
59
60

- 1
2
3 Li, Y., Shao, Y., Wang, M., Fang, Y., Gong, Y., and Li, C. (2022), "From inclusive
4 climate to organizational innovation: Examining internal and external enablers for
5 knowledge management capacity". *Journal of Applied Psychology*, Vol. 107 No.
6 12, pp. 2285–2305. <https://doi.org/10.1037/apl0001014>
7
8
9
10
11
12 Lin, C. H., Sanders, K., Sun, J. M., Shipton, H., and Mooi, E. A. (2020), "HRM and
13 innovation: The mediating role of market-sensing capability and the moderating
14 role of national power distance", *The International Journal of Human Resource*
15 *Management*, Vol. 31 No. 22, pp. 2840–2865.
16
17 <https://doi.org/10.1080/09585192.2018.1474938>
18
19
20
21
22
23
24 Liu, G., Pang, L. and Kong, D. (2017), "Effects of human capital on the relationship
25 between export and firm innovation", *Chinese Management Studies*, Vol. 11 No.
26 2, pp. 322-345.
27
28
29
30
31 Logan, M.S. and Ganster, D.C. (2007), "The effects of empowerment on attitudes and
32 performance: the role of social support and empowerment beliefs", *Journal of*
33 *Management Studies*, Vol. 44 No. 8, pp. 1523-50.
34
35
36
37
38 Lopez-Cabrales, A., Pérez-Uño, A. and Valle-Cabrera, R. (2009), "Knowledge as a
39 mediator between HRM practices and innovation activity", *Human Resource*
40 *Management*, Vol. 48 No. 4, pp. 485-503.
41
42
43
44
45 [Lukovszki, L., Rideg, A. and Sipos, N., \(2021\), "Resource-based view of innovation](#)
46 [activity in SMEs: an empirical analysis based on the global competitiveness](#)
47 [project", *Competitiveness Review*, Vol. 31, No. 3, pp. 513-541. DOI:10.1108/CR-](#)
48 [01-2020-0018](#)
49
50
51
52
53
54 Luna-Arocas, R. (2018), *Gestión del Talento. De los recursos humanos a la dirección*
55 *de personas basada en el talento*, Ed. Pirámide, Madrid.
56
57
58
59
60

1
2
3 Luna-Arocas, R. and Camps, J. (2008), "A model of high performance work practices
4 and turnover intentions", *Personnel Review*, Vol. 37 No. 1, pp. 26-46.

5
6
7
8 Luna-Arocas, R. and Danvila-del-Valle, I. (2022), "The impact of talent management on
9
10 ethical behavior and intention to stay in the organization", *Journal of*
11
12 *Management and Organization*, pp. 1-16. doi:10.1017/jmo.2022.64

13
14
15 Luna-Arocas, R., Danvila-Del Valle, I. and Lara, F. J. (2020), "Talent management and
16
17 organizational commitment: The partial mediating role of pay satisfaction",
18
19 *Employee Relations*, Vol. 42 No. 4, pp. 863–881.

20
21 Luna-Arocas, R. and Lara, F. J. (2020), "Talent management, affective organizational
22
23 commitment and service performance in local government", *International Journal*
24
25 *of Environmental Research and Public Health*, Vol. 17 No. 13, pp. 1–15.
26
27 <https://doi.org/10.3390/ijerph17134827>.

28
29
30
31 MacDuffie, J.P. (1995), "Human resource bundles and manufacturing performance:
32
33 organizational logic and flexible production systems in the world auto industry",
34
35 *Industrial and Labor Relations Review*, Vol. 48 No. 2, pp. 197-221.

36
37
38 Mai, N. K., Tung, T., Do, and Dieu Trang, H. N. (2022) "The impact of leadership
39
40 competences, organizational learning and organizational innovation on business
41
42 performance", *Business Process Management Journal*, Vol. 28 No. 5, pp. 1391-
43
44 1411. <https://doi.org/10.1108/BPMJ-10-2021-0659>

45
46
47 Mao, C.X. and Weathers, J. (2019), "Employee treatment and firm innovation", *Journal*
48
49 *of Business Finance and Accounting*, Vol. 46 Nos 7-8, pp. 977-1002

50
51 Maqueira, J.M., Bruque, S. and Uhrin, A. (2019), "Talent management: two pathways
52
53 to glory? Lessons from the sports arena", *Employee Relations*, Vol. 41 No. 1, pp.
54
55 34-51.
56
57
58
59
60

1
2
3 McDonnell, A., D. G. Collings, K. Mellahi, and Schuler, R. S. (2017), "Talent
4
5 Management: A Systematic Review and Future Prospects", *European Journal of*
6
7 *International Management*, Vol. 11 No. 1, pp. 86-128.

8
9
10 Menguc, B., and Auh, S. (2006), "Creating a firm-level dynamic capability through
11
12 capitalizing on market orientation and innovativeness", *Journal of the Academy of*
13
14 *Marketing Science*, Vol. 34 No. 1, pp. 63–73. [https://](https://doi.org/10.1177/0092070305281090)
15
16 doi.org/10.1177/0092070305281090

17
18
19 Mensah, J.K. (2015), "A coalesced framework of talent management and employee
20
21 performance: For further research and practice", *International Journal of*
22
23 *Productivity and Performance Management*, Vol. 64 No. 4, pp. 544-566.

24
25
26 Meyers, M. C. and van Woerkom, M. (2013), "Talent – Innate or acquired? Theoretical
27
28 considerations and their implications for talent management", *Human Resource*
29
30 *Management Review*, Vol. 23 No. 4, pp. 305–321.

31
32
33 Mishra, D., Luo, Z., Hazen, B., Hassini, E. and Foropon, C. (2018), "Organizational
34
35 capabilities that enable big data and predictive analytics diffusion and
36
37 organizational performance: a resource based perspective", *Management*
38
39 *Decision*, Vol. 57 No. 8, pp. 1734-1755.

40
41
42 Mohammed, S. A., Hassan Saleh Al-Dhaafri, and Abdulla, A. A. (2021), "Investigating
43
44 the role of HRM practices on service innovation: Empirical evidence from UAE
45
46 government agencies: MRN". *Management Research Review*, Vol. 44 No. 1, pp.
47
48 1-24. <https://doi.org/10.1108/MRR-03-2020-0141>

49
50
51 Morteza, A., Afsaneh, B., Saheb, I. and Mohammad, A. (2020), "Does entrepreneurial
52
53 leadership encourage innovation work behavior? The mediating role of creativity
54
55 self-efficacy and support for innovation", *European Journal of Innovation*
56
57 *Management*. doi: 10.1108/EJIM-10-2019-0283.

1
2
3 Mousa, M., and Ayoubi, R.M. (2019), "Talent management practices: perceptions of
4 academics in Egyptian public business schools", *Journal of Management*
5
6 *Development*, Vol. 38 No. 10, pp. 833-846.
7
8

9
10 Najafi-Tavani, S., Sharifi, H., and Ismail, H. S. (2013), "A study of contingency
11 relationships between supplier involvement, absorptive capacity and agile product
12 innovation", *International Journal of Operations & Production Management*,
13 Vol. 34 No. 1, pp. 65–92. <https://doi.org/10.1108/IJOPM-09-2011-0331>
14
15
16
17

18
19 Nason, R., and Wiklund, J. (2018), "An assessment of resource-based theorizing on
20 firm growth and suggestions for the future", *Journal of Management*, Vol. 44, pp.
21 1820-1853.
22
23
24
25

26 Nawal, A., Shoaib, M., Rehman, A. U., and Zámečník, R. (2021), "HRM practices and
27 organizational performance of higher secondary educational institutions:
28 Mediating role of service innovation and organizational commitment".
29
30
31 *International Journal of Organizational Leadership*, Vol. 10 No. 3, pp. 313-330.
32
33 <https://doi.org/10.33844/ijol.2021.60543>
34
35
36

37
38 Obeidat, S.M., Mitchell, R. and Bray, M. (2016), "The link between high performance
39 work practices and organizational performance", *Employee Relations*, Vol. 38 No.
40
41 4, pp. 578-595.
42
43

44
45 Ode, E. and Ayavoo, R. (2020), "The mediating role of knowledge application in the
46 relationship between knowledge management practices and firm innovation",
47
48 *Journal of Innovation and Knowledge*, Vol. 5 No. 3, pp. 210-218.
49
50

51
52 Odugbesan, J.A., Aghazadeh, S., Rawan, E.A.Q and Sogeke, S. (2023), "Green talent
53 management and employees' innovative work behavior: the roles of artificial
54 intelligence and transformational leadership", *Journal of Knowledge*
55
56 *Management*, Vol. 27 No. 3, pp. 696-716.
57
58
59
60

1
2
3 OECD/Eurostat (2005), *Oslo Manual – Guidelines for Collecting and Interpreting*
4
5 *Innovation Data*. Paris: OECD.
6

7
8 Oladapo, V. (2014), "The impact of talent Management on Retention", *Journal of*
9
10 *Business Studies Quarterly*, Vol. 5 No. 3, pp. 19-36.
11

12
13 Oreg, S., Bartunek, J., Gayoung, L. and Boram, D. (2018), "An affect-based model of
14
15 recipients' responses to organizational change events", *Academy of Management*
16
17 *Review*, Vol. 43 No. 1, pp. 65-86.
18

19
20 Para-Gonzalez, L., Jimenez-Jimenez, D. and Martinez-Lorente, A. R. (2018),
21
22 "Exploring the mediating effects between transformational leadership and
23
24 organizational performance" *Employee Relations*, Vol. 40 No. 1, pp. 412-432.
25

26
27 Peccei, R. and Rosenthal, P. (2001), "Delivering customer-oriented behaviour through
28
29 empowerment: an empirical test of HRM assumptions", *Journal of Management*
30
31 *Studies*, Vol. 38 No. 6, pp. 831-857.
32

33 Ployhart, R. E. (2012), "Personnel selection: Ensuring sustainable organizational
34
35 effectiveness through the acquisition of human capital". In S. W. J. Kozlowski
36
37 (Ed.) *The Oxford Handbook of Organizational Psychology*, Vol. 1. pp.
38
39 221-246. Oxford University Press.
40
41

42 Ployhart, R. E. (2021), "Resources for what? Understanding performance in the
43
44 resource-based view and strategic human capital resource literatures", *Journal of*
45
46 *Management*, Vol. 47 No. 7, pp. 1771–1786.
47
48

49
50 Popa, S., Soto-Acosta, P. and Palacios-Marqués, D. (2022), "A discriminant analysis of
51
52 high and low-innovative firms: the role of IT, human resources, innovation
53
54 strategy, intellectual capital and environmental dynamism", *Journal of Knowledge*
55
56 *Management*, Vol. 26 No. 6, pp. 1615-1632. [https://doi.org/10.1108/JKM-04-](https://doi.org/10.1108/JKM-04-2021-0272)
57
58 [2021-0272](https://doi.org/10.1108/JKM-04-2021-0272)
59
60

1
2
3 Popli, M., Ladkani, R. M., and Gaur, A. S. (2017), “Business group affiliation and post-
4 acquisition performance: An extended resource-based view”, *Journal of Business*
5 *Research*, Vol. 81, pp. 21–30. <https://doi.org/10.1016/j.jbusres.2017.08.003>
6
7

8
9
10 Powers, T., Kennedy, L., N, K., and Choi, S. (2020), “Market orientation and
11 performance: Industrial supplier and customer perspectives”, *Journal of Business*
12 *& Industrial Marketing*, Vol. 35 No. 11, pp. 1701–1714.
13 <https://doi.org/10.1108/JBIM-08-2019-0369>
14
15
16

17
18
19 Prajogo, D.I. (2016), “The strategic fit between innovation strategies and business
20 environment in delivering business performance”, *International Journal of*
21 *Production Economics*, Vol. 171 No. 2, pp. 241-249.
22
23

24
25
26 Rafique, M.A., Hou, Y., Adnan, M., Chudhery, Z., Gull, N. and Ahmed, S.J. (2021),
27
28 "The dimensional linkage between public service motivation and innovative
29 behavior in public sector institutions; the mediating role of psychological
30 empowerment", *European Journal of Innovation Management*.
31
32
33

34
35 Rajapathirana, R. P., & Hui, Y. (2018), “Relationship between innovation capability,
36 innovation type, and firm performance”, *Journal of Innovation and Knowledge*,
37
38 Vol. 3 No. 1, pp. 44–55
39
40

41
42 Ramos-González, M., Rubio-Andrés, M. and Sastre-Castillo, M.A. (2022), “Effects of
43 socially responsible human resource management (SR-HRM) on innovation and
44 reputation in entrepreneurial SMEs”, *International Entrepreneurship and*
45 *Management Journal*, Vol. 18, pp. 1205-1233.
46
47
48

49
50
51 Rasool, S. F., Samma, M., Wang, M., Zhao, Y., and Zhang, Y. (2019), “How human
52 resource management practices translate into sustainable organizational
53 performance: The mediating role of product, process and knowledge innovation”,
54
55
56 *Psychology Research and Behavior Management*, Vol. 12, pp. 1009–1025.
57
58
59
60

1
2
3 Ray, C., Essman, S., Nyberg, A., Ployhart, R. E. and Hale, D. (2023), "Human Capital
4 Resources: Reviewing the First Decade and Establishing a Foundation for Future
5 Research", *Journal of Management*, Vol. 49 No. 1, pp. 280-324.
6
7

8
9
10 Rodríguez-Pinto, J., Carbonell, P., & Rodríguez-Escudero, A. I. (2011), "Speed or
11 quality? How the order of market entry influences the relationship between
12 market orientation and new product performance", *International Journal of*
13 Research in Marketing, Vol. 28 No. 2, pp. 145–154.
14
15 <https://doi.org/10.1016/j.ijresmar.2011.02.001>
16
17

18
19
20
21 Sadikoglu, E. and Zehir, C. (2010), "Investigating the effects of innovation and
22
23 employee performance on the relationship between total quality management
24
25 practices and firm performance: an empirical study of Turkish firms",
26
27 *International Journal of Production Economics*, Vol. 127 No. 1, pp. 13-26.
28
29

30
31 Saridakis, G., Lai, Y. and Cooper, C. (2017), "Exploring the relationship between HRM
32
33 and firm performance: a meta-analysis of longitudinal studies", *Human Resource*
34
35 *Management Review*, Vol. 27 No. 1, pp. 87-96.
36

37
38 Schweiger, S. A., Stettler, T. R., Baldauf, A., and Zamudio, C. (2019), "The
39 complementarity of strategic orientations: A meta-analytic synthesis and theory
40 extension", *Strategic Management Journal*, Vol. 40 No. 11, pp. 1822–1851.
41
42 <https://doi.org/10.1002/smj.3042>
43
44
45

46
47 Segarra-Ciprés, M., Escrig-Tena, A. and García-Juan, B. (2019), "Employees' proactive
48
49 behavior and innovation performance: Examining the moderating role of informal
50
51 and formal controls", *European Journal of Innovation Management*, Vol. 22 No.
52
53 5, pp. 866-888.
54

55
56 Sethibe, T., and Steyn, R. (2016), "Innovation and organisational performance: A
57
58 critical review of the instruments used to measure organisational performance",
59
60

1
2
3 *The Southern African Journal of Entrepreneurship and Small Business*
4
5 *Management*, Vol. 8 No. 1, p. 12.

6
7
8 Shipton, H., Sparrow, P., Budhwar, P. and Brown, A. (2017), "HRM and innovation:
9
10 looking across levels", *Human Resource Management Journal*, Vol. 27 No. 2, pp.
11
12 246-263.

13
14
15 Singh, N., Bamel, U., and Vohra, V. (2021), "The mediating effect of meaningful work
16
17 between human resource practices and innovative work behavior: A study of
18
19 emerging market". [The mediating effect of meaningful work] *Employee*
20
21 *Relations*, Vol. 43 No. 2, pp. 459-478. <https://doi.org/10.1108/ER-04-2020-0150>

22
23
24 Sorescu, A. B., Chandy, R. K. and Prabhu, J. C. (2003), "Sources and Financial
25
26 Consequences of Radical Innovation: Insights from Pharmaceuticals", *Journal of*
27
28 *Marketing*, 67 No. 4, pp. 82-102.

29
30
31 Soto-Acosta, P., Popa, S. and Palacios-Marque's, D. (2016), "E-business,
32
33 organizational innovation and firm performance in manufacturing SMEs: an
34
35 empirical study in Spain", *Technological and Economic Development of*
36
37 *Economy*, Vol. 22 No. 6, pp. 885-904

38
39
40 Sparrow, P. R. and Makram, H. (2015), "What is the value of talent management?
41
42 Building value-driven processes within a talent management architecture",
43
44 *Human Resource Management Review*, Vol. 25 No. 3, pp. 249–263.

45
46
47 Spector, P. (1994), "Using self-report questionnaires in OB research: a comment on the
48
49 use of controversial method", *Journal of Organizational Behavior*, Vol. 15 No. 5,
50
51 pp. 385-92.

52
53
54 Starbuck, W.H. and Mezias, J.M. (1996), "Opening Pandora's box: studying the
55
56 accuracy of managers' perceptions", *Journal of Organizational Behavior*, Vol. 17
57
58 No. 2, pp. 99-117.

1
2
3 Steensma, H.K. and Lyles, M.A. (2000), "Explaining IJV survival in a transitional
4
5 economy through social exchange and knowledge-based perspectives", *Strategic*
6
7 *Management Journal*, Vol. 21 No. 8, pp. 831-51.

8
9
10 Strack, R. (2014), *Creating people advantage: How to set up great HR functions:*
11
12 *Connect, prioritize, impact, Boston, MA: Boston Consulting Group (BCG).*

13
14 Strychalska-Rudzewicz, A., and Rudzewicz, A. (2021), "The impact of organizational
15
16 innovativeness on firm performance in poland: The moderating role of innovation
17
18 culture". *European Research Studies*, Vol. 24, pp. 130-148.

19
20
21 Su, Z.X., Wang, Z. and Chen, S. (2020), "The impact of CEO transformational
22
23 leadership on organizational voluntary turnover and employee innovative
24
25 behavior: the mediating role of collaborative HRM", *Asia Pacific Journal of*
26
27 *Human Resources*, Vol. 58 No. 2, pp. 197-219.

28
29
30 Su, X., Zeng, W., Zheng, M., Jiang, X., Lin, W., and Xu, A. (2022), "Big data analytics
31
32 capabilities and organizational performance: The mediating effect of dual
33
34 innovations", *European Journal of Innovation Management*, Vol. 25 No. 4, pp.
35
36 1142-1160. doi:<https://doi.org/10.1108/EJIM-10-2020-0431>

37
38
39 Tajeddini, K., Martin, E. and Altinay, L. (2020), "The importance of human-related
40
41 factors on service innovation and performance", *International Journal of*
42
43 *Hospitality Management*, Vol. 85, pp. 1-14.

44
45
46 Tarique, I. and Schuler, R. (2010), "Global talent management: literature review,
47
48 integrative framework, and suggestions for future research", *Journal of World*
49
50 *Business*, Vol. 45 No. 2, pp. 122–141.

51
52
53 Thunnissen, M. and Gallardo-Gallardo, E. (2017), *Talent management in practice: An*
54
55 *integrated and dynamic approach, Bingley, England: Emerald Publishing Limited.*

1
2
3 Thunnissen, M., Boselie, P. and Fruytier, B. (2013), "A review of talent management:
4 'Infancy or adolescence'?" The International Journal of Human Resource
5 Management, Vol. 24 No. 9, pp. 1744–1761.

6
7
8
9
10 Ullah, I., Hameed, R. M., Kayani, N. Z. and Fazal, Y. (2022), "CEO ethical leadership
11 and corporate social responsibility: Examining the mediating role of
12 organizational ethical culture and intellectual capital", Journal of Management &
13 Organization, Vol. 28 No. 1, pp. 99–119.

14
15
16
17
18
19 Ulrich, D. and Allen, J. (2014), "Talent Accelerator: Understanding How Talent
20 Delivers Performance for Asian Firms", *South Asian Journal of Human Resources*
21 *Management*, Vol. 1 No. 1, pp. 1-23.

22
23
24
25
26 Unsworth, K.L. and Parker, S.K. (2003), "Proactivity and innovation: promoting a new
27 workforce for the new workplace", in Holman, D., Wall, T.D., Clegg, C.W.,
28 Sparrow, P. and Howard, A. (Eds), *The New Workplace. A Guide to the Human*
29 *Impact of Modern Working Practices*, John Wiley and Sons, West Sussex, pp.
30 175-196.

31
32
33
34
35
36
37 Uz Kurt, C., Kumar, R., Kimzan, H.S. and Eminoglu, G. (2013), "Role of innovation in
38 the relationship between organizational culture and firm performance", *European*
39 *Journal of Innovation Management*, Vol. 16 No. 1, pp. 91-117.

40
41
42
43
44
45
46
47
48
49
50 Van Uden, A., Knobens, J. and Vermeulen, P. (2017), "Human capital and innovation in
51 Sub-Saharan countries: a firm-level study", *Innovation*, Vol. 19 No. 2, pp. 103-
52 124.

53
54
55
56
57
58
59
60 Veenendaal, A. and Bondarouk, T. (2015), "Perceptions of HRM and their effect on
61 dimensions of innovative work behaviour: Evidence from a manufacturing firm",
62 *Management Review*, Vol. 26 No. 2, pp. 138-160.

- 1
2
3 Voorde, K.V.D., Peccei, R. and Veldhoven, M.V. (2013), "HRM, well-being, and
4 performance: a theoretical and empirical review", in Paauwe, J., Guest, D. and
5 Wright, P. (Eds), *HRM and Performance: Achievements and Challenges*,
6 Chichester, Wiley, pp. 15-45.
7
8
9
10
11
12 Waheed, A., Miao, X., Waheed, S., Ahmad, N. and Majeed, A. (2019), "How new
13 HRM practices, organisational innovation, and innovative climate affect the
14 innovation performance in the IT industry: a moderated-mediation analysis",
15 *Sustainability*, Vol. 11 No. 3, pp. 1-21.
16
17
18
19
20
21 Walker, R.M., Damanpour, F. and Devece, C.A. (2010), "Management innovation and
22 organizational performance: the mediating effect of performance management",
23 *Journal of Public Administration Research and Theory*, Vol. 21 No. 2, pp. 367-
24 386.
25
26
27
28
29
30
31 Wallace, J.C., Butts, M.M., Johnson, P.D., Stevens, F.G. and Smith, M.B. (2016), "A
32 Multilevel Model of Employee Innovation: Understanding the Effects of
33 Regulatory Focus, Thriving, and Employee Involvement Climate", *Journal of*
34 *Management*, Vol. 42 No. 4, pp. 982-1004.
35
36
37
38
39
40
41 Wernerfelt, B. (1984), "A resource-based view of the firm", *Strategic Management*
42 *Journal*, Vol. 5 No. 2, pp. 171-180.
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

1
2
3 Wright, P. M. and McMahan, G. C. (1992), "Theoretical perspectives for strategic
4 human resource management", *Journal of Management*, Vol. 18 No. 2, pp. 295-
5
6 320.
7
8

9
10 Wright, P. M., and Snell, S. A. (1998), "Toward a unifying framework for exploring fit
11 and flexibility in strategic human resource management", *Academy of*
12
13 *Management Review*, Vol. 23 No. 4, pp. 756–772.
14

15
16
17 Xerri, M. J., and Reid, S. R., (2018), "Human resources and innovative behaviour:
18
19 Improving nursing performance", *International Journal of Innovation*
20
21 *Management*, Vol. 22 No. 02, pp. 1-25.
22

23
24 Yeh-Yun Lin, C. and Liu, F. C. (2012), "A cross-level analysis of organizational
25 creativity climate and perceived innovation", *European Journal of Innovation*
26
27 *Management*, Vol. 15 No. 1, pp. 55-76.
28

29
30 Zahra, S. A. (1996), "Technology strategy and financial performance: Examining the
31 moderating role of the firm's competitive environment", *Journal of Business*
32
33 *Venturing*, Vol. 11 No. 3, pp. 189-219.
34

35
36
37 Zahra, S. (2021), "The Resource-Based View, Resourcefulness, and Resource
38
39 Management in Startup Firms: A Proposed Research Agenda", *Journal of*
40
41 *Management*, Vol. 47 No. 7, pp. 1841–1860.
42

43
44
45 Zawawi, N. F. M., Wahab, S. A., Al-Mamun, A., Yaacob, A. S., Kumar, N., and Fazal,
46
47 S. A. (2016), "Defining the Concept of Innovation and Firm Innovativeness: A
48
49 Critical Analysis from Resorce-Based View Perspective", *International Journal*
50
51 *of Business and Management*, Vol. 11 No. 6, pp. 87–94.
52

53
54 Zhang, H., Yang, M., and Huo, B. (2021). The impact of empowerment-focused human
55
56 resource management on relationship learning and innovation. [Empowerment-
57
58
59
60

1
2
3 focused human resource management] *Industrial Management & Data Systems*,

4
5 Vol. 121 No. 8, pp. 1767-1783. <https://doi.org/10.1108/IMDS-09-2020-0563>

6
7
8 Zhou, Y., Hong, Y. and Liu, J. (2013), "Internal commitment or external collaboration?

9
10 The impact of human resource management systems on firm innovation and
11 performance", *Human Resource Management*, Vol. 52 No. 2, pp. 263-288.

12
13
14 Zupic, I. and Drnovsek, M. (2014), *Firm growth: Research front and intellectual*

15
16
17 *structure*, Academy of Management Conference, Philadelphia, PA

18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

Employee Relations

Table 1. Descriptive statistics, reliability and correlations coefficients

Variable	Mean	S.D.	Composite reliability	Variance extracted	1	2	3	4	5
1. Talent Management (7 items)	6.21	1.97	0,95	0,753	1				
2. Talent Management Indicator (16 items converted in 1 indicator)	4.96	1.87	0.776**	1			
3. Organizational Performance: factor organizational return (3 items)	6.28	1.68	0,907	0,768	0.420**	0.420**	1		
4. Organizational Performance: factor organizational growth (3 items)	6.73	1.81	0,942	0,846	0.383**	0.383**	0.575**	1	
5. Innovation (4 items)	6.81	1.91	0,881	0,651	0.571**	0.571**	0.514**	0.628**	1

** p<0.01 (two-tailed tests)

Table 2. Measurement Models: Fit Indices of CFA

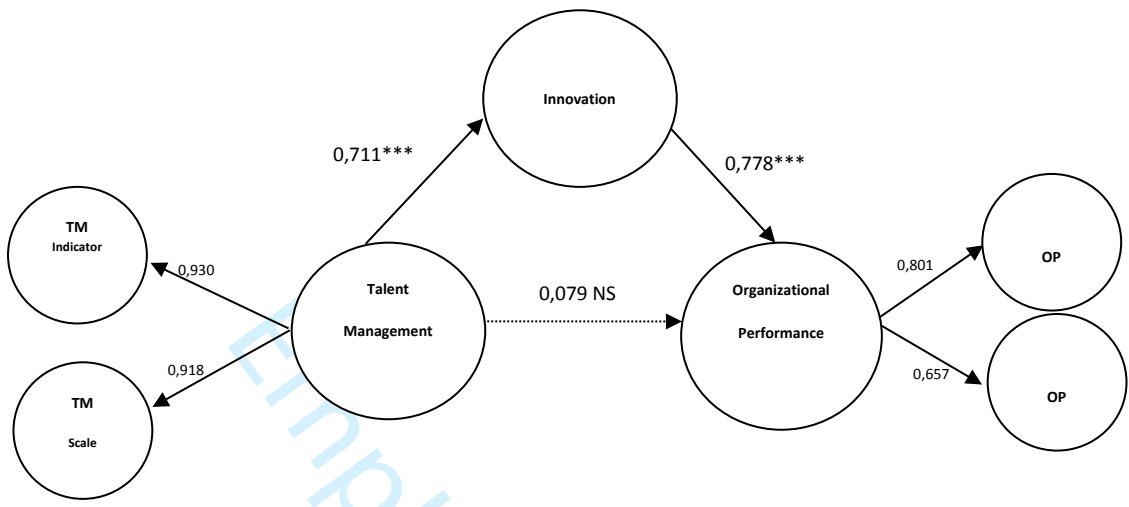
	χ^2 (d.f.)	RMR	RMSEA	GFI	NFI	CFI
TM Second Order Confirmatory Factor Analysis Model						
Model 1: independence model	895.3444 (8)	3.11	0.528	0.208	0	0
Model 2: model proposal	32.997 (16)	0.109	0.077	0.935	0.963	0.985
Innovation Confirmatory Factor Analysis Model						
Model 1: independence model	266.961 (4)	2.514	0.626	0.422	0	0
Model 2: Model proposal	0.086 (9)	0.012	0	1	1	1
OP Second Order Confirmatory Factor Analysis Model						
Model 1: independence model	315.66 (3)	2.17	0.96	0.41	0	0
Model 2: model proposal	0 (0)	0	0	1	1	1

Table 3. SEM Fit Indices

	χ^2 (d.f.)	RMR	RMSEA	GFI	NFI	CFI
TM→ Innovation Model						
Model 1: independence model	1255.126 (12)	2.719	0.403	0.193	0	0
Model 2: model proposal	71.691 (27)	0.181	0.060	0.911	0.943	0.983
Innovation→OP Model						
Model 1: independence model	1008.792 (10)	2.038	0.439	0.261	0	0
Model 2: model proposal	54.363 (26)	0.261	0.089	0.916	0.946	0.974
TM→OP Model						
Model 1: independence model	1621.016 (14)	2.246	0.389	0.202	0	0
Model 2: model proposal	94.714 (33)	0.162	0.053	0.905	0.942	0.985
TM→OP Model mediated by Innovation						
Model 1: independence model	2058.972 (18)	2.225	0.335	0.174	0	0
Model 2: model proposal	181.083 (44)	0.217	0.062	0.864	0.912	0.972

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

Figure 1. Path analysis TM→OP mediated by Innovation



All loading factors were significant <0,001 except TM→OP

Employee Relations