The Impact of Talent Management Practices on Organizational and Human Resources Outcomes: A Study on Philippines Department of Foreign Affairs Talent Management Practices

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Abstract
The study examined the Philippine Department of Foreign Affairs (DFA) talent management practices and whether its practices influence its organizational and human resources outcomes. The three independent variables are talent attraction, talent development, and talent retention, while the two dependent variables are organizational and human resources outcomes. Three hundred respondents answered a 43-item questionnaire. Pearson's Correlation analysis results show significant positive relationships between organizational outcomes and (a) talent attraction, r=.734, N=300, p < 0.001; (b) talent development, r=.699, N=300, p < 0.001, and (c) talent retention, r=.748, N=300, p < 0.001. Likewise, the analysis showed significant positive relationships between human resource outcomes and (a) talent attraction, r=.753, N=300, p < 0.001; (b) talent development, r=.765, N=300, p < 0.001, and (c) talent retention, r=.808, N=300, p < 0.001. The study revealed that talent attraction, development, and retention positively influence organizational and human resources outcomes. Talent Development is the primary strength of the Department with the highest weighted mean (WM:3.71; SD:0.78), followed by Talent Attraction (WM:3.56; SD:0.81) and Talent Retention (WM:3.27; SD:0.90).

Key Words: human resources outcomes, organizational outcomes, talent attraction, talent development, talent management, talent management practices, and talent retention
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Introduction

Talent can be defined as individual strength, competency, giftedness, high potential, and high performers [7] (Meyers, van Woerkom, & Dries, 2013). Ever since the term "war for talent" was coined by McKinsey in 1997, organizations have believed that talent is a scarce and strategic asset [11] (Thunnissen, Boselie, & Fruytier, 2013). Therefore, talent management has become a strategy of human resources and an approach to prioritizing employees as a source of competitive advantage [5] (Hanif & Shao, 2013).

Talent management is beneficial to both the organization and the employees. The organization gains from increased productivity, commitment, and reduced turnover of employees. On the other hand, employees gain from a boost in motivation, commitment, and increased input to company goals [4] (Deshmukh, 2012). However, as [12] Thunnissen and Buttiens (2017) point out, talent management in the public sector remains an uncharted field of research. [13] Meyers and van Woerkom (2014) call for more research on talent management in different countries and industries. Therefore, this paper aims to add to the body of knowledge in talent management in the public sector. The study focuses on talent management in the Philippine Department of Foreign Affairs, to which no research in the same industry nor country is currently available.

Similar to other Foreign Ministries, the Department of Foreign Affairs is responsible for the Philippines' bilateral and multilateral relations. It is mandated to safeguard the country's national security, promote its economic security, and protect the rights and welfare of its citizens abroad. However, fulfilling the Department's mandate is getting more and more difficult due to the expansion of themes in traditional multilateral diplomacy covering issues that, in the past, were not part of the state's Foreign policy, such as

climate and health. In addition, diplomats today must balance the needs of individual and state requirements, which means an increasing role in public diplomacy [10] (Stanzel, 2018). Professionalizing the government requires considerable management skills for these government officials. These changes consequently impact the job positions and competencies needed in foreign service.

For these reasons, attracting, developing, and retaining the best talents in the Department is of utmost importance to ensure it can respond to the ever-changing demands in international relations and the government and meet its organizational objectives.This paper, therefore, attempts to describe the Department's talent management practices and understand the impact of these practices on its organizational and human resources outcomes.

Research Questions
1. How do DFA employees perceive the talent management practices, talent attraction, talent development, and talent retention of the Department of Foreign Affairs?
2. How do respondents perceive the talent management practices of DFA in connection with Organizational and Human Resources Outcomes?
3. Is there a correlation between talent attraction, talent development, talent retention, and the following:
     a) Organizational Outcomes
     b) Human Resources Outcomes

Hypothesis
1. Talent attraction has no significant effect on organizational outcomes.
2. Talent development has no significant effect on organizational outcomes.
3. Talent retention has no significant effect on organizational outcomes.
4. Talent attraction has no significant effect on human resources outcomes.
5. Talent development has no significant effect on human resources outcomes.
6. Talent retention has no significant effect on human resources outcomes.

Review of Related Literature
History of Talent Management
[1] Ansar and Baloch (2018) traced the history of talent management from the 19th century to 2017. According to the authors, talent management was first used by Dooher and Marting in 1957 in their document of the American Management Association. By the 1970s, "talent" was seen in other business literature, such as the *Talent Waste* (i.e., how institutions of learning misdirect human resources) written by Ritterbush in 1972 and Mills in 1976 in *Developing Executive Talent: A Practical Guide*. However, Mckinsey, in its article "The War for Talent" in 1998 (Chambers, Foulon, Handfield-Jones, Hankin, & Michaels, 1998), is responsible for accelerating research on talent management. Due to Mckinsey's study, academics, scholars, and practitioners realized the importance of talent management, which increased the research on the topic even more.

Due to the increased appreciation for talent management, its applications also flourished. Talent management was previously just the sole responsibility of the Human Resource Department, with only two strategies for implementation – the *no-strategy approach* or "to do nothing" and using bureaucratic models from the 1950s for forecasting and succession planning [4] (Deshmukh, 2012). However, once companies realize the need for talent management, managing the workforce becomes the obligation of all managers in the organization, not just its human resource department [8] (Nawaz & Prathibha, 2013).

Talent Management Approach in the Public Sector
A study in Iran was conducted by [6] Mahfoozi, Salajegheh, Ghorbani, and Sheikhi (2018) to construct a talent management model for the public sector. The statistical population in the study involved employees at various governmental organizations in Mashhad, the second-largest city in Iran, during the year 2014. Learning from the study in Iran, the study looked at the components of a talent mindset, which are talent attraction and talent development, and the components of a talent management strategy which is talent retention. Talent management was considered the exogenous latent variable, while talent management strategy and mindset were the endogenous latent variables. The talent management mindset was composed of talent attraction,

identification, development, and maintaining positive relations. On the other hand, the talent management strategy was composed of talent engagement, retention, and work-related competencies. The study showed positive relationships between the exogenous latent variable, which is talent management, and the endogenous talent management latent variables, which are the talent management mindset and talent management strategy. The study provided empirical evidence for establishing a talent management mindset among managers in the public sector.

Measuring the Value of Talent Management

[3] Cheese, Thomas, and Craig (2012) suggested four levels of measurements in understanding how talent translates to organizational value by looking at the following:

1. Measurable *Strategic objectives* of the organization;
2. *Performance drivers*, including operational excellence and customer intimacy;
3. *Distinctive capabilities* are the human and organizational competencies that include performance, quality, and customer satisfaction; and
4. *Processes* that enable creativity and engagement.

Another model suggested by the authors was the Human Capital Development Framework (HCDF) which focuses on the best HR practices. There are four elements in the model: financial measurements (revenue growth), key performance drivers (customer satisfaction), human capital capabilities (workforce performance), and human capital processes (learning management). Incorporating best practices from the key areas establish the effectiveness of the organization. These talent-powered organizations shift their human resources from purely administrative work and start adding value by consolidating processes and policies for more consistent management of people; developing a consolidated database of HR information, integrating HR systems and processes; instituting a standard service structure that supports HR across the organization, and focusing on improved governance and management of all parts of HR within the organization. [2] Bethke-Langenegger, Mahler, and Staffelbach (2011) also proposed three types of measurement that can be applied to organizational performance, as suggested by Dyer and Reeves (1994). These are financial outcomes (company profit or market value), organizational outcomes (productivity or customer satisfaction), and human resource outcomes (job satisfaction or commitment).
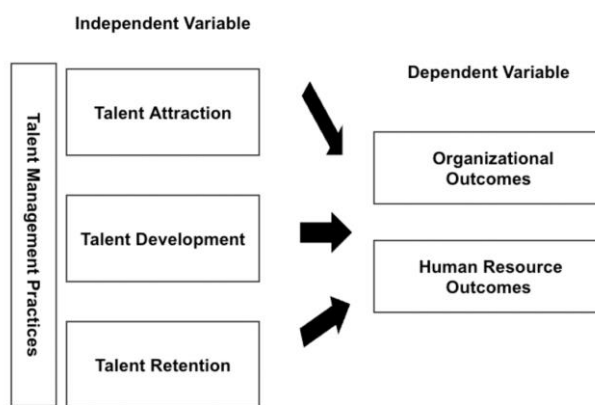
Conceptual Framework

Figure 1: Conceptual Framework

There are three main views in terms of the goal of talent management [2] (Bethke, Mahler, & Staffelbach, 2011). First is the view that emphasizes the human capital aspect and definition of talent (Byham, 2001; Peters, 2006; Ready, Hill, & Conger, 2008). The second one views talent management as a "process through which employers anticipate and meet their needs for human capital" (Cappelli, 2008, p.1). The third view sees talent management as an instrument to reach economic outcomes (Lockwood, 2006; Gandossy & Kao, 2004). The paper focused on the second view in which talent management is perceived as a "process through which employers anticipate and meet their needs for human capital." This process involves HR practices such as

attracting, training, and developing employees who are fit for the position and can deliver the desired outcomes for the organization [2] (Bethke-Langenegger, Mahler, & Staffelbach, 2011).

The paper evaluated the three strategies by [2] Bethke- Langenegger, Mahler, and Staffelbach (2011) to which talent management can influence organizational outcomes. The first strategy is talent management to attract talent (talent attraction). The second strategy is talent management to develop talent (talent development), and the last is talent management to enable succession planning (talent retention). The study adopted these strategies and formed DFA's talent management practices. Further, the study adopted the framework of measuring organizational performance suggested by the authors derived from the model of Dyer and Reeves (1994). The research included the relationship between talent management practices and the Department's organizational and human resources outcomes. Since DFA is a government institution, financial outcomes were not part of its performance.

Significance of the Study
First, the result of the study would significantly contribute to the exploration of talent management in the public sector, for which there is limited study in talent management practices, and the foreign service, for which there are no available studies yet as of this writing. Second, the study would serve as a guide for the government officials of DFA to understand the strength and weaknesses of its talent management efforts. The result of the study can also provide vital information for leadership on the limitation of its talent management practices due to external regulations. DFA may wish to elevate its concerns to Executive or Legislative levels related to its talent management practices currently beyond its control.

Third, its Human Resources department will benefit as its HR processes and practices on talent management will be studied, and insights on how the processes can be improved will be provided. Fourth, the study will benefit the Department's employees as it relates to attracting the best possible employees, developing them, and retaining them. Finally, the research connects talent management practices to the organizational and human resource outcomes of DFA, an improvement in its talent management practices may positively impact its government services.

Definition of Terms
- **Human resources outcomes**
  Human resources outcomes refer to the organization's performance in terms of human resources, such as employee engagement, job satisfaction, and retention.
- **Organizational outcomes**
  Organizational outcomes refer to the performance of the organization in terms of the organization, such as strategic goals, being a sought-after employer, and customer satisfaction.
- **Organizational performance**
  Organizational performance refers to the organization's performance compared to its desired result or goal.
- **Talent**
  Talent is defined as a natural ability or mastery that could be innate or acquired. In organizations, talented employees are often called "high performers" or "high potentials."
- **Talent attraction**
- Talent attraction refers to the process of planning and strategizing on ways to attract the best employees for the organization.
- **Talent development**
  Talent development refers to planning, selecting, and implementing strategies to ensure that the supply of talent will suffice in meeting the organization's objectives.
- **Talent management**
  Talent management is defined as an organizational approach to leading people by building culture, engagement, capability, and capacity through integrated talent acquisition, development, and deployment processes aligned to the business.
- **Talent management practices**

Talent management practices refer to processes to attract, identify, develop and retain organizational talents.

- **Talent retention**
  Talent retention encourages employees to remain in the organization for an extended period.

Research Design

Correlational research discovered whether talent management practices impact organizational and human resources outcomes. The study used a descriptive research design as the researcher was interested in describing the current talent management practices of the Department of Foreign Affairs. The research determined the respondents' perception of the overall talent management practices, talent attraction, talent development, and talent retention and their perception of its connection with organizational and human resources outcomes of the Department using weighted mean and ranking.

Population and Sample

The study subjects were DFA regular employees with the rank of Chief of Mission, Career Minister, Foreign Service Officer (FSO), and Foreign Service Staff Officer (FSSO) I and II with at least one year of tenure. The study covered those in the Head Office, Consular Offices, and Foreign Service Posts. The questionnaire was provided to the study subjects through an online survey. There are 594 FSO, 152 FSSO I, and 186 FSSO II for 932 all over the Philippines and abroad. DFA employees' age ranges from 20 to 65 years old. Currently, 58% of employees are female, while 42% are male. The respondents' educational attainment range from four-year college education to higher education.

Research Instrument

This research was a cross-sectional study, which used primary data collection through online surveys in the identified employee population. The questionnaire was divided into two parts. The first part asks about the demographic profile of the respondents using a nominal scale. The second part consists of questions using a Likert scale related to talent management practices and the three main processes: talent attraction, talent development, and talent retention. Similarly, the Likert scale was applied to organizational and human resource outcomes. Five-point Likert scale instruments were used with "1" for "not at all", "2" for "some extent", "3" for "moderate extent", "4 for" high extent", and "5" for "very high extent".

The survey questionnaire was first deployed to at least 50 participants, and Cronbach's alpha was used to determine the instrument's reliability. Cronbach's alpha is a statistical tool commonly used to demonstrate that tests and scales constructed or adapted for research projects are fit for purpose. Cronbach's alpha measures internal consistency: how closely related a set of items are as a group. Internal consistency is a measure of reliability. Reliability is the degree to which a calculation provides the same score each time it is administered, all other things being equal [9] (Hays & Revicki, 2005). Based on the reliability test conducted for the instrument, the test shows that the tool (questionnaire) is reliable (Cronbach alpha $>.70$). At the end of the survey, there were three questions asked:

• Any Talent Management strengths you wish to highlight?
• Any Talent Management weakness you wish to highlight?
• What do you wish to improve on DFA's Talent Management Practices?

Data Collection

The survey was administered online with a sample size of at least 273 computed using the Raosoft calculator.

Statistical Tools

- **Regression Analysis**
  Regression analysis was the primary data analysis method used in this research. Regression analysis examines the relationship between two or more variables. There are several types of regression analysis, but, just the same, they all explore the influence of one or more independent variables on a dependent variable. The type of regression analysis used in this research is simple linear regression. Simple regression

estimates the relationship between two quantitative variables to determine the relationship's strength. In simple linear regression, we aim to predict the response for the ith response variable, Yi, using the data of a single predictor variable, X i. The form of the model is given by:

$$Y_i = \beta_0 + \beta_1 X_i + \epsilon_I \quad (1)$$

which comprises a deterministic component involving the two regression coefficients (β_0 and β_1) and a random component involving the residual (error) term (ϵ_i).

where for i=n observations:

yi=dependent variable
xi=explanatory variables
β0=y-intercept (constant term)
ϵ=the model's error term (also known as the residuals)

- **Frequency and Percentage**
  The percentage and frequency distributions classified the respondents according to their demographics (gender, age, and work profile such as tenure and position).
- **Ranking**
  The ranking allocates the numbers according to their relative position within a category to the classifications. The ranking classified the response of the respondents from highest to lowest.
- **Mean**
  Weighted Mean (WM) was used to determine the average responses to derive the central pattern of the information concerned. The mean determines the respondents' agreement or disagreement with the statements provided in the survey and the Likert Scale. Table 1 shows the interpretation of the mean score.

Table 1: Interpretation of Mean Score

Mean Score	Interpretation
1.00 – 1.80	Strongly disagree
1.81 – 2.60	Disagree
2.61 – 3.40	Neutral
3.41 – 4.20	Agree
4.21 – 5.00	Strongly agree

- **ANOVA**
  ANOVA stands for analysis of variance. ANOVA measures variables with two or more categories on the potential differences in a scale-level dependent variable by a nominal-level variable. ANOVA was used to determine the predictors of talent attraction, talent development, and talent retention with dependent variables on organizational and human resources outcomes.

- **Pearson Correlation Coefficient**
  Pearson Correlation Coefficient tests relationships between the dependent (talent attraction, talent development, and talent retention) and independent variables (organizational and human resources outcomes). It measures the statistical relationship or association between two continuous variables. It is the best method of measuring the association between variables of interest because it is based on covariance. It provides information about the correlation's magnitude and the relationship's direction.

Ethical Considerations
The researcher ensured that the guidelines prescribed by the University of Santo Tomas Graduate School Ethics Review Committee (USTGS – ERC) were strictly followed. Since the study involves human participants, it required ethics clearance from the committee before data collection commenced. There are no

risks or harm identified for the participants in the study. However, the study may have inconvenienced the participant in answering the survey. The possible benefits of improved talent management practices outweigh the inconvenience of answering the survey. Participants were asked to participate in this study voluntarily because they perform talent management as part of their position and rank. The participants may withdraw anytime from answering the survey. Since it was an online survey, the participants had no pressure to answer the questionnaire.

All the answers will be kept in the strictest confidentiality. The USTCON ERC and regulatory authorities will only be granted direct access to participants' records to verify procedures and data. No names were obtained when the survey was conducted. The records that can identify the participants will be kept confidential and will not be made publicly available to the extent permitted by law. The participants' identities will remain confidential if the results are published. Data will be encrypted if these need to be sent to USTCON ERC and regulatory authorities. The researcher received approval from the Department of Foreign Affairs to conduct and administer the survey.

Results and Discussion
Socio-Economic Profile of Respondents
Three hundred participants answered the administered online survey versus the recommended 273 sample size. Based on the respondents' profiles, 119, or 39.67% are male participants, 179 or 59.66% are female participants, and 2, or 0.67% prefer not to answer. Most participants are 26 to 35 years old, with 100 respondents or 33.33%. There are 70 respondents aged 46 to 55 years old, which is 23.33%, 60 respondents aged 36 to 45 years old, which is 20%, 45 respondents aged 56 to 65 years old, which is 15%, and 24 respondents aged 21 to 25 years old which is 8%, and one prefers not to answer. The majority of the respondents, 170 or 57% of participants, have Bachelor's Degree, while 130 or 43% of participants claimed to have Higher Education.

Regarding the work profile of the respondents, the majority of the participants, which is 149 or 50%, are officers or supervisors. Eighty-four or 28% of participants have the rank of Directors, Executive Directors, Assistant Secretaries, and Undersecretaries. At the same time, 39 or 13% of participants have other positions, which could be because they are posted abroad and might have titles such as Vice-Consul, Consul, and Ambassador, while 28 or 9% of participants claimed to be doing staff work. Almost half, 48% or 143 participants, have been with the organization for ten years, while 88 or 29% of the participants have been with DFA for two to five years. Forty-two or 14% of the participants have been with the organization for one to two years, while 27 or 9% have been with DFA for five to less than ten years.

Respondents' Perception of DFA's Talent Management Practices: Talent Attraction, Development, Retention, and its connection with Organizational and Human Resources Outcomes
"How do DFA employees perceive the talent management practices, talent attraction, talent development, and talent retention of the Department of Foreign Affairs? Table 2 shows the question's mean, standard deviation, and interpretation results. For the overall talent management practices of DFA, the mean results show that the employees feel "Neutral" in their perception of DFA's talent management practices. *Communicating the employee value proposition of DFA's talent management practice* got the highest weighted mean (WM=3.32; SD=2.95). It was followed by the perception that *DFA's talent management practices are systematic* (WM=3.30; SD 2.91). Then by the perception that it has *rigorous practices to become an "employer of choice"* (WM=3.27; SD 2.91). Whether *DFA's talent management is successful* got the lowest weighted mean of (WM=3.21; SD2.80).

The mean results show that the employees "Agree" on all five questions about talent attraction. *DFA hires people based on their skills, abilities, and experience* and got the highest weighted mean (WM=3.71; SD=3.31). It was followed by the perception that *DFA hires employees that fit its mission, vision, and strategic objectives* (WM=3.65; SD 3.25) and then by the perception that it *creates a culture that makes employees want to join the organization* (WM=3.63; SD 3.24). Whether *DFA provides a salary commensurate with the employee's job performance* got the lowest weighted mean of (WM=3.28; SD2.93).

The mean results show that the employees "Agree" on all six questions on talent development-providing functional training, supervisors providing honest feedback, receiving the right amount of support and guidance, has participated in leadership training, providing clear and achievable objectives, and understanding how their performance contributes to organizational success. *Understanding how their performance contributes to organizational success* got the highest weighted mean (WM=4.15; SD=3.70). It was followed by the perception that *DFA provides valuable training to employees* (WM=3.84; SD 3.44). The question of whether *DFA prioritizes developing the next generation of leaders* got the lowest weighted mean of (WM=3.40; SD3.05).

The mean results show that, in general, personnel feels "Neutral" on three questions related to talent retention. However, respondents "Agree" with the question that *DFA identifies the required competency level of the employees to ensure organizational performance*. The question on *identifying the required competency level of employees* got the highest weighted mean of (WM=3.50; SD=3.12). It was followed by *DFA encouraging staying in the organization long term* (WM=3.45; SD 3.10), and then *DFA identifies the current competency level of the current employees* (WM=3.34; SD=2.98). Whether *DFA discusses options with employees who wish to leave the organization* got the lowest weighted mean (WM=2.820; SD=2.51).

"How do respondents perceive the talent management practices of DFA in connection with Organizational and Human Resources Outcomes?" Respondents "Agree" on all questions related to Organizational Outcomes that *DFA is an attractive and sought-after employer* (WM=3.72; SD=3.33), that *DFA was able to achieve its strategic goals* (WM=3.67; SD=3.27) and that *customers are satisfied* (WM=3.42; SD=3.02). Respondents also "Agree" on all questions related to Human Resources Outcomes that *employees are qualified* (WM=3.71; SD=3.31), *employees have high work quality outputs* (WM=3.69; SD=3.28), *employees are committed* (WM=3.64; SD=3.25), *employees are motivated* (WM=3.44; SD=3.07) and are *satisfied at work* (WM=3.47; SD=3.08).

Table 2: Summary of Weighted Mean, Standard Deviation, and Interpretation of the Perception of Respondents on Talent Management Practices, Talent Attraction, Talent Development, Talent Retention, Organizational Outcomes, and Human Resources Outcomes per Question

	Mean	SD	Interpretation
Talent Management Practices Perception			
To what extent does DFA have systematic "talent management" practices?	3.30	2.91	Neutral
Our talent management efforts are successful.	3.21	2.80	Neutral
We can demonstrate that our talent management efforts are successful.	3.25	2.84	Neutral
We have rigorous practices to become an "employer of choice."	3.27	2.91	Neutral
We effectively communicate what our organization expects of employees and the benefits that they receive for their work (that is, we have an Employee Value Proposition)	3.32	2.95	Neutral
Talent Attraction Perception			
DFA hires employees that fit its mission, vision, and strategic objectives.	3.65	3.25	Agree
DFA creates a culture that makes employees want to join the organization	3.63	3.24	Agree
DFA hires people based on their skills, abilities, and experience	3.71	3.31	Agree

DFA hires people for a position that is a good fit with their skills and interest	3.51	3.12	Agree
DFA provides a salary that is commensurate with the job being performed by the employees.	3.28	2.93	Neutral
DFA's benefits are satisfactory.	3.58	3.19	Agree
Talent Development Perception			
DFA provides training that is useful to employees' work	3.84	3.44	Agree
My direct supervisor gives honest feedback to improve my performance and development	3.74	3.36	Agree
I receive the right amount of support and guidance from my supervisor	3.71	3.34	Agree
DFA prioritizes developing the next generation of leaders	3.40	3.05	Neutral
I have participated in leadership or management training/programs in the past	3.52	3.20	Agree
My direct supervisor provides clear and achievable performance objectives.	3.63	3.27	Agree
I understand how my performance contributes to organizational success.	4.15	3.70	Agree
Talent Retention Perception			
DFA identifies the required competency level of the employees to ensure organizational performance.	3.50	3.12	Agree
DFA identifies the current competency level of the current employees.	3.34	2.98	Neutral
DFA has a plan and programs to ensure that it can retain its talents.	3.21	2.86	Neutral
DFA discusses options with employees who wish to leave the organization.	2.82	2.51	Neutral
DFA encourages staying in the organization long-term.	3.45	310	Agree
Organizational Outcomes Perception			
An attractive and sought-after employer.	3.72	3.33	Agree
Achieves its strategic goals	3.67	3.27	Agree
Customers are satisfied.	3.42	3.02	Agree
Human Resources Outcomes Perception			
Satisfied at work.	3.47	3.08	Agree
Motivated.	3.44	3.07	Agree
Committed.	3.64	3.25	Agree
Has High work quality.	3.69	3.28	Agree
Qualified.	3.71	3.31	Agree

Correlation between Talent Attraction, Talent Development, Talent Retention, and Organizational Outcomes

Pearson's correlation analysis was used to answer question 3a, "Is there a correlation between talent attraction, talent development, talent retention, and organizational outcomes? The Pearson's Correlation analysis results

in Table 4 show significant positive relationships between organizational outcomes and (a) talent attraction, r=.734, N=300, p < 0.001; (b) talent development, r=.699, N=300, p < 0.001, and (c) talent retention, r=.748, N=300, p < 0.001. The result implies that organizations with above-average talent attraction, development, and retention are more likely to have a higher organizational outcome. This result leads to the rejection of the H01, H02, and H03 hypotheses. Therefore, talent management practices-talent attraction, talent development, and talent retention impact the organization's organizational outcomes.

Table 3. Weighted mean and Standard Deviation of Talent Attraction, Talent Development, Talent Retention, and Organizational Outcomes

Variables	Mean	Std. Deviation	N
Organizational Outcomes	3.6043	.83454	300
Talent Attraction	3.5606	.81027	300
Talent Development	3.7130	.78020	300
Talent Retention	3.265	.9002	300

Table 4. Pearson Correlation Analysis for Talent Attraction, Talent Development, Talent Retention, and Organizational Outcomes

	Talent Attraction	**Talent Development**	**Talent Retention**
Pearson's r	.734**	.699**	.748**
p-value	<.001	<.001	<.001
N	300	300	300

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

A simple linear regression was calculated to predict the organizational outcome based on talent attraction, development, and retention. It was hypothesized that talent attraction, development, and retention do not affect organizational outcomes. A significant regression equation was found ($F_{(3,296)} = 179.787$, $p < .001$), with $R^2 = .646$. Results show that 64.6% of the variance in organizational outcome can be accounted for by talent attraction, development, and retention, and there is a positive relationship between talent attraction, talent development, and talent retention.

The regression equation is found to be:

Organizational Outcome = .499 + .251 (Talent Development) + .304 (Talent Retention) + .331 (Talent Attraction). (2)

Organizational outcomes increase by .251 units for each unit increase in talent development, .304 units for each unit increase in talent retention, and .331 units for each unit increase in talent attraction. The result suggests that talent attraction, development, and retention can positively influence organizational outcomes.

Table 5. Model Summary. Predictors: Talent Attraction, Talent Development, and Talent Retention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.804[a]	.646	.642	.499

Table 6. ANOVA Table. Predictors: Talent Attraction, Talent Development, and Talent Retention with Dependent Variable Organizational Outcome

Model		Sum of Squares	df	Mean Square	F	p-value
1	Regression	134.454	3	44.818	179.787	<.001[b]
	Residual	73.788	296	.249		
	Total	208.243	299			

Table 7. Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	
		B	Std. Error	Beta		*p*-value
1	(Constant)	.499	.149		3.346	.001
	Talent Development	.251	.057	.235	4.380	<.001
	Talent Retention	.304	.056	.328	5.431	<.001
	Talent Attraction	.331	.058	.322	5.754	<.001

Correlation between Talent Attraction, Talent Development, Talent Retention, and Human Resources Outcomes

Pearson's correlation analysis was used to answer question 3b, "Is there a correlation between talent attraction, talent development, talent retention, and human resources outcomes? Pearson's Correlation analysis in Table 9 showed significant positive relationships between human resource outcomes and (a) talent attraction, r=.753, N=300, p < 0.001; (b) talent development, r=.765, N=300, p < 0.001, and (c) talent retention, r=.808, N=300, p < 0.001. This implies that organizations with above-average talent attraction, development, and retention are more likely to have a higher human resources outcome. This result leads to the rejection of the H04, H05, and H06 hypotheses. Therefore, talent management practices-talent attraction, talent development, and talent retention impact the organization's human resources outcomes.

Table 8. Weighted mean and Standard Deviation of Talent Attraction, Talent Development, Talent Retention, and Human Resources Outcomes

Variables	Mean	Std. Deviation	N
Human Resources Outcomes	3.591	.8775	300
Talent Attraction	3.561	.8103	300
Talent Development	3.713	.7802	300
Talent Retention	3.265	.9002	300

Table 9. Pearson Correlation Analysis for Talent Attraction, Talent Development, Talent Retention, and Human Resources Outcomes

	Talent Attraction	Talent Development	Talent Retention
Pearson's r	.753**	.765**	.808**
p-value	<.001	<.001	<.001
N	300	300	300

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

A simple linear regression was calculated to predict human resource outcomes based on talent attraction, talent development, and talent retention. It was hypothesized that talent attraction, development, and retention do not affect human resource outcomes. A significant regression equation was found ($F_{(3,296)}$ = 274.325, p < .001), with R^2 = .735. Results show that talent attraction, development, and retention can account for 73.5% of the variance in human resource outcomes. The result shows a positive relationship between human resources outcomes and talent attraction, development, and retention.

The regression equation is found to be:

Human Resource Outcome = .126 + .345 (Talent Development) + .389 (Talent Retention) + .256 (Talent Attraction). (3)

Human resource outcomes increase by .345 units for each unit increase in talent development, .389 units for each unit increase in talent retention, and .256 units for each unit increase in talent attraction. The result suggests that talent attraction, development, and retention can positively influence human resource outcomes. The result is an exciting realization that may be considered when the Department's human resources create policies to strengthen its talent management practices.

Table 10. Model Summary. Predictors: Talent Attraction, Talent Development, and Talent Retention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.858[a]	.735	.733	.454

Table 11. ANOVA Table. Predictors: Talent Attraction, Talent Development, and Talent Retention with Dependent Variable Human Resources Outcome

Model		Sum of Squares	df	Mean Square	F	*p*-value
1	Regression	169.316	3	56.439	274.325	<.001[b]
	Residual	60.898	296	.206		
	Total	230.214	299			

Table 12. Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	
		B	Std. Error	Beta		*p*-value
1	(Constant)	.126	.135		.928	.354
	Talent Development	.345	.052	.307	6.624	<.001
	Talent Retention	.389	.051	.400	7.650	<.001
	Talent Attraction	.256	.052	.237	4.901	<.001

Conclusions

The research aimed to know employees' perceptions of the overall talent management practices of DFA and activities related to its practices, such as talent attraction, talent development, and talent retention. The research showed that respondents feel "Neutral" about the overall talent management practices of the Department. The result shows that the Department is on the right track with its talent management efforts but still has much room for improvement. Talent Development is the primary strength of the Department as it got the most favorable response and highest weighted mean (WM:3.71; SD:0.78). It was followed by Talent Attraction with a weighted mean of (WM:3.56; SD:0.81). The lowest among the three aspects of talent management practices covered in the study is talent retention (WM:3.27; SD:0.90). Further, the research aimed to know the perception of talent management practices in connection with organizational and human resources outcomes. The study revealed that respondents positively perceived organizational outcomes with a weighted mean of (WM: 3.60; SD:0.83) and human resources outcomes with a weighted mean of (WM: 3.60; SD:0.88).

The study also concluded that there are positive relationships between organizational outcomes, human resources outcomes, and talent management practices – talent attraction, talent development, and talent retention. The result implies that organizations with higher talent attraction, development, and retention perception are more likely to have higher organizational and human resources outcomes. The result suggests that talent attraction, development, and retention can positively influence organizational and human resource outcomes. Overall, the results imply that if the organization or DFA invests and improves its talent

management practices through talent attraction, talent development, and talent retention, it can also increase its organizational and human resources outcomes.

Recommendations

The study revealed that talent management practices impact organizational and human resources outcomes. It is recommended to invest in improving DFA's talent management practices and overall employee experience (from recruitment to retirement) because the Department can deliver better outputs and services when it invests in its employees. The Department may wish to review its current processes and policies to improve its talent management practices further.

Talent Retention appeared to be a weakness of the Department. It is recommended that DFA create a detailed talent retention strategy. The strategy should include providing options to high-performing talents to remain in the organization. Moreover, the strategy should also be connected to talent attraction and development programs. Part of talent development is performance management. There were comments received that DFA is lenient on non-performing employees to the detriment of the performing employees. Performance management that is honest, effective, and transparent is essential to develop talent. It is recommended to have a strategy for hiring talents. There should also be dedicated personnel that has technical skills in recruitment. FSO and DFA recruitment, in general, should be promoted to enable the agency to attract the best candidate for the job. Having a development program for the next generation of leaders would be an excellent addition to the talent development of DFA.

The study can be applied in the Public Sector and Foreign Services to analyze the perception of employees on the talent management practices of the organization and how it relates to the perceived organizational and human resources outcomes. The study can provide insights into improving the organization's talent management practices. Furthermore, adding an aspect of financial outcomes can be done when studying private institutions. In doing so, private organizations can determine whether the perception of talent management practices composed of talent attraction, talent development, and talent retention also impacts the perceived financial outcomes of the organizations.

The study notes that it would be ideal to complement the research with further study on the organizational outcomes of the organization vis-à- vis its strategic plan and actual performance report. It is also recommended to use human resources measurements such as the quality of hire, regrettable termination rate, promotion rate, new hire separation rate, etc., to measure the performance of its HR strategy further.

Data Availability

Readers who wish to access the questionnaire and relevant statistical tool may request access by emailing riesheena.cordero.gs@ust.edu.ph.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this paper.

Authors' contributions

RA as the primary author conducted and wrote the research paper. MT is the advisor and provided valuable inputs on properly conducting the study and what additional topics to cover.

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