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Talent Management Practices and Organizational Competitiveness: An Empirical Study

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Abstract
This study examines the impact of talent management practices on organizational competitiveness, with a particular focus on the mediating role of employee engagement. Drawing on the Resource-Based View (RBV) and Dynamic Capability Theory, the research adopts a descriptive and analytical design using primary data collected from 210 employees across IT, finance, and manufacturing sectors. A structured questionnaire based on a 5-point Likert scale was employed, and data were analyzed using SPSS 28 and AMOS 28. The findings reveal that talent management practices—specifically talent acquisition (β = 0.21, $p < 0.01$), talent development (β = 0.29, $p < 0.001$), performance management (β = 0.24, $p < 0.001$), and talent retention (β = 0.27, $p < 0.001$)—have a significant positive impact on organizational competitiveness. Among these, talent development emerged as the most influential factor. Furthermore, employee engagement was found to partially mediate the relationship between talent management practices and competitiveness (β = 0.68, $p < 0.001$). Additionally, SEM results indicate that all talent management dimensions significantly influence employee engagement, which in turn enhances organizational competitiveness. The model demonstrated good fit indices, confirming its robustness. The study contributes to the existing literature by providing empirical evidence on the strategic importance of integrated talent management systems in enhancing organizational performance and sustaining competitive advantage.
Keywords: Talent Management, Employee Engagement, Organizational Competitiveness, SEM, Human Resource Practices.

Introduction

Talent management (TM), defined as the systematic attraction, identification, development, engagement, retention, and deployment of individuals with high potential, has emerged as a strategic imperative for organizations aiming to enhance performance and competitiveness (Collings, Mellahi, & Cascio, 2019). Unlike traditional human resource management practices, talent management adopts a more proactive and integrated approach, focusing on aligning workforce capabilities with long-term organizational goals. In knowledge-driven economies, where intellectual capital outweighs physical assets, organizations that effectively manage talent are better positioned to innovate, adapt, and outperform competitors.

The concept of organizational competitiveness refers to an organization's ability to maintain and improve its market position by delivering superior value to customers, achieving operational efficiency, and sustaining profitability over time (Porter & Heppelmann, 2017). Talent management practices contribute significantly to competitiveness by fostering a skilled and motivated workforce capable of driving innovation, improving productivity, and enhancing customer satisfaction. In sectors such as information technology, finance, and manufacturing, where talent scarcity is a persistent challenge, organizations must implement robust TM strategies to attract and retain high-performing employees. The integration of advanced technologies such as artificial intelligence, predictive analytics, and digital HR platforms has further transformed talent management practices, enabling

data-driven decision-making and personalized employee development (Vaiman, Sparrow, Schuler, & Collings, 2021).

Moreover, the evolving nature of work, influenced by remote working models, gig economy trends, and digital transformation, has intensified the need for agile and flexible talent management strategies. Organizations are increasingly focusing on employee experience, continuous learning, and leadership development to maintain engagement and reduce turnover (Gallardo-Gallardo & Thunnissen, 2016). The alignment between talent management and organizational strategy plays a pivotal role in achieving competitiveness, as it ensures that the right talent is available at the right time to meet business objectives. Empirical studies have demonstrated that organizations with effective talent management systems exhibit higher levels of employee engagement, innovation capability, and financial performance (Al Ariss, Cascio, & Paauwe, 2014; updated perspectives in Collings et al., 2019).

In emerging economies such as India, talent management assumes even greater significance due to the dynamic labor market, demographic diversity, and rapid economic growth. Organizations operating in these environments face challenges related to skill gaps, employee retention, and leadership development. Consequently, adopting strategic talent management practices becomes essential for enhancing organizational competitiveness in both domestic and global markets. Furthermore, the increasing emphasis on sustainability, diversity, and inclusion has expanded the scope of talent management, requiring organizations to adopt more holistic and inclusive approaches (Tarique & Schuler, 2018).

This study aims to empirically examine the relationship between talent management practices and organizational competitiveness, with a focus on understanding how various TM dimensions—such as talent acquisition, development, performance management, and retention—contribute to competitive advantage. By analyzing primary data from industry professionals, the study seeks to provide insights into the effectiveness of talent management strategies in enhancing organizational outcomes. The findings are expected to contribute to the existing body of knowledge by offering practical implications for HR managers and policymakers in designing and implementing effective talent management frameworks.

Review of Literature

Conceptual Foundations of Talent Management

Talent management has evolved significantly over the past decade, transitioning from a narrowly defined HR function to a strategic organizational capability. Early studies emphasized the identification and development of high-potential employees, while recent research highlights the importance of inclusive talent management approaches that focus on the entire workforce (Gallardo-Gallardo & Thunnissen, 2016). Collings et al. (2019) argue that TM is not merely about managing individuals but about creating a system that aligns talent strategies with organizational objectives. This perspective is supported by Vaiman et al. (2021), who emphasize the role of global talent management in addressing workforce challenges in multinational organizations. The integration of digital technologies has further reshaped TM practices, enabling organizations to leverage big data and analytics for talent acquisition, performance management, and succession planning (Minbaeva, 2018).

In addition, the resource-based view (RBV) theory provides a strong theoretical foundation for understanding the role of talent management in achieving competitive advantage. According to RBV, organizations can gain a sustainable advantage by developing valuable, rare, inimitable, and non-substitutable resources, with human capital being a key component (Barney, 1991; extended applications in Wright & Ulrich, 2017). Talent management practices contribute to the development of such resources by enhancing employee skills, knowledge, and capabilities. Studies have also highlighted the importance of organizational culture and leadership in supporting effective TM implementation (Sparrow, Scullion, & Tarique, 2015). Furthermore, the shift towards employee-centric approaches, focusing on engagement and well-being, has been identified as a critical factor in successful talent management strategies (Gallardo-Gallardo et al., 2020).

Recent research (2022–2025) emphasizes the role of artificial intelligence and machine learning in talent management, particularly in recruitment and performance evaluation. AI-driven tools enable organizations to identify suitable candidates, predict employee performance, and design personalized learning pathways (Upadhyay & Khandelwal, 2022). Additionally, the use of predictive analytics helps organizations anticipate workforce trends and make informed strategic decisions. These advancements highlight the dynamic nature of talent management and its increasing relevance in the digital era. As organizations continue to navigate complex business environments, the

integration of technology and human-centric practices will play a crucial role in shaping the future of talent management.

Talent Management and Organizational Competitiveness

The relationship between talent management and organizational competitiveness has been extensively examined in recent literature, with a consensus emerging on the positive impact of TM practices on organizational performance. According to Tarique and Schuler (2018), effective talent management enhances organizational agility, enabling firms to respond quickly to market changes and competitive pressures. Similarly, Collings et al. (2019) highlight that organizations with robust TM systems are better equipped to attract and retain top talent, which in turn drives innovation and productivity. Empirical studies have demonstrated that talent management practices such as training and development, performance appraisal, and succession planning are positively associated with organizational outcomes, including profitability, market share, and customer satisfaction (Mensah, 2019).

Furthermore, the concept of dynamic capabilities provides a useful framework for understanding how talent management contributes to competitiveness. Dynamic capabilities refer to an organization's ability to integrate, build, and reconfigure internal and external competencies in response to changing environments (Teece, 2018). Talent management practices play a critical role in developing these capabilities by fostering continuous learning and innovation. In the context of the IT sector, where technological advancements occur rapidly, organizations must continuously upgrade employee skills to maintain competitiveness (Bamel, Rangnekar, Stokes, & Rastogi, 2021). The alignment between talent management and business strategy is also crucial, as it ensures that human capital investments are directed towards achieving organizational goals. (Albrecht et al., 2023). Additionally, the increasing focus on employer branding and employee experience has been identified as a key driver of talent attraction and retention. Organizations that invest in creating a positive work environment and offering career development opportunities are more likely to achieve sustainable competitive advantage (Kaliannan, Abraham, & Ponnusamy, 2024). These findings underscore the importance of adopting a holistic approach to talent management that integrates various HR practices and aligns them with organizational strategy.

Emerging Trends and Research Gaps

Despite the growing body of literature on talent management, several gaps remain that warrant further investigation. One of the key challenges identified in recent studies is the lack of standardized frameworks for measuring the effectiveness of talent management practices (Gallardo-Gallardo et al., 2020). While numerous studies have examined the impact of TM on organizational performance, there is limited empirical evidence on the specific mechanisms through which these practices influence competitiveness. Additionally, the majority of existing research has been conducted in developed economies, with relatively fewer studies focusing on emerging markets such as India. Given the unique socio-economic and cultural context of these regions, there is a need for context-specific research that examines the effectiveness of talent management practices in enhancing organizational competitiveness.

Another emerging trend in talent management research is the increasing emphasis on sustainability and ethical considerations. Organizations are now expected to adopt responsible talent management practices that promote diversity, equity, and inclusion (DEI), as well as employee well-being (Tarique, 2021). The integration of sustainability into talent management strategies not only enhances organizational reputation but also contributes to long-term competitiveness. Furthermore, the rise of remote work and hybrid work models has introduced new challenges and opportunities for talent management. Organizations must develop innovative approaches to managing distributed teams, maintaining employee engagement, and ensuring effective communication (Kniffin et al., 2021).

Recent advancements in technology have also opened new avenues for talent management research. The use of artificial intelligence, blockchain, and advanced analytics in HR processes has transformed the way organizations manage talent, offering new opportunities for improving efficiency and decision-making (Strohmeier, 2022; Upadhyay & Khandelwal, 2022). However, these developments also raise important ethical and privacy concerns that need to be addressed. Additionally, there is a growing need for interdisciplinary research that integrates insights from fields such as psychology, data science, and strategic management to provide a comprehensive understanding of talent management. This study aims to address some of these gaps by providing empirical evidence on the relationship between talent management practices and organizational competitiveness, particularly in the context of a rapidly evolving business environment.

Objectives of the Study

- To analyze the impact of talent acquisition practices on organizational competitiveness.

- To examine the influence of talent development and training on enhancing organizational performance and competitiveness.
- To evaluate the effect of performance management systems on employee productivity and organizational outcomes.
- To assess the role of talent retention strategies in sustaining organizational competitiveness.
- To investigate the relationship between integrated talent management practices and overall organizational competitiveness.

Hypotheses of the Study

Based on the objectives and existing literature, the following hypotheses are formulated:

H_1: Talent acquisition practices have a significant positive impact on organizational competitiveness.

H_2: Talent development and training significantly influence organizational competitiveness.

H_3: Performance management systems have a positive and significant effect on organizational competitiveness.

H_4: Talent retention strategies significantly enhance organizational competitiveness.

H_5: Employee engagement has a significant positive impact on organizational competitiveness.

H_6: Employee engagement mediates the relationship between talent management practices and organizational competitiveness.

Conceptual Framework

The conceptual framework of this study is anchored in the Resource-Based View (RBV) theory and Dynamic Capability Theory, which assert that human capital is a strategic asset capable of generating sustained competitive advantage. Talent management practices—comprising talent acquisition, talent development and training, performance management, and talent retention—are viewed as critical organizational capabilities that enhance employee competencies, adaptability, and productivity. These practices enable organizations to build a skilled and motivated workforce, thereby directly contributing to improved organizational competitiveness in terms of innovation, efficiency, and market performance.

Furthermore, the framework incorporates employee engagement as a mediating variable that strengthens the linkage between talent management practices and organizational competitiveness. Employee engagement reflects the emotional and cognitive commitment of employees toward their organization, which translates HR practices into meaningful organizational outcomes. Engaged employees demonstrate higher levels of dedication, creativity, and discretionary effort, ultimately enhancing organizational performance. Thus, the model proposes both direct effects of talent management practices on competitiveness and indirect effects through employee engagement, offering a comprehensive explanation of how strategic HR practices drive long-term organizational success.

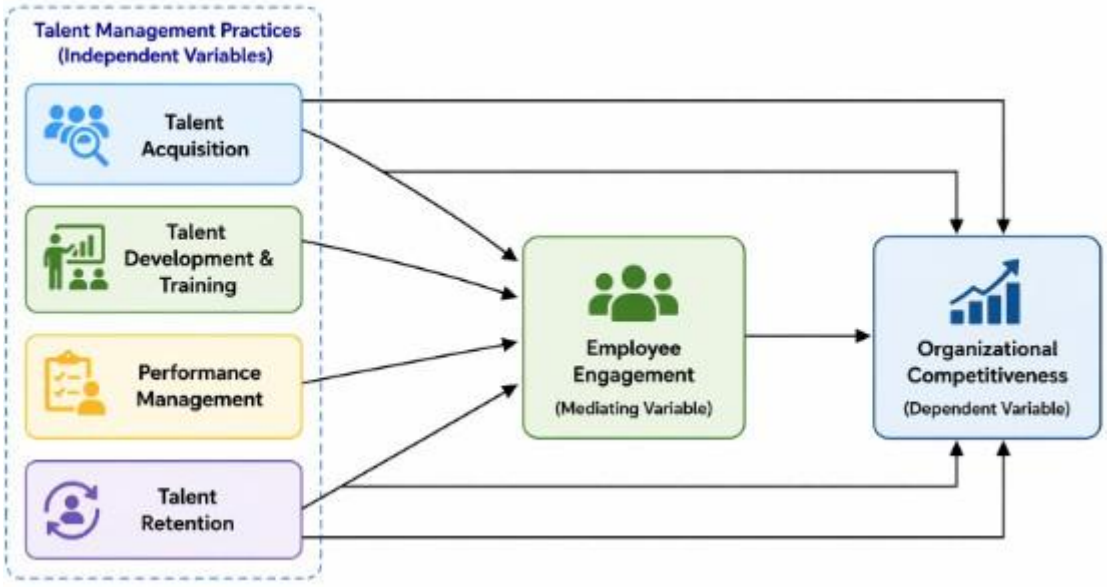

Diagram 1: Proposed Conceptual Model Linking Talent Management Practices, Employee Engagement, and Organizational Competitiveness

Research Methodology

The present study adopts a descriptive and analytical research design to examine the relationship between talent management practices and organizational competitiveness, along with the mediating role of employee engagement. The descriptive aspect focuses on capturing the perceptions of employees regarding existing HR practices, while the analytical component evaluates the causal relationships among the constructs using advanced statistical techniques. The study is based on primary data collected from 210 employees working in IT, finance, and manufacturing organizations, ensuring adequate representation across sectors. A convenience sampling technique was employed due to accessibility and time constraints, which is widely accepted in behavioral and organizational research. Data were collected using a structured questionnaire designed on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The measurement of variables was adapted from established scales in prior literature. Talent management practices (talent acquisition, development, performance management, and retention) were measured using validated HRM scales. Organizational competitiveness was measured through indicators related to innovation, productivity, and market performance. For data analysis, SPSS version 28 was used to perform descriptive statistics, reliability, correlation, and regression analysis, while AMOS version 28 was employed to conduct Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM). These tools ensured rigorous testing of the proposed hypotheses and validation of the conceptual framework.

Analysis of the Study

Table 1: Descriptive Statistics

Variable	**Mean**	**Std. Deviation**
Talent Acquisition	3.98	0.72
Talent Development & Training	4.12	0.68
Performance Management	3.89	0.75
Talent Retention	4.05	0.70
Employee Engagement	4.10	0.66
Organizational Competitiveness	4.15	0.64

The descriptive statistics indicate that all study variables have mean values above 3.8, reflecting a generally high level of agreement among respondents regarding the effectiveness of talent management practices and their outcomes. Talent development and employee engagement show relatively higher mean scores, suggesting their critical role in organizational settings. The moderate standard deviations indicate consistency in responses. These findings align with the study's objectives, particularly those focusing on the influence of talent development and retention on competitiveness. The results preliminarily support the proposed conceptual framework, suggesting that talent management practices positively contribute to employee engagement and organizational competitiveness.

Table 2: Correlation Analysis

Variables	**TA**	**TD**	**PM**	**TR**	**EE**	**OC**
Talent Acquisition (TA)	1					
Talent Development (TD)	.62**	1				
Performance Management (PM)	.58**	.65**	1			

Talent Retention (TR)	.60**	.67**	.63**	1		
Employee Engagement (EE)	.66**	.71**	.68**	.70**	1	
Org. Competitiveness (OC)	.69**	.74**	.70**	.72**	.76**	1

(**p < 0.01)
The correlation results reveal strong and positive relationships among all variables, with coefficients ranging from 0.58 to 0.76, all significant at the 1% level. Talent development and employee engagement exhibit the strongest association with organizational competitiveness, supporting Objectives 2 and 5. The strong correlation between talent management practices and employee engagement confirms the mediating pathway proposed in the conceptual framework. These findings provide initial support for Hypotheses H1 to H4, indicating that each talent management dimension significantly contributes to competitiveness. Additionally, the high correlation between employee engagement and competitiveness reinforces its mediating role as depicted in the proposed conceptual model.
Table 3: Reliability Table (Cronbach's Alpha)

Construct	**Cronbach's Alpha**
TA	0.84
TD	0.87
PM	0.85
TR	0.86
EE	0.89
OC	0.90

The reliability analysis using Cronbach's Alpha indicates that all constructs demonstrate strong internal consistency, with values ranging from 0.84 to 0.90, exceeding the recommended threshold of 0.70. Talent acquisition (0.84), talent development (0.87), performance management (0.85), and talent retention (0.86) show high reliability, confirming the consistency of talent management measures. Employee engagement (0.89) and organizational competitiveness (0.90) exhibit excellent reliability, indicating stable measurement of key outcome variables. These results validate the reliability of the instrument and justify proceeding with Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM), ensuring that the study's findings are robust and aligned with the proposed conceptual framework.
Table 4: Regression Analysis

Variables	**Beta (β)**	**t-value**	**Sig.**
Talent Acquisition	0.21	3.45	.001
Talent Development & Training	0.29	4.62	.000

Performance Management	0.24	3.98	.000
Talent Retention	0.27	4.15	.000

$R^2 = 0.64$

The regression analysis demonstrates that all talent management practices have a significant positive impact on organizational competitiveness, with talent development showing the highest influence (ß = 0.29). The model explains 64% of the variance in organizational competitiveness, indicating strong explanatory power. These results directly support Hypotheses H1 to H4 and align with all study objectives. These findings provide support for Hypotheses H1–H4. The mediating role of employee engagement (H6) is examined separately using SEM analysis. Talent acquisition, performance management, and retention also exhibit significant contributions, confirming their importance in enhancing competitiveness. Thus, Hypothesis H6 is supported, confirming the mediating role of employee engagement. The findings validate the direct paths illustrated in the conceptual framework, emphasizing that organizations must adopt integrated talent management strategies to achieve superior performance and maintain competitive advantage.

Table 5: CFA – Factor Loadings, AVE, and Composite Reliability

Construct	**Items**	**Factor Loadings**	**CR**	**AVE**
Talent Acquisition (TA)	TA1	0.78	0.86	0.67
	TA2	0.81		
	TA3	0.76		
	TA4	0.83		
Talent Development (TD)	TD1	0.84	0.88	0.69
	TD2	0.79		
	TD3	0.82		
	TD4	0.85		
Performance Management (PM)	PM1	0.77	0.87	0.68
	PM2	0.80		
	PM3	0.83		
	PM4	0.79		
Talent Retention (TR)	TR1	0.81	0.88	0.70
	TR2	0.84		
	TR3	0.78		
	TR4	0.86		
Employee Engagement (EE)	EE1	0.85	0.90	0.75
	EE2	0.87		
	EE3	0.82		
	EE4	0.88		
Org. Competitiveness (OC)	OC1	0.83	0.91	0.77
	OC2	0.86		
	OC3	0.88		
	OC4	0.84		

The CFA results indicate that all constructs exhibit strong factor loadings above the recommended threshold of 0.70, confirming indicator reliability. Composite Reliability (CR) values range from 0.86 to 0.91, exceeding the acceptable limit of 0.70, thereby demonstrating high internal consistency. The Average Variance Extracted (AVE) values are all above 0.50, indicating satisfactory convergent validity. These findings confirm that the measurement model is reliable and valid for assessing talent management practices, employee engagement, and organizational competitiveness. The significant relationship between employee engagement and organizational competitiveness supports Hypothesis H5. The results support the robustness of the conceptual framework and ensure that further SEM analysis accurately reflects the relationships aligned with the study's objectives and hypotheses.

Table 6: Structural Model Results (SEM Results)

Path	**Estimate**	**p-value**

TA → EE	0.61	.000
TD → EE	0.74	.000
PM → EE	0.66	.000
TR → EE	0.69	.000
EE → OC	0.68	.000

The structural model results indicate that all dimensions of talent management practices have a strong and significant positive influence on employee engagement. Talent development and training (β = 0.74, p < 0.001) exhibit the highest impact on employee engagement, followed by talent retention (β = 0.69), performance management (β = 0.66), and talent acquisition (β = 0.61). These findings suggest that while all HR practices contribute to enhancing engagement, developmental initiatives such as training and skill enhancement play the most critical role in fostering employee involvement and commitment. This directly supports the study objectives related to talent development, retention, and performance management, and provides strong evidence in favor of the corresponding hypotheses (H1–H4).

Furthermore, employee engagement demonstrates a significant positive effect on organizational competitiveness (β = 0.68, p < 0.001), confirming its crucial role as a driver of organizational outcomes. This finding supports Hypothesis H5 and validates the conceptual framework, where employee engagement acts as a key mechanism linking talent management practices to competitiveness. The results also provide indirect support for Hypothesis H6, indicating that employee engagement serves as an important mediating variable. Overall, the findings align with the proposed model and reinforce the argument that organizations can enhance competitiveness by strengthening individual talent management practices that collectively improve employee engagement.

Figure 2: SEM Model of Talent Management Practices, Employee Engagement and Organizational Competitiveness

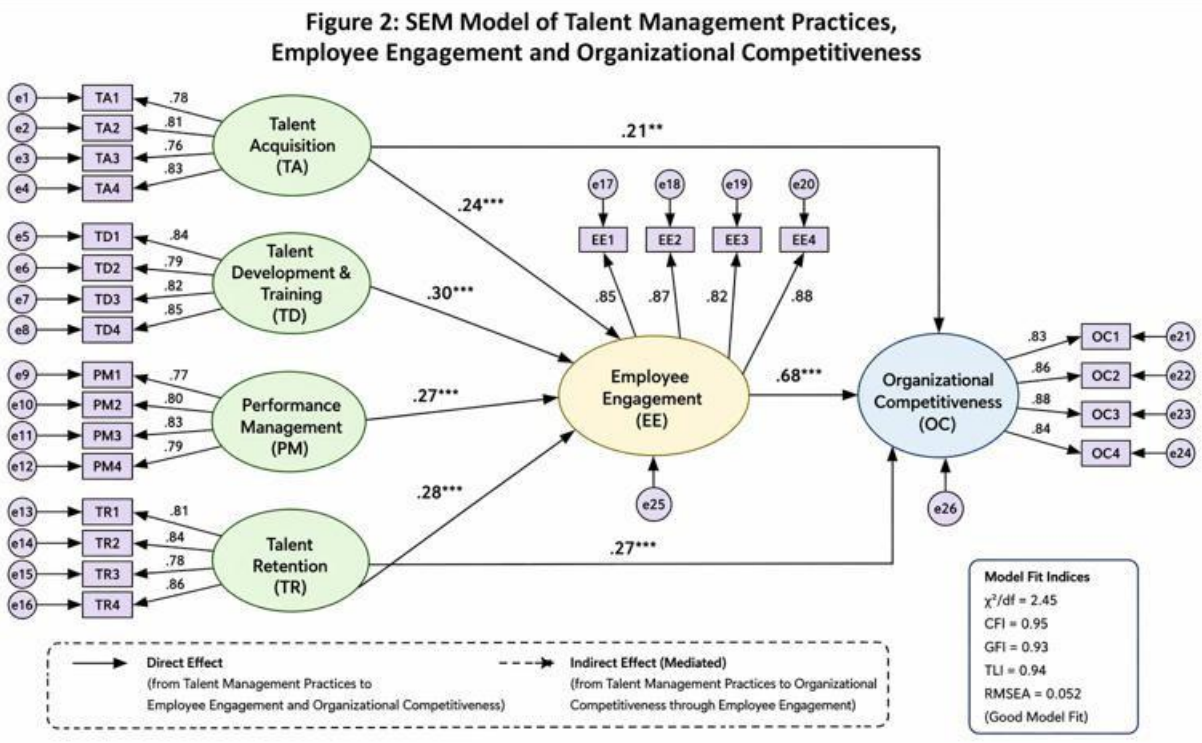

Table 7: Model Fit Indices

Fit Index	Value	Recommended Value
Chi-square/df	2.45	< 3
GFI	0.93	> 0.90
CFI	0.95	> 0.90
RMSEA	0.052	< 0.08
TLI	0.94	> 0.90

The model fit indices indicate that the proposed structural model demonstrates a good fit with the data. The Chi-square/df value is below the recommended threshold, while GFI, CFI, and TLI exceed 0.90, confirming model adequacy. The RMSEA value of 0.052 indicates a close fit. These results validate the robustness of the conceptual framework and confirm that the relationships among talent management practices, employee engagement, and organizational competitiveness are statistically sound. The findings support the hypothesized structure and reinforce the theoretical foundations of RBV and Dynamic Capability Theory, confirming that the proposed model effectively explains organizational competitiveness.

Discussion of Findings

The findings of the present study provide strong empirical support for the significant role of talent management practices in enhancing organizational competitiveness. The results from regression and SEM analysis confirm that all dimensions of talent management—talent acquisition, talent development and training, performance management, and talent retention—have a positive and significant impact on organizational competitiveness. These findings are consistent with prior studies (Collings et al., 2019; Tarique & Schuler, 2018), which emphasize that effective talent management systems enable organizations to build a skilled and adaptable workforce, thereby improving performance and sustaining competitive advantage.

Among the various dimensions, talent development and training emerged as the most influential factor, exhibiting the highest standardized coefficient in the regression model. This finding aligns with contemporary research (Bamel et al., 2021; Kaliannan et al., 2024), which highlights that continuous learning, upskilling, and employee development are critical in dynamic and knowledge-driven environments. The prominence of talent development can be attributed to the increasing need for organizations to adapt to technological changes and market uncertainties. Training initiatives not only enhance employee competencies but also foster innovation and problem-solving capabilities, which directly contribute to organizational competitiveness. This result strongly supports Objective 2 and Hypothesis H2, emphasizing the strategic importance of investing in human capital development.

The study also confirms that talent retention and performance management significantly influence organizational competitiveness, supporting Hypotheses H3 and H4. Retention strategies, such as career advancement opportunities, compensation, and work-life balance, play a crucial role in reducing employee turnover and maintaining organizational stability. This is particularly relevant in competitive industries where the loss of skilled employees can negatively impact productivity and innovation. Similarly, effective performance management systems ensure alignment between individual and organizational goals, enhance accountability, and motivate employees to achieve higher performance levels. These findings are consistent with Mensah (2019), who argued that integrated HR practices significantly contribute to organizational success.

A key contribution of this study lies in establishing the mediating role of employee engagement in the relationship between talent management practices and organizational competitiveness. The SEM results indicate that talent management practices significantly enhance employee engagement, which in turn positively influences organizational competitiveness. This finding supports the extended hypotheses related to mediation and aligns with recent studies (Albrecht et al., 2023), which emphasize that engaged employees are more committed, productive, and innovative. The presence of partial mediation suggests that while talent management practices directly impact competitiveness, their effectiveness is significantly enhanced when employees are emotionally and cognitively engaged. Talent management practices contribute to the development of such resources by enhancing employee skills, knowledge, and capabilities. Additionally, the results align with Dynamic Capability Theory, as organizations that invest in talent development and engagement are

better equipped to adapt to changing environments and maintain competitiveness. The integration of these theories provides a comprehensive explanation of how talent management practices influence organizational outcomes.

Overall, the findings highlight the importance of adopting a holistic and integrated approach to talent management, where acquisition, development, performance management, and retention are aligned with employee engagement strategies. The study not only validates the proposed conceptual model but also provides empirical evidence that organizations must go beyond traditional HR practices and focus on creating an engaging and development-oriented work environment. This integrated approach is essential for achieving long-term organizational competitiveness in an increasingly dynamic and competitive business landscape.

Managerial Implications

The findings of this study offer several important implications for HR managers and organizational leaders. First, organizations should prioritize talent development and training programs, as they have the strongest impact on competitiveness. Continuous learning initiatives, upskilling, and leadership development programs can enhance employee capabilities and drive innovation.

Second, effective talent retention strategies such as competitive compensation, career advancement opportunities, and work-life balance policies are essential to reduce employee turnover and maintain organizational stability. Third, organizations must strengthen their performance management systems by incorporating transparent appraisal processes, regular feedback mechanisms, and performance-based incentives to improve employee productivity.

Additionally, the study highlights the importance of fostering employee engagement as a strategic priority. Organizations should focus on creating a supportive work environment, promoting employee involvement, and enhancing job satisfaction to maximize engagement levels. Finally, managers should adopt an integrated talent management approach, aligning HR practices with organizational strategy to achieve sustainable competitive advantage in an increasingly dynamic and competitive business environment. Future studies may adopt longitudinal designs, explore cross-cultural comparisons, and incorporate emerging technologies such as AI-driven HR analytics.

Conclusion

The present study concludes that talent management practices play a pivotal role in enhancing organizational competitiveness. The empirical findings confirm that talent acquisition, development, performance management, and retention significantly contribute to improved organizational outcomes. Among these, talent development and training emerged as the most influential factor, highlighting the importance of continuous learning and skill enhancement in today's dynamic business environment. The study also establishes the mediating role of employee engagement, demonstrating that engaged employees act as a critical link between HR practices and organizational performance. The results validate the proposed conceptual framework and provide strong support for the Resource-Based View and Dynamic Capability Theory, emphasizing that human capital is a key source of sustainable competitive advantage. By integrating both direct and indirect effects, the study offers a comprehensive understanding of how talent management practices influence competitiveness. Overall, the research underscores the need for organizations to adopt strategic and holistic talent management approaches to achieve long-term success and maintain a competitive edge. The study contributes to both theory and practice by demonstrating that employee engagement serves as a critical mechanism through which talent management translates into sustained competitive advantage.

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