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Original Article

Causal Model of Talent Utilization, Engagement and Performance among Employees in the Seafood Processing Industry

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Abstract

The seafood processing industry in Thailand is facing a significant transition to industry 4.0. Therefore, the need exists to develop a causal model of talent utilization, engagement and performance and its effect on engagement and performance among employees. A sample of 360 talented persons working with the leading seafood processing industry in Southern Thailand were selected through purposive sampling technique. Data were collected Likert questionnaires with reliability of 0.57-0.91 and analyzed using structural equation modeling (SEM.) The results of this research showed that the proposed model was fit with the empirical data, χ^2 = 191.21, p = .00, χ^2/df = 2.690, RMSEA = .069, SRMR = .054, GFI = .93, CFI = .98, NFI = .97. The findings also indicated that causal factors had direct effects on performance including engagement and characteristics of talent (β = 68, t = 7.98) and (β = .32, t = 5.08). Moreover, the characteristics of talent and talent utilization had direct effects on engagement (β = .56, t = 10.14) and (β = .34, t = 6.86). The findings also illustrated that the characteristics of talent and talent utilization had indirect effects on performance (β = .38, t = 6.48) and (β = .23, t = 5.24). All factors could predict performance and engagement with variance of .81% and .55 %. In practical terms, the results could be used by this industrial sector as a framework to improve performance. In addition to creating certain characteristics of talent, and utilizing this talent related with the context. Organizations could also build employee engagement levels through strong strategies, which lead to higher performance.

Thailand is considered to be one of the top-ten food producers in the world and earns considerable export revenue to improve the national economy (Board of Investment, 2019). Under its industrial development strategy 4.0 20-year plan (2017-2036), the government would like to increase productivity and performance of employee while sustainably developing the sector, for example by preserving national fish stocks for future generations (Federation of Thai Industry, 2017). A necessary condition for attaining these goals is the development of a skilled workforce. In that respect, the government seeks to strike a balance between improved productivity, performance and the skills of its workforce to sustain itself in this sector (Department of Industrial Promotion, 2016; Onoparatvibool & Tripetch, 2014). In particular, automation and artificial intelligence need to be blended with superior and skills related with economic ability such as performance, productivity and competitive advantage, termed "talents" (Farndate et al., 2010; Sorat, 2016).

Studies on HRM have confirmed the importance of the characteristics of talent and talent utilization

that it plays an important role in increasing performance and productivity industry sector (Aina & Atan, 2020; Fadhila et al., 2020; Gallardo-Gallardo et al., 2013; Jiang et al., 2012; Pholphirul & Rukumnuaykit, 2017; Silzer & Church, 2010; Tansley, 2011). For instance, the empirical research of Pholphirul and Rukumnuaykit (2017) reported that skills, knowledge and abilities effect the productivity and performance. Furthermore, Jiang et al. (2012) pointed out that talent utilization intends to enhance employees' abilities, motivation and opportunity to perform their work tasks, which is associated with a rang positive outcomes link productivity and performance. Also, the research of Saks (2006) indicated that employees with perceived high organizational support through talent utilization, they reciprocate with their engagement of both work and organizational engagement, which can effect on performance. So, the aims of this study were to develop the causal model of talent utilization and performance and its effect on engagement and performance among employee working in the seafood processing industry. This is the starting point for developing the competitive potential of the Thai processed seafood industry in creating the characteristics of talent and utilizing talent which link to engagement and performance. By taking into account the specific type of industry and the context of development through Industry 4.0. In order to be able to apply to manage and develop talents to consist with the need of labor market which will be beneficial to individual, organization, social, and country.

Theoretical Background and Hypotheses Development

Talent is the reservoir of skills, knowledge, and abilities to acquire valuable human capital which is embodied in the ability to perform employee so as to produce economic value (Farndate et al., 2010). A talented individual can be able to perform excellently to help the organization attain goal (Garavan et al., 2012). Armstrong and Baron (2002) suggested that the organizations should focus on the importance of human resources in a workplace tends to utilize human resources in order to maximize the benefits by increasing performance and engagement. And meanwhile a workplace environment should enhance the well-being of employees by fostering both

external and internal factors (Phra Brahmagunabhorn, 2010).

The Characteristics of Talent, Engagement and Performance

A talented individual is described as a person who has qualities such as motivation, skills, abilities, and experiences to effectively perform tasks and enhance their performance. (Gallardo et al., 2013; Silzer & Church, 2010). In addition, it is believed that having the potential to make work more challenging than their colleagues, whilst demonstrating different motivations and needs than others and more normal (Vloeberghs et al., 2003). Moreover, highly skilled individuals can improve employee engagement, especially emotional intelligence, which has a strong effect on employee engagement. Also, emotional intelligence effects on performance through employee engagement, which involves positive emotions of vigor, dedication, and absorption (Karatepe, 2013; Sarangi & Vats, 2015). Empirical evidence has demonstrated that cognitive ability, creativity, psychomotor skills, and emotional intelligence affect performance (Tansley, 2011). Intellectual ability in particular is a strong predictor of performance (Schmidt & Hunter, 1998). While Haskel and Pereira (2003) stated that higher skill levels were associated with the production of higher quality products.

There are five key characteristics of this study to identify the characteristics of talent. First, a global mindset is required. According to Deloitte (2018), this skill is especially important due to the growth of technology, expanding the market to foreign countries and diversity in the workplace. It is a skill related to a multicultural, cross-cultural, and global context. Yende (2010) found that global mindset was a relationship with performance. Second, the ability to work with data and technology skills, Aulbur et al. (2016) stated that the skills are an important to develop Industry 4.0. Deloitte (2018) indicated that this feature as the knowledge and ability to create specialized tasks. Also, Fadhila et al. (2020) suggested that technological skills must be related with the aspects of competitiveness. Maisiri et al. (2019) confirmed that the knowledge of advanced technologies is not intended to replace humans for improved productivity. In addition, Pholphirul and Rukumnuaykit (2017) found that technological skills were statistically significant for the development of

labor productivity in the industrial sector and the most necessary for both professional work and production line workers. On the other hand, Thailand still lacks skills in this area and does not respond to technological changes during the production process. Third, problem sensitivity and complex problem-solving skills are important skills in terms of industrial change and the skills are a part of cognitive ability which affect performance (Aulbur et al., 2016; Tansley, 2011).

Fourth, entrepreneurial skills are the knowledge and skills to support the success in creating opportunities or ideas in the organization (Deloitte, 2018). People with entrepreneurial skills are creative, innovative, and highly responsible, as well as being a person who is responsible for the high performance and engagement. (Hecklau et al., 2016). Fifth, personal and social skills can promote more effective work (Office of the Education Council, 2010). And it effects on employee engagement (Sarangi & Vast, 2015). Pholphirul and Rukumnuaykit (2017) found that these skills are statistically significant for professional labor which affects overall labor productivity growth. Chunthasiri (2020) stated these skills are increasingly important when developing Industry 4.0 and that technology cannot replace these skills because these skills are based on human emotions. Asian Development Bank (2021) also supported that in particular, the industry will require an increase in the number of workers with social skills. Furthermore, the literature review found that the industrial sector was the most lacking in intellectual and behavioral skills, such as personal and social skills (Pholphirul & Rukumnuaykit, 2017). Their personal and social skills may still be lacking in 2036 (Office of the Education Council, 2010). In addition, Aulbur et al. (2016) indicated that problem sensitivity and complex problem-solving skills and personal and social skills are continually growing in demand and increasing importance.

Engagement and Performance

Engagement has become a key factor in the world of business and organizations recognize that a highly engaged workforce can increase their productivity and bottom-line performance (Markey, 2016; Tran, 2018). Ariussanto et al. (2020) found that engagement impacts significantly toward the individual performance. Saks (2006) asserted that engagement can be measured via two related, yet distinct constructs: work engagement and organizational engagement. Work engagement – individuals are psychologically present for their work roles and organizational engagement – individuals are psychologically present by performing in a way that positively contributed to organizational growth. Saks (2006) also supported the notion that work engagement and organizational engagement differed significantly, so it should be separated into two forms of employee engagement. Harter et al. (2002) in their meta-analysis of 7,393 business units, covering three companies, identified the relationship between engagement and productivity, which ultimately lead to the increased likelihood of business success. Moreover, SHRM Foundation (2012) found that employees had a high level of engagement and tends to result in high performance. Cook (2008) reported the research results on Professional Service Company. They found that highly engaged employees resulted in an increased performance of 17%. Additionally, Patro (2013) mentioned that engagement affected employee performance, such as engaged employees work harder, are more loyal and more likely to go the 'extra mile' for the corporation. Engagement has been an 'illusive force' that motivates individuals to achieve higher levels of performance. Similarly, Demerouti and Cropanzano (2010) confirmed that work engagement is an important element for an organization as it contributes to an increased performance.

Talent utilization, Engagement and Performance

The utilization of the talents of employees has been developed through a talent management system (Noelle et al., 2004). It has two main aspects: (1) process perspective/ investing in the activities of talent management, which ensures that human capital affect productivity or performance (Eketu, 2015); and (2) building people with the key characteristics or as required by the organization (Singh et al., 2012). Talent utilization is also about the most effective application of skills in the workplace to maximize performance through the interplay of the number of key agents and the use of a range of human resources management and working practices (Scottish Government Social Research, 2008). Jiang et al. (2012) argued that that the activities of talent management intended to enhance employees' abilities, motivation and opportunity to perform their work tasks, which is associated with a rang positive

outcomes link productivity and performance. Similarly, Collings and Mellahi (2009) stated that the organizations have a talent utilization system, which can enhance performance and productivity. Saks (2006) explained the relationship between the activities of utilizing talent that employees who perceived high levels of organizational support, such management, administration, and development to employees, they are more likely to experience greater levels of both work and organizational engagement, which can lead to improved performance. Aina and Atan (2020) also strongly supported that most organizations acknowledge the importance of talent management practices, in order to improve their performance and to create a sustainable competitive advantage.

There are four strategies for talent utilization studied in this research. First, discovering and attracting new talent involves identifying potential employees, making employment offers to them and trying to persuade them to accept those offers. Organizations enhance their engagement performance by maximizing the person-job fit (Patro, 2013; Sekiguchi, 2004). Furthermore, attracting employees can influence the engagement of future employees. If the organization may also design jobs specifically to engage employees, such as challenging work assignments. The recruitment of talented people should fit with the organization: at the right time, the right position, and the right place for the right opportunity. It improves the performances of individuals, teams, and organizations (Vance, 2006). On the other hand, the study of Aina and Atan (2020) found that attracting talent had no relationship with performance because it without having a clear policy and practice of attraction. Second, training and development opportunities or experiences; that is, organizations with high levels of engagement provide employees with opportunities to develop their abilities, learn new skills, acquire new knowledge, and realize their potential. It also contributes to employee engagement. Training will help new and current employees acquire the knowledge and skills to perform their jobs (Intarakamhang & Kijthonthum, 2018; Noelle et al., 2004; Patro, 2013). Furthermore, employees who enhance their skills through training and development are more likely to engage fully in their work and exchange performance, because they derive satisfaction from mastering new tasks (Vance, 2006). In addition, Aina and Atan (2020) found that

learning and development practices had significant and positive impacts on performance.

More employees with the high engagement agencies than in the low engagement agencies had positive views of the training and development opportunities available to them. (Marrelli, 2011). Besides, Noelle et al. (2004) stated that providing high potential talent challenging training and development opportunities. These activities can improve the performances of individuals, teams, and organizations. Third, employee retention by responding to the needs of talented individuals, a supportive work environment with concern to the basic needs, well-being needs, and the feelings of the employees. It fosters engaged employees (Marrelli, 2011). And retention drives organizational success such as increasing performances and productivities (Kaur, 2013; Tran, 2018). Such career development and compensation influence on the engagement of the employees (Patro, 2013). Compensation includes financial and non-financial elements that help organizations to attract the best job candidates motivate them to perform to their maximum potential and retain them on a long-term basis (Vance, 2006, p.12). On the other side, Aina and Atan (2020) found that retention was no relationship with performance because the companies do not emphasize the implementation of talent retention policies. Fourth, cultivating a work culture for socializing talent in the workplace by supervisors. According to Noelle et al. (2004) stated that cultivating a culture of feedback, coaching, and monitoring to continue improved performances. The monitoring of individuals refers to the advisory monitoring that supervisor is responsible for, also increased work-based activity, further influenced performance (Ramsay & Finney, 2006). Additionally, Stoker (2008) showed that coaching was positively related to the performance of team members. Coaching can support an employee in developing new skills, and encourages employees to solve work-related problems or focus on fixing a performance-related problem. It has been proposed as a predictor of engagement (Babcock-Roberson & Strickland, 2010; Bakker & Demerouti, 2007). In addition, a recent meta-analysis confirmed that coaching predicts the engagement of employees (Christian et al., 2011). The coaching increased overall well-being scores by improving the ability of coaches to feel relaxed, useful and think clearly,

leading to a rise in overall perceptions of employee engagement (Hicks et al., 2013).
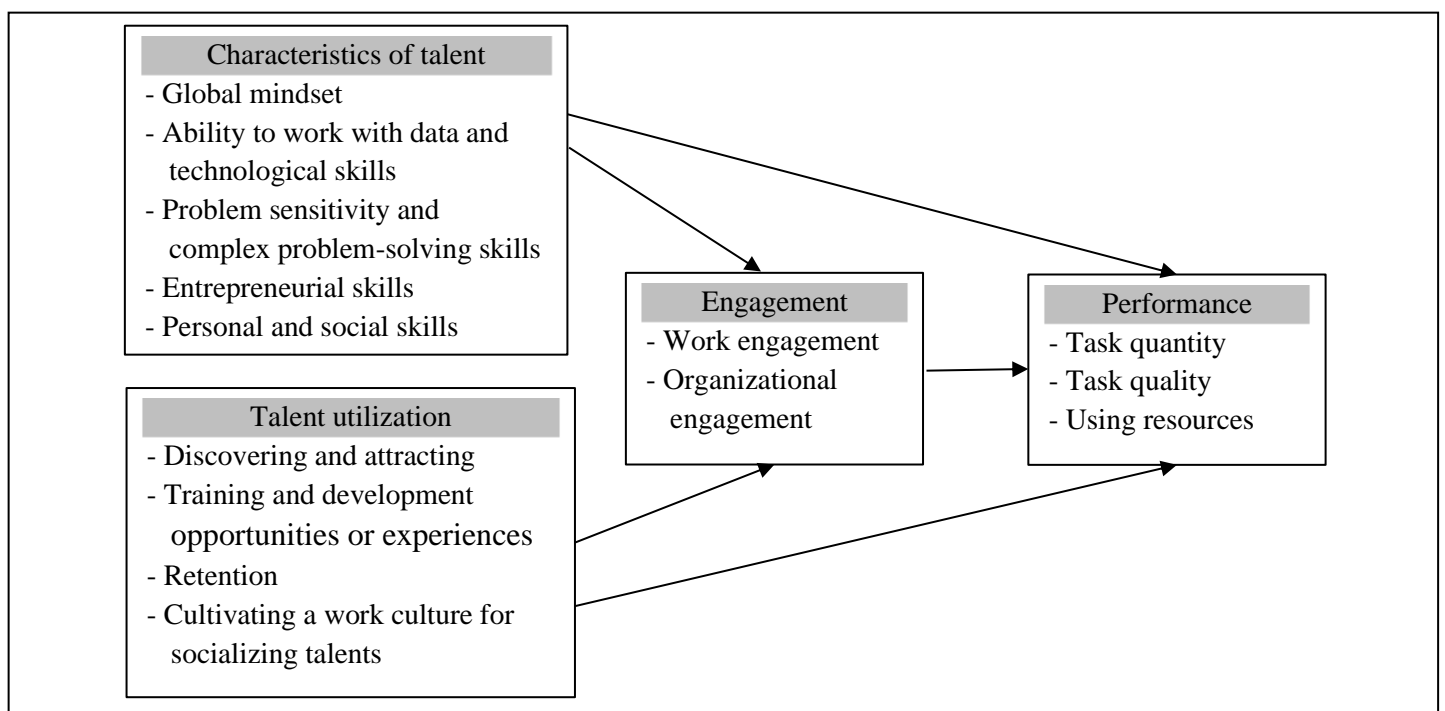
To sum up, the characteristics of talent and talent utilization improve and enhance employee engagement and performance. Moreover, the characteristics of talent and talent utilization have a strong effect on employee performance through employee engagement. Engagement can also improve performance. This study was aimed to investigate the causal model of talent utilization, engagement and performance and its effect on engagement and performance among employee working in the seafood processing industry.

The Conceptual Framework

Based on the concept of the characteristics of talent, talent utilization and previous empirical studies (Aina & Atan, 2020; Ariussanto et al., 2020; Armstrong & Baron, 2002; Eketu, 2015; Farndate et al., 2010; Gallardo et al., 2013; Garavan et al., 2012; Karatepe, 2013; Noelle et al., 2004; Patro, 2015; Pholphirul & Rukumnuaykit, 2017; Saks, 2006; Sarangi & Vats, 2015, Silzer & Church, 2010; Singh et al., 2012). The following conceptual framework in Figure 1 and hypotheses modeling demonstrates the causal model of talent utilization, engagement and performance among employees in the seafood processing industry.

The variables used in the study included the following: (1) exogenous variables, such as the characteristics of talent and talent utilization. These variables were based on the results of a previous qualitative study that examined a specific type of industry in the context of development through Industry 4.0 (Chunthasiri, 2020); and (2) endogenous variables, such as employee engagement and performance, which were built on various existing theories (Opatha, 2015; O'Donnel & O' Brien, 2000; Sake, 2006).

Main hypothesis (H): the causal model of talent utilization, engagement and performance among employees working in the seafood processing industry is consistent with the empirical data. The following sub- hypotheses are formulated:

H1: The characteristic of talent has direct effects on performance.
H2: The characteristic of talent has indirect effects on performance through engagement.
H3: Talent utilization has direct effects on performance.
H4: Talent utilization has indirect effects on performance through engagement.
H5: Employee engagement has direct effects on performance.

Figure 1

The Conceptual Framework for the Causal Model of Talent Utilization, Engagement and Performance among Employees in the Seafood Processing Industry.

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Method

Geographical Location and Participants

This study was specific to the seafood processing industry since this type of industry is ranked as 1 in 10 of the target industries in driving economic growth and employment according to Industry 4.0 strategy of Thailand and this research was also based on the leading seafood processing industry in southern Thailand, an area-based seafood processing industry, especially the lower southern region (SMEs Promotion, 2015).

Then, setting the criteria of industry target group were selected based on the following factors: (1) having a talent management system; (2) products exported to international markets; (3) receiving awards for administration and management, especially human resources; and (4) be voluntary. After that the participants were selected based on purposive sampling, a non-probability-based sampling technique. According to Passmore and Bakker (2005) suggested that the research in organization when the desired population for the study is rare or very difficult to recruit for a study. It should select a person with specific qualifications. The criteria included in this study included: (1) skilled Thai labor; (2) working in assembly line production; and (3) an educational level of at least a secondary educational level. A total of 540 talented persons passed the criteria. The questionnaire was sent to 540 eligible participants. This is, because data collection during the economic downturn resulted in the organization to adjust the production process and difficult to collect the data. The number of questionnaires returned with 360 participants which were considered sufficient in SEM analysis. Such Kline (2005) proposed that the sample size must be at least 20 people per one observed variable for confirmatory factor analysis and to test a structure model. This study had 14 observed variables. So, a minimum sample size was 280 participants.

Measurements

There were 4 measurements in this research.

1. The characteristics of talent in the seafood processing industry of Thailand for the Industry 4.0 scale. This 29-item scale examines the characteristics of talent in the seafood processing industry of southern Thailand for Industry 4.0 was used. The scale was developed by the researcher in a previous empirical pilot study based on the qualitative research (Chunthasiri, 2020). There were five dimensions included: (1) global mindset; (2) ability to work with data and technological skills; (3) problem sensitivity and complex problem-solving; (4) entrepreneurial skills; and (5) personal and social skills. All items were scored using a five-point Likert scale, ranging from one (strongly disagree) to five (strongly agree). The reliability of the scale in terms of overall dimensions was .95 and the overall loading factors from .57 to .79.

2. Talent utilization in the seafood processing industry of southern Thailand on the Industry 4.0 scale. This 24-item scale was also developed by the researcher and based on the same empirical study (Chunthasiri, 2020). This questionnaire consisted of four dimensions: (1) discovering and attracting; (2) training and development opportunities or experiences; (3) retention; and (4) cultivating work culture that fosters talent in the workplace. All items were scored using a five-point Likert scale, ranging from one (strongly disagree) to five (strongly agree). The reliability of the scale on overall dimension was .96 and overall loading factors from .67 to .91.

3. Engagement scale. This 15-item scale was developed by the researcher and based on literature using the dimension of employee engagement (Sake, 2006) to measure the dimensions of work and organizational engagement. This questionnaire included two dimensions: (1) work engagement; and (2) organizational engagement. Based on a five-point Likert scale, ranging from one (strongly disagree) to five (strongly agree). The reliability of the scale for overall dimension was .92 and overall loading factors from .60 to .84.

4. Performance scale. This 14-item scale was developed by the researcher and was based on the concept and definition provided by Opatha (2015), and O'Donnel and O'Brien (2000). There were three dimensions included: (1) task quantity; (2) task quality; and (3) resource usage. This questionnaire is also based on a five-point Likert scale, ranging from one (strongly disagree) to five (strongly agree). The overall reliability of the scale was .91 and the overall loading factors from .71-.91.

Data Analysis

Pre-analysis checks were carried out on the data set on missing data outliers, linearity skewness, kurtosis with $p > .05$ indicate that the data were normal. And checking multi collinearity, the bivariate correlations lover than r = 0.85 was no multi collinearity problem (Kline, 2005). Then, testing the

causal relationship model and the hypotheses testing were used SEM with LISREL program. Moreover, statistical values included: 1) Chi-Square (χ^2) $p > .05$, 2) Chi-Square/df ratio (χ^2/df) < 5, 3) Root Mean Square Residual (RMSEA) ≤ .80, 4) Root Standardized Mean Square Residual (SRMR) < .08, 5) Good of fit index (GFI) >.90, 6) Comparative Fit index (CFI) >.90, and 7) Normed Fit Index (NFI) >.90 (Kline, 2005; Hu & Bentler, 1999). The reliability was set at 95% or at a statically significant level of .05 for testing the research hypotheses.

Ethical Issues

With regard to the respect for human dignity of the participants, ethical approval for the research was granted by the Ethics Committee of Srinakharinwirot University, Thailand. (Ethical clearance number: SWUEC/E-157/2561) and informed consent was obtained from all of the participants.

Results

According to Table 1, testing assumption of normality indicated that p-value were greater than .05. These data of each observed variable was normal distributed. Bivariate analysis is the analysis of the correlation between the study variables to check for multi collinearity. It showed the correlation efficient between .09-.84 which was lower than .85. Therefore, there was no multi collinearity problem in Table 2. It was suitable to analyze the structural equation model.

The results of testing the causal model of talent utilization, engagement and performance among employees working in the seafood processing industry. Table 3 and Figure 2 showed that the model was consistent with the empirical data $\chi^2 = 191.21$, *df* = 71, ($p = .00$), $\chi^2/df = 2.690$, RMSEA =.069, SRMR = .054, GFI = .93, CFI = .98, NFI = .97. The results of the effects of the causal model of talent utilization, engagement and performance among employees working in the seafood processing industry indicated that causal factors had direct effects on performance including engagement and characteristics of talent ($\beta = 68$, $t = 7.98$) and ($\beta = .32$, $t = 5.08$. Besides, the characteristics of talent and talent utilization had direct effects on engagement ($\beta = .56$, $t = 10.14$) and ($\beta = .34$, $t = 6.86$). The findings also illustrated that the characteristics of talent and talent utilization had indirect effects on performance ($\beta = .38$, $t = 6.48$) and ($\beta = .23$, $t = 5.24$. All factors could predict performance and engagement with variance of .81% and .55 %.

The hypotheses testing indicated that the characteristics of talent had direct effects on performance ($\beta = .32$, $t = 5.08$), providing support for H1. Moreover, the characteristics of talent had indirect effects on performance through engagement ($\beta = .38$, $t = 6.48$), providing support for H2. In contrast, talent utilization had no direct effects on performance ($\beta = -.04$, $t = -.85$), providing unsupported for H3. At the same time, talent utilization had indirect effects on performance through engagement ($\beta = .23$, $t = 5.24$), providing supported for H4. Also, employee engagement had direct effects on performance ($\beta = .68$, $t = 7.98$), providing support for H5.

Table 1
Means, Standard deviation, Skewness and Kurtosis of Observed Variables

Variable	Mean	S.D.	Skewness	Kurtosis	*p*-value
- Global mindset	4.02	.52	-.02	-.09	.95
- Ability to work with data and technological skills	4.11	.52	-.05	-.16	.78
- Problem sensitivity and Complex problem-solving	3.88	.50	-.03	-.02	.96
- Entrepreneurial skills	4.14	.49	-.04	-.14	.84
- Personal and social skills	4.16	.44	-.03	-.15	.85
- Discovering and attracting	3.75	.65	-.03	-.11	.93
- Training and development	3.35	.75	-.01	-.04	.99
- Retention	3.45	.71	-.02	-.06	.99
- Cultivating a work culture for socializing talents	3.61	.69	-.04	-.10	.90
- Work engagement	4.08	.52	-.05	-.19	.73
- Organizational engagement	3.81	.60	-.04	-.15	.82
- Task quantity	4.08	.57	-.09	-.15	.69
- Task quality	3.92	.50	-.03	-.12	.91
- Using Resources	4.17	.58	-.14	-.43	.07

Table 2

The Correlation Between the Study Variables

Variables	GL	IT	SE	EM	PS	AT	TD	RE	CU	TK	OR	QN	QL	RE
GL	1.00													
IT	.61*	1.00												
SE	.56*	.61*	1.00											
EM	.65*	.60*	.63*	1.00										
PS	.66*	.64*	.66*	.78*	1.00									
AT	.33*	.26*	.31*	.33*	.35*	1.00								
TD	.19*	.09*	.23*	.20*	.21*	.74*	1.00							
RE	.26*	.12*	.25*	.22*	.24*	.70*	.84*	1.00						
CU	.29*	.22*	.30*	.28*	.32*	.60*	.68*	.76*	1.00					
TK	.39*	.40*	.49*	.55*	.57*	.40*	.37*	.40*	.45*	1.00				
OR	.29*	.25*	.39*	.42*	.41*	.39*	.41*	.40*	.40*	.65*	1.00			
QN	.37*	.37*	.45*	.55*	.52*	.31*	.27*	.24*	.32*	.63*	.49*	1.00		
QL	.43*	.44*	.52*	.56*	.61*	.40*	.34*	.34*	.40*	.70*	.52*	.72*	1.00	
RE	.44*	.50*	.45*	.54*	.59*	.29*	.20*	.23*	.34*	.62*	.48*	.58*	.66*	1.00

Note. GL= Global mindset, IT= Ability to work with data and technological skills, SE= Problem sensitivity and Complex problem-solving, EM =Entrepreneurial skills, PS= Personal and social skills, AT =Discovering and attracting, TD = Training and development, RE =Retention, CU= Cultivating a work culture for socializing talents, TK= Work engagement, OR = Organizational engagement, QN =Task quantity, QL= Task quality, RE=Using Resources
*p < .05

Figure 2

The Causal Model of Talent Utilization, Engagement and Performance among Employees Working in the Seafood Processing Industry was fit with the Empirical Data
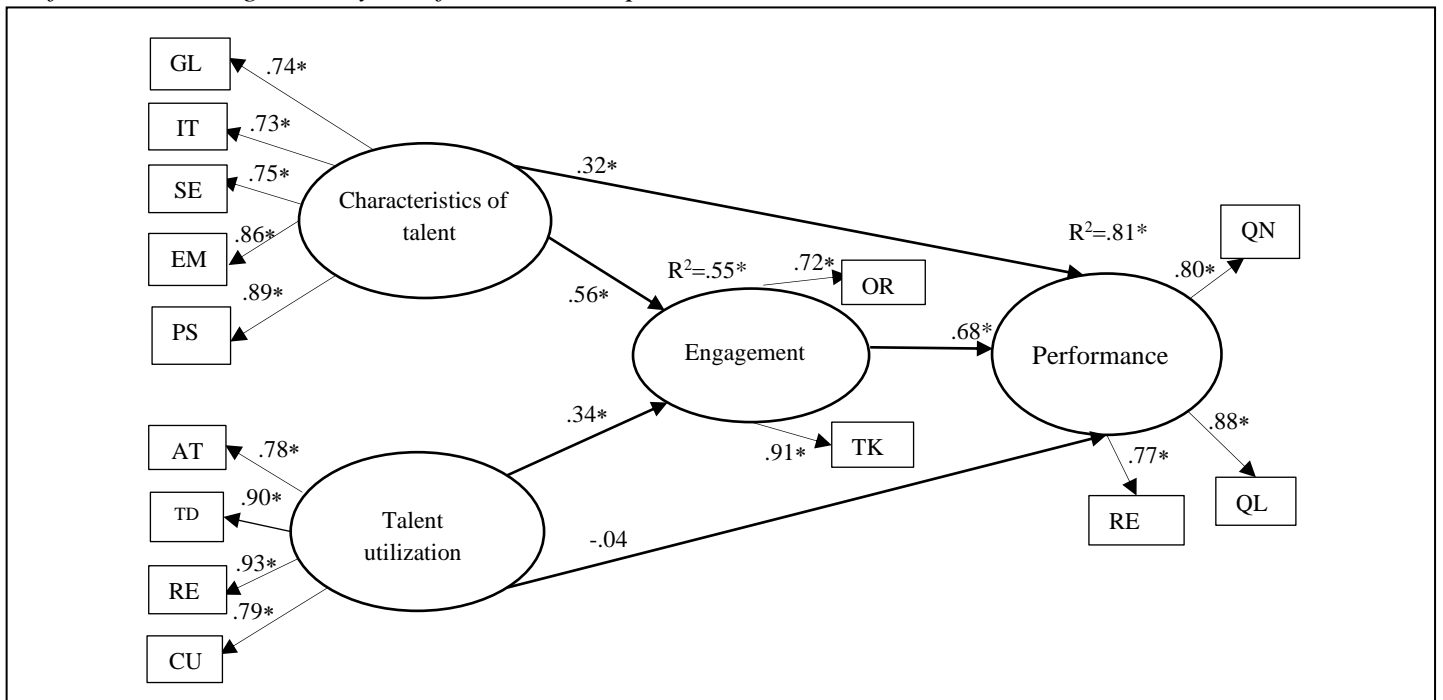
Table 3

The Summary of the Effects of The Causal Model of Talent Utilization, Engagement and Performance among Employees in the Seafood Processing Industry was fit with the Empirical Data

Variable	Employee engagement (The coefficient of determination: $R^2 = .55$)			Performance (The coefficient of determination: $R^2 = .81$)		
	DE	IE	TE	DE	IE	TE
Characteristics of talent	.56*	-	.56*	.32*	.38*	.70*
Talent utilization	.34*	-	.34*	-.04	.23*	.19*
Employee engagement	-	-	-	.68*	-	.68*
$\chi^2 = 191.21$, $df = 71$ ($p = .00$), $\chi^2/df = 2.690$, RMSEA = .069, SRMR = .054, GFI = .93, CFI = .98, NFI = .97						

Note. DE = Direct effect, IE = Indirect effect, TE = Total direct effect)
* $p < .05$

Discussion and Conclusion

The first hypothesis, the characteristics of talent had direct effects on performance. This result continues in line with other studies that the characteristics of talent had a significant and direct effect on performance. These findings supported the definition of talent in the world of work especially object approach, as identified by Gallardo-Gallardo et al. (2013) and Silzer and Church (2010), they stated that talent with qualities, such as motivation, skills, abilities and experiences effectively performed jobs and enhanced their performances. This result highlighted that characteristics of talented employees related with economic ability. Support for this relationship has been found in the study of Farndate et al. (2010) claimed that talents include as the most important asset that whilst skills, knowledge, and competencies to related with economic ability such productivity and performance. Also, providing support to an empirical study among Belgian companies made by Vloeberghs et al. (2003) mentioned that talent with more outstanding performances than other colleagues; that is, a high level of responsibility and self-determination at work. These results also lend support to previous research, which found that the characteristics of talent (i.e., skills, abilities and motivation) to effect performance. According to Haskel and Pereira (2003) found that higher level skills are contributory factors to better performing companies and also associated with the production of higher quality products. The construct of the characteristics of talent in this research, included a global mindset, an ability to work with data and technology skills, problem sensitivity, complex problem-solving skills, entrepreneurial skills and personal and social skills which are related

to performance and can improve performance (Aulbur et al., 2016; Hecklau et al., 2016; Maisiri et al., 2019; Pholphirul & Rukumnuaykit, 2017; Tansley, 2011; Yende, 2010). Moving on the second hypothesis, the characteristics of talent had indirect effects on performance through engagement. Previous research has supported this hypothesis, especially emotional intelligence such the study of Sarangi and Vats (2015) has indicated that emotional intelligence effects on performance through employee engagement, which involves the emotional component of vigor, dedication and absorption. So, employee engagement leads to high level of energy to invest effect into challenging tasks and leading to higher job performance.

At the third hypothesis, talent utilization had direct effects on performance. This result was not consistent with the proposition that talent utilization system in an organization which can enhance performance (Collings & Mellahi, 2009). Basically, this hypothesis is explained that human resources practitioner in a workplace tends to utilize human resources in order to maximize the benefits by increasing performance (Armstrong & Baron, 2002). Meanwhile the workforce should be fostered the well-being of employees by fostering both internal and external factors (Phra Brahmagunabhorn, 2010). Based on the results of this study found that talent utilization had not the maximum benefit and it did not meet the needs of employees both internal and external needs. This is because the results have been confirmed by the suggestions and problems of the talent in the current research including: (1) the findings of discovery and attraction found that staffing talents did not consist of knowledge, ability, skill, and experience to a task position. From this situation to

support the research of Aina and Atan (2020) indicated that attracting talent without having a clear policy and practice. It was no relationship with performance Vance (2006) also stated that if the organization recruit and select talented people fit with the position, it can improve the individual performance; (2) the results of training and development indicated that the manufacturing companies provide outdated curricula and changes in the world of work, especially the context of Industry 4.0. This situation illustrated that the training and development for talented employee does not help employee to acquire the knowledge and skills to perform their jobs and does not meet the need of employee. All results of this study showed that training and development programs did not improve skills and knowledge in current jobs. Therefore, it did not affect on performance. As explained in the words of Vance (2006) that employees who enhance their skills through training and development are more likely to exchange performance because they derive satisfaction from mastering new tasks; and (3) the findings of retention found that the employment situation was insecure because the seafood processing industry was affected by the economic turndown and legal requirements, especially IUU Fishing: illegal, unreported and unregulated fishing; as a result, the industries laid off the staff and went out of business. These events had a negative effect on the perception of talented employees to talent utilization. It was the cause of talent perception bias on talent utilization. The situation of lay off the staff and shutting up the business can explain based on the perspective of Phra Brahmagunabhorn (2010) that employees feel insecure in their jobs, which does not respond to the physical needs. It can affect on their negative emotions or emotional exhaustion and it can have on their body also. Finally, it contributes to happiness at work and performance. Moreover, testing hypothesis showed that talent utilization had indirect effects on performance through engagement. This result is also supported by Saks (2006) and found that employees with perceived high organizational support, such management, administration and the development of the employees, they are more likely to experience greater levels of both work and organizational engagement, which can affect performance.

The final hypothesis, employee had direct effects on performance. This result supported the proposition that employees with a high level of engagement tends to result in a higher-level performance (SHRM Foundation, 2012). This finding is also in line with the previous research stating that employee engagement has become important for the workplace because a highly engaged workforce can increase productivity and bottom-line performance which leads to the increased likelihood of business success (Harter et al., 2002; Cook, 2008; Markey, 2013). Moreover, the research of Ariussanto et al. (2020) found that engagement effects significantly toward the individual performance.

Implications, Limitations and Suggestions for Future Research

The results of this study have illustrated that by improving performance, in the addition to creating certain characteristics of talent, and utilizing this talent related with this context. The organization should also build employee engagement levels through strong strategies, which lead to higher performance outcomes. This is, because employee engagement is a variable that strongly affects performance, rather than the characteristics of talent and talent utilization. Moreover, Patro (2013) supported that engagement is a complex idea that describes the emotional connection workforces have to their job. Highly engaged individual would want to do well in their role and help the organization' success. Limitations of this research, the data were collected during the reduction of employee and restructuring of production. Because this sector affected by fisheries laws. The situation may affect employees' perception on the talent utilization system. For future research should be conducted when Thailand can deal with the legal conditions regarding IUU Fishing or the return to a normal situation. Besides, the data should be collected with other groups in the organization, including supervisors, middle management and the chief executive officer, to reduce bias in self-reporting, especially performance evaluation.

Conclusion

The study concludes that engagement was the most effective in terms of performance, while talent utilization had no direct effects on performance. The results also showed that the characteristics of talent and talent utilization had an indirect effect on performance through employee engagement.

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