INFLUENCE OF TALENT MANAGEMENT AND CORPORATE SOCIAL RESPONSIBILITY ON EMPLOYEE PERFORMANCE AND EMPLOYEE RETENTION– AN EMPIRICAL APPROACH IN THE HOSPITALITY INDUSTRY OF PAKISTAN

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DEDICATION

I dedicate this thesis to those who assisted me in my research: Supervisors, hotel participants, and The Superior College. This work is also dedicated to my lovely mother (Rubina Kausar), and brothers (Umer Sohail and Umair Sohail) who were always there to help me. They supported me morally and financially to complete my Ph.D. thesis. I completed this thesis because of their prayers, love, and continuous assistance.

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ABSTRACT

Talent management is considered a key factor for the success of business and expertise in effectively managing talent is essential in the existing economic context. Nevertheless, a lack of transparency exists for talent concepts in various industries. The hospitality sector is service-oriented. Managing talent efficiently and participating in social corporative responsibility would assist this industry in maintaining employee performance and retention by motivating and engaging the workforce. Therefore, the current study enhances the social exchange theory and examined the impact of talent management and corporate social responsibility (CSR) on employee performance and employee retention through mediating the role of employee engagement and motivation in the hospitality sector of Pakistan.

The quantitative research method was used in this study. Structured questionnaires were distributed among respondents and 450 responses were considered for data analysis. The instrument's validity and data reliability were checked. Data were analyzed through SPSS version 21 and AMOS software. Findings indicate that talent management and CSR significantly and positively influence performance and employee retention. Moreover, employee engagement and motivation partially mediates the relationship between independent variables (talent management and CSR) and dependent variables (employee performance and employee retention). According to results organizations need to pay attention to managing talent and employing social accountability which motivates their employees and they get engaged with the organizations which help in improving the performance and retention of employees. This study also significantly contributes towards the hospitality industry primarily within the context of Pakistan.

Keywords: Talent Management, Corporate Social Responsibility, Employee Performance, Employee Retention, Employee Engagement, Motivation, Hospitality Industry, Pakistan

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LIST OF ACRONYMS

CFA	Confirmatory Factors Analysis
CSP	Corporate Social Performance
CSR	Corporate Social Responsibility
GDP	Gross Domestic Product
HPWS	High-Performance Work System
HR	Human Resource
HRM	Human Resource Management
KBV	Knowledge-Based View
NGO	Non-Governmental Organization
RBV	Resource-Based View
SEM	Structural Equation Modeling
SET	Social Exchange Theory
SME	Small Medium Enterprise

CHAPTER ONE: THE INTRODUCTION

As we move farther and farther away from organizations designed to operate assembly lines, we must plan new structures that capture today's work and skills requirements. Making employee performance and retention visible is the first step; making it compensable is the next. In this chapter, importance of hotel sector has been discussed. Similarly, background of talent management, corporate social responsibility, employee engagement, motivation and their impact on employee performance and employee retention are being demonstrated. Moreover, the problem statement, objectives and significance of study are also part of this chapter.

Introduction chapter has thirteen parts: i) background of the study, ii) the context of the hospitality sector, iii) global scenario of the hospitality industry, iv) research problem, v) research gap, vi) purpose of the study, vii) objectives of the study, viii) research questions, ix) development of the proposed conceptual model, x) development of the hypotheses, xi) significance of the study, xii) delimitations of the study, and xiii) conceptualization of constructs.

1.1 Background of the study

The progress of the hospitality industry enhances employment opportunities because it improves public wellbeing (Wang & Tseng, 2019). This industry consists of various sectors like tour operators, accommodation, food and beverage, transportation, and attractions that need combinations of professional skills. The employment opportunities in the hotel industry amount to 230 million jobs and over 10% of the gross domestic product (GDP) globally by 2014 (Baker, 2014). The tourism and hospitality industry offers several employment opportunities worldwide and helps maintain economic stability as well as hospitality industry significantly contributes to the global GDP (Fahimi, Saint Akadiri, Seraj, & Akadiri, 2018; Jauhari, Rishi, & Gaur, 2012). The hospitality industry confronts various challenges and one of them is employee retention. Employee retention adds to economic stability in multiple ways like increased personal income, job security, and expenses on goods and services.

Regarding retention of employees, business organizations need to be very careful on recruitment with visible commitment from the starting date of the job. Organizations are

required to retain their workforce as a priority. Employee retention assists in increasing customer satisfaction and job satisfaction. When organizations are successful in keeping their personnel for long periods, this will help the economy to progress and become stable for the long-term. Employee retention facilitates an establishment to build its reputation by lowering the level of unemployment and rising the employment level (Poulston, 2008). Employee turnover negatively affects workers and firms in the hospitality industry (Haldorai, Kim, Pillai, Park, & Balasubramanian, 2019; Walsh & Taylor, 2007). High employee turnover leads to internal and external dissatisfaction.

To reduce employee turnover, managers need to reassess their retention strategies in the hospitality sector. It is an issue that needs attention as employee rotation brings insecurity and uncertainty in this sector. From the point of view of cost, effects could be severe because irrational expenses of replacing workers cause a decline in the output through training. Retaining employees in the hospitality sector is substantial because it hires more individuals as compared to other sectors in the private industries domestically as well as globally (Gupta, 2019; Peric, Mujacevic, & Simunic, 2011). Dealing with organizational challenges including retention of employees needs the cooperation of academics, businesses, and governing authorities (Cavico & Mujtaba, 2010; Molian, 2012; Olson, 2010).

When individuals are experts and skillful in their relevant fields, employee retention may help in achieving economic stability (Hassan & Ismail, 2019). Employment instability negatively affects the organization (Nwokocha & Iheriohanma, 2012). To the economy, higher personnel turnover could adversely affect the microeconomics of any state and also the international business. Nations with job instability like developing countries Pakistan, India, Srilanka are more unemployed and their economies are less developed (Economou et al., 2012). Almost thirty-one million workers became unemployed in India over the last few years (Provitera, Lambert, & Neira, 2010). Current research aims to investigate the causes and encouraging elements that induce workers to stay in the hotels regardless of higher turnover in the sector. Few individuals stay in the hospitality sector as (Lamm & Lo, 2005) indicated that below 12% remain in this industry.

Retention of talented workers is an interesting topic for both authors and practitioners in the hospitality industry (Cheng & Tung, 2019; Davidson & Wang, 2011; Redondo, Sparrow, & Hernández-Lechuga, 2019; Yang, Wan, & Fu, 2012). The hospitality and tourism sector as belonging to servicing business is extremely labor-intensive and managing workers

involved in carrying allocated tasks in this sector is a vital operation (Grobler & Diedericks, 2009). The demand for talent management depends on the reality that talent management assists in enhancing the efficiency of workers and organizations that improves productivity (Cheese, 2008; Painter-Morland, Kirk, Deslandes, & Tansley, 2019). Moreover, skilled employees contribute significantly in satisfying the tourists' demand within the cut-throat competition in the tourism environment worldwide. So, there is a need to manage talented employees more effectively and efficiently. In the literature of employee retention, a key element is a requirement of retaining skilled employees, and several plans were considered for example keeping work-family balance, (Qu & Zhao, 2012) rising organizational commitment, job satisfaction, and other staff behaviors (Ilies, Wilson, & Wagner, 2009).

Talent management and employee retention have become a crucial challenge to several organizations around the world. Estimation shows that cost of leaving a single worker is about 1 to 2.5 times the worker's salary (Florentine, 2018). When employees intend to leave, organizations may face severe results of losing talented employees which may include decreased productivity, lowered employee commitment, and high training costs. It is also observed by the organizations that employee retention positively influences the long-term development and progress of an organization, especially in the hospitality sector. In the current era of tough competition, key factors of alterations in work arrangements leading to tough competition for employers not only to attract but also retain its talented employees (Osborn-Jones, 2001).

Talent availability is important for the organizations to achieve the strategic plans, organizations must adopt creative methods for the retention of employees. Talent management is required in the organizations if they want to perform well. Managing talent will retain the talent in the organizations. There is war of talent nowadays. Therefore, if organizations get talented employees. HRM should manage talent and retain this talent in their organizations.

It is a great preference of organizations to search for and retain talented workers because of the competition and unavailability of expert and skillful workers. Workers who spend more time with one organization become efficient because they get aware of the workplace culture and they motivate other workers to be faithful, commit and connect with that organization (Fegley, 2006). Thus, many organizations are making efforts these days for talent management practices that inspire workers to feel good about their companies.

Globally, one of the main priorities of organizations is to manage their talent effectively and efficiently. Literary works show developments of talent management, talent conflict, talent attacks, talent scarcity, retaining talent and talent plans over different nations such as America, Britain, Australia, China, India, Japan, and within Asia (Bennett & Bell, 2004; Branham, 2005; Chris Yeung, 2006; Chugh & Bhatnagar, 2006; Dunn, 2006; Lewis & Heckman, 2006; Ruppe, 2006). Initially, talent management was concerned with bringing improvement in the recruitment process and developing the skills of workers to address the existing organizational demands. The multiple aspects of talent management are recruiting, selecting, employing, coaching, managing performance, developing a career, leadership growth, replacement plans, professional plans, appreciation, and reward (Heinen & O'Neill, 2004; Romans & Lardner, 2005; Scheweyer, 2004). An organization needs a firm and optimistic business brand for attracting and holding the perfect talent all over the world (Arriscado, Quesado, & Sousa, 2019; Brewster, Sparrow, & Harris, 2005). In human capital management, talent is significant to differentiate and for taking the competitive edge. Studies point out that talent war is severe because of workplace dearth (Boudreau & Ramstad, 2005; Branham, 2005; Brewster et al., 2005; Cappelli, 2000; Lawler III, 2005; Nybø, 2004; Sparrow, 2004). However, fewer studies have considered the influence of talent management on employee retention and employee performance.

Retention of talented employees within the organization has been a topic of interest for the authors and practitioners (Baumruk, Gorman, Gorman, & Ingham, 2006; Bennett & Bell, 2004; Glen, 2006; Parsley, 2006; Woodruffe, 2005). It is a discipline that needs rigorous academic research (Cartwright & Holmes, 2006; Joo & Mclean, 2006; Luthans & Peterson, 2002). Nowadays, companies around the globe are encountering central decisions regarding talent management within the firm, corporate social responsibility (CSR), keeping talented workforce, employee performance by motivating them and getting them engaged with their assigned tasks whole-heartedly due to tough competition (Schuler, Jackson, & Tarique, 2011). It has become a challenge for organizations to survive by managing their talented workers, motivating them, and getting them engaged, employee retention, and higher employee performance.

The demand for capable workers is high, particularly for the main positions that require higher levels of effort, engagement, and motivation to drive the organization towards increasing levels of performance. Several organizations are encountering retention issues for their expert, skillful and competent workforce globally (C. Hughes, Robert, Frady, &

Arroyos, 2019; Schuler et al., 2011; Tarique & Schuler, 2010)). Talent management means crucial human-resource activities which are connected with recruiting, selecting, training and development, and succession planning (Heinen & O'Neill, 2004).

Currently, organizations are fighting for talent and their motive is to decrease turnover for the retention of the skilled workforce (McDonnell, 2011). The basic goal of retaining employees is to stop capable workers from quitting the company because this can negatively affect the production and delivery of services (Ng'ethe, Namusonge, & Iravo, 2012). Companies give the best outcomes which perform well in managing their talent (Ntonga, 2007). Moreover, various methods were determined that are included in most talent management actions which are staff recruitment, training and development, succession planning, and managing the retention of workers. Therefore, companies must give chances of career growth to their employees by offering learning programs inside the companies for the improvement of their work skills; allow management of self-career by conducting talent assessments; allow job alterations by initiating in-house transfers and holding appropriate talent (Collings & Mellahi, 2009). Companies will have higher employee retention if such operations are performed properly as employees will achieve their full development by becoming appropriately expert and they are also being provided a platform for displaying their innate and learned abilities, and expertise (Lawler, 2008).

Talent management function was examined in servicing industries of India and discovered that workers of teaching and health industries believed that talent management is essential for attaining monetary gains and enhancing the outcomes of companies (Swapna & Raja, 2012). Further, talent management and education from the business community was examined and informed that mostly talent management activities which are operated by leading organizations may be applied in national learning and they will bring developments in-class teaching and success of trainees when selected (Lawler, 2008).

In this modern era, one does not need to stretch far one’s mind to know that how organizations achieve their competitive advantage has shifted over time. Most successful firms possess a competitive edge over other firms and are successful in maintaining that competitive position within the market. Employees and their management have become significantly more than ever. Although numerous factors such as produce and method techniques, controlled or protected marketplaces, funds, and significant cost savings are conventional ways of getting competitive benefits, what extent they may contribute to

organizational success has been less obvious in modern times. Thus, several factors for competitive success are not as influential as they used to be. Employee retention is the capability of a company to hold its workers through different schemes for making them devoted and faithful to the company. Employee commitment in a company is the outcome of helpful management. Workers feel secured and wish to stay with the company where they can affect policies by making decisions, supplying inputs, or completing research of the workplace. On the contrary, the rate of turnover is high in companies where workers have a feeling of threat from management especially (Bluestein, 2010).

Workers of a company could quit one position for another or join a similar company having similar duties if they get more security and recognition in these companies (Burrows, 2012). Thus, human resource (HR) managers should focus on retaining these employees. Indeed, today, one of the critical concerns encountering organizations has been recruiting and maintaining talented employees due to scarcity of skillful workforces, economic development, and increased worker turnover (Lathitha, 2012). Thus, the priority of many organizations has been how to develop talent which is the significant differentiator of managing human capital. In the past, amongst all the resources like money, people, and machines that were needed to enhance the effectiveness of an organization, people were considered as the most important of all of them. However, it has been realized that not only the number of people of the organization count but also the talent of the people is what drives the organizations towards success (James Sunday Kehinde PhD, 2012).

Therefore, the demand for experienced workers has been soared particularly for significant decision-making employees. That is why companies have a consistent competing battle for the right and skilled workforce. It may be stated that there has been a model swing from human-resource to human-capital that includes expertise, competencies, and talents of organizational employees which is indicative of their value. Talent management which is concerned with making decisions regarding the placement of deserving individuals in their deserving job positions (Devine, 2008), confirms that the workers within an organization utilize their talent at the highest level to achieve the favorable outcome of an organization. Currently, most important organizations experience trouble in keeping their talented workforce around the global markets (Tarique & Schuler, 2010).

It is a well-known fact that the major reason behind employee retention is to stop skilled and capable workers from leaving the company because this may negatively influence

output and servicing provision (Ng'ethe et al., 2012). Available data represents that companies that put their best potential in managing their talented employees achieve better outcomes (Boudreau & Ramstad, 2005). Thus, being a comparatively novel field, talent management has been given preference by both governments as well as private organizations to ensure that they get the right staff. As efficient and effective management of a well-experienced workforce enables an organization to retain its skillful workers (Baheshtiffar, 2011). The importance of managing well-experienced employees may also be evidenced from the beginning of the year 2000. At this point of time 'McKinsey' (a consulting organization), presented that organizations are confronting a 'war for talents' as well as they are also facing problems in the recruitment of well-experienced workers (Hartmann, Feisel, & Schober, 2010). Meanwhile, talent management has grown in importance and has attained the interest of practitioners and researchers. It is also referred to as a very vital strategic source of the firm that assists the organization in its rapid growth all over the world (Hartmann et al., 2010).

Nowadays, human capital is more valuable because that it is a key source of talent within an organization (Kahinde, 2012). Both Private and Public organizations have realized that it is difficult to deal with the risk that competitors will attract their employees by fulfilling their required desires. The survival of organizations needs to retain their talented workforce. Approximately, 75 percent of CEOs recommend that talent management is the number one priority while taking strategic decisions for the improvement of the organization (CIPD, 2007). Corporate social responsibilities cannot be integrated without any borders; there are many domains like having a market opportunity is important because without that it cannot be incorporated. It should be the key focus of an organization to introduce those activities and practices which are important for society. Anything done without the need would not only be useless but will be a waste of the physical and financial resources of an organization (Dean, 2003).

CSR is eminent in discussions of employee outcomes and management in academic literature. According to (Leithwood, Jantzi, & Steinbach, 1999), the most quoted facet of CSR which contributes to employee performance and its retention are the steps taken by socially accountable organizations. The need of the society should be kept in mind for CSR because good intentions will lead an organization towards prosperity. The resources and skills of an organization should also be judged. The activity should be planned according to the availability of resources. Mostly, top managers of an organization find innovative ideas

that can resolve a problem which community or society is facing and it needs to be eliminated (Daugareilh, 2008). This is considered a creative step within organizations that assists in developing competition for them.

According to the survey, talent management relates to needed expertise, behavior, and intelligence within a company and strategy to fulfill these demands (Mckinsey, 1997). Talent management is employing crucial human-resource plans for attaining organizational targets and success. Talent management is included in the main aspects of managing perfect retention of workers in the company by right method of selection, placement, and compensating workers (Crane & Matten, 2010). Employee retention is an organizational skill of keeping expertise within a company and attempts done for making workers loyal to a company.

Most of the employees who work in large organizations find it difficult for themselves to relate their daily work with the relevance of the organization. On the flip side, companies work on tasks and actions that have societal aims which positively affect organizations and increases the recognition and motivation of employees. Psychologically, workers have a great feeling of significant presence and association with a company. The employees view the perception of the employer as an essential part of society and believe that some basic principles of the society like morality and justice should not be compromised. These are the similar aspects that help and encourage the path for employee retention within an organization. Organizational identification also becomes a vital part and influence factor in the retention of employees. There have been many individuals who are working on pursuing careers in societal impacts and creating impact in society on their finances, on the other hand, there are many organizations that are willing to make an impact in the organization and for that reason, they use their finances.

If organizations have ethical responsibility of CSR, more employees will be retained in these organizations. Organizations'' irresponsible attitude for the society will affect the reputation of workers and ethical responsibility influences the retention of employees (Pienaar, 2010). (Peterson, 2004) stated the employees will prefer to remain with their present organizations if their organizations are emphasizing on ethical values of CSR. CSR has positive impact on retaining the talented employees in Y generation (Zainee & Puteh, 2020).

Employee engagement is an approach that is designed for the workplace for ensuring that the workers are engaged in attaining organizational goals, values, and objectives, and

also that employees can improve their practices and sense of well-being. Employee engagement has triple components which are outcome, behaviors, and attitudes. These three factors can trigger and reinforce the employees to stay committed to the organization (Anitha, 2014). In recent years, employee engagement has received significant importance and this factor has been touted as the key which can help an organization to become successful and competitive (Mishra, Boynton, & Mishra, 2014).

1.2 The context of the hospitality sector

Now a day, due to the unprecedented progressive world, the employees who possess the expertise, skills, relevant knowledge, and core competencies, are demanded by the organizations to meet the requirements of the competitive markets (Haider & Kayani, 2020). The hospitality sector possesses all the features of organizations that are more reliant on the HR of the company. General estimations confirm that 10% of the worldwide workforce are from the tourism and hospitality industry and resultantly this industry is irresistible and may not be ignored (Achrekar, 2019; Immaneni, Sailaja, & Naga, 2021). Today's tourism and hospitality industry possesses a major contribution to the national economy and is growing rapidly.

- The economy of countries is largely dependent on its hospitality sector regardless of a developing country or under developing economy. The hospitality industry serves the people and helps them to be comfortable as the only comfortable environment may attract them and they visit again and again which helps in the progress of the country's economy in this dynamic changing world (Melissen, Mzembe, Idemudia, & Novakovic, 2018). Due to the importance of the hospitality industry, the industry needs to perform at its best. Best performance may be getting by facilitating its employees with such favorable talent management strategies and CSR that they identify lowered costs associated with employee turnover by retaining talented employees within the organization, become more engaged towards their assigned tasks, and get motivated to complete their assigned jobs whole heatedly that resultantly increases employee performance. In this way, the organization may achieve higher levels of organizational performance. It is forecasted that the Hospitality industry of Pakistan will rapidly make progress and will add value to the economy of Pakistan significantly (Rathore, Shahid, Ali, & Saeed, 2019). The tourism

and hospitality market of Pakistan is getting progress rapidly (Sayira & Andrews, 2019). Only hotel industry of Pakistan has extraordinary contribution towards governmental income and taxes ("Pakistan Hotels Association," 2021).

1.3 Global scenario of the hospitality industry

There was no innovation in the universal hospitality industry for a long time but the advancement of technology has significantly turned this because it became the desire of the business. Airbnb's emergence and rising of luxurious hotels were the pieces of evidence of this change. Old hotel chains also quickly started experimentation, growth, acquisition, resulting in strong innovation. This leads to the existing hospitality situation. Although it remains a cruel, inflexible, and furiously competing sector, the road to prosperity is currently multidimensional. There is no single rule that applies to the whole and hospitality stopped accepting rigid rules. Technology performs the function of a great equalizer, even provides an opportunity for survival to the small participant. The tourist and hospitality industries are central to economic growth and the creation of jobs all over the world. Nowadays, transportation is becoming more accessible and national borders are blurred, it can be believed that travel and tourism will be staying as a controlling industry for long-standing.

According to prior studies of (Arghutashvili, 2018; Fahimi et al., 2018; Jauhari et al., 2012), statistical data is discussed below:

1. The contribution of the travel and tourism industry was 7.6 trillion U.S. dollars in the global market in 2016 and employed 292 million individuals .
2. This income covers almost 10% of the global GDP.
3. One out of ten jobs is provided by the travel and tourism sector.
4. Consumers spent 77 percent on pleasure trips whereas corporate and business travel accounted for the rest of 23 percent.
5. The percentage of domestic traveling (72%) was greater than foreign traveling.
6. The overall GDP contributions increased by 3.1 percent for 2016.
7. This industry is expected to contribute 11.4% of the world GDP by 2027 and will provide above 38 crore job opportunities around the world. This shows that the hospitality industry will outshine the international market.

Airbnb-like corporations certainly have tight competition with hotels in specific market segments. This suggests that the side of a company could be added because commuters are getting additional tours and also longer than they intended and no choice. Nonetheless, the essential is that private hotels have modified user demands on a primary basis by reformulating what and in what place the hotel is.

1.4 Research Problem

Talent management is a major issue of entire organizations worldwide (Meyer & Xin, 2018; Vaiman, Scullion, & Collings, 2012). Recent research works argue that talent management challenges could be critical in emergent economies (Tymon Jr, Stumpf, & Doh, 2010; Vaiman & Holden, 2011; Yeung, Warner, & Rowley, 2008). The developing economies have an inadequate empirical investigation on this critical issue (Meyer & Xin, 2018; Vaiman et al., 2012) particularly, in Pakistan. In the past decade, the management of talented employees is a major challenge. Many research studies indicate the importance of attracting, engaging, and retention of the talented workforce within the organization (Bogićević-Milikić, 2019; Guthridge, Komm, & Lawson, 2008; Paauwe, 2007). Researchers and scholars are of the view that increasing competition for talent may significantly impact organizations. The world is facing a war of talent due to tough competition among the global markets (Athey, 2004). Regardless of the 2008-2009 decline, firms regulate their plans of talent management for meeting present talent scarcity (Deloitte Consulting, 2010). Technology development (42%), globalism (41%), changes in labor population (38%), user requirements (38%), and rivalry (38%) were defined basic factors which will influence the expertise demands of companies in the coming years (Economics, 2012). The current research seeks to determine the influence of talent management and CSR on employee performance and employee retention in the presence of potential mediators such as employee engagement and motivation.

Employee retention is a critical issue of organizations. It is the top priority of several firms to retain their skilled and talented workers. Most organizations are encountering the issue of talented employees' retention to survive and compete in the markets worldwide (Schuler et al., 2011; Scullion, Collings, & Caligiuri, 2010; Tarique & Schuler, 2010). As for the success and development of organizations, skilled, talented, and competent HR plays critical role and assists organizations to maintain a competitive advantage over other firms

(Frank & Taylor, 2004). Talent management may help strengthen organizational success and achieve higher levels of performance both at the individual as well as organizational levels (Iles, 2007). Individuals may leave the organization when they are not fully engaged and motivated in carrying assigned tasks so the present study aims to investigate the effect of talent management and CSR on employee performance and retention using mediators i.e. employee engagement and motivation. As when the individuals will be more engaged and motivated to carrying assigned duties, they will yield a high-level of workers' outcomes and will put the company on the way to success and development. So, organizations are required to execute appropriate talent management conducts which may be proven useful in employee retention as well as increasing higher levels of employee performance.

In this current globalized world, the substantial emphasis has been given to firms to recruit, keep and manage skillful, competent, and talented individuals. The underlying reason is that over the years, the source of sustainable competitive advantage has been transformed after realizing that the major cause of competitiveness is the human capital which has talent as well as potential. In essence, the reason for talent management is founded on the point that organizations are made of individuals and are responsible for value creation to serve their customers with the products or services needed to satisfy their needs. In this way, it is right to say that the skilled and competent individuals a firm has, will get a distinguished position in the marketplace. However, retaining high talented employees is included in the issues that government and public organizations encounter as the skilled staff has more options in the international professional competence market (Chew, 2004). There is a need to concentrate on talent management for achieving organizational competitiveness because of the rising significance of talent management in the current era and competing marketplace. The motive of talent management is attracting, developing, and using brilliant minds for getting the best outcomes (Nyanjom, 2013).

Performance is more reliant on correct exploitation of intellectual resource rather than on physical assets (Nyambegera, 2002) and with human capital utilization, organizations will be capable to nurture and to execute in the forthcoming that is highly uncertain (Nana, 2013). Despite this necessity, there have been talent shortages in many organizations and this has affected most organizations without regard to industry (Nana, 2013). This scarcity has made the management of talent more challenging for all companies because they have competition for the same expertise (Gardner, 2002). Globalization has permitted capable workers, not to bound the presentation of their talents within one area, but they can go abroad to avail

themselves better employment opportunities (Cappelli, 2008b). Resultantly, authorities are fretful with the likelihood of extreme worldwide competition for talents and consequently create a focus on how to manage talent and CSR practices to positively influence employee retention and employee performance by engaging and motivating employees. Thus, notwithstanding the reality that it was more than a decade ago, authors as well as practitioners are still looking for answers for questions related to talent management, CSR, employee retention, and employee performance.

1.5 Research Gap

Recent studies more focusing on talent management due to in competitive business environment (Collings & Mellahi, 2009; Makarem, Metcalfe, & Afiouni, 2019). Researchers need to explain relationship with employee retention within the firm and employee performance (Ambrosius, 2018; Deery, 2008; Mensah, 2019). A further detailed review of relevant literature indicated the need to investigate the role of employee engagement as a mediator among talent management and employee retention and employee performance (Markos & Sridevi, 2010; Pandita & Ray, 2018).

However, there is a scarcity of empirical proof that confirms the influence of talent management and CSR on employee retention and employee performance using employee engagement and motivation as mediators among the relationship. The majority of the research works have been conducted in developed economies on the relationship between talent management and the performance of employees. Nevertheless, insufficient research has been done in emerging economies (Abdullahi, 2008; Ahmadi, Ahmadi, & Abbaspalangi, 2012; Chikumbi, 2011; Lyria, 2015; Ntonga, 2007). The reason for apparent inadequate studies in this field might be that most researchers do not separate talent management from retention of employees which as part of current research is disputed. Thus, this shows the continuation of main gaps in research on the association between talent management and employee retention in the hospitality industry. In the light of this gap, current research is being conducted with intention of contributing to filling the existing gap and also to make available a better understanding of the concept through empirical evidence.

For the last two decades, talent management is a topic of interest for authors and practitioners (Bhengu & Bussin, 2012; Tansley, 2011; Tarique & Schuler, 2010; Theron, Barkhuizen, & Du Plessis, 2014). Yet, this discipline is still less developed and under-

investigated (Cappelli, 2008b; Cohn, Khurana, & Reeves, 2005; Collings & Mellahi, 2009; Lewis & Heckman, 2006; Scullion & Collings, 2006). However, this is the most critical issue of current years (Boudreau & Ramstad, 2007). The literature on talent management should be studied concerning CSR, employee engagement, motivation, employee retention, and employee performance. Furthermore, several issues must be addressed for completing the research gap among the relationship of talent management, CSR, employee retention, and employee performance using employee engagement and motivation as mediators.

Table 1. 1: Research Gap

Reference	Research gap
Collings *et al.,* 2009; Makarem *et al.,* 2019	Scholars and professionals are keen interested in talent management, this subject matter continues to be less developed
Deery, 2008; Ambrosius, 2018 Mensah, 2019	Dire need to explain: talent management relationship with the employee retention within the firm and employee performance
Markos *et al.,*2010; Pandita *et al.,* 2018	Need to investigate the role of employee engagement as a mediator among talent management and employee retention and employee performance
Abdullahi, 2008; Chikumbi, 2011; Ahmadi *et al.,* 2012; Lyria, 2015	Scarcity of empirical proof that confirms the influence of talent management and CSR on employee retention and employee performance using employee engagement and motivation as mediators. Majority of the research works have been conducted in developed economies between talent management and employee performance. Insufficient research has been done in emerging economies

1.6 Purpose of the study

Currently, as the global marketplace is vigorously shifting from a resource-based view (RBV) of a company towards the significance of HR, the time requires to get sustainable comparative strength over other firms. Therefore, companies must be capable to outperform for attaining a sustainable competitive position in the industry, specifically, in the tourism

and hospitality industry. In such a scenario, hospitality employees need to be more competent, engaged, and motivated to satisfy their customers to address the growing needs of people. Therefore, they need to actively participate in the achievement of organizational goals and best performance both at individual and organizational levels. They are also required to be capable of dealing with the dynamically changing environment and timely fulfillment of the expectations of the hospitality sector. Prior works point out those proficient workers assist in attaining optimal organizational performance (Hsu, 2008; Mueller, 2012; Park, Ribière, & Schulte Jr, 2004; Wright, McMahan, & McWilliams, 1994). Therefore, the discharge of talent management and CSR may assist in employee retention and leads towards a high degree of staff efficiency and consequently increases organizational outcome.

1.7 Objectives of the study

a) To investigate the association between talent management and Employee performance

b) To investigate the association between talent management and employee retention

c) To investigate the association between CSR and employee performance

d) To investigate the association between CSR and employee retention

e) To investigate the association between Employee engagement mediates the relationship between talent management and employee performance

f) To investigate the association between Employee engagement mediates the relationship between talent management and employee retention

g) To investigate the association between Motivation mediates the relationship between talent management and employee performance

h) To investigate the association between Motivation mediates the relationship between talent management and employee retention

i) To investigate the association between Employee engagement mediates the relationship between CSR and employee performance

j) To investigate the association between Employee engagement mediates the relationship between CSR and employee retention

k) To investigate the association between Motivation mediates the relationship between CSR and employee performance

l) To investigate the association between Motivation mediates the relationship between CSR and employee retention

1.8 Research questions

a) Does an association exist between talent management and Employee performance?

b) Does an association exist between talent management and employee retention?

c) Does an association exist between association between CSR and employee performance?

d) Does an association exist between CSR and employee retention?

e) Does an association exist between Employee engagement mediates the relationship between talent management and employee performance?

f) Does Employee engagement mediates the relationship between talent management and employee retention?

g) Does Motivation mediates the relationship between talent management and employee performance?

h) Does Motivation mediates the relationship between talent management and employee retention?

i) Does Employee engagement mediates the relationship between CSR and employee performance?

j) Does Employee engagement mediates the relationship between CSR and employee retention?

k) Does Motivation mediates the relationship between CSR and employee performance?

l) Does Motivation mediates the relationship between CSR and employee retention?

1.9 Development of the proposed conceptual model

One theoretical perspective led the proposed research model of the study. Social exchange theory (SET) is considered to achieve the holistic awareness of talent management conducts and CSR brings employee retention and high personnel efficiency through employee engagement and motivation as mediators. After a critically and detailed review of the concerned literature, various dimensions of the constructs are found. Two mediating constructs are anticipated to proceed as a mechanism among talent management, CSR, employee retention, and employee performance. Talent management has three dimensions in current research. The planned research pattern is formed provided that SET may be a valuable theoretical lens. This theoretical lens provides the basis for the investigation of the underlying mechanism among talent management, CSR, employee retention, and employee performance in the hospitality sector of Pakistan.

1.10 Development of the Hypotheses

Following are the hypotheses of the study,

H1: Talent management is positively associated with Employee performance

H2: Talent management is positively associated with employee retention

H3: CSR is positively associated with employee performance

H4: CSR is positively associated with employee retention

H5: Employee engagement mediates the relationship between talent management and employee performance

H6: Employee engagement mediates the relationship between talent management and employee retention

H7: Motivation mediates the relationship between talent management and employee performance

H8: Motivation mediates the relationship between talent management and employee retention

H9: Employee engagement mediates the relationship between CSR and employee performance

H10: Employee engagement mediates the relationship between CSR and employee retention

H11: Motivation mediates the relationship between CSR and employee performance

H12: Motivation mediates the relationship between CSR and employee retention

1.11 Significance of the study

1.11.1 Scientific Importance

After revising literary works and under the information of scholars, the novelty of current research is to examine uninvestigated associations between talent management conducts, CSR, employee retention, and employee performance with mediating part of employee engagement and motivation through experimental data in the hospitality industry of Pakistan.

1.11.2 Practical Importance

Literature investigated that talent management practices are crucial for every organization (Makarem et al., 2019). Their role in hotel industry is not yet fully explored (Mensah, 2019). Thus, there is a need to investigate it in hotel industry. These talent management practices were studied in the context of European organizations and suggested studying in a nonwestern context as well (Skuza, Scullion, & McDonnell, 2013). A variety of talent management practices are suggested by different scholars and researchers to fulfill these demands including identifying key positions and ensure hiring accordingly for strong human capital management; competence building through training & development and

compensation management (Bin Abdul Hamid, Rahim, & Salamzadeh, 2020). Through proper execution of talent management tools management try to manage systematic hiring and retention of the talented pool of employees in organizations (Sadek, 2020). The human resource department applies these TM practices and meets challenges (Meyers, van Woerkom, Paauwe, & Dries, 2020). Following is the practical importance of this study:

1.11.2.1 To Hotel's Managers

In Pakistani context, and especially in hotel industry, empowering managers is somewhat seen as an inspiring idea. This study examines the relation between talent management and CSR on employee engagement and retention. This study fills the existing theoretical gap in previous literature because the study on talent management and CSR effect on employee creativity through employee engagement had never been discussed in the field of project management. A CSR leads to an increase in their employees' motivation level in the form of greater employee engagement. As this study has not been done in last previous ages, so it will add more positivity in a creative manner towards the individuals' creativity by the involvement of empowering leader through proactive personality, so that useful and novel ideas can be originated by employees in the organization. Employees are always directed by their effective CSR for productive end result. The current study can be helpful for hotel managers regarding factors that foster employee performance and helps in keeping talented workforce inside the company by engaging and motivating employees in carrying their assigned tasks. When employees will be more engaged and motivated while conducting their duties this may leave a positive impact on the customers as they will get the best services of the talented, skillful, engaged, and motivated employees.

1.11.2.2 To Hotel's Employees

This research shows the significance of managing talented workforce effectively, their engagement in carrying assigned duties, and motivation while doing assigned tasks and resultantly this will lower down the employee turnover costs and enhances employee performance. Moreover, how the proactive personality of employee moderates these relationships in hotel industry of Pakistan. The primary focus of this study is how much talent management and CSR empowered in every organization to allow his employees self-confident and improve employee productivity; such encouragement stimulates employee

creativity which is critical for the organization's success. This study also serves as a potential guide for researchers on the issue of employee engagement and motivation in Pakistani context. Most notably, this study educates organization to create such a creative atmosphere for employees that enhances their development and success.

1.11.2.3 To other Researchers

The current study investigates the mediation role of motivation and employee engagement in the relationship among talent management, CSR, employee retention, and employee performance in the hospitality industry of Pakistan, Thus, authors and scholars may consider other variables that mediation among talent management, CSR, employee engagement, motivation, employee performance, and employee retention.

1.12 Delimitations of Study

Decision-making regarding what to include and what to exclude is delimitation (Isaac & Michael, 1995). The delimitations of this thesis are:

1. This research work is confined to two cities of Pakistan: Lahore and Karachi (megacities of Punjab and Sindh province) as data was collected from the hospitality industry of these provinces.
2. Only those organizational factors have been considered in this study that impact employee outcomes like employee performance and retention.

1.13 Conceptualization of the Constructs

This research model describes the impact of talent management on and corporate social responsibility on employee performance and retention with the mediating role of the employee engagement and motivation. Literature is to be provided in the section below.

1.13.1 Talent Management

Talent management is a process of implementing HR practices in organizations to ensure hiring and retention of qualified and component employees in the organization and

building human capital for survival. It facilitates talented employees to develop their skills and improve their performances. Top positions holders play a vital role in organizations who opt and execute proper TM practices to meet employee training needs, through various programs and compensation needs and through timely promotion and retention decisions. Organizations nowadays identify high potential employees through the internet by targeting sites such as Google, Linked In and job-seeking sites like careeron-line.com and hiring them (Haak-Saheem, 2020; Painter-Morland et al., 2019). Talent management is basically, a useful term for targeting the right employees and enhancing their capabilities. It plays a crucial role through which people engage and builds a relationship with the manager and employees at the workplace (Meyers, 2020). Talent management is systematically selecting, attracting, developing, employing, and retaining high-valued workers accompanying needed abilities to meet the present and expected needs of the company (Tanton, 2007).

1.13.2 Corporate Social Responsibility

CSR is the responsibility of an organization to assist in continuous economic growth like functioning with employees, their relatives, regional groups, and society for increasing the life quality in such a way that is favorable for an organization and as well as the society (Ward, 2004).

1.13.3 Employee Engagement

Employee engagement is the mental and emotional obligation of a worker to an organization or the amount of optional achievement (Baumruk, 2004).

1.13.4 Motivation

Motivation is a readiness to achieve the goals of an organization by exertion but it depends on the competence of an effort to fulfill some personal need (Robbins, DeCenzo, & Coulter, 2008).

1.13.5 Employee Performance

Employee performance is defined as carrying out all the values that are expected from an employee in a specific period. On the other hand, the activities that are expected from an employee at his job and how he accomplishes these activities (Bullock, 2013).

1.13.6 Employee Retention

Employee retention is a skill of keeping the capable and valued workers in the company from quitting their jobs for a long time as compared to its competitors (Johnson, 2000).

Summary of Introduction Chapter

Chapter one describes the context of the study and why given variables are selected for the framework. The background and global picture of the hospitality sector are described. The next part explains the research problem in detail. The gap in research is explored and it is explained that why there is a need for research for the selected model. Moreover, this chapter narrates the purpose and objectives of the research. Twenty research questions are stated following the establishment of a proposed conceptual model. Hypotheses of the study are developed, and the scientific and practical importance of the research is presented. Delimitations of the research are mentioned and the last section defines the constructs of the study.

CHAPTER TWO: LITERATURE REVIEW

Chapter two shows light on the literature of selected variables of the study. Previous Research done on talent management, CSR, employee engagement, motivation, employee performance, and employee retention is referenced in this chapter. The next part explains the direct impact of variables: talent management and employee performance, talent management and employee retention, CSR and employee performance, CSR and employee retention. Thereafter, the indirect impact of the variables is mentioned in the presence of mediating variable (employee engagement and motivation). Theoretical literature review has also been presented in this chapter which includes theoretical lens, social exchange theory, theoretical framework and hypothesis.

2.1 Employee Performance

Employee performance as an organizational and individual concept has significant relevance and importance in today's aggressively competitive market as businesses have become volatile and competitive because of increased influences of outer environmental factors. Employee performance is significant to the firms operating in the market as they need to satisfy the demands of their stakeholders including workers, investors, business partners, and most importantly customers (Kuvaas, 2006). Generally, employee performance is referred to as the ability and competency of the individual employees to identify their operational aims, meet the workplace requirements and achieve job standards set by the top management so that the overall organizational goals can be achieved due to the collective achievement of employees' own goals. Thus, to keep the performance management of employee cost, time, and effective outcome, it is essential that it only measures employee behavior rather than only results and the employee behaviors that are related and relevant to the organizational business activities. It is also vital that the performance of the employee is measured collectively from different aspects such as productivity, task, context, and adaption, etc. When the task performance is evaluated, it identifies the employee behavior pattern that directly supports the firm's core operational processes that are solely technical. It emphasizes the coverage of the employee contribution to the firm's overall productivity so that it can reflect the justified rewards to the employees and further identify the requirements that are mentioned in the job description if the goals are not achieved (Edgar & Geare, 2005). On the flip side, unlike contextual employee performance relates to attitudes and behaviors that are not directly with the job activities but is aligned and support the social and psychological context at the workplace in which the job activities are performed. Thus, the contextual employee performance is comprised of the employee attitudes and behaviors that are beyond the formally assigned job activities and goals, for instance; working extra hours, taking initiatives in risky situations, or mentoring new employees at the workplace (Salanova, Agut, & Peiró, 2005).

The working environment is constantly changing due to the effects of external forces. It becomes vital that the employees maintain their performance because of the adaptation of the work environment as well as the latest operational methodologies and tools. Thus, adaptive performance plays a crucial part in enhancing the overall employee outcomes because this reflects their ability to adapt according to the occurring changes at the workplace

to ensure flexibility and versatility (Pulakos, Arad, Donovan, & Plamondon, 2000). Due to the emergence of an ever-changing business market environment, pro-activeness, risk-taking and innovativeness have become a vital part of employee performance. However, it is noted that all the task performance (remain competent on the job), contextual performance (capable enough to put in extra work other than a required task) and adaptive performance (able to develop new ideas and innovate in the changing environment) are related and form the basis of overall worker outcome in a company (Williams, 2002). Hence, identification of worker performance assists in managing the relationship between the employees and top management as employees with good performance tend to show greater work effort to achieve the desired goals and incentives. Moreover, good employee performance tends to be inversely related to the behaviors that are counter-productive as they do not engage in such behaviors because employees with such performance believe that such behavior can not only harm their performance but can also drastically damage the overall organizational performance and growth. In addition to this, it is observed that better worker performance leads to greater worker satisfaction and improved work attitude and behavior because employee performance has a direct relationship with positive work behavior and conduct. When such employee work attitude and behavior is built, his commitment, involvement, and engagement level with the firm increases which leads to better productivity and more improved performance (Gruman & Saks, 2011).

However, the under-performed employees are also essential to consider while planning and growing strategically so that elements that harm the organizational productivity can be eliminated and those which strengthen productivity can be fostered. Bad performance of the employees can directly increase the operational finance and time cost and imposes risk that can influence the organizational performance in the long run. Thus, the bad performance of the employees can be managed by identifying and communicating the gaps between the current and desired performance levels determined by the management (Han, 2008). However, to keep the overall employee appraising or performance management effective, employee performance must be measured free from biases and personal liking or disliking as it creates fairness concerns in the employees' minds which can not only harm the performance management but can also impose a threat to the organizational reputation in the market as an employer (Anitha, 2014). Thus, it is significant to ensure fairness in measuring the employee performance so that overall performance appraising of employees can be kept effective and goal-oriented. As the employees with good performance are the key to the organizational success of achieving organizational goals, it is also critical to continuously

motivating such employees. To keep on engaging and motivating good staff performance, the financial benefits like additional salaries, wages, incentives, or bonus as well as non-monetary benefits like appreciation are vital to incorporate in performance management system so that the overall process can remain efficient and committed (Boswell & Boudreau, 2000).

As mentioned in the above part of the research the productivity of the employees is an important part needed to be dealt with in the everyday operations of the organization. The productivity of the organization is an obligation of the human-resource department because they are assigned a job to look over and know the current performance of the employees. The assessment of job performance is depended on the work efficiency employees are showing towards their jobs and following that the success which is being defined in the organization (N. Ahmad, Iqbal, Javed, & Hamad, 2014). Even at many extents, it is defined that the success rate of the organization and its comparison with others show how much their employees are motivated toward their success. The schemes of incentives can be the reason for the increase in performance while for other employees the reason for increasing the performance can be different. Within the psychological perception, workers are motivated enough that they are working for attaining organizational aims and it depends on their behavioral outcomes (Aljifri & Moustafa, 2007). For some organizations, the approach for performance is defined with task-centric initiatives while for the other employees their matter is related to the productivity of the employees towards the organization. In both cases validation and reliability factors are important. It is seen and justified that for organizational performance bar of workers should be maintained for a long time rather than having performance which is for one or two months. The whole scenario shows factors that influence organizations (Azzone & Bianchi, 2000). For instance, even if an employee is showing productivity within the organization there have to be certain domains that justify the need for a success rate. The activities or practices of these employees can further be imitated by other employees as well and by which other employees can also perform well and increase the performance level within the organization. The effectiveness and assessing these fundamental rules can bring a sequence for the organization in which they can have a workplace measurable and attainable and these efforts can be standout in the working pointers. The main aim is the objectives and targets of a company and personal targets of employees should be aligned with it as well as it can bring in or enhance the employee performance (Schaufeli & Bakker, 2004). There are certain measures as well for the evaluation of the employee's performance as all of it is dealing with the various job roles of the employees and according

to which different measures are used for every different job role of an employee. The most common way of evaluation is an observation which is done by any person from the top management and they according to their experience justifies that whether a person is working up to the standard or not (Collier & Esteban, 2007).

2.2 Employee Retention

The long-lasting prosperity of a company relies on workforce retention in a company. Effective succession planning, satisfied colleagues and reporting staff, the organizational outcome with higher revenue, and customer satisfaction to a greater extent rely on the organizational ability to retain its workers. Employee retention is an organizational ability to encourage workers to stay with a company for a longer period. Pleased and satisfied workers remain in a company for a long duration (B. L. Das & Baruah, 2013). Companies can retain employees for a long period who pay attention to their workers. Organizations that consider their employees an asset, treat them well. These organizations have successful accomplishments (Terera & Ngirande, 2014). It is significant for the present management to make the HR department competitive as it would be beneficial for the employees to stay motivated at the workplace and hence affects the rate of employee retention. It is not significant for the organization that who they hire but important is how they keep the employees motivated which decreases the employee turnover rate (Cascio, 2014). HR department is responsible for staff retention, human-resource has an important role in the retention of the workforce of a company (Aruna & Anitha, 2015).

Retention is the readiness of an employee to recommend, trust, commitment, customer liking, and the repurchase intention. The organization which considers the employees as a treasure treats employees well. These organizations show successful accomplishments (Terera & Ngirande, 2014). If an organization adopts certain employee retention strategies, employees will surely work in that organization for a longer period and focus on the accomplishment of organizational goals. The HR department can make certain policies for the betterment of the employees which will not only help to focus on the retention of employees but also it will help to retain the valued skills of the employees (Aguenza & Som, 2018). Those organizations which do not formulate and implement employee retention strategies find it difficult to accomplish the organizational goals as the employees are not satisfied and contented with the job (Tangthong, Trimetsoontorn, & Rojniruntikul, 2014). A

systematic and planned effort of an organization to generate and foster an environment that motivates the employee to stay in an organization, as it possesses such practices and policies which address the diverse needs of employees (Bode, Singh, & Rogan, 2015).

It has become significant for the HR department to manage and secure the employees as they are the valuable source of an organization because organizational progress relies on them (Vasquez, 2014). Despite all employee retention strategies used in an organization, the employee can still leave an organization for example due to bad management. Hiring new employees in an organization is a difficult and costly process than keeping the existing employees in an organization. So, it is essential for an organization to continuously recognize the best performer employees irrespective of their age (Gialuisi & Coetzer, 2013). There are multiple elements which help in the retention of workers in a company. One of the most prominent ones is that the management requires paying close attention to certain factors which influence employee retention. Some factors are organizational fairness, working conditions, manager assistance, culture, work safety, training and growth, benefits, and compensation (Davis, 2013). Retention factors can be classified into three parts which are physical, social, and mental. The physical dimension is related to salary and work conditions of a workplace, the social dimension is related to the collaboration of the employees with others at the workplace and the mental dimension is related to the characteristics of work, flexibility in the assigned tasks, and the accurate use of the valuable knowledge and resources (Mehta, Kurbetti, & Dhankhar, 2014).

There are certain factors which can improve employee retention, those factors are good communication between manager and employees, positive relations of the employee with colleagues, a proper balance between career and private life, invitational atmosphere within the organization, opportunities for advancement and learning, provision of challenging work, and remuneration and recognition of performance (Inabinett & Ballaro, 2014). Elements of retaining were classified into three variables which are affiliation, achievement, and power (Haar & White, 2013). Affiliation is referred as the social relationships of an employee in an organization, the personal performance of employees represents achievement, and social control and dominance represent power (Cloutier, Felusiak, Hill, & Pemberton-Jones, 2015).

Factors like attachment, identification, and commitment, trust, and loyalty directly affect the retention of employees (Gialuisi & Coetzer, 2013). factors like a balance between

the personal and professional life, physical work conditions, training and skills development, leadership style, career opportunities, and rewards have an indirect influence upon employee retention (Gialuisi & Coetzer, 2013). Training and development of employees are a significant element as it motivates workers to remain in a company for a longer duration. Factors like work pressure, organizational factors like stimulation and appreciation, learning attitude of the employees, self-perceived managerial capabilities, superiority, and educational degree affect employee retention (B. L. Das & Baruah, 2013).

An increase in the salary of employees negatively affects the turnover rate. Some organizations do not strategically use salary raises and benefits and this affects the rate of employee retention of an organization (Cascio, 2014). Compensations provided to the employees by the top management do not affect the turnover rate but it do act as an essential factor in lessening the managerial turnover (Aguenza & Som, 2018). When rewards are awarded to the employees, it affects their attitude and behavior towards work and the employee performance is also influenced. The employees fall under the impression that their services are valued and stay motivated for a longer duration (Aruna & Anitha, 2015).

In the present era, most organizations are concerned about retaining their employees for longer time durations and they consider these employees as talented resources which can help the organization to gain competitive advantages. It was observed by some researchers that when the talent management conducts improve in an organization, worker turnover rate decreases (Cloutier et al., 2015). It was concluded in the study that when an organization utilizes various talent management practices, it gives the employee a good impression that companies are doing investments in worker talents (Tangthong et al., 2014). Talent management practices can enhance the psychological connection between the employees and organization. This physiological response of employees can help to lessen the turnover rate in an organization (Carrington, 2004). Employee retention leads to organizational success (Terera & Ngirande, 2014). Employee retention is the organizational capability of retaining workers for a long time by using appropriate worker retention practices. Satisfied employees remains in the organization for longer duration as the HR of the organization utilizes such policies and practices which keep the employee retained (Bode et al., 2015). There are certain aspects which can progress employee retention, those aspects are good communication of supervisor with the employees, work-life balance, positive atmosphere within the organization, likelihoods to be upheld and to learn, and reimbursement and gratitude of the performed work (Vasquez, 2014).

The employee retention strategies of a company play a major part in its policies, values, and mission. Employee retention can be started in an organization with orientation. Most organizations fail to understand why their employees leave the organization, most of the time it is due to the poor relation of the employees with their managers or ineffective leadership skills of the managers (Cascio, 2014). Employees leave their respective organizations because of unfair treatment, work stress, a poor balance between work and life, inappropriate compensations, lack of opportunities, and inadequate salaries (Tangthong et al., 2014). Diversity in a workplace can help to increase employee retention. Diversity in the workplace can help to overcome differences and it is more than black and white races. In some ways, it crosses age, racial, and gender limits (Gialuisi & Coetzer, 2013). The environment of the workplace is affected by all the generations. The idea was offered how to adapt certain work styles and traits for the personal connection of the managers with the employees (Aruna & Anitha, 2015).

Cultural misunderstandings and prejudice can be the main reasons which promote the high turnover rate in an organization (Vasquez, 2014). Supportive information was added to this discussion that employees should be trained and it can have a positive effect on the organization's economy (Tangthong et al., 2014). Training and development significantly affect workers and this factor act as a tool that motivates the employee commitment. Employee commitment can optimally increase the rate of worker retention in the company, adequate staff training can help the managers to identify each employee’s strengths and weakness and assign them to work accordingly. This will positively affect employee retention (Davis, 2013).

Employee retention and commitment have become important strategies of organizations. It is not only important for organizations to have talented and the best employees but it is also significant to retain these employees for them for long time durations. HR practices can help employee retention and improve the commitment of workers in the company. The best and talented employees of the company are considered the greatest asset of an organization. With the best and suitable HR practices, employee commitment could be increased to the level of the best outcome. The line managers and HR experts play a vital role in employee commitment (Inabinett & Ballaro, 2014). The employee turnover rate can be lowered by enhancing employee commitment. Employee commitment has a significant influence on workers’ willingness to help other employees, worker efficiency, and show a better outcome in groups, lowers the absence rate, and diminishes the worker’s intention of

leaving a company. Hence, it can be said that employee commitment is essential for a company because this assists in retaining the employees and also that employee retention strategies should be used to keep the employee in place. The process and initiatives are supposed to be planned by the HR, so that employee does not think about quitting the organization (Bode et al., 2015).

2.3 Talent Management

In the current world of business where globalization is the most common element, there have been many key advantages for an organization that creates value for them. Talent management is one of the parts which are related to the top management of the organization working on retaining, attracting, and hiring those employees who can be top performers of the organization. This idea is used for sustaining the operations of the organization for the long-term. Mostly, the focus of top management is on the capabilities of talent as they are having an opinion that they can bring innovation to the organization and because of which the productivity and efficiency within the organization are increased (Bitner, 2008). The whole talent management process is expanded in new markets which helps them to pick the best talent or the best fit for the need of the organization.

For any organization in a developed or developing country, human capital is an important part that helps in determining the level towards sustainable economic development for the organization. It is the level of skilled labor and talent that helps in determining the difference in income among different countries (Festing & Schäfer, 2014). Managing the talent with the organization becomes the key issue and challenge within the organization in which it is predetermined that their efforts can be valuable for the organization. The policymakers of the organization also take a keen interest in managing this talent knowing its key importance. Most of the time organizations work on engaging the people which are committed to the organization. There have been several descriptions and definitions for talent management but the most common is presented by (Lewis & Heckman, 2006). According to them, there is no clear definition regarding the topic, and because of which different facts are developed according to the topic. However, all of the scholars have the common aim that the whole of the study and its practices are related to managing the employees according to the need they have and make them work in the direction of productivity of the organization. Talent for any organization can be one person who has special competencies and can be

productive to the organization. Most of the time it helps the people of the organization to survive the crises and all the situations which are related to it and can be resolved within the given time (Pilbeam & Corbridge, 2010). These people make difference in the organization because of their existence and contribute well within the organization by demonstrating their highest potential of talent for a long time. The company in these cases is working on gathering those people which are providing both qualities as well quantity for the organization in the years to come. There have been many organizations around the globe that consider every employee as a rare talent. However, competition in a company is the main reason for testing the staff skills and small details related to the employees are taken and corrected. The future commitment of these employees is also needed to be known so that the chances of retention for human capital can be known (Collings & Mellahi, 2009).

On the whole talent management is described to be the strategy of HR in which development; retention, engagement, and all the similar elements are covered by the individuals within the organization. For the sustainable competitive advantage within the organization, it becomes important within the domain of the practices that are defined to have talent management as the priority for any organization. For the organization especially the department of HR and its management, it is the vital part that is organized within an organization and through which the employees are organized (Cappelli, 2008b). In this part, another important integration is of the technology which takes years for an employee to master but after being efficient and proficient in the use of technology they can help in using their full potential to achieve success within the prospects of the organization. The organization needs to use the relevant and appropriate process that not only helps in determining the best fit for the job but it also helps in using the strengths of those people in the best way possible. The objective of the organization is to achieve excellence and success in the longer run (Scullion & Collings, 2011). Talent management in a competitive environment of an organization becomes the primary driver for the success of any organization.

Talent management and organizational strategy are the key factors that can help the organization to achieve its goals in the years to come. According to the facts it has been stated that those organizations which have aligned their goals with talent management have 72% of the success rate compared to this 58% success rate is in the projects where talent management is lacking. There have been many other types of research claiming that because of not managing the talent and success rate properly the company can have losses of up to

millions which is not a good sign for their sustainability and productivity. Another important reason for implementing talent management within the organization is the learning of peers and colleagues of the organization develop the future resources and their roles can be shifted at any time during the need in the organization and workplace development. Many organizations have come up with their idea of developing and nurturing talented individuals who are working on excelling in their career paths. So it is said that talent management in a company is directly related to employee job performance. For the current research, these are some of the main pointers that will be followed as it can show the learning aspects of what the organization can do with the skills of the employees and how well they can manage the talent of these employees.

There are many psychological factors related to talent management as well for instance there is a positive work environment created within which the employees are comfortable to work and explore more of their skills. Managing the talent not only is related to putting the right person for the right job but it also requires interacting with these people in a psychological manner that explains and builds a talent culture within the organization. There have to be obligations and perceptions among the employees and employer working as a path towards talent management. Because of the psychological contract between the organization and employees, employees are more committed and have less intention for turnover.

Over the last few decades, human resource management has become an important function in businesses due to its impact on overall business actions and organizational operations. Human resource management as a function has significant value in businesses because it manages employees in the firm who are involved in the business activities in every function and at every level. However, in recent times, the effects of external forces have made the global business market volatile. These outside forces are environmental, political, legal, economic, societal, and most important technological. The uncertainty in the business markets as well as in organizations' operations has increased because of the influences of these external factors. Thus, with uncertainty, the business opportunities have also increased in the market due to these changes as it has fostered globalization which has made the global market a single business platform. The effect of globalization and increased business opportunities has resulted in the increased market competition. Before such market situations globally, Human resource management (HRM) was an administrative-oriented function that used to manage workplace requirements, employee compensation and benefits, attendance,

employee turnover, and managing payroll processes. These specified roles are not strategic and more of an administrative responsibility which are not critical to the firms' success and because of it the HR itself was not considered as a function that contributes to the achievement of the strategic goals.

However, due to the increased market competition, it has become essential for businesses to maintain their competitive advantage so that they can outperform their competitors in the market. The effective management of HR has become essential for developing and maintaining competitive benefits by firms. However, to efficiently compete in such a highly competitive business market, it has become more crucial to hire, develop, train, and retain the best talent in the firm so that this talent can compete and perform in the business market by managing the effects of external as well as internal forces and fulfilling their organizational roles (Sart, 2014).

Due to such significance of the talent in regards to their hiring, training, and retention, the role of talent management has become critical for the businesses in the current global business market scenario which is aggressively competitive. As the world is changing at a lightning-fast speed, the business market is also changing rapidly because of which the significance of human resource management and particularly talent management is also increasing (Hausknecht, Rodda, & Howard, 2009). However, due to such fast changes globally, the effective management of talent has become one of the key issues for companies worldwide. HRM as a function has gained strategic importance due to uncertain and challenging market situations, it has also become critical for firms to develop a talent management plan which can be coordinated with company strategy to achieve long-term goals. Thus, it has also become important that talent management as an HR function suits and aligns with other HR functions such as recruitment, training and growth, remuneration and rewards, managing outcome, workplace relationships, and health and security issues (Athey, 2008).

Talent management is an organizational development and strategic HR function that is based on the concept of developing talent present in the firm through the integration of goal-oriented hiring, choosing, development and training, managing outcomes, succession-planning, and remuneration and rewards managing procedures and operations. Talent management is referred to as systematically identifying and satisfying an organization's key positions that add to the development and gain of comparative strength by developing highly

motivated and performing talent resulting in differentiated HR capital in the competitive market (P. Brown, Hesketh, & Williams, 2004).

2.4 Corporate Social Responsibility

The idea of CSR has a diverse range of activities included in its working patterns. CSR most of the time is considered to be the key interaction that is done between different corporations with societies and communities and providing them with something valuable that is for the betterment of society. For instance, philanthropy is a major example of CSR done by an organization (Werther Jr & Chandler, 2005). In the current years, there have been many researchers and scholars who have worked on finding the relation of business strategies with the practices and policies of an organization. Competitive advantage can be one of the major gains the organization can get from CSR (Vicianová, 2011).

Another perception for considering CSR to be an important source is a voluntary act that is used to interact with the stakeholders of the organization. Five dimensions cover the aspects of CSR that include community relations, accountability, vision, marketplace, and workplace. Starting with the point of vision it covers the goals of what the organization wants to do and according to which they are building working progress for the CSR activities (Schwartz, 2017). Most of the time these visions are aligned with the stakeholders of the organization as per their requirement and financial assistance the CSR practice is defined. Next is accountability which is showing that there is a transparent working in the practices of CSR and all the reporting and communication mediums are done with full integrity. Most of the time it covers the main aspects of not including those finances of the organization which are required for the working and internal operations of the organization (Qu, 2007). The marketplace is another integral dimension that is related to the operations of the business and how well they are incorporating CSR activities within it (Matten & Moon, 2004). The most basic concept is to identify the relationship with the consumers in the whole process and according to which sales and purchase processes are designed. A community relation which is the fourth dimension looks into the level and intensity towards the CSR practices or building the relations with the community. This aspect is the main part of building relations with the community which helps the business of the organization to prosper and helps in making many potential consumers in the future (Labuschagne, Brent, & Claasen, 2005). The last dimension is the workplace which covers the elements within the working environment

as it looks into those aspects which can work in bringing a positive impact within the society and can be productive on the whole. The link of CSR is directly related to financial outcomes and progress of a company (Van Beurden & Gössling, 2008). They have claimed that those organizations which are having concern with their CSR activities are most likely to perform well in the current society as society accepts these trends (Kampf, 2007).

The influence of CSR was shown on different concerned parties which are workers and clients of the organization (Luo & Bhattacharya, 2006). Their studies have concluded that a higher rate of customer satisfaction is witnessed during the time of CSR activities which helps in playing an important role and increasing the value of organization in the market. Many other studies focus upon the influence of CSR practices on the workers. It was proposed that workers are key stakeholders of a company and in all instances, they are demanding to have CSR activities in the organization. As an employer, the CSR activities can increase the attractiveness of an organization which ultimately profits the image and reputation of the organization (McWilliams & Siegel, 2001). CSR activities increase the number of job seekers and because of which there are high chances to get capable employees for the organization. Most of the time, these employees are attracted by the reputation of the organization as it shows that the organization is contributing something towards the society which adds in their positive part (Albinger & Freeman, 2000). Similarly, the study showed that the job seekers choose those organizations which they find as socially responsible compared to which the firms or organizations which are not socially responsible, they are having fewer chances of getting competent employees (Turban & Greening, 1997). CSR practices have a favorable effect on employees' commitment which was surveyed on 120 French managers (Maignan & Ferrell, 2001). When the commitment of the employee is increased, it is seen that more workers are ready to perform for the organization that will show the productivity of these employees within the organization. On the whole, it can be considered that if organizations are engaging more employees for themselves, there are high chances that they can be efficient and successful shortly (Jenkins, 2006).

For the theoretical perspective of CSR, it should be specified that the Stakeholders Theory is best fit in the whole scenario which was proposed by Edward Freeman as he said stakeholders to those people who have direct or indirect influence from workings of an organization. Stakeholders are concerned with the health of the organization and they want the organization to survive for a long period because of their benefits. According to the few of the main stakeholders which are linked with CSR are community or neighborhood,

employees, groups within the community, local ecology, and governmental bodies. In the new global economy and its working structure, the main idea is to keep the stakeholders in mind while taking any decision of the organization. For instance, if an organization is purchasing a building and renovating it, they must look into all the procedures and not disturb the people living in that area as it is also counted in as CSR. Moreover, the activities done by the organization should also represent a clean and clear environment which is part of CSR activities (Hou & Reber, 2011).

Looking into the global phenomenon around the world it is seen that it has become a trend in many organizations to focus on their social responsibility with strategic implications attached to it and these business strategies are made efficiently for the promotion of the organization. Focusing on the corporation itself it is seen that they are dealing with different businesses at a single time. So there comes a difference between corporate strategy and comparing it with the business strategy which is specifically related to only one of the specific business (Friedman, 2007). The decision-making process for these strategies is counted as the important aspect and these help in defining the policies, objectives, economics, and plans of the organization. The social responsibilities of an organization are linked with both its social and financial consequences dealing and sharing the connection to the previously defined strategies which the organization is having. There is interdependence between society and different corporations as both of them cannot work effectively without each other. The practices or activities of the companies affect the society where they are working. The consequences, however, could be good or bad (Porter & Kramer, 2006). Planners and managers should keep in mind expectations of society and judgments because there could be few appealing options when the delivery of services to the community is reviewed (Enquist, Edvardsson, & Petros Sebhatu, 2008).

The companies have to design their activities of the organization keeping in mind the social and financial performance and according to which they have to design their social responsibility strategies. In addition to that, it was claimed that most of the motives of organizations for practicing CSR are to maximize their social performance and profits within an organization. This part is considered to the strategic investment for the firm in which they are coming with positive wellbeing and attitude of changing and giving an advantage to the organization. Not only the company is getting a good reputation but they are also having a higher number of qualified laborers for their advantage. Their products or services are also differentiated from others as they are charging a premium price over it (Husted & de Jesus

Salazar, 2006). For instance, AlBaik restaurant in Saudi Arabia is paying 1 Riyal on their food every time a person buys it which is then being donated to needy people (Arabia, 2014).

The companies can use social initiatives as their basis at the time of doing CSR practice. From this activity not only they are giving benefits to the organization but they are also benefiting their work as well. This way the company is providing more structural initiatives than they currently have. The actions or the plans which are delivered in CSR need to be linked with the central aims of the company so that it could enhance the potential of a company as well. CSR also depends on the experience of the organization being in that business. For instance, an organization that is new in business will not work on CSR rather than that they will focus to work on their skills and similar attitudes that can make their organization progress. On the other hand, the organization which has experience of many years will work on their CSR practices making it an important part of their organizational culture and progress accordingly. It also depends on the place the organization is working in. Most of the CSR activities are done by local companies rather than companies who are having their subsidiaries in a foreign country (Collier & Esteban, 2007).

On the whole, the CSR activities done by the organization are for the promotion and marketing of the organization however, there are some of the important aspects as well covered in this part out of which one important part is related to the internal affairs of the organization mostly covering the main aspects of engaging the employees towards the organization through these activities as it will be a clear motivation for the organizational employee to work productively if they are satisfied by all the activities that are done by the organization.

2.5 Employee Engagement

(Mone & London, 2018) stated that employee engagement is the commitment, effort, work, and desire of a worker to remain in a company. Employee engagement is defined as harnessing of the employees in an organization and also as the profound connection, effort, and passion of an employee to work hard in a company (MacLeod & Clarke, 2009). Another research defined employee engagement as the willingness of a worker to work extra mile for an organization. The engagement was defined as translating the efforts of a worker into business success and employee performance (Alfes, Truss, Soane, Rees, & Gatenby, 2013). Employee engagement is a process of increasing employees' continuation and commitment

for attaining superior results in an organization. The commitment of employees is divided into three parts: behavioral commitment, affective commitment, and cognitive commitment (Alfes et al., 2013).

Employee engagement is important for modern companies but they can also face some challenges (Breevaart, Bakker, Demerouti, Sleebos, & Maduro, 2014). Employee engagement can help organizations to gain a competitive advantage. Employee engagement may be a key driver for worker's performance, conduct, and attitude including financial outcomes, retention, production, shareholder return, and even organizational performance (Mone & London, 2018). Employee engagement depends on the communication of employees within an organization, two-way commitment, integrity, and trust (Mishra et al., 2014). Employee engagement is a useful way of raising the chances of success in business, individual and organizational performance, the well-being of an individual and productivity. In some organizations, if employee engagement is present among employees, it can dramatically increase the success rate of an organization (Wang & Hsieh, 2013).

Employee engagement is defined as an employee who produces outstanding results in an organization does not change his job continuously and is passionate about his job (Saks & Gruman, 2014). Employee engagement is the outcome achieved by stimulating an employee or a group of employees (Albrech, 2011). In an organization, two kinds of employees can exist either they can be engaged or disengaged. Engaged employees are defined as those who are committed to attaining the organizational goals, values, and objectives whereas disengaged employees are those who show less interest in achieving the organizational goals and are not pleased with their job role (Alfes et al., 2013). Employee engagement can exist on three different levels: psychological, social, and affective engagement. Intellectual engagement relates to employee dedication and devotion towards the organizational goal, social engagement relates with a discussion which is work-related and carried out by workers for improving the work, and lastly, affective engagement is related to the feeling of an employee to be positive after performing a role of his job (Breevaart et al., 2014).

SET describes phenomena of employee engagement. This theory is hypothetical and explains why an employee becomes less or more engaged at the workplace. This theory describes the perceived fairness give and takes relationship among two different parties which explains how successful the relationship is (Truss, Shantz, Soane, Alfes, & Delbridge,

2013). This relationship can grow with time and make one more loyal and develop the trust of other people as long as they exchange the same rules (Biswas & Bhatnagar, 2013).

The level of engagement of employees is greatly dependent upon the resources and facilities received by an employee within an organization. When an employee receives resources from an organization, they show content and dedicated behavior towards work, but an organization might fail in its absence. Therefore, the physical, cognitive, and emotional resources make the work of an employee provisional. So, employee engagement comprises of emotional and psychological connections between the organization and employees who can either lead to a negative or positive performance at work (Albrecht, Bakker, Gruman, Macey, & Saks, 2015).

The Kahn model of engagement demonstrates employee engagement on three different levels which are cognitive, emotional, and physical. These three levels of employee engagement explain three different psychological conditions which are availability, safety, and meaningfulness. These three levels affect the work of an employee (Shuck & Reio Jr, 2014). Employees seem to be more engaged in working conditions which offer the employees to be more psychological and meaningful. All these psychological conditions show a positive effect on the level of employee engagement (Albdour & Altarawneh, 2014). An empirical test of the Kahn model found that availability, safety, and meaningfulness have a great influence on employee engagement (Biswas & Bhatnagar, 2013).

Employee engagement cannot be achieved for the long term with training and growth even the program is good. Employee engagement matter has recently gained the attention of many organizations as they believe that employee engagement can enhance the critical thinking, commitment, and decision-making ability of the employees (Saks & Gruman, 2014). Companies should give attention to the matter of employee engagement as it instills a sense of employee involvement and creates a positive work environment for the employees (Truss et al., 2013). There are certain factors that affect employee engagement in an organization, these factors are pay benefits, empowerment, fair treatment, performance appraisal, respectful treatment of the employees, ethical behavior, effective talent management, and career development (Bal, Kooij, & De Jong, 2013).

Employee engagement was studied as fully devoted workers for the organizational objectives and showing excitement for their work (Albdour & Altarawneh, 2014). Ten C's were presented and considered some factors to be important for an organization. These

factors are career, connect, clarity, contribute, congratulate, control, convey, credibility, collaborate, and confidence (Shuck & Reio Jr, 2014). Organizations have started giving considerable attention to employee engagement in recent years and now it has become a significant priority of human resources management. Employee engagement matter has generated a great amount of attention among academic researchers, business entrepreneurs, and many HR practitioners. Loss or success of a company depends on the commitment of the working in an organization (Karanges, Johnston, Beatson, & Lings, 2015). Employee engagement is one of the technique which can attain the organizational goals and objectives. Many researchers considered employee engagement as a matter which is like work-related constructs like organizational commitment, organizational citizenship behavior, job satisfaction, and job involvement (Karanges et al., 2015). An engaged employee shows three times more commitment than an employee who is disengaged. Employee engagement can turn out to be a deciding factor in an organization for organizational effectiveness (Truss et al., 2013). Employees who are engaged in an organization provide several benefits like decreasing rate of worker turnover, reduced disputed, declining absenteeism, cooperation among the employees, customer care, loyalty and production, employee retention, and recognized company reputation. Many organizations across the globe are enhancing employee engagement for getting a competitive edge through safety, low turnover, profitability, and higher productivity (Shuck & Reio Jr, 2014). HR firstly introduced the concept of employee engagement (Mishra et al., 2014).

Employee engagement relates to the psychological commitment of a worker towards task completion. The morale of an employee can be increased by job satisfaction and employee engagement. Organizational managers contribute significantly in increasing employee commitment towards their assigned tasks (Wang & Hsieh, 2013). Employee engagement represents their willingness and devotion towards an organization. Therefore, employee engagement is what extent a worker acts, feels, thinks, and shows commitment towards an organization (Saks & Gruman, 2014). Three types of employee engagement were introduced: engaged workers, actively disengaged, and unengaged employees. The engaged employees represent the base and development of an organization, these employees are known to proceed in the positive direction of the organization and strive hard for achieving organizational targets. The engaged workers are keen for learning new practices for improving their skills and work quality produced by them. The engaged employees perform with passion and drive innovation and work hard for the betterment of the organization (Anitha, 2014). Actively disengaged employees do perform appropriately in an organization

and are known for not completing their assigned tasks on time. Such employees hardly contribute to the innovation, success, and development of an organization. These employees are found unpleased about their job roles or job and the organization suffers in a negative way. These employees do not hard work for achieving goals and objective of an organization (Breevaart et al., 2014).

Unengaged workers do not care for company targets but are only concerned about their work, these employees don't show enthusiasm and energy at work. They do not show any cooperative attitude towards other employees and are less likely involved to interact with other colleagues. These employees have very little contribution to the success and development of an organization (Wang & Hsieh, 2013). Contribution, congratulates, career, connect, convey and control are the factors that affect employee engagement (Mone & London, 2018). Employee engagement is important for any organization that works on how to hold valuable workers in a company. The absence of employee engagement in an organization can lead to failure, human-resource department of an organization should keep actively engaged employees to survive for a longer period (Saks & Gruman, 2014). Employee engagement strengthens a company and creates a favorable work environment within the business organization (Albdour & Altarawneh, 2014). Employee engagement is the best approach to respect, retain, sustain and attract the workforce in a company (Truss et al., 2013). Employees who are married to one another show a high level of employee engagement than those who are not married (Albrecht et al., 2015).

In the present business era, the human resources management and the senior managers in an organization have considered employee engagement as a priority. Employee engagement acts as a muscle that uninterruptedly requires time for growth and development. The managers of HR are continuously involved in developing strategies to keep the employees actively involved in useful ways (Wang & Hsieh, 2013). There are certain factors for recruitment and selection, job designing, opportunities, career development, leadership, empowerment, family friendliness, communication, health and safety, job satisfaction, talent management, training and development, and managing outcomes (Mishra et al., 2014).

2.6 **Motivation**

In government and private organizations, motivation is one of the most important factors. An organization cannot achieve its goals or cannot be run in the absence of

motivation. The influence of motivation was investigated on the organizational outcome. The success of an organization depends on the employees' motivation, so business organizations need to keep their employees encouraged (Dobre, 2013). Motivation originates out of the word 'motive' which means the desire, want, and need of a person. Therefore, employee motivation is a process in which the company inspires workers by compensation, benefits, or bonuses to achieve company goals. The ability of an employee to participate actively in assigned tasks and employee motivation are closely related to one another and in the absence of these factors, the level of productivity in an organization is greatly affected (Lăzăroiu, 2015). Employee motivation can be enhanced by providing them adequate rewards and attractive salaries. The presence of motivation among employees can be seen, when they actively participate in teamwork and assigned tasks. In terms of psychology, motivation is a crucial factor which drives employee performance (Graves, Sarkis, & Zhu, 2013).

Various theories are related to motivation, some of the theories address the needs and wants of people which are necessary for work. Some of them are Maslow's hierarchy of needs, Herzberg's two-factor theory of motivation, and McClelland Achievement Motivation theory. The universal needs of a person which motivate him are addressed in Maslow's hierarchy of needs theory. These five levels are basic or physiological, safety, belonging, esteem, and self-actualization needs.

The first-level is of physiological needs which are basic requirements. These needs of a person help to keep one satisfied as they are required for the survival of a person. For instance, food, water, and oxygen (Jerome, 2013). Safety needs to address the security needs of a person like stability, law, order, and freedom. At this level, stability and dependence are called security needs. For instance, the employees while serving in an organization demand job security, promotion security, and health security. The belonging needs are also known as social needs, these needs can help to fulfill the interaction with other employees and colleagues. Having a good relationship at work keeps the employee happy and motivated at work. The esteem needs of a person are known as egoistic needs. These needs address the needs of a person in terms of recognition, glory, dominance, fame, status, prestige and reputation, etc. In some business organizations, esteem needs are difficult to satisfy, the example of such type of needs is confidence and achievement in a business organization. The last one is self-actualization needs which are the highest. These needs address acceptance, spontaneity, creativity, and productivity (Lăzăroiu, 2015).

The hygiene theory is another name of Herzberg's Two-Factor Theory. There are some factors at the workplace which are responsible for job satisfaction and some factors are responsible for dissatisfaction (F. Ahmad, Abbas, Latif, & Rasheed, 2014). It was theorized by Herzberg that both job dissatisfaction (hygiene) and job satisfaction (motivators) are independent of each other. The hygiene factors are important in a workplace for motivation, though they won't affect the satisfaction of an employee in long run. If such elements are missing, it would result in dissatisfaction of the employees. The hygiene factors are responsible for describing the environment of a workplace. The hygiene factors include interpersonal relationships, status, physical work conditions, fringe benefits, administrative and company policies, and the salary (Korzynski, 2013).

It was theorized by Herzberg that the hygiene factors can be considered as the motivators; both the factors are different and independent of each other. The presence of motivators in an organization yields workers' job satisfaction; such elements are intrinsic to work. These factors are beneficial for any business organization as it motivates the employees for greater work performance. The motivator factors are also called satisfiers; these factors are responsible for the job satisfaction of an employee. The motivational factor includes meaningfulness of the work, responsibility, promotional and growth opportunities, sense of achievement and recognition. An implication for this theory is that the managers must guarantee the competence of hygiene factors to avoid employee dissatisfaction. Also, that the skills and competencies of the employees should be maximized, and motivational factors must be focused on improving work quality (Kim & Scullion, 2013).

A motivational theory formulated by McClelland addresses three basic requirements of a human which are the need for power, the need of an affiliation, and the need for achievement. These needs of a person should be fulfilled to avoid the compelling desire of a person for success and failure. The need for power, the necessity for attainment, and connection are very important in the life of a human. There are certain motivational factors which are responsible for increasing the motivation of employees in an organization like salaries and wages, job security, bonus, recognition, and promotion (F. Ahmad et al., 2014).

The performance of an employee depends upon several factors which are organizational structure, employee motivation, job security, training and growth, compensation, worker satisfaction, and efficiency appraisals. An employee who is motivated towards their goals, moves forward in the right direction (Njoroge & Yazdanifard, 2014). The

presence of motivation among employees makes the organization more successful as these employees constantly work hard to improve their skills and work practices. Employee motivation is a crucial factor that affects employee performance (Korzynski, 2013). Employees have a desire for good reasonable salaries in every business organization as it influences them. Financial rewards can motivate and maintain the performance of individuals, especially the employees of production organizations. So, it can be said that salary has an impact upon the employees' commitment and diligence, it acts as a key which motivates the employees (Graves et al., 2013). Pay or money has no significant effect upon the long-term stay of employees in an organization and also that it is not responsible for improving the performance of employees (Lau & Roopnarain, 2014).

Various studies show that job satisfaction of the employees can be restored with the help of financial rewards and this, in turn, affects the directive performance of employees in an organization. Rewards act as an efficient tool to influence a group of employees, individuals, and the attitude of employees towards work. Various companies use a bonus, promotion, salaries, and other kinds of rewards to motivate the employee's work and enhance the employee performance. Managers need to develop a structure for salaries as it acts as a motivator for employees and enhances individual performance. The employees can also be motivated by transformational leadership (Naile & Selesho, 2014). Transformational leadership has a direct relationship with motivation and depends on several variables like performance, commitment, and satisfaction of the employees (Zámečník, 2014). Transformational leadership is significantly correlated with employee motivation, the employees remain motivated under transformational leadership and it affects the power to generate new ideas (Kaur, 2013).

There is a relationship between job performance and employee motivation (Yousaf, Latif, Aslam, & Saddiqui, 2014). Motivational incentives act as a driving force for the employees and it greatly affects the performance of employees and keeps the employee-focused on the organizational goals (Eisele, Grohnert, Beausaert, & Segers, 2013). Another study discusses that motivation is the result of the interaction of unconscious and conscious factors like his or her peers, expectations of the employees, and intensity of need or desire. These factors are responsible for making one behave in a particular way. There are in-house and external elements that stimulate employee's strength and wish to show interest in a job or any role of a job (Naile & Selesho, 2014).

For managers and leaders, employee motivation has always been a problem. The employees who are not motivated towards work, either spend less time at work or show fewer efforts to complete the work, the quality of work is low, etc. On the contrary, employees who are motivated are most likely to be persistent, creative, and productive, show more interest in work, and show interest to willingly undertake the work. Employees cannot be motivated by the managers but a positive and creative work environment can be created which can motivate and support the employees (Lau & Roopnarain, 2014).

In an organization, the HR department knows about how an employee can be motivated and understands that several elements influence the motivation of workers. In a business organization, motivated employees are those who show great interest in work and show a willingness to do work, and strive hard to achieve the organizational goals. There are various ways for motivating the employees, it involves goals for achievement, financial prompt, and job security (Achim, Dragolea, & Balan, 2013). Some factors are liable for increasing the motivation of the employee in an organization such as promotion, recognition, bonus, job security, wages, and salaries (Zámečník, 2014). An employee's performance depends on certain factors which are training and development, job security, the structure of the organization, motivation of an employee, performance appraisal, compensation, and employee satisfaction (Kim & Scullion, 2013). A motivated employee always moves in the right direction for attaining organization targets. Motivation of a worker depends on the motivational factor and linked with the performance of an employee (Sanyal & Biswas, 2014).

The motivation of an employee can be seen through their actions, the employee expects that if they behave in a certain way in a task, they can achieve the desired result. The key to reaching the highest possible results is to recognize the factors which drive the motivation of employees at the workplace (Muogbo, 2013). Some factors directly affect employee motivation like salary, non-pecuniary benefits, incentives, the relationship of employees with the colleagues, the relationship of employees with the leaders, the organizational culture, performing meaningful work, the processes within an organization, and personal life (Njoroge & Yazdanifard, 2014). The non-monetary benefits satisfy the ego and self-actualization needs of an employee. Such benefits are offered by organizations to employees to motivate them for high performance, create a positive work environment, recognize achievement, increase morale, and acknowledge their extraordinary performance. Apart from this, salary also acts as a motivator for employees, it satisfies the employees but

for the short term. It can reduce the risk of employees feeling resentful about their job roles (Lau & Roopnarain, 2014).

2.7 Direct Impact of the Variables

Research done related to the direct impact of variables is presented below:

2.7.1 Talent management and Employee Performance

As discussed earlier that both talent management and employee performance are important aspects of an organization. Other than that both of them are interlinked with one another which is the important part to be highlighted in the whole case. It becomes important for the organization to work for their good by adopting the term employee performance which is related to employees, it becomes important for employees to perform and their best outcome will enhance the performance of a company. Moreover, in the case of low performance, the chances are high that the turnover rate of the employees becomes higher in the organization (Vaiman et al., 2012). The organizations in the case of having a higher rate of turnover have to work on reducing this and for that reason, they have to deploy more resources through which their turnover rate is decreased. The case of talent management can take the organization to either heights or grounds (Farndale, Scullion, & Sparrow, 2010). The talent management within an organization creates a competitive advantage within which the employees start working harder to raise their bar. However, in this case, some employees don't perform to the extent they should, and because of which they drop their standard. Success can be achieved if talent management will be the interest of top management. Ineffective management of talent, the talented workforce within the organization consider themselves as the part of the organization and according to which they add value to the activities and operations of the organization (Collings, Scullion, & Vaiman, 2011). Being meritoriously is the priority of talent management in which at all times the employees of the organization remain professional and serve to their fullest. The skills of the employees are making and engaging these employees as part of this organization and for which they remain loyal to the organization, this also increases the performance rate of these employees as well.

In the contemporary world where there are dynamic operations in the business and competitive environment and workplace makes it difficult for the employees to stay it is far from hiring, engaging, attracting, and training the employees but make them work in a

complex nature for the employees. Most of the talent management is also linked with retaining those employees which are adding value to the organization. A few of the requirements are giving these employees career development opportunities, recognition programs, and challenging responsibilities that develop confidence and trust in the management proving to them that the employee can do more than what is required from them. This also creates a long-lasting impression in the mind of employees that their employers are valuing them and in return to which they perform well for the organization as their spirits are high while working for the organization. This results in increasing rewards for these employees by the organization which again motivates them and in response to which their performance is also increased. Worker retention is significant for the job satisfaction of the employees as it will fill in some of their basic organizational goals. The talent is retained only in the case when the organization retains their current employees as they are knowing the dynamics of the organization and according to which they will work and progress. The commitment of the employees comes at priority in any organization and their level of commitment shows how much they are engaged with the organization. As much as they are involved with the organization, worker outcomes will be increased. Skilled and talented workers are needed to be given a path through which they can express themselves and can demand the change if there is any need for change in the organization. The major thing here is it all depends upon the dedication of the employee and in return to which they work on taking the organization to become more productive.

Talent management and employee performance are linked together. Looking into talent management which is sometimes related to the encouragement of workers and in return to which when the employees are trained enough they excel their best performance which is beneficial for the organization. It is considered obvious that if the employees are trained, they must perform well. However, the case is different there has to be a proper talent management cycle through which these employees perform well and give productivity to the organization. The talent management within the organization also helps in getting capable employees in the organization as the employee learns about their worth in that specific organization. They learn that if they will join this organization there are high chances that will learn many things and will be valued in this organization.

So this is the side that shows that talent management is attracting the talent as well and once the people having skills and capabilities are joining the organization there are high chances that they will be performing well and the increase in their performance level can be

beneficial for the employees of the organization. Some many studies and scholars have said several times that talent management is the spine for every company. Mostly, they are the top performers on which organization has invested their time and resources and in return to which these people leave their job and settle for other organizations which are their competitors. This becomes the major setback for the organization as retaining this employee will help in the growth of these employees as well which is, on the whole, beneficial for the organization.

A study was conducted in Pakistan to determine the influence of talent management on the performance of employees which showed that there is significant positive impact of talent management on employee performance. This study helps HRM to manage talent which will motivate employees to efficiently perform for meeting the organizational goals (Bibi, 2019).

Human Capital theory is one of the major theory which is related to this case. Becker was the person who proposed this theory and concludes that all the human capital in the organization are having knowledge, abilities, and skills as the major driver for them in their performance. This theory has been used widely in HRM. The views of this theory for Human Capital are to view them as a competitive resource and they can help in working and all the other operations of the company. The current theory validity is that when companies seek goal consistency and pay more attention to retain the best staff, the enormous amount spent on best employees bears fruit through long-run advantages to a company. This leads me to the following hypothesis

H1: Talent management is positively associated with Employee performance

2.7.2 Talent management and Employee Retention

The retention of the employees was viewed through a whole new level in which influencing factors were focused that are needed for the retention of an employee. The factors are related to two of the factors which are on and off job aspects which makes an employee having intention either to stay or to leave the job. Job embeddedness is the linked term in this whole scenario which works and deals in looking into the predictors which dissatisfy an employee and the employee leaves the job. There are many critical dimensions of job embeddedness starting with the link of the employee which defines the link of the employee

with any individual or organization that can benefit their current organization and their productivity as well. Next is the fit which looks into their compatibility within the organization and works on finding the need of these employees in the organization. They are finding comfort in the whole case where an employee of the organization works in a similar environment. Sacrifice is the third and last dimension that finds the psychological benefits in the organization and finds the related representation they can have because of it. It is important to look into the factors which are in the favor of the organization rather than contradicting the needs of the organization. The embedded employees have fewer possibilities of quitting a company (Mitchell, Holtom, Lee, Sablynski, & Erez, 2001).

They intend to hold an organization and become productive. The organizations have their concerns about the turnover as they know that most of their talented employees will be leaving the job which can be problematic for them. As mentioned in the above part that talented employees are the source of competition for a company. Talent management is considered a solution for the turnover rate by human resources management as it can resolve many issues which are faced by the organization in the longer go. When talent management operations are increased, the intention of employees for leaving an organization is decreased. When organizations are working and investing more in talent management, it gives a clear indication that they are valuing their employees and organizational products for the consumers, and a good reputation in the mind of the consumer is created for these employees. There is also a psychological build-up created as well with the employees and the employer bringing in positive relations with each other. On the whole, the behavioral outcomes among all the employees and employer working are shifted towards a new level of self-growth (Oehley & Theron, 2010).

Instead of looking into the key factors or association between worker retention and talent management, the variable of job embeddedness has been the key focus for the working and development perspective in the organization. Job embeddedness is a broad term which looks into the influences the organization is having on the employees and because of which employees are willing to stay or leave the organization. Talent management itself provides many opportunities to the employees within the organization because of which they can groom themselves within the working environment. The organization mainly facilitates these employees and helps them in finding the best fit for them so that they can excel in their skills at the place where it is needed. So from the talent management with creating higher embedded employees have a higher chance of making the employees stay in the organization.

Moreover, the practices of the organization are associated with talent management and worker retention.

The connections between the employees and groups of other employees or the organization in which their talent is being managed whether it is on-the-job training or off-the-job training are referred. Talent management practices provide the connections of workers and their increasing practices not only with the organization but also with the community in which they are working and it can have an impact on worker turnover. Because of having high potential development in-house, mentoring, coaching, and managing the employees help in developing talent within them and because of which it becomes an important part within them to stay in the organization and excel the skills which have been developed in them. Looking into mentoring itself is a practice that makes a strong bond between the mentors and potential employees that can bring in productivity in the organization. Other than these internal segments, cross-functional assignments can be the initiatives in the procedure of talent management as it can provide the employees with opportunities to develop themselves, and because of which these employees drop the idea of changing their job. Many organizations are giving opportunities to either join the courses or become business qualified students as their knowledge can be beneficial for the organization. The employees can link with other organizations and because of which their off-job links are also developed. They also encourage their participation in external conferences as well and giving them the benefits of talent management within the organization.

A study was conducted in banking industry of Pakistan to explore talent management concept and its impact on employee retention which proved that talent management practices are significant for retaining the employees. This study helps the HR managers of banking industry in Pakistan (S. A. Ali & Rehman, 2018).

On the whole relating talent management with retention of employees can have much close relation with one another. For instance, if an employee is not knowing about their responsibilities and other roles there are high chances that these employees may leave their job as they are not having any clear instructions and in the end, they find it right to leave their job as the best option. On the contrary, in the case of talent management when an employee is trained and they are having few skills which are needed for the job, they will not leave the job as they are having satisfaction from it which is the most important point in the whole case. These arguments lead towards the next hypothesis.

H2: Talent management is positively associated with employee retention

2.7.3 CSR and Employee Performance

Going into other aspects such as CSR which is defined as any of the voluntary action done by the organization for the benefit of the organization and the environmental benefits keeping in mind the interaction with the stakeholders of the organization. From the past many decades in organizations, it is seen that strategic planning and development is important as it helps in bringing efficiency within the operations of the business. CSR has always considered being the strategic step in the organization. There have been many stakeholders defined in the above part out of which one of the important stakeholders in the organizational workers on which productivity of a company is depending. Before discussing the relation of the employee it is important to highlight the theoretical perspective within the organization and the most relevant theory, in this case, is social identity theory which explains that there are few groups in which employees want to be a part of as they are a source of self-esteem and pride for them. The most important part is linked with their self-image and to develop that in the society they work on to join these groups. CSR done by any organization is following similar patterns as they are looking to grab the attention of their customers and consumers and for that reason, they practice the same acts in a society which are done by other organizations as well. Most of the time, the organizations intend to build up a good image in front of their consumers. From a different perspective, this part is also having the element of comparison included as well which shows that if there is a female who is a manager she will admire the skills and capabilities of any other female manager and try to adopt them. These activities or practices are also having an impact on the employees of an organization as well. The organization has a positive image and due to which employee is satisfied to work productively for the organization which is a beneficial and healthier part. The main idea is to first gather the thoughts of employees with regards to CSR and how much impact talent management is having over it. Talent management and employee performance are linked with one another as it has some of the salient features added to it. For instance, if talent management in the organization is done effectively, there is a great chance that workers will be performing well as discussed in the above part because they will be knowing about their worth and capability and from the part of the organization they will assign the right person for the right job which ultimately leads the organization towards higher revenues and through which higher profitability can be attained.

CSR itself provides the employees with various ways and strategies through which competitive remuneration, workplace flexibility, commitment, and opportunities for career development are provided (Turker, 2009). When the employees in the organization are having positive perceptions regarding the organization and they develop the idea that the organization is having the same goals and objectives. Moreover, they have similar values as the organization, they work with collaboration towards the organizational goals. In addition to that when the organization is working on the welfare of the employees builds their strong reputation in the market which is a plus point for them considering that this external reputation can bring in more consumers for them in near future. As the identification of the organization is increased, it will improve the self-respect of workers that will benefit the organization as the employee is having a positive change within him that can bring in positive change in his performance as well. Looking into the CSR activities which show that the organizational identification is increased by it, the employees can understand that they are sharing the same values and goals the organization is having. This will enhance organizational performance because workers are dedicated to the same mission. This is the core reason these employees will work on going an extra mile, not for their job but the productivity of the organization and some of the risks will show how much benefit they are for the organization. They put on extra efforts as well to achieve their work goals and because of which their job performance level is higher.

The study to investigate the impact of CSR on performance of employees was conducted in Pakistan. The data was collected from the employees of manufacturing industry. The findings showed that CSR has positive and significant influence on the performance of employees. CSR actions increase the employee engagement at work which will help them to perform well in the organizations (H. Y. Ali et al., 2020).

On the contrary, that many previous studies have concluded that there is no relation between CSR the employee performance. However, extensive discussions in the literature and diverse researches in the literature reviews have found that the performance of the employee and firm increases from the practices of CSR done by them for the betterment of the society. Only in recent years, the researchers have worked on building the perception and identifying the needs within the CSR related to its outcomes as well all the relation is with the attractiveness that is created by the employees in the whole perspective of the organization. At that time job, satisfaction was considered to be the substitute for employee performance. However, in later studies, it was found that both of them were different terms that are

working on looking into the aspects of CSR. Another aspect, in this case, is related to attracting those employees which are already efficient performers and after getting hired in this organization they can increase the productivity of the organization as well. So CSR can be a medium to attract these employees and have increased productivity. These arguments pave the way towards the next hypothesis,

H3: CSR is positively associated with employee performance

2.7.4 CSR and Employee Retention

Due to societal pressure, it is seen that in many organizations the firms are working under pressure and it becomes their responsibility to launch any of the corporate initiatives that can reduce this problem in the society as well as prioritize their strategies accordingly. One of the drivers because of which organizations look into CSR is to have improved talent management and to be specific have an improved rate of employee retention as the key strategic outcome for the organization. There have been many types of research showing the relationship between social initiatives taken by the organization with the participation of employees and outcomes for identification with the firm and individual motivation (Bartel, 2001). On the other hand, there are very few literature reviews that are working on corporate social initiatives and linking them with the retention of employees. One of the direct links which can be gathered for the participation of the employees in pro-social activities can be found in prior studies showing recognition of workers in the company (Brammer, Millington, & Rayton, 2007). Most of the employees which are working in large corporate find it difficult for themselves to relate their daily work with the relevance of the organization. The company on the other hand work on activities and practices that are having societal goals having an impact on the organization and increasing the identification and motivation for the employees.

The employees view the perception of the employer as an integral part of the society and believe that few of the fundamental principles of the society such as morality and justice are not compromised. These are all of the similar aspects which help and encourage the path for worker retention within a company. Organizational identification also becomes a vital part and influence factor in the retention of employees. There have been many individuals who are working on pursuing careers in societal impacts and creating impact in society finances, on other hand, there are many organizations that are willing to make an impact in

the organization, and for that reason, they use their finances. Many individuals are working in organizations that particularly select commercial projects that are making an impact on society and this shows that employees are having the objectives of creating social impact as their main objective and utility functions within it. With having several indicators for the employee turnover it is defined that the turnover of the employee depends on what role in the job they are allotted with. Working on the quality of work defines the individual and the work assigned to them can help in decreasing the turnover rate in the organization which is not operating normally.

Giving the employees the flexibility of participating in corporate social initiatives not only opens up their mind but also give them a clear identification of what personal sacrifice they are doing for themselves and the organization and in return to this they have less intention to leave the job. Most of the time the sacrifice up to salary reduction is accepted by the employees if they are having an interest in creating impact in the organization. From the perspective of employees, they find a sense of career development from this path, and for that reason, they remain staying in the organization. There comes a certain possibility of employees themselves realizing the need for corporate social initiative and for that reason have an intention to stay in the organization increases. Here comes the most common reason which is the interest of the employees themselves. There have been many types of research concluding that if the employee is having an interest in the job he will be agreed to work on low wage as well. The employees are having different preferences for the project they want to work on and in return that they put their personal preference as their priority in suitably justifying the need for CSR.

The CSR although have the interest of community individuals but they also work on capturing the interest of the employees as well. The employees look into this matter as an opportunity for them through which they can work on the things, they are interested in. The development in the society not only creates an external reputation of the organization but also builds up the internal reputation of the organization as well. The employees are having positive energy as they are motivated that their organization is doing something good for society. This makes many employees stay in the organization with the aim that they are working for an organization that does well for society. Looking into the strategic role and the costs which are applied, the organization can either lose their employees or perform well to gain more employees than what they are currently having. There were many tools useful for this academic research as it was found that participation of the employees becomes a clear

instinct for their encouragement within the job (Lee, Lee, & Li, 2012). Retaining the employees for that reason can increase the profits of the organization as the employees are thinking of performing well as they are willing to participate in the activity which is creating social impact in the organization. Moreover, observing the employees as well, in this case, can be an important driver of motivation that can help in demonstrating the factors that are related to the official working and selection process in the organization and relating if with practices of CSR. This enhances the likelihood of workers to remain and excel in the best possible way that can be efficient and effective for the operations of the organization. The following hypothesis is developed based on the above discussion,

H4: CSR is positively associated with employee retention

2.8 Indirect Impact of the Variables

HR capital has become the most important capital for organizations in today's aggressively competitive world so the need to train and develop such capital has also increased because of which the role of talent management has become significant in the current competing business context (Sadek, 2020). Talent management is referred to as the growth and integration of interrelated plans produced for increasing productivity of the workforce by improving organizational operations for attracting, training, utilizing, and retaining employees with desired expertise and knowledge, and behavior to satisfy the existing and future business needs (Haak-Saheem, 2020).Talent management is an employee-focused approach that is related to different employee-concerned factors. From an organizational as well as employee perspective, the significant element is employee engagement (Albrecht et al., 2015).

2.8.1 The relation between Talent Management and Employee Performance through Employee Engagement

Managing the talent within the organization is important as it helps in creating a competitive environment within the market. The effectiveness and efficiency within the organization are increased because of this step. The employees are recognized that they are important for the organization and their services are valuable for the organization. Most of the time, rewards are also given to the employees to keep them motivated as they are engaged in the organizational activities, and because of which it is seen that the performance

of these employees is also taken to a new level. The engagement of the employees helps in knowing that how much committed the employees are towards their job. The dependency, however, is on talent management which is based on the intellects and emotions of individual employees. As the employee is showing active participation within the organization it becomes viable.

Many organizations even claim that employee engagement starts with the process of talent management from recruitment of employees to their growth, encouragement, and retaining employees. All of these things are analyzing two of the important parts that are worker outcome and their engagement within a company. The managers are the people which are working on involving the employees and making them part of their organization. Moreover, use them productively so that there should be innovation for them in all the activities and the success of the organization is completely defined for them. There have been many types of research supporting the fact that paying attention to managing talent results in job satisfaction and employee engagement which is covering the positive aspects (Casse, 1994). Employee engagement makes the employees responsible and mature enough that there comes an opportunity for them by involving them in the operations of the organization. There are many sufficient changes made in the organization whether it is the production or services industry. Talent management, therefore, is considered to be an effective variable in which the organization has to develop and adopt the working patterns that are involving the employees and because of which their performance is also enhanced. Looking strategically at this, it is having an aim of not only getting a competitive advantage but engaging the employees for the well-being of the organization. It can be viewed through other literary works which focused on the full engagement in work (Collings & Mellahi, 2009). Managing the proper talent in the organization will assist workers to use their skills and abilities in the correct manner which will not only help them in completing the work but also increases the performance of the employee if the employee does the same work again and again in an efficient manner. The above arguments lead me towards the following hypothesis,

H5: Employee engagement mediates the relationship between talent management and employee performance

2.8.2 The relation between Talent Management and Employee Retention Through Employee Engagement

The management of talent and retention of employees have a positive relationship with each other as they both are not only important for the organization but also have a positive impact which can help the organization towards productivity and effectiveness. The company has to identify the people who can be listed as the talented ones and after which they are needed to be engaged in the organization by different means. Some of the financial inputs for the retention and engagement of the employees can be providing them with monetary rewards (Greenhaus, Callanan, & Godshalk, 2009).

Companies need to focus on a perfect fit in a company because of the tough competitive environment and invest in those employees so that the resources and other things which are belonging to the organization are used in the best way possible. The priority of top managers in a company is to identify the talent which they need with the organization and that can help them to progress. This is the reason employees are given the responsibilities which are extending from their job description and in any case if these employees are fulfilling these duties and have good scores, they are useful for the organization and this increases the chances of employee engagement within the organization.

So after acquiring the talent which is the human capital for the organization and developing those employees, the employee turnover rate will be lower and more employees will be engaged towards the organization. Still, there are chances that these employees might leave the organization and because of which the monetary rewards will be given to them in response to the work they have done. It is the organization that needs those employees and they have to go the extra mile to retain these employees. Here another factor comes which is employee engagement and it deals with how much the organization is relying on the employees for their task. The above discussion leads me towards the development of the hypothesis as follows,

H6: Employee engagement mediates the relationship between talent management and employee retention.

2.8.3 The relation between Talent Management and Employee Performance through Motivation

There have been many cases defined in talent management that enhance the performance of workers in all the living and working patterns justifying the operations of the organization. However, even if the employees are not motivated, it becomes difficult for the

top management to increase their work performance or to use them effectively in their working process (El Akremi, Gond, Swaen, De Roeck, & Igalens, 2018).

Therefore, criteria do not only stop gathering and nurturing those individuals who have the potential and are talented enough to work in an organization but another factor is the motivation level in these employees. There has to be a systematic procedure from which the companies ensure that the performance of their employees is systematic and up to the standard. The monitoring of these performances can help in increasing the incentives. However, the part of motivation lies in the same case. Many motivational techniques are successful and cost-effective that can help in talent retention within a company. In this case, as well the top management has a significant role in motivating workers and making them understand their value in the organization.

Once the employees know about their worth in the organization, there are high chances that they will perform well and execute the same strength which is needed for them (Alfes et al., 2013). Long-term reward programs can be one of the ways to help the business in valuing their customers and recognizing their needs in the organization. They are appreciated for their work and in return to which they maintain and improve their performance bringing in a positive impact on the activities and operations of the business. There are many options for reward in talent management as the strategies defined in this whole part are important (Arnold, 2005). It is to be highlighted that for all the employees the strategies might be different as any strategy working on an employee will not be working the same for the other one creating a loophole and having an increase in the costs of the process. A few of the other tips and tricks are to greet the employees and always thank them for their work (Forman, 2005). The monetary rewards are a blessing for the employees to make them not only feel valued but motivated enough that they can work efficiently. Furthermore, their talent is managed by the top management and in the end, there is a win-win situation in which favorable impact on outcomes of employees brings positive impact on operations of the company for a long term in which sustainability is involved and industries are striving for this kind of success for their future working (Farley, 2005). This discussion leads me towards the development of the following hypothesis.

H7: Motivation mediates the relationship between talent management and employee performance.

2.8.4 The relation between Talent Management and Employee Retention Through Motivation

It is the most crucial part for employers to hire people which are talented individuals and can serve the organization with their full potential. Therefore, the organization works on finding those potential employees for the organization who are willing and motivated enough to work for the organization. The organization is investing in their personal development and in return to which they demand on getting the full commitment of these employees. The skills of these employees are also nurtured and for that very reason, they are willing to stay. The employees seek the competitive world and look into it as a place which can be tough for them to excel their maximum potential (Hardaker & Fill, 2005). For that their solution is to work in the same organization and through their talent management process learn enough that can help them in their future career advancement. Moreover, systematic working procedures are also the key element put forward by the top management in the talent management schemes.

The target mostly is to increase the performance and efficiency of the employees in such a way that after the whole learning process these employees can be beneficial for the organization. The most important part, in this case, is highlighted where it is proposed that without the help of motivation the employee will not be that much fruitful as it is demanded them (Berthon, Ewing, & Hah, 2005). The motivation becomes a risk for the organization as it is seen that if the employees are not motivated all the investment on them will be a waste of resources, efforts, and time for them. In this case, the organization has to devise its strategies according to the scenario through which first the employees are motivated enough that they are willing to do something for the organization. The business has to work on utilizing the talent whenever needed in the company (Heinen & O'Neill, 2004).

For retaining the employees in the organization, employees should be motivated by using many cost-effective techniques. The holistic approach for the workforce in the development of the company has to be the priority in engaging the people in the organization. As stated above, there have to be different tactics and strategies for retaining the employees such as giving them flexibility towards their work, and without any hesitation, they can work productively. This indicates that employers or top managers are not pressurizing employees for work and putting efficiency in the work as their top priority. The employees would like to stay in this organization where the employers and top management value employees as they

feel comfortable enough to work in these kinds of scenarios (Hewitt, 2011). The above arguments lead me towards the following hypothesis,

H8: Motivation mediates the relationship between talent management and employee retention

2.8.5 The relation between CSR and Employee Performance through Employee Engagement

As discussed deeply in the above part of the research that CSR has a significant and vital role for a company. It involves many stakeholders which are interested in the operations of the business. One of the important stakeholders is organizational workers and their outcome matters for organizational sustainability and progress in the years to come. The firms or organizations which are working on to fulfill their social responsibility are more likely to have loyal employees because the employees are having an interest in the progress of the organization. Many employees are demanding CSR due to the main reason which is increasing the attractiveness and reputation of the organization. Most of these employees in the survey of (Albinger & Freeman, 2000) were belonging to the managerial level. This shows that the employee engagement level will increase for the organization when they are having a positive attitude towards the change and that makes them more productive. CSR becomes a driver for many employees as these employees work constantly on bringing an impact in the society with the association of the organization they are working in. On the whole, it can be understood that the organization is not only doing the CSR activities to create an impact within the society and for the people in the organization but also it is related to the employees which are working in the organization and it can benefit them by engaging them in the activities that will help them in socializing with their seniors and learn from them as it can have a positive effect on their performance (Gibbons, 2006). These arguments lead me in developing the following hypothesis:

H9: Employee engagement as a mediator between CSR and employee performance.

2.8.6 The relation between CSR and Employee Retention Through Employee Engagement

There are many ethical as well as legal bounds related to CSR which have different perceptions in the society as it is done for the social needs of an organization. Organization

can use the CSR which is a long term process for them in sustaining their organizational value and the part of CSR is added in the policy of organization which creates a positive impact for the employees as they are knowing their organization is doing many activities which are good for the society (Cappelli, 2009). As the employees feel more proud about their organization there are high chances that there are favorable outcomes in terms of retaining the employees in the organization (Jiang, Xiao, Qi, & Xiao, 2009). This also creates high chances for the organization to have increased job satisfaction of the employees and because of which fewer employees are willing to leave their jobs. CSR can increase the chances of employees to stay. The justification for that is the employee creates a beneficial and meaningful connection between the society and the organization and develops a sense of belonging for them and developing a collaborative environment that can help them in their working operations. The employees are encouraged to work in those organizations which are consistent in lifting their moral standards for society (Aguilera, Rupp, Williams, & Ganapathi, 2007).

During the CSR activities, the employees are engaged with the practices which helps them in noticing the key activities the organization is doing and how well the stakeholders of the organization are taking a keen interest in it. The variables employee engagement and employee retention are significantly associated with each other when the engagement of employees increases, there is the chance of employee retention in the organization. The main reason for that is no employee wants to leave any place where they have engaged themselves into. Then comes a few of the other factors which are organizational justice provided to the employees. And if the employees are not treated well it becomes hard for the organization to retain them. CSR promotes employee engagement and the employees actively work on promoting the brands by different means. They make efforts by themselves to improve and maintain the environment and organizations can, therefore, make choices on their own. The main responsibilities are linked with environmental and social responsibility that functions in such a way that internal performance in the organization is promoted. The organizations also have to make constant checks on the employees and get to know about the reason these employees are having for leaving the job. These reasons should be catered in a systematic way that can help the organization (Jin & Drozdenko, 2010). The above discussion leads me to the formation of the next hypothesis,

H10: Employee engagement mediates the relationship between CSR and employee retention

2.8.7 The relation between CSR and Employee Performance Through Motivation

Over the last few decades, global firms have started focusing on the integration of CSR with strategic management of business activities and operations so that sustainability in the business can be ensured (Anadol, Youssef, & Thiruvattal, 2015). CSR activities in the business have a direct impact on employee motivation that leads to better employee performance as well as employee retention (Arevalo & Aravind, 2011). Employees tend to operate in companies that have corporate responsibility so their commitment and motivation level is increased while working in organizations that practice CSR which leads to the increased employee performance and productivity (Berrone, Surroca, & Tribó, 2007).

Social Identity theory state that individuals tend to differentiate themselves as a societal group from others so that they can improve their self-image. Social groups can be any family, social gathering, social class, or organization. Different social and demographic factors play a crucial role in differentiating groups from each other. Thus, a similar theory is applied in the business context as employees tend to differentiate themselves from other groups so that they can enhance their self-esteem or self-image (Bergami & Bagozzi, 2000). CSR drives the implication of such social theory on present rivalry businesses as workers prefer working in such companies that especially emphasize CSR. It is considered because employees feel that due to the business operations firms earn a significant amount of money and from that they are liable to support society not only to prosper their businesses but also the whole society.

Thus, when such social identification occurs in the employees' minds, his engagement with the firm and internal motivation level increases that leads to improvised employee performance. Moreover, when the employee has a perception about his firm that it cares for society, his behavior at the workplace will enhance to pursue organizational goals. It is observed that the perception of the workforce about the firm's CSR activities is developed as the employees develop such perception when firms emphasize employee retention and when good perception is built, relationships between employee and management strengthen (Van Beurden & Gössling, 2008). Thus, CSR towards employees also adds to the building of better perception for organization and it can be range from providing workplace flexibility and career development opportunities to competitive remuneration and justice to commitment. Employees' positive perception is built that the company they are working in shares similar values as they have when it is fulfilling their and fellow mates' needs which adds to the

employee commitment and engagement with the firm. Thus, with the increase in employee commitment and engagement, employee performance also increases. Moreover, by adopting CSR activities internally as well as externally, the firm's reputation also increases as a good employer in the market. When such social groups will be formed due to the CSR practices, employees will more likely to engage in risky operational situations at the workplace due to the familiarity with the other group members as it provides a sense of belongingness (DeConinck, 2011). In addition to this, CSR activities that are customer focused other than employee-focused also enormously contributes to the building of organizational reputation because customers are the most important stakeholder in the business context. The above discussion leads me towards the development of the following hypothesis,

H11: Motivation mediates the relationship between CSR and employee performance

2.8.8 The relation between CSR and Employee Retention Through Motivation

There are varieties of CSR activities that are practiced by an organization. The main dependency is on the need in the society and according to which the business plans their CSR activities (Sohail, Iqbal, Asghar, & Haider, 2020). It becomes important for an organization to get an overview of the employees and what is their opinion about the organization. The main emphasis is on the involvement of workers in CSR operations. If employees are not motivated towards doing these activities, it becomes irrelevant for the organization to take this step of CSR in society. The relationship of CSR with the policies of the company and its link with employee motivation is having of strategic importance for the organization. Most of the time, the employees are top and middle-level managers who have their opinions on the CSR of the organization.

The motivation of the employees plays a vital part in the whole scenario in the organization. The company has a responsibility of bringing in the best employees towards their work and in the same scenario retains the current employees which are assets for this organization. Motivation is the backing factor which defines that when the employee is not motivated enough to work for the organization they leave the job and there is an increase in the turnover rate in the organization (Macky & Boxall, 2007). As explained in the above part the CSR practices work on building the reputation for the organization in the external global environment where the companies can progress with the time and perception of the employees can change. In addition to this, CSR activities that customer-focused other than

employee-focused also enormously contribute to the building of organizational reputation because customers are the most important stakeholder in the business context.

As customers are treated by the employees through close interaction, workers get a response directly from the clients for their experience and their perceptions of the firm's greater organizational as well as social member role in the society. When employees get such type of positive feedback from their clients, according to the social identity theory, employees perceive themselves as a contributor to customer satisfaction which improves their motivation level and enhances their performance at an individual as well as at an organizational level (Du, Bhattacharya, & Sen, 2010). As mentioned above, it forces workers to put in additional work to achieve their operational objectives and produce more as well as drives them to effectively participate and participate in unlikely situations that give advantage to them and also other employees infirm because their teammates also share similar values and the behavior to support each other more in challenging situations (McCauley & Wakefield, 2006). The above discussion leads me towards the development of the following hypothesis,

H12: Motivation mediates the relationship between CSR and employee retention

2.9 Theoretical Literature Review

This part of chapter two is the theoretical review of the literature which explains the theoretical lens of the study. First of all, SET has been presented. Afterwards, the theoretical framework of the current research is proposed and hypotheses of this study are exhibited. This theoretical literature review has four parts: i) theoretical lens, ii) social exchange theory, iii) theoretical framework and iv) hypothesis. A current study in the management field is making significant contributions for the development of the knowledge-based theory of organization, which emphasizes the fundamental motive for the subsistence of the organization as belonging to the generation, amalgamation, and use of information (Grant, 1996; Kogut & Zander, 1992). The Knowledge-based view (KBV) is founded on the RBV of the organization that takes into consideration the strategic resources as the main cause for getting comparative advantages (Amit & Schoemaker, 1993). As compared to RBV, KBV suggests that knowledge is the key resource in the attainment of competitive advantage, when knowledge is appropriately handled (DeCarolis & Deeds, 1999; Zack, McKeen, & Singh,

2009). Yet, knowledge is the foundation of gaining a competitive edge by creating, using, and transferring the knowledge within the organization (Argote & Ingram, 2000).

Therefore, organizations are required to facilitate employees with favorable talent management practices and CSR which foster employee retention and higher levels of employee performance. The key objective of knowledge-intensive firms is to keenly focus on the need for knowledge of HR to achieve the best employee performance and development. Nevertheless, in knowledge-intensive organizations where comparative advantages depend strongly on organizational ability to persistently build up the latest commodities or procedures, innovativeness appears to be the most significant problem for knowledge-intensive organizations like the hotel's industry (Nonaka & Takeuchi, 1995; Raisch & Birkinshaw, 2008; Subramaniam & Youndt, 2005). Current research focuses on employee engagement and motivation as mediators among talent management, CSR, employee performance, and employee retention.

2.9.1 Theoretical Lens

This study uses one theory as a theoretical lens to study the association between talent management, CSR and employee outcomes (employee retention and employee performance) through employee engagement and motivation as mediators which is social exchange theory. SET has been considered to examine the relation among talent management, CSR, employee retention, and employee performance through employee engagement and motivation as potential mediators.

2.9.1.1 Social Exchange Theory

SET is a set of propositions or hypotheses to clarify the attitude of individuals inside a social arrangement as exchange procedures between bodies (Bagozzi, 1977; Thrasher & Dunkerley, 1982). In the 1950s, it was known as social psychology and sociology theory (Emerson, 1976). Thus, its notions were priory acknowledged in the scholastic literature approximately a century ago (Saettler, 2004). SET is developed from the work done by (Thibaut & Kelley, 1959). They investigated the composite relationships among people (Tichy, Tushman, & Fombrun, 1979). The key principles of the theory are formed by (Homans, 1947, 1958). The essentials of social perspective were stressed from the practical and beneficial aspect, as well as integration, support, power, and dynamics. Despite diverge

perspectives; the theorists have the same opinions that the social system comprises integrated exchange procedures. The procedures are based on the actions carried by the members and administered by the exchange linkages (Blau, 1964).

The success of a social exchange system depends on the activities carried by two or more actors. These activities take place when one player offers valuable information or anything required by the other player. These relationships are voluntarily created, maintained, and terminated founded on the levels of expectations rewarding dealings from others. This entails that social exchange is a two-way, reciprocally reliant process comprising of a string of "dealings" or "exchanges" (Emerson, 1976). To the supportive actions of small teams, social exchange is taken as the basis of continual exchanges between the identical parties (Molm, 2001). Social exchange comprises of individual, however unified acts of giving that provide advantages for the recipient. Consequently, mutually gratifying manners, lasting interactions may be produced and persistent because individuals are encouraged by their self-interest.

SET is vigorous, and it may be applied at macro and micro-sociological scales. At a macro-level, it was considered to revise a range of perspectives of inter-organizational interactions (T. K. Das & Teng, 2002; Lambe, Wittmann, & Spekman, 2001). At the micro-level, SET was considered to examine the interactions among organizational climate, leadership, incentives (Wayne, Shore, Bommer, & Tetrick, 2002) to comprehend knowledge sharing practices (Chang, Gong, & Peng, 2012) of knowledge workers. SET has been referred to as an important conceptual paradigm for understanding knowledge sharing practices of knowledge workers and their attitudes (Coyle-Shapiro, Morrow, & Kessler, 2006; Farndale, Van Ruiten, Kelliher, & Hope-Hailey, 2011; Waring, 2017). The meta-analysis of 52 empirical studies concluded that SET is a crucial instrument for exploring a variety of perspectives of knowledge sharing practices (Liu & Motoda, 2012). The theory was originally developed to study the barter of substance assets when one party has to give up something of touchable worth (Baum, Schäfer, & Talavera, 2011; Schäfer, 2011). Knowledge could be more precious than substance goods because it may be afterward transmitted to the third party yet keep all or some of its worth for the preceding proprietor (North & Kumta, 2018).

2.9.2 Theoretical Framework

Figure 3.1 is the proposed framework of the study. There are two independent variables in the current study which are talent management and corporate social responsibility as shown in Figure 3.1. Employee engagement and motivation are two mediators in the present investigation. The dependent variables are employee performance and employee retention. The effect of independent variables (talent management and CSR) on dependent variables (employee performance and employee retention) will be investigated through mediating variables (employee engagement and motivation).

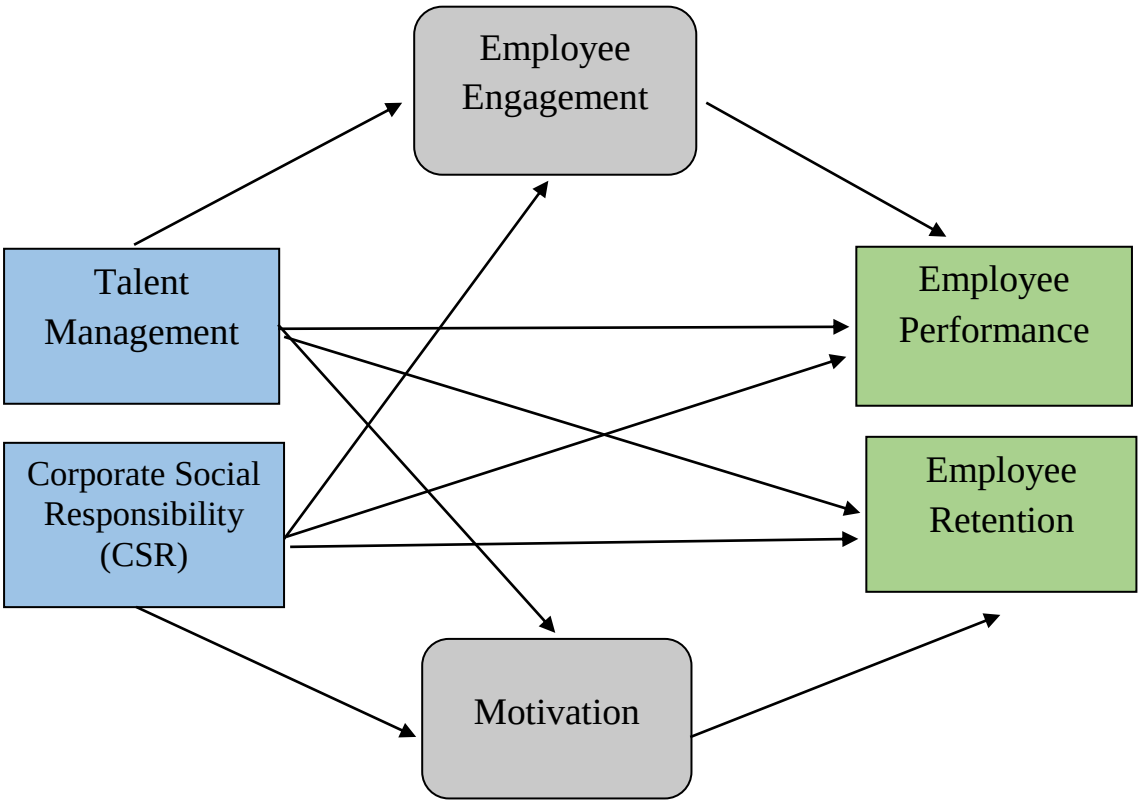

Figure 2.1: Proposed Model

2.9.3 Hypotheses

The hypotheses for this research are:

H1: Talent management is positively associated with Employee performance

H2: Talent management is positively associated with employee retention

H3: CSR is positively associated with employee performance

H4: CSR is positively associated with employee retention

H5: Employee engagement mediates the relationship between talent management and employee performance

H6: Employee engagement mediates the relationship between talent management and employee retention

H7: Motivation mediates the relationship between talent management and employee performance

H8: Motivation mediates the relationship between talent management and employee retention

H9: Employee engagement mediates the relationship between CSR and employee performance

H10: Employee engagement mediates the relationship between CSR and employee retention

H11: Motivation mediates the relationship between CSR and employee performance

H12: Motivation mediates the relationship between CSR and employee retention

Summary of Literature Review Chapter

Chapter two demonstrates the literature review of all variables studied in the current research. After that research done on direct impact of variables and indirect impact of variables have been explained. Theoretical literature review has been narrated. Theoretical

lens and social theory have been described in this chapter. Next part presents the theoretical framework and hypothesis of the current study.

CHAPTER THREE: METHODOLOGY

This chapter describes the research approach of the research, sources of questionnaires used for the collection of data, procedures used for the collection of data, and data analysis techniques. Hypotheses are developed to examine the effect of talent management and CSR on employee performance and employee retention through employee engagement and motivation. Chapter four is divided into eight parts: i) research approach, ii) sampling, iii) instrumentation, iv) instrument validity and reliability, v) pilot study, vi) data collection procedure, vii) data analysis and viii) ethical considerations.

Firstly, paradigms of the research are presented. This section also provides the research approach considered in this study and by focusing on the research problem, the strategy of inquiry is also presented in this chapter. The research population, sampling technique applied in research, and the sample size are described in the second section of the study after justifying the selected research method. The questionnaires used in this examination are also provided in the third part of the research. Section four describes the reliability and validity of questionnaires. A pilot study conducted for research is explained in section five. Data collection procedures are presented in the sixth section. Statistical techniques used in the present research to examine the impact of talent management and CSR on employee performance and retention using employee engagement and motivation are presented in section seven of the chapter.

3.1. Research Approach

When a scholar claims information, the procedures for conducting the research study are determined. Specific assumptions are considered for the examination of the research study (Creswell, 2003). Research associates usually state Ontology (what information is), epistemology (how do you know it?), axiology (what values elaborate it), rhetoric (how to write it), and methodology (methods for studying it) (Creswell, 1994). These are named as paradigms (Mertens, 1998) philosophical statements, epistemologies, ontology (Crotty, 1998), usually identified as methods of research (Neuman, 2000). A paradigm is a group of

connected hypotheses regarding social stability that gives philosophic and theoretical context for systematic research around the globe (Filstead, 1979). The selected paradigm leads the research scholar towards the philosophic statements, selected instruments, respondents, and procedures that are applied for carrying research (Denzin & Lincoln, 2008; Guba & Lincoln, 1994).

There are three ways of thinking about asserting knowledge. These three schools of thought are constructivism, positivism, and pragmatism. Constructivism explains in-depth knowledge of the globe where people stay and get engaged in routine activities as these assumptions are pointed out by (Berger & Luckmann, 1991; Crotty, 1998; Lincoln & Guba, 1985, 2000). The meanings of the experiences are extracted subjectively. By considering constructivism, they look for the realities and give complex meaning to those realities instead of lowering down the number of meanings (Creswell, 2003). Thus, the purpose of this research type is the generation of meaning by considering subjective means of collecting data.

The meanings of realities are extracted objectively rather than subjectively in the positivism approach, this paradigm is also referred to as quantitative research. In this paradigm, a specific scientific approach is considered for understanding the given knowledge (Blaikie, 2000; Bryman, 2004). In this kind of paradigm, knowledge is generated by carefully observing the reality and is based on numeric measurement of the reality that existed this world (Creswell & Miller, 2000) and holds on more intimately to the deductive method that uses hypotheses to seek the underlying relationship among the focused variables (Cacioppo, Semin, & Berntson, 2004; McGrath & Johnson, 2003). By keeping in view this approach, they suggest that theories are necessary to get insights into the realities of the world. In the positivism paradigm, the model of the study is presented and hypotheses are presented to investigate the underlying relationship among the variables. Various statistical tests are conducted to investigate the hypotheses of the research for extracting the research findings. Then these extracted results are interpreted to fully understand the underlying relationship among the variables (Cacioppo et al., 2004). The third paradigm is the pragmatism paradigm. This paradigm develops the theory and then tests that theory (Pansiri, 2005; Rossman & Wilson, 1985). A comparison among the three paradigms is shown below in a table.

The research paradigm is chosen by keeping in view the underlying research problem that is required to examine and search for appropriate solutions (Creswell, 2003). Like,

positivism approach is used if the research problem is to identify and explain elements that have an impact on outcomes or testing already established theory. The constructivism paradigm is used when the theory generation is necessary. The pragmatism paradigm is appropriate when the researcher not only develops a theory but also tests that developed theory (Creswell, 2003). So, the research design is decided or selected according to the aims of the study (Mertens, 1997; Neuman & Kreuger, 2003). The purpose of this thesis is to develop and examine the research design where mediation is employee engagement and motivation in the hospitality employees of Pakistan. Moreover, the concept of factors (talent management and CSR) are already well-researched concepts. Therefore, the quantitative method in the positivism paradigm is an appropriate approach for completing this research work targets.

The quantitative approach includes different kinds of studies like associational, descriptive, and intervention. Descriptive research is about exploration and explanation of the underlying research issue and also highlights properties of the study sample, their behaviors towards the underlying problem (Frankel & Wallen, 2000). Content analysis and qualitative methods assist in the collection of data for this type of research. The association approach helps examine the relationship among the variables. This research is divided into correlation and causal-comparative research (Ary, Jacobs, & Razavieh, 1996). Correlation research helps in determining the links among the variables with the help of specific data. In this kind of research, the researcher only tries to find the true relationships among the variables rather than manipulating the surroundings of the respondents. In this approach, data is collected through questionnaires. Casual comparative research considers the specific chosen groups where the difference is not unknown and extraneous constructs are controlled that may impact the results of the study. Current research aims to investigate the connection between talent management and CSR and employee intention and performance using employee engagement and motivation as mediators.

The ontological view is providing objective cause and effect prediction by proving a planned model of talent management, CSR, employee performance, and retention considering the well-established theory of SET.

Furthermore, precise instructions for using a method in the research must depend on the investigation plan (Creswell, 2003). Experimental pattern and investigation study are two broadly connected plans in quantitative approach. The experimental method system involves

“random assignment of a subject to treatment conditions and includes quasi-experiment” (Keppel, 1991). The empirical method deals with one theme plan. Survey study is the second increasingly utilized investigation approach in social science research for the collection of data (Ary et al., 1996). A questionnaire or structured interview is used for collecting information in cross-sectional or longitude timelines (Babbie, 1990). One principal characteristic of a survey study is explaining particular elements of the selected population quantitatively (Kramer, 1991). Taking into account the survey study advantages (Bell, 1996) and utilization in social sciences especially in terms of organizational factors and organizational performance, the present research employs the survey method as this better serves the objectives of the present study by enabling researchers to get data from respondents. Since the purpose of this thesis is a testing theory, not a suggesting theory, epistemology is positivism where the instrument is used for investigation. Data is collected by instruments employing the survey method. As research does not contain experimentation or examination of behaviors and observations for an extended period, it is cross-sectional research in which information is collected from population sample at particular time.

3.2. Sampling

Sampling is very crucial as there is a need to take care while choosing the sample from the whole population so that further examination may be conducted. The researcher generalizes the results for the population from sample outcomes. Generally, probability and non-probability sampling are two wide classes of sampling approaches (Taherdoost, 2016) . Probability sampling is founded on probability theory in which sampling is done from the population in a manner that all available samples would have a common chance of being taken (Tehseen, Ramayah, & Sajilan, 2017). Researchers generally use probability sampling in quantitative research as each individual have the same possibility to be picked, least risk of prejudice makes it possible for scholars to make statistic evaluations from selected sample to the population and permits evaluation of sampling error magnitude wherefrom scholars can identify statistical importance of discrepancies in indicators (Etikan, Musa, & Alkassim, 2016). Conversely, non-probability sampling is a method in which the possibility of a population sample being selected is known. This sampling is used in the qualitative research method in which sample selection requires the decisions of scholars (Babbie, 1990). Taking into consideration universal procedures of quantitative study, the probability sampling method is used in this research because this sampling method gives objective and scientific

justifiable assessment results rather than non-probability sampling that despite being more cost-effective and time-taking, shows its susceptibility with fairly represented and evaluated data.

Probability sampling could be carried out through some of its different forms. Simple random sampling is used in the present study as individuals are being randomly selected in it. It would be useful in cases where a compilation of components comprising the population is not possible (Babbie, 2001). Represented population sample gives the power to generalize outcomes to the given population when the sample is randomly distributed (Creswell, 2003). The four and five star hotels of Lahore and Karachi were selected in the current study for example, one of the early local hotels (The Hotel Mehran. The Avari Towers) are International brands in hotel industry in Pakistan appear as dominant hotel chain present in largest domain like Karachi and Lahore. In 2019, Pakistan's economic development had a major impact on the Hotel and Tourism industry (Saleem & Raja, 2014). It has been observed that the sudden development of foreign tourists and conferences are planned in Pakistan especially in the city of Karachi, where the prices of accommodation in these hotels increased from 65% compared to last year (Sayira & Andrews, 2019). The improvement in accommodation rates increases the demand for hotels. As demand increases, hotel prices have also risen from the median Rs. 10000-Rs. 11000 to Rs 12,000 - Rs 13,000 per night (Latif, Pérez, & Sahibzada, 2020). Minimum four years of job experience was taken into consideration while selecting the unit of analysis. This minimum experience of four years of hospitality employees in their present job was applied ensuring that hospitality employees were well aware of organizational talent management and CSR taking place within their organization.

It is necessary to decide the sampling size needed for research before collecting data to obtain an adequate significance level (McQuitty, 2004). The size of the sample directly influences statistical assessment and generalizability of the outcomes (Hair, Anderson, Tatham, & Black, 1998). Time limitations and financial resources make it hard to produce the maximum sampling size when carrying out survey research (Dillman, 2000). The needed sampling size is affected by the normal distribution of data and evaluation method (Schreiber, Nora, Stage, Barlow, & King, 2006). Moreover, ten observational pieces of evidence for each variable to be measured is an approved number (Schreiber et al., 2006). The least sampling size is most appropriate instead of subjecting item ratio (Guadagnoli & Velicer, 1988). These investigations suggest size from many, to fifty (Barrett & Kline, 1981) to four hundred

(Aleamoni, 1976). Scholars discuss that an essential sampling number is two hundred in structural equation modeling (SEM) (Garver & Mentzer, 1999; Hoelter, 1983; Sivo, Fan, Witta, & Willse, 2006). The sampling size must be more than three hundred in the principal component analysis (great sampling approach) for getting authentic results (Stevens, 1996). Therefore, for exceeding the above-mentioned minimum amount required of the sample, surveys were shared evenly with 100 randomly chosen hotels in Karachi and Lahore as suggested by (Ary et al., 1996) that a large sampling size reduces sampling errors.

The sample plan in current research reduces coverage error by similarly representing each entity of the population which is its strong point. The sample error is managed through a randomly selected right size sample. Measuring error is treated by giving great importance to the instrument's validity and reliability.

3.3. Instrumentation

Information was gathered on the selected variables (talent management, CSR, employee engagement, motivation, employee performance, and employee retention) for achieving the fundamental aims of the current research.

A structured questionnaire was employed for collecting information from respondents. The questionnaire has A-G sections (Appendix 1). Section A shows the participants' demographics i.e. gender, age, marital status, education, work experience, and working years with the current organization. Section B provides the 10-item scale to measure talent measurement. This scale has been adapted from (Mahlahla, 2018) and the value of Cronbach's Alpha is 0.844. Section C contains a 15-item scale to measure CSR that was adopted by (Amarsaikhan, 2014) from (Turker, 2009). (Turker, 2009) the scale had 17 items for the measurement of CSR and four factors i.e. CSR to social and non-social stakeholders, CSR to employees, CSR to customers, and CSR to government. One factor of government was eliminated from this scale by (Amarsaikhan, 2014). The values of Cronbach's Alpha are 0.88, 0.88, and 0.82 (Amarsaikhan, 2014). Section D includes an 8-item scale for measuring employee engagement adopted from (Wilson, 2009). The value of Cronbach's Alpha is 0.773. The next section is E which contains 15- items scale to measure motivation adopted from (Barkley, 2017). The Cronbach's Alpha value is 0.839. Section F contains the employee performance scale which was adopted by (Inuwa, 2016) from (Liao, Lu, Huang, & Chiang, 2012). The Cronbach's Alpha value is 0.95. Section G is the last part of the questionnaire

which has a 5-item scale for the measurement of employee retention adopted from (Lam, Law, Loo, Ng, & Ooi, 2015). Cronbach's Alpha value is 0.864. The word '*hospital'* has been replaced by *'organization'* on this scale.

3.4. Instrument Validity and Reliability

Validity as a problem of whether a gauge that is developed to evaluate a concept measures it or not (Bryman & Bell, 2003). Validity is what degree a measure or range of measures precisely depicts an interesting concept (Hair et al., 1998). Different forms of validity are usually acknowledged in this area. Following the overall tendency of study (Ary et al., 1996; Borg & Gall, 1983; Frankel & Wallen, 2000; Gould-Williams, 2007; Paul & Anantharaman, 2003), the face, content and construct validity were assured of the instrument in this research. (Schwab, 1980) defines construct validity as the representation of conformity between construct and operating procedure used for measuring that construct. Construct validity prevails in case latent root criterion equals or exceeds 1, with a minimum of 0.40 loading and there is no items' cross loading over 0.40 (Straub, Boudreau, & Gefen, 2004).

The advantages of statistic methods like reliability testing ensuring the reliability of research instrument were highlighted by (Straub et al., 2004). Reliability is the degree a scale is persistent through measurement whatsoever it aims to evaluate (Ary et al., 1996). Reliability has a significant role to play in identifying the worth of measure and exhibits uniformity or recurrence of scale. This indicates the authenticity of the scale if it produces similar findings, also decreasing random error in measure. Items' internal reliability was calculated for ensuring the instrument's reliability in the current study. Moreover, such reliability is responsible for checking the coherence of an individual participant's grades on different measures (Bryman, 2003). Cronbach's Alpha is a widespread process for testing internal reliability. This computes the mean of every potential split-half reliability factor. The range of its value is 0 to 1. The 0.80 value is normally claimed as a golden rule exhibiting the level acceptable for internal reliability (Bryman, 2003). For checking the internal reliability of scales, Cronbach's alpha was used in current research.

3.5. Pilot Study

A pilot study was carried out for checking the internal coherence and inter-observer reliability of the instrumentation on first 50 surveys. Six hundred (600) hospitality workers were chosen by simple random sampling technique and a questionnaire was given to them. Respondents were provided instructions for completing questionnaires and for their return. 450 questionnaires were used for further analyses. 487 questionnaires were returned, from which 37 were discarded due to inadequate responses. The analysis of factors was performed applying the principal component analysis approach through the varimax rotation for examining the uni-dimensionality of construct and validating the questionnaire survey. All constructs of current research indicated construct validity of the questionnaire used. The values of Cronbach's alpha were measured for verifying the instrument's reliability and internal integrity. The greater number of Cronbach's alpha gives primary testing that each construct (Talent management, CSR, employee engagement, motivation, employee performance, and employee retention) has a high level of reliability.

3.6. Data Collection Procedure

The data compilation process is rooted in surveys which are in a written form as surveys need fewer resources and are most appropriate for releasing sensitive data (Dillman, 2000; Salant & Dillman, 1994). A person who is doing research will collect primary data personally by questionnaires, interviews, experiments, and observations (Brewerton & Millward, 2006). Primary data collection was done using the questionnaires. A questionnaire is the only method to collect authentic data from many individuals located in several geographical areas and this is not possible from other methods of data collection (Kothari, 2004). The questionnaires were distributed among the employees of the hospitality industry. The researcher took an appointment from the respondents and requested them to spend some time completing a questionnaire.

3.7. Data Analysis

SPSS software version 21 was used for the analysis of data. Different tests were applied in the SPSS. Correlation and mediation analysis using AMOS graphics were conducted in the current study to examine the influence of talent management and CSR on

employee performance and employee retention through mediating variables i.e. employee engagement and motivation.

3.8. Ethical Considerations

Keeping view, the ethical consideration, respondents were made to ensure that information provided is only used for research thesis purpose with complete confidentiality of their response and no one is forced to give response while data collection. While conducting this research study following ethical concerns has been contain which are:

1.Informed Consent.

2.Research integrity assurance.

3.Protecting privacy of respondents.

Summary of Methodology Chapter

Chapter three presents research approach, sampling and instrumentation used in the current research. Instrument validity and reliability, and pilot study done have also described in this chapter. Data collection procedure and data analysis have been explained. Ethical consideration of the study has been presented in this chapter.

CHAPTER FOUR: DATA ANALYSIS

Chapter four explains how data is analyzed in this research and which tests are applied. The first part shows the data selection process and missing values in questionnaires. The next part describes the demographic features of the selected sample like age, gender, qualification, work experience, and job tenure at present companies. Skewness and Kurtosis tests are applied and scale reliability is checked through Cronbach's alpha. Following is the correlation analysis and factor analysis. Confirmatory factor analysis (CFA) is done of talent management, CSR, employee engagement, motivation, employee performance, and employee retention by using AMOS 21. The validity of the instrument was measured in this chapter. Face validity, convergent validity, current loadings, average variance extraction (AVE), construct reliabilities, discriminant validity, and nomological validity are calculated. Direct

and indirect effects of constructs are shown in the path model using the SEM technique. The last part of the chapter shows the testing of the hypothesis.

4.1. Data Screening and Missing Values

In this study, 600 questionnaires were circulated among employees who were working in the hospitality industry. 487 questionnaires were received from respondents and the rate of response was 86.6% of the total questionnaires. Questionnaires were confirmed in the data selection procedure. 37 questionnaires were not included in the current research due to missing some values. Questionnaires with missing values were deleted from statistical analysis.

4.2. Sample Description

Table 4.1 represents the demographics of sample employees working in the hospitality industry. Total 450 questionnaires were selected in the current research after dealing with missing values from data, where 32.0% of participants were up to 20 years of age, 23.1% of workers were falling between 21-30 years whereas 24.4% employees were 31-40 year old and 20.4% workers were 40- 50-year-old. Furthermore, in this study male dominancy was observed. Therefore most of the respondents were males (74.7%) and 25.3% were females.

Also, 27.6% of the total employees were single, and the remaining 72.4% of employees were married. Moreover, based on qualification, workers were categorized in the following sequence: 14.2% of employees were having a certification, 41.6% of employees had a diploma, 21.3% of employees did graduation, 12.4% were holding master's degree, and the remaining 10.4% of employee completed their Ph.D. Further information about demographics was collected based on the work experience of employees: 28.2% of workers had experienced between 1-5 years, 37.6% of staff were holding experience between 6-10 years, 21.3% workers were falling in the experience range of 11-15 years, and remaining 12.9% of employees had experienced in the range of 16 to 20 years.

In the end, information collected based on job tenure with the current organization, 34.2% of employees had experienced between 1-5 years with their present organization, 30.7% of workers were working with their present organizations from 6 to 10 years, 25.3% of

personnel were retained in their existing organizations for 11 to 15 years, and remaining 9.8% of employees were staying at their jobs in the same organization in the period from 16-20 years and they were still working there.

Table 4.1: Demographics (Frequency Table)

Demographic	Demographic Features	Frequency	Percentage
Age	Up to 20 years	144	32.0
	21-30 years	104	23.1
	31-40 years	110	24.4
	41-50 years	92	20.4
	Total	450	100.0
Gender	Male	336	74.7
	Female	114	25.3
	Total	450	100.0
Qualification	Certification	64	14.2
	Diploma	187	41.6
	Graduation	96	21.3
	Master Degree	56	12.4
	PhD	47	10.4
	Total	450	100.0
Work Experience	1 – 5 years	127	28.2
	6 – 10 years	169	37.6
	11 – 15 years	96	21.3
	16 – 20 years	58	12.9
	Total	450	100.0
Job Tenure at Current Organization	1 – 5 years	154	34.2
	6 – 10 years	138	30.7
	11 – 15 years	114	25.3
	16 – 20 years	44	9.8
	Total	450	100.0

4.3. Skewness and Kurtosis

The kurtosis and Skewness test is used for checking the normality of data whether data is modeled normally or not. This test also relates to how data is distributed normally.

Skewness explains that data is symmetric or not. If data is symmetric, it is normal. Skewness values are observed between ± 2. Kurtosis explains peaks of data whether data is peaked or less peaked. There are three rules for examining kurtosis. First is the strict rule between ±1.96, second if values are in between ±2.58, and last one loose rule if values are in between ±3.29 which means that data is normally peaked.

Test of Kurtosis and skewness check the data normality.

H_0 = Data is not normally distributed

H_1= Data is normally distributed

Table 4.2 shows the values of kurtosis and skewness of data. If skewness of data is checked, all the observations show data is normally distributed. As all the values of data are in between the values of -2 to +2. The talent management value of skewness is -0.532 which is less than +2, this means talent management is normally distributed. The value of CSR is -0.801 that is lesser than +_2 which means it is also normally distributed. -0.355 is the value of employee engagement that is less than +2, which means normally distributed data. The motivation value of skewness is -0.374 which is less than +2 that shows motivation data is normally distributed. The employee performance value of skewness is -0.345 that is lesser than the +2. This value also depicts that employee's performance data is normal. -0.591 is the value of employee retention which is lower than +2 means employee retention values are also normally distributed. Hence, all the values of skewness show that whole data is normally distributed.

If values of kurtosis are considered, the most strict rule of kurtosis values is between -1.96 and +1.96. According to this rule, all the values of this study are in between this range means data is normally peaked. A kurtosis value of talent management is 0.791 which is less than +1.96 means normally peaked. CSR value is 0.547 that is less than +1.96 which means it is between the values of -1.96 and +1.96 which is normally peaked and normally distributed data. -0.210 is an employee engagement kurtosis value that is lesser than +1.96 which is normally peaked. Motivation has a -0.074 kurtosis value that is lesser than +1.96 means normally peaked data of motivation. Employee performance has a -0.538 value of kurtosis that is lower than +1.96 which means data is normally peaked. Lastly, the employee retention value of kurtosis is 0.43 which is also less than +1.96 which means data is normally peaked and normally distributed.

H_0 is rejected because data is normally distributed.

H_1 is accepted as data is perfectly normally distributed.

Table 4.2: Skewness and Kurtosis

Name of Variables	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
Talent Management	-.532	.115	.791	.230
Corporate Social Responsibility	-.801	.115	.547	.230
Employees Engagement	-.355	.115	-.210	.230
Motivation	-.374	.115	-.074	.230
Employees Performance	-.345	.115	-.538	.230
Employees Retention	-.591	.115	.043	.230

4.4. Scale Reliability

Reliability is the instrument's capacity to create comparable results over the timeframe. To get reasonable outcomes, the adjusted polls were assessed for the unwavering quality (Rasli, 2006). There are numerous systems to gauge the unwavering quality (for example split-half unwavering quality and test-retest and so forth). However, the present investigation utilized Cronbach's alpha qualities. Cronbach's alpha is generally utilized testing for inward consistency (Henson & Roberts, 2006; B. Johnson & Mcclure, 2004).

Cronbach’s Alpha measures internal constancy in different items of the group. Cronbach’s Alpha tells about the reliability of the coefficient. The standard value of the reliability coefficient is 0.70 (Hayes & Coutts, 2020). A Significant range of Cronbach’s alpha is 0 to 1. Aforementioned researcher further explained that the scale is measured reliably when the value of alpha above 0.6 is acceptable, although the alpha value above 0.8 should be considered as excellent value (Gliem & Gliem, 2003) to be used in this study according the context of Pakistan. Cronbach’s alpha was developed by (Cronbach, 1951) is an indicator to measure the reliability of the instrument that will indicate a researcher about designed instrument is accurately measuring the latent variable according to the acceptance

criteria given by above scholars. If greater than this value, it is better but the standard value is 0.70 for checking internal consistency between items. In this study, all the items of variables are 0.70 or above this value which means that all the items are internally consistent with each other. Talent management has an alpha coefficient of 0.884 for 10 items which states that they are highly internally consistent with each other. 0.776 is the alpha coefficient value of 15 items of CSR which is also reliable and inter consistent. Employee engagement has an alpha coefficient of 0.858 for 08 items which states that they are highly internally consistent. 0.827 is the alpha coefficient value of 15 items of motivation which is also reliable and inter consistent. Employee performance has a 0.769 alpha coefficient value for 15 items which is also reliable and inter consistent. Finally, employee engagement has 0.669 which is almost 0.70 means this value is also reliable and 05 items of employee's retentions are internally consistent with each other and reliable.

Table 4.3: Scale Reliability

Name of variables	Cronbach's alpha	No. of items
Talent Management	.884	10
Corporate Social Responsibility	.776	15
Employee Engagement	.858	08
Motivation	.827	15
Employee Performance	.769	06
Employee Retention	.669	05

4.5. Correlational analysis

Usually the purpose correlation analysis is carried out in order to define the association among variables selected for the study. In this research work, correlation analysis was used to validate the proposed hypothesis by discovering the relationship between Talent management, CSR, employee engagement, motivation, employee performance, and employee retention to make the proposed hypotheses valid as shown in Table 4.4. Correlation analysis does not entail a relationship between two or more than two variables because it is different from the regression analysis. One of the most important methods or levels among

many given alternatives is Pearson (bivariate) correlation to measure the effect of association among variables through a Pearson correlation range (Grimm & Yarnold, 2000). In correlation analysis the values of any two variable lies between +1 and -1 (Wu & Li, 2021). (Barnard, 1992) proposed that with the help of the extracted magnitude we can examine a relationship between two variables on the basis of two major aspects magnitude and direction. Impact of association among two variables is examined through magnitude and direction will provide positive and negative relationship for researchers. An absolute value of 1 proposes that two variables have a strong relationship. But if the values are zero that straightly means that the two variables do not have any association. If the correlation coefficient value is ≥0.4 shows the moderate relationship. In case, having correlation value ≥0.5 show a strong relationship in any research study. For examining probability values both 0.05 and 0.01 are used to standardize the actual level of correlation between two variables make the proposed hypotheses valid (Zhou, Deng, Xia, & Fu, 2016).

To validate the gap of this research study correlation was measured at both variable and dimensional levels to prove the strong relationship between the selected constructs. The outcomes at dimensional level give a productive result of positive and critical association with each dimension of the chosen independent variable with dependent and mediating variable, therefore bringing the established constructs acceptable. AMOS 21 was used in the present research for imputing data. The mean value of talent management (3.8787) is close to 4 which shows that all the employees agree to talent management items. The standard deviation of talent management is .65278 that indicates 65% variations are explained in the variable. Moreover, talent management is positively and significantly associated (r= .609**; r= .392**; r= .372**; r= .492** and .457**, P<0.05) with CSR, employee engagement (EE), motivation (M), employee performance (EP) and employee retention (ER).

Furthermore, the mean value of CSR (3.9339) is near to 4 which shows employees are agreed with CSR items and the standard deviation of CSR is .73419 which shows that 73% variations are explained. Moreover, CSR is positively and significantly associated (r= .392**; r= .342**; r= .449** and r= .479*, P<0.05) with employee engagement (EE), motivation (M), employee performance (EP) and employee retention (ER). It explains that a 100% increase in CSR causes an increase in talent management with 60% and we can also say that a 100% talent management increase causes an increase in CSR with 60%. If employee engagement increases by 100% that impacts talent management, talent management increases

by 39%, and vice versa. If motivation increases by 100%, it causes talent management to increase by 37% and vice versa. A 100% increase in employee performance brings about a 49% increase in talent management and a 100% increase in talent management causing a 49% increase in employee performance. A 100% rise in employee retention gives a 45% rise in talent management and a 100% rise in talent management leads to a 45% rise in employee retention.

Also, the mean value of employee engagement (3.6456) is close to 4 which shows all employees are satisfied with items evaluating employee engagement (EE) and the standard deviation of employee engagement is .81463 which shows 81% variations are explained. Moreover, employees engagement is positively and significantly associated (r= .637**; r= .633** and r= .590**, P<0.05) with motivation (M), employee performance (EP) and employee retention (ER). If employee engagement increases by 100% that impacts CSR; CSR increases by 39% and vice versa. If motivation rises by 100%, CSR rises by 34% and vice versa. A 100% increase in employee performance leads to a 44% increase in talent management and a 100% rise in employee performance enhances CSR by 44%. If employee retention is enhanced by 100%, it elevates CSR by 47%, and a 100% rise in CSR gives a 47% rise in employee retention. Additionally, the mean value of motivation (3.6487) is near 4 which shows all employees have accepted items of motivation (M) and the standard deviation of motivation is .73410 which shows 73% differences in the answers. Moreover, motivation is positively and significantly associated (r= .558**; and r= .525**, P<0.05) with employee performance (EP) and employee retention (ER). It also describes if motivation increases by 100%, it brings a 63% rise in employee engagement, and a 100% rise in employee engagement generates a 63% increase in motivation. A 100% increase in employee performance brings a 63% rise in employee engagement and if employee engagement is developed 100%, employee performance is 63% enhanced. If employee retention enhances by 100%, it raises employee engagement by 59% and if employee engagement enhances 100%, it improves 59% employee retention.

Moreover, the mean value of employee performance (3.9108) is close to 4 and shows workers are agreed with all items which measure employee performance (EP) and the standard deviation of employee performance is .74675 which means 75% discrepancies in the replies. Furthermore, employee performance (EP) is significantly and positively correlated (r= .559**, P<0.05) with employee retention (ER). A 100% increase in employee performance causes a 55% increase in motivation and a 100% increase in motivation brings a

55% rise in employee performance. If employee retention is enhanced 100%, it elevates motivation by 52% and if motivation grows 100%, it increases 52% employee retention. In the end, the mean value of employee retention (3.6501) is close to 4 which shows workers agree with all items of employee retention (ER) and the standard deviation of employee retention is .81463 which depicts 81% variations in the responses. If employee retention is enhanced 100%, it causes a 55% increase in employee performance and if employee performance rises 100%, it brings a 55% increase in employee retention.

Table 4.4: Correlational Analysis

	M	SD	TM	CSR	EE	M	EP	ER
TM	3.8787	.65278	1					
CSR	3.9339	.73419	.609**	1				
EE	3.6456	.81463	.392**	.392**	1			
M	3.6487	.73410	.372**	.342**	.637**	1		
EP	3.9108	.74675	.492**	.449**	.633**	.558**	1	
ER	3.6501	.81436	.457**	.479**	.590**	.525**	.559**	1

***. Correlation is significant at the 0.01 level (2-tailed).*
**. Correlation is significant at the 0.05 level (2-tailed).*

M= "Mean"; SD= "Standard Deviation"; TM= "Talent Management"; CSR= "Corporate Social Responsibility"; EE= "Employees Engagement"; M = "Motivation"; EP= "Employee Performance; ER = "Employees Retention

4.6. Factor Analysis

CFA is used in this research to confirm the items contributing towards each variable phenomenon. Variables with dimensions are confirmed through testing different models are stated as follows.

4.7. Confirmatory Factors Analysis

As an essential phase in the examination of a framework, the reasonableness of computed factors should be surveyed. AMOS 21 was used for conducting confirmatory factor examinations on every variable. Qualified and satisfactory results without any blunders are shown from CFA consequences (Byrne, 2001). Factors of each model are fit in sequence and

that meets all the requirements with "χ=Chi-square; DF= Degree of Freedom; CMIN= Minimum Chi-square; GFI= Goodness off fit file; RMR= Root Mean Square Residual; RMSEA= Root Mean Square Error of Approximation; NFI= Normed Fit Index; TLI= Tucker Lewis Index; CFI= Comparative Fit Index and AGFI= Adjusted Goodness of Fit Index". Criteria for removing items are based on residual values and factor loadings for all items. If the value of factor loadings is greater than 0.3 or above, that item is not deleted. If the residual value is in the range of +2.80 and -2.80, the item is deleted (T. A. Brown, 2006).

4.7.1. Talent Management

10 items of talent management scale were adopted which were developed by (Mahlahla, 2018), to investigate the extent to which talent management contributed towards personality traits CFA performed. Findings of CFA confirmed factors that establish talent management. Figure 4.1 represents factor loadings for 10 items of talent management. Analysis of the CFA model was excellent and also the value of Chi-square is in the excellent range. Factor loadings standardized range in the model of a single factor is 0.47 to 0.85 that is a satisfactory range which is shown in the Figure 4.1.

Table 4.5: Talent Management's Confirmatory Factor Analysis

Statistics	Fit Indices	Acceptable Threshold value	1-factor Model
Absolute Fit	χ^2	As close as to Zero	84.830
	DF	As close as to Zero	22
	CMIN/DF	As low as 2 and as high as 5	3.856
	GFI	>.95	.965
	RMR	<.05	.035
	RMSEA	<.08	.080
Incremental Fit	NFI	>.90	.960
	TLI	>.90	.938
	CFI	>.95	.970
Parsimony Fit	AGFI	>.90	.913

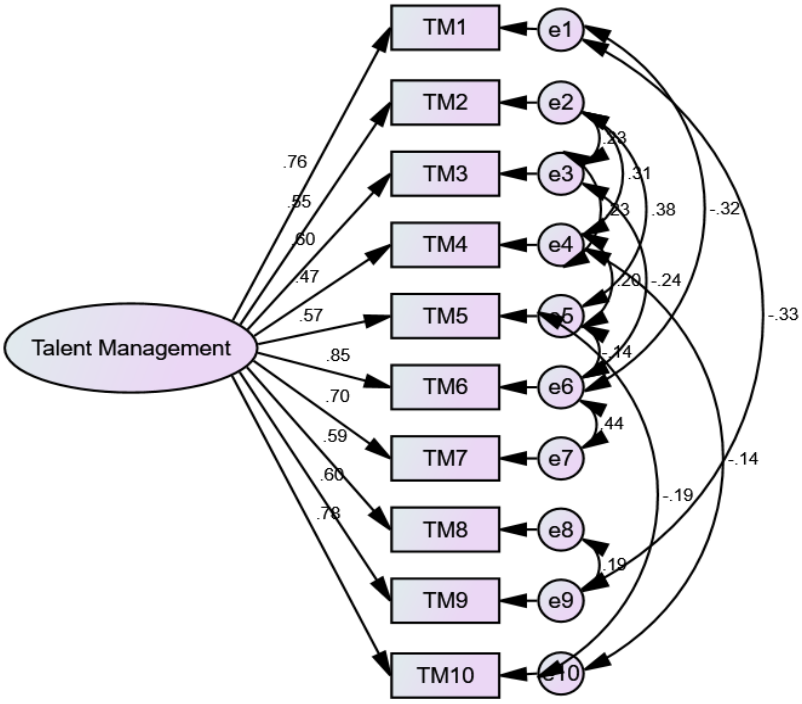

Figure 4.1: Talent Management's Confirmatory Factor Analysis

4.7.2. Corporate Social Responsibility

15 items CSR scale developed by Turker (2009) was adopted to explore what extent CSR contributed towards personality traits CFA performed. Findings of CFA confirmed factors that establish CSR. Figure 4.2 depicts factor loadings for 15 items of CSR. The outcomes of the CFA model are fine and the value of Chi-square is in an acceptable range. Factor loadings standardized range in a model of a single factor is .41-.84 that is satisfactory which is illustrated in the Figure 4.2.

Table 4.6: Corporate Social Responsibility's Confirmatory Factor Analysis

Statistics	Fit Indices	Acceptable Threshold value	1-factor Model
Absolute Fit	χ^2	As close as to Zero	244.485
	DF	As close as to Zero	78
	CMIN/DF	As low as 2 and as high as 5	3.134
	GFI	>.95	.928

	RMR	<.05	.087
	RMSEA	<.08	.069
Incremental Fit	NFI	>.90	.939
	TLI	>.90	.943
	CFI	>.95	.958
Parsimony Fit	AGFI	>.90	.889

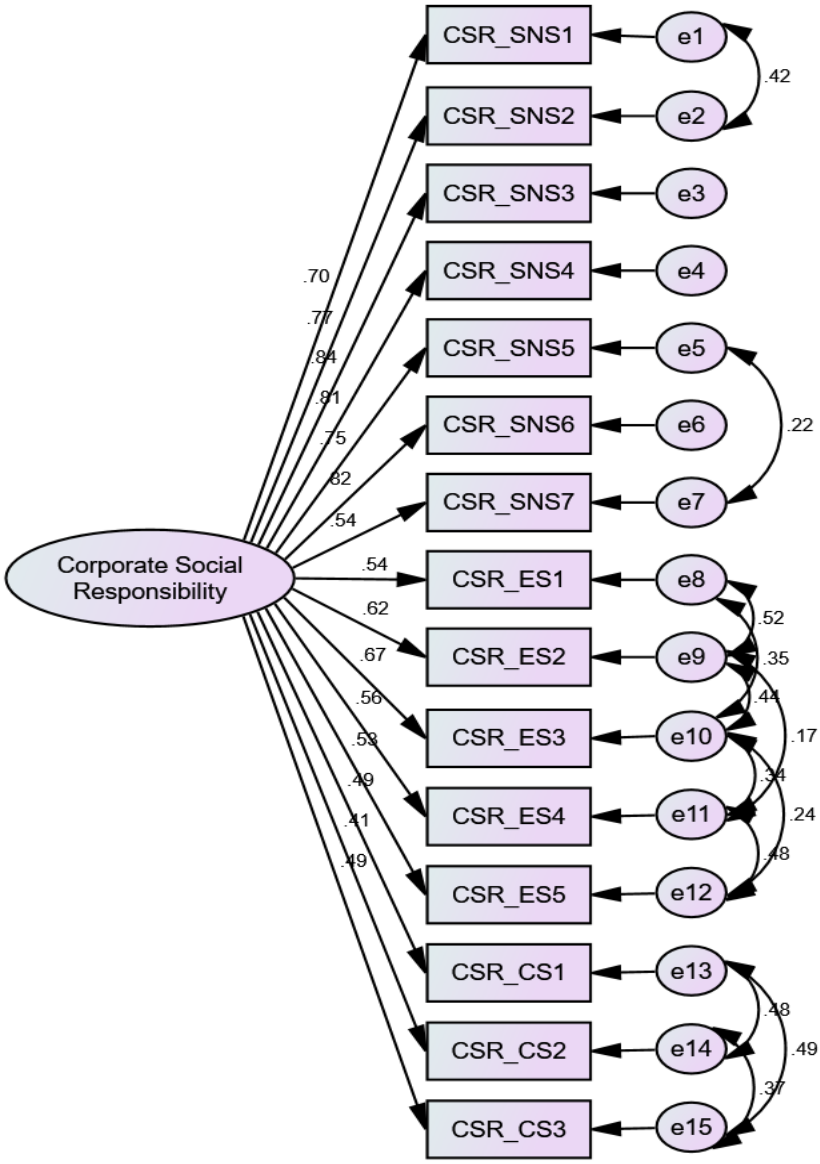

Figure 4.2: Corporate Social Responsibility's Confirmatory Factor Analysis

4.7.3. Employee Engagement

Employee engagement 8 items scale developed by (Wilson, 2009) was adopted to study what degree employee engagement contributes towards personality traits CFA performed. The outcomes of CFA displayed components of the employee engagement construct. Figure 4.3 depicts factor loadings for 8 items of employee engagement. Analysis of the CFA model is fine and the value of Chi-square is in a favorable range. Factor loadings standardized range in a model of a single factor is .49-.93 that is satisfactory which is illustrated in the Figure 4.3.

Table 4.7: Employee Engagement's Confirmatory Factor Analysis

Statistics	Fit Indices	Acceptable Threshold value	1-factor Model
Absolute Fit	χ^2	As close as to Zero	32.139
	DF	As close as to Zero	11
	CMIN/DF	As low as 2 and as high as 5	2.922
	GFI	>.95	.983
	RMR	<.05	.019
	RMSEA	<.08	.065
Incremental Fit	NFI	>.90	.989
	TLI	>.90	.982
	CFI	>.95	.993
Parsimony Fit	AGFI	>.90	.943

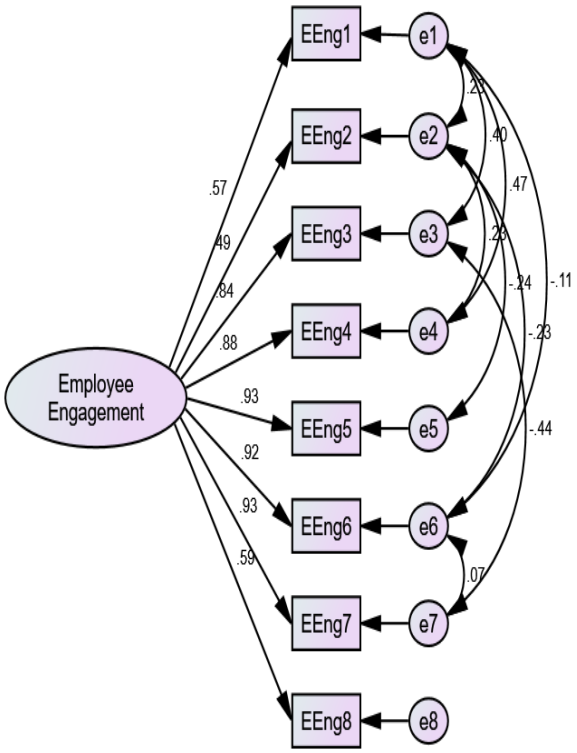

Figure 4.3: Employee Engagement's Confirmatory Factor Analysis

4.7.4. Motivation

The motivation construct 15 items scale developed by Barkley (2017) was adopted to examine the degree to which motivation contributed towards personality traits CFA performed. The outputs of CFA showed elements of the motivation construct. Figure 4.4 depicts factor loadings for 15 items of motivation. CFA model Analysis is satisfactory and the value of Chi-square is in a reasonable range. Factor loadings standardized range in the model of single-factor analysis is .39-.74 that is a satisfactory range according to the Figure 4.4.

Table 4.8: Motivation's Confirmatory Factor Analysis

Statistics	Fit Indices	Acceptable Threshold value	1-factor Model
Absolute Fit	χ^2	As close as to Zero	261.347
	DF	As close as to Zero	75
	CMIN/DF	As low as 2 and as high as 5	3.485

	GFI	>.95	.930
	RMR	<.05	.046
	RMSEA	<.08	.074
Incremental Fit	NFI	>.90	.928
	TLI	>.90	.926
	CFI	>.95	.947
Parsimony Fit	AGFI	>.90	.889

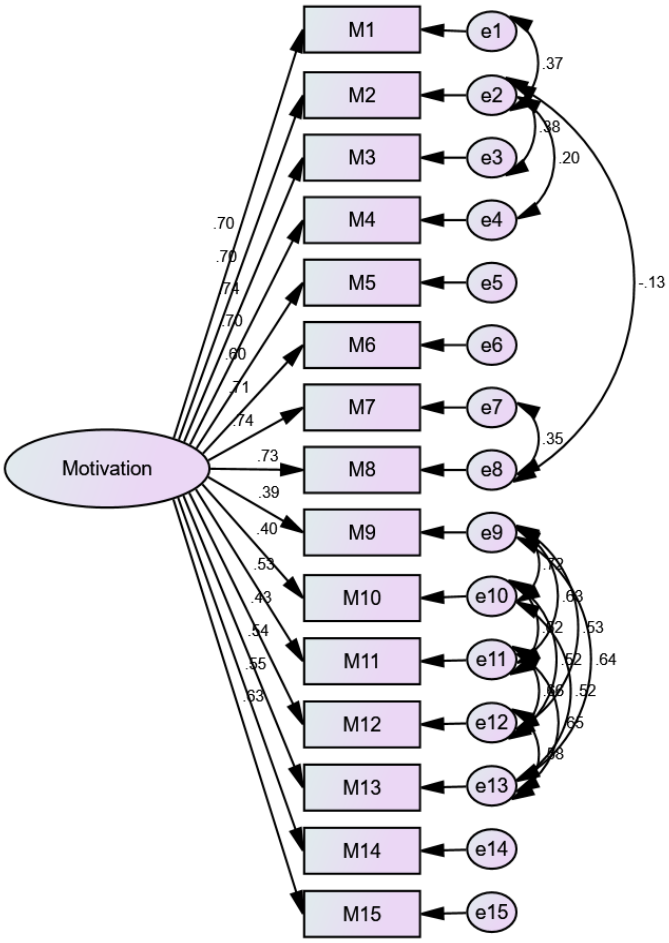

Figure 4.4: Motivation's confirmatory factor Analysis

4.7.5. Employee Performance

Employee performance scale having 6 items developed by (Liao et al., 2012) was adopted to explore how much employee performance contributed towards personality traits CFA performed. Findings of CFA revealed factors for employee performance construct. Figure 4.5 represents factor loadings for 6 items of employee performance. CFA model conclusions are fine and the value of Chi-square falls in the accepted range. Factor loadings standardized range in a model of a single factor is .43-.72 that is favorable which is illustrated in the Figure 4.5.

Table 4.9: Employee Performance's confirmatory factor analysis

Statistics	Fit Indices	Acceptable Threshold value	1-factor Model
Absolute Fit	χ^2	As close as to Zero	23.557
	DF	As close as to Zero	8
	CMIN/DF	As low as 2 and as high as 5	2.945
	GFI	>.95	.982
	RMR	<.05	.031
	RMSEA	<.08	.066
Incremental Fit	NFI	>.90	.961
	TLI	>.90	.951
	CFI	>.95	.974
Parsimony Fit	AGFI	>.90	.954

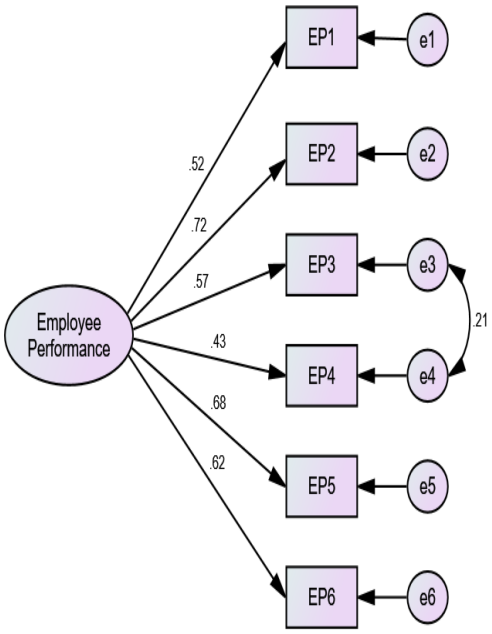

Figure 0.5: Employee Performance's Confirmatory Factor Analysis

4.7.6. Employee Retention

Five items scale of employee retention developed by (Lam et al., 2015) was adopted to examine the extent to which employee retention contributed towards work behaviors CFA performed. Evaluation of CFA showed factors of employee retention construct. Figure 4.6 represents factor loadings for 5 items of employee retention. CFA model findings are great and the value of Chi-square is in the desirable range. Factor loadings in the model of single factor range among .48-.81 that is accepted as can be seen by Figure 4.6.

Table 4.10: Employee Retention's Confirmatory Factor Analysis

Statistics	Fit Indices	Acceptable Threshold value	1-factor Model
Absolute Fit	χ^2	As close as to Zero	16.214
	DF	As close as to Zero	5
	CMIN/DF	As low as 2 and as high as 5	3.243
	GFI	>.95	.985

	RMR	<.05	.026
	RMSEA	<.08	.071
Incremental Fit	NFI	>.90	.967
	TLI	>.90	.953
	CFI	>.95	.977
Parsimony Fit	AGFI	>.90	.955

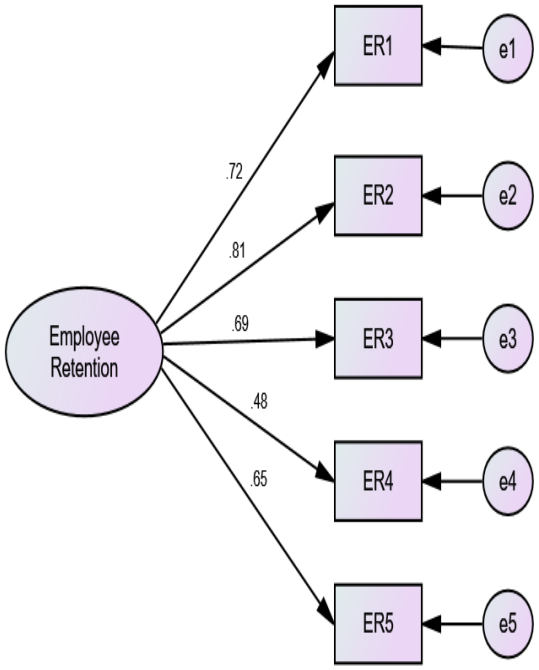

Figure 4.6: CFA of Employee Retention

4.8. Instrument Validity

Instrument Validity relates to measuring an instrument that we support. Instrument validity deals with measuring what is to be observed (Hair, Black, Babin, & Anderson, 2010).

Validity additionally calculates to examine the instrument's correctness. Validity has two classifications like internal and external validity. Internal validity relates to the structure of a study and identifies the reliance level of a researcher on variables' relationship. External validity measures the extent to which results can be generalized from findings and results are universal. External validity may bring separate issues about the generalizability of outcomes in various settings of work (Cooper & Schindler, 2011; Sekaran & Bougie, 2013). Internal and external validity relies upon analysis methods.

As compared to a lab test, field tests moderately have more external validity. This research manages information and field trials gathered during the overview procedure. Reason to assess corroborative variable investigation not solely to fit model likewise gives instrument validity. Measurement validity comprises decency of model fit and develops validity. A center supposition continues basic condition displaying that instrument ought to accept. Idle builds or estimation model mirrors precision of developing validity. Four types of validity were analyzed in current research: face, convergent, discriminant, and nomological validity.

4.8.1. Face Validity

This research deals with an investigation of personality traits and their relationship (agreeableness, extroversion, neuroticism, conscientiousness, and experience openness) with work behaviors (workplace deviant behavior, workplace voicing behavior, and workplace helping behavior) with the mediation of workplace ostracism and work engagement. Along these lines, the official language of Pakistan is English, so the questionnaire is filled easily. In this manner, each member effectively comprehended the wording of the questionnaire.

4.8.2. Convergent Validity

Convergent validity develops markers that examine a lot of shared extent of fluctuation among factors. It shows the relationship among measures of the same construct (Churchill Jr, 1979; Hair et al., 2010). Convergent validity manages build loadings, normal differences are excluded (AVE), and establish reliabilities. The normal change removed is the whole square of institutionalized component loadings to speak amount variety in every item clarified by idle. Normal fluctuation extricated is normal rate variety clarified by estimation items in build. AVE standard value is .50 and more prominent. For breaking joined validity,

it becomes necessary to investigate if every item is altogether assembling on build. Table 5.11 speaks relapse weights a considerable number of items that are stacked essentially develops at P-esteem under 0.05.

Table 4.11: Unstandardized and Standardized Regressions Weights

Indication of the relationship of variables			Standardized Estimates	Unstandardized Estimates	S.E.	C.R.	P	Label
TM1	<---	TM	.757	1.000	-	-	-	Significant
TM2	<---	TM	.547	.708	.064	11.134	***	Significant
TM3	<---	TM	.597	.777	.064	12.046	***	Significant
TM4	<---	TM	.470	.606	.064	9.442	***	Significant
TM5	<---	TM	.574	.777	.069	11.265	***	Significant
TM6	<---	TM	.847	1.235	.079	15.536	***	Significant
TM7	<---	TM	.698	.879	.062	14.164	***	Significant
TM8	<---	TM	.590	.867	.072	12.073	***	Significant
TM9	<---	TM	.604	.697	.064	10.879	***	Significant
TM10	<---	TM	.777	1.151	.073	15.717	***	Significant
CSR_SNS1	<---	CSR	.698	1.000	-	-	-	Significant
CSR_SNS2	<---	CSR	.772	1.137	.057	19.972	***	Significant
CSR_SNS3	<---	CSR	.839	1.226	.074	16.463	***	Significant
CSR_SNS4	<---	CSR	.810	1.200	.075	15.943	***	Significant
CSR_SNS5	<---	CSR	.751	1.059	.071	14.846	***	Significant
CSR_SNS6	<---	CSR	.821	1.206	.075	16.146	***	Significant
CSR_SNS7	<---	CSR	.535	.774	.072	10.695	***	Significant
CSR_ES1	<---	CSR	.542	.756	.070	10.845	***	Significant
CSR_ES2	<---	CSR	.618	.836	.068	12.323	***	Significant
CSR_ES3	<---	CSR	.673	.932	.070	13.380	***	Significant
CSR_ES4	<---	CSR	.561	.772	.069	11.214	***	Significant
CSR_ES5	<---	CSR	.535	.732	.068	10.713	***	Significant
CSR_CS1	<---	CSR	.495	.674	.068	9.937	***	Significant
CSR_CS2	<---	CSR	.406	.709	.087	8.171	***	Significant
CSR_CS3	<---	CSR	.488	.720	.073	9.798	***	Significant
EEng1	<---	EE	.569	1.000	-	-	-	Significant
EEng2	<---	EE	.214	.348	.076	4.582	***	Significant
EEng3	<---	EE	.829	.893	.059	.733	***	Significant
EEng4	<---	EE	.838	1.042	.068	15.332	***	Significant
EEng5	<---	EE	.880	1.206	.076	15.874	***	Significant
EEng6	<---	EE	.927	1.379	.101	13.698	***	Significant
EEng7	<---	EE	.922	1.293	.098	13.178	***	Significant
EEng8	<---	EE	.927	1.395	.103	13.545	***	Significant

Indication of the relationship of variables			Standardized Estimates	Unstandardized Estimates	S.E.	C.R.	P	Label
M1	<---	M	.697	1.000	-	-	-	Significant
M2	<---	M	.695	.913	.056	16.198	***	Significant
M3	<---	M	.737	.989	.071	13.938	***	Significant
M4	<---	M	.702	.953	.071	13.346	***	Significant
M5	<---	M	.596	.913	.080	11.469	***	Significant
M6	<---	M	.708	1.044	.078	13.439	***	Significant
M7	<---	M	.739	1.111	.080	13.872	***	Significant
M8	<---	M	.729	1.083	.079	13.692	***	Significant
M9	<---	M	.386	.541	.072	7.551	***	Significant
M10	<---	M	.396	.568	.073	7.743	***	Significant
M11	<---	M	.425	.549	.069	6.480	***	Significant
M12	<---	M	.538	.659	.064	5.596	***	Significant
M13	<---	M	.345	.446	.066	6.751	***	Significant
M14	<---	M	.548	.628	.101	5.283	***	Significant
M15	<---	M	.631	.798	.082	4.856	***	Significant
EP1	<---	EP	.518	1.000	-	-	-	Significant
EP2	<---	EP	.719	1.373	.148	9.251	***	Significant
EP3	<---	EP	.573	1.102	.133	8.261	***	Significant
EP4	<---	EP	.431	.747	.110	6.802	***	Significant
EP5	<---	EP	.684	1.511	.166	9.077	***	Significant
EP6	<---	EP	.622	1.216	.140	8.676	***	Significant
ER1	<---	ER	.717	1.000	-	-	-	Significant
ER2	<---	ER	.815	1.090	.084	13.036	***	Significant

ER3	<---	ER	.690	.922	.075	12.332	***	Significant
ER4	<---	ER	.475	.561	.064	8.833	***	Significant
ER5	<---	ER	.275	.307	.058	6.114	***	Significant

TM= "Talent Management"; CSR= "Corporate Social Responsibility"; EE= "Employees Engagement"; M = "Motivation"; EP= "Employees Performance" ER= "Employees Retention"

4.8.3. Construct Loadings

If items have factor loadings greater than 0.50, it shows that instrument has an adequate amount of convergent validity (Rasli, 2006). Although, factors contributing to all the constructs i.e. organizational cynicism, work-family conflict, and turnover intention have factor loadings more than 0.50. More examination will be done for checking that such items are suitable or not in the reliability of constructs. Appropriate construct reliabilities of such items show that they must be considered to analyze in detail. Construct loadings are shown in Table 4.12.

Table 4.12: Construct Loadings

Items of constructs	TM	CSR	EE	M	EP	ER
TM1	0.757					
TM2	0.547					
TM3	0.597					
TM4	0.470					
TM5	0.574					
TM6	0.847					
TM7	0.698					
TM8	0.590					
TM9	0.604					
TM10	0.777					

CSR_SNS1	0.698		
CSR_SNS2	0.772		
CSR_SNS3	0.839		
CSR_SNS4	0.81		
CSR_SNS5	0.751		
CSR_SNS6	0.821		
CSR_SNS7	0.535		
CSR_ES1	0.542		
CSR_ES2	0.618		
CSR_ES3	0.673		
CSR_ES4	0.561		
CSR_ES5	0.535		
CSR_CS1	0.495		
CSR_CS2	0.406		
CSR_CS3	0.488		
EEng1		0.569	
EEng2		0.214	
EEng3		0.829	
EEng4		0.838	
EEng5		0.88	
EEng6		0.927	
EEng7		0.922	
EEng8		0.927	
M1			0.697
M2			0.695
M3			0.737
M4			0.702
M5			0.596
M6			0.708
M7			0.739
M8			0.729
M9			0.386
M10			0.396

M11	0.425		
M12	0.538		
M13	0.345		
M14	0.548		
M15	0.631		
EP1		0.518	
EP2		0.719	
EP3		0.573	
EP4		0.431	
EP5		0.684	
EP6		0.622	
ER1			0.717
ER2			0.815
ER3			0.69
ER4			0.475
ER5			0.275

4.8.4. Average Variance Extraction

AVE can't figure by AMOS. Along these lines, manually AVE is calculated. Firstly, all items' Cronbach's alpha was calculated by SPSS 21, after that aggregate of a variable items' reliabilities were calculated and divided with total items' number of a variable. Normal variance extractions are illustrated in Table 4.13. Results show that if the build has extraction greater than 0.50, it determines joint validity adequate measures.

Table 4.13: Average Variance Extraction (AVE)

Constructs	Items	Cronbach's Alpha if Item Deleted	Sum of Reliabilities	Average Variance Extracted
Talent Management	TM1	.547		
	TM2	.509		
	TM3	.545		
	TM4	.630		
	TM5	.770		
	TM6	.863		
	TM7	.868		
	TM8	.875		
	TM9	.878		
	TM10	.868	7.353	0.74
Corporate Social Responsibility	CSR_SNS1	.792		
	CSR_SNS2	.786		
	CSR_SNS3	.785		
	CSR_SNS4	.789		
	CSR_SNS5	.786		
	CSR_SNS6	.782		
	CSR_SNS7	.780		
	CSR_ES1	.789		
	CSR_ES2	.782		
	CSR_ES3	.781		
	CSR_ES4	.794		
	CSR_ES5	.788		
	CSR_CS1	.788		
	CSR_CS2	.786		
	CSR_CS3	.795	11.803	0.79

Employees Engagement	EEng1	.839		
	EEng2	.887		
	EEng3	.821		
	EEng4	.809		
	EEng5	.816		
	EEng6	.820		
	EEng7	.816		
	EEng8	.893	6.701	0.84
Motivation	M1	.808		
	M2	.806		
	M3	.805		
	M4	.807		
	M5	.817		
	M6	.812		
	M7	.806		
	M8	.806		
	M9	.808		
	M10	.810		
	M11	.812		
	M12	.815		
	M13	.812		
	M14	.859		
	M15	.862	12.245	0.82

Employees Performance	EP1	.755		
	EP2	.709		
	EP3	.734		
	EP4	.760		
	EP5	.721		
	EP6	.729	4.408	0.73
Employees Retention	ER1	.547		
	ER2	.509		
	ER3	.545		
	ER4	.630		
	ER5	.770	3.001	0.60

4.8.5. Construct Reliabilities

To register the build of variables reliabilities, institutionalized factor loadings are used in every variable in CFA by using AMOS 21. As AVE develops reliabilities additionally inferred physically. Table 4.14 demonstrates the build unwavering quality estimation of every variable. 0.70 and above is the limit value of build dependability (Cooper & Schindler, 2011; Rasli, 2006). Develops satisfactory unwavering quality of all build's ranges from 0.95 to 0.99 that is shown in Table 4.14. Along these lines, the present study does not abuse united constructs validity.

Table 4.14: Construct Reliabilities

Constructs	Items	Factor Loadings	Error	Calculation of Construct Reliabilities	Construct Reliability
Talent Management	TM1	0.757	-	$(0.757 + 0.547 + 0.597 + 0.470 + 0.574 + 0.847 + 0.698 + 0.590 + 0.604 + 0.777)^2 / [((0.757 + 0.547 + 0.597 + 0.470 + 0.574 + 0.847 + 0.698 + 0.590 + 0.604 + 0.777)^2 + (0.064+0.064+0.064+0.069+0.079+0.062+0.072+0.064+0.073)]$	0.99
	TM2	0.547	0.064		
	TM3	0.597	0.064		
	TM4	0.470	0.064		
	TM5	0.574	0.069		
	TM6	0.847	0.079		
	TM7	0.698	0.062		
	TM8	0.590	0.072		
	TM9	0.604	0.064		
	TM10	0.777	0.073		
Corporate Social Responsibility	CSR_SNS1	0.698	-	$(0.698 + 0.772 + 0.839 + 0.810 + 0.751 + 0.821 + 0.535 + 0.542 + 0.618 + 0.673 + 0.561 + 0.535 + 0.495 + 0.406 + 0.488)^2 / [\big((0.698 + 0.772 + 0.839 + 0.810 + 0.751 + 0.821 + 0.535 + 0.542 + 0.618 + 0.673 + 0.561 + 0.535 + 0.495 + 0.406 + 0.488)\big)^2 + (0.057+0.074+0.075+0.071+0.075+0.072+0.070+0.068+0.070+0.069+0.068+0.068+0.087+0.073)]$	0.99
	CSR_SNS2	0.772	0.057		
	CSR_SNS3	0.839	0.074		
	CSR_SNS4	0.810	0.075		
	CSR_SNS5	0.751	0.071		
	CSR_SNS6	0.821	0.075		
	CSR_SNS7	0.535	0.072		
	CSR_ES1	0.542	0.070		
	CSR_ES2	0.618	0.068		
	CSR_ES3	0.673	0.070		
	CSR_ES4	0.561	0.069		
	CSR_ES5	0.535	0.068		
	CSR_CS1	0.495	0.068		
	CSR_CS2	0.406	0.087		
	CSR_CS3	0.488	0.073		

Employee Engagement	EEng1	0.569	-	$(0.569 + 0.214 + 0.829 + 0.838 + 0.880 + 0.927 + 0.922 + 0.927)^2 / [((0.569 + 0.214 + 0.829 + 0.838 + 0.880 + 0.927 + 0.922 + 0.927)^2 + (0.076+0.059+0.068+0.076+0.101+0.098+0.103)])]$	0.98
	EEng2	0.214	0.076		
	EEng3	0.829	0.059		
	EEng4	0.838	0.068		
	EEng5	0.880	0.076		
	EEng6	0.927	0.101		
	EEng7	0.922	0.098		
	EEng8	0.927	0.103		
Motivation	M1	0.697	-	$(0.697 + 0.695 + 0.737 + 0.702 + 0.596 + 0.708 + 0.739 + 0.729 + 0.386 + 0.396 + 0.425 + 0.538 + 0.345 + 0.548 + 0.631)^2 / [((0.697 + 0.695 + 0.737 + 0.702 + 0.596 + 0.708 + 0.739 + 0.729 + 0.386 + 0.396 + 0.425 + 0.538 + 0.345 + 0.548 + 0.631)^2 + (0.056+0.071+0.071+0.080+0.078+0.080+0.079+0.072+0.073+0.069+0.064+0.066+0.101+0.082)]$	0.99
	M2	0.695	0.056		
	M3	0.737	0.071		
	M4	0.702	0.071		
	M5	0.596	0.080		
	M6	0.708	0.078		
	M7	0.739	0.080		
	M8	0.729	0.079		
	M9	0.386	0.072		
	M10	0.396	0.073		
	M11	0.425	0.069		
	M12	0.538	0.064		
	M13	0.345	0.066		
	M14	0.548	0.101		

	M15	0.631	0.082		
Employee Performance	EP1	0.518	-	$(0.518 + 0.719 + 0.573 + 0.431 + 0.684 + 0.622)^2/$ $[((0.518 + 0.719 + 0.573 + 0.431 + 0.684 + 0.622)^2+(0.148+0.133+0.110+0.166+0.140)]$	0.95
	EP2	0.719	0.148		
	EP3	0.573	0.133		
	EP4	0.431	0.110		
	EP5	0.684	0.166		
	EP6	0.622	0.145		
Employee Retention	ER1	0.717	-	$(0.717 + 0.815 + 0.690 + 0.475 + 0.275)^2/$ $[((0.717 + 0.815 + 0.690 + 0.475 + 0.275)^2+(0.084+0.075+0.064+0.058]$	0.97
	ER2	0.815	0.084		
	ER3	0.690	0.075		
	ER4	0.475	0.064		
	ER5	0.275	0.058		

4.8.6. Discriminant Validity

Discriminant validity shows the extent to which constructs of an instrument vary from others. Discriminant validity shows the degree to which theoretically related concepts are different. Reactions are assessed in this validity without any cross stacking idle builds (Churchill Jr, 1979; Hair et al., 2010; Rasli, 2006). If connection is above .85 in exogenous, discriminant validity is damaged (Cooper & Schindler, 2011; Rasli, 2006). Discriminant validity focuses on normal changes in extractions instead of building relationships. Table 4.15 demonstrates among build relationships that are acquired from AMOS output.

Table 4.15: Inter-Construct Correlations and Squared Inter-Construct Correlations

Indications of the relationship of variables			Inter Construct Correlations	Squared Inter-Construct Correlations
CSR	<-->	TM	0.609	0.370881
EE	<-->	TM	0.392	0.153664
M	<-->	TM	0.372	0.138384
EP	<-->	TM	0.492	0.242064
ER	<-->	TM	0.457	0.208849
EE	<-->	CSR	0.392	0.153664
M	<-->	CSR	0.342	0.116964
EP	<-->	CSR	0.449	0.201601
ER	<-->	CSR	0.479	0.229441
M	<-->	EE	0.637	0.405769
EP	<-->	EE	0.633	0.400689
ER	<-->	EE	0.590	0.348100
EP	<-->	M	0.558	0.311364
ER	<-->	M	0.525	0.275625
ER	<-->	EP	0.559	0.312481

Table 4.16 describes the relationship in all variables and also describes variance extraction on average. Findings reveal that all variables have satisfactory discriminant validity because average variance extractions are more prominent amongst variable relationships. Furthermore, estimations of every variable are under 0.85. Results give adequate confirmation of the construct's discriminant validity.

Table 4.16: Squared Inter-Construct Correlations and Average Variance Extraction

Constructs	Squared Inter-Construct Correlation	Average Variance Extracted
Talent Management	0.370881, 0.153664, 0.138384, 0.242064, 0.208849	0.99
Corporate Social Responsibility	0.153664, 0.116964, 0.201601, 0.229441, 0.370881	0.99
Employee Engagement	0.405769, 0.400689, 0.348100, 0.153664, 0.153664	0.98
Motivation	0.311364, 0.138384, 0.116964, 0.405769, 0.275625	0.99
Employee Performance	0.312481, 0.242064, 0.201601, 0.400689, 0.311364	0.95
Employee Retention	0.208849, 0.229441, 0.348100, 0.275625, 0.312481	0.97

4.8.7. Nomological Validity

Nomological Validity deals with the reliability of variable relationships and measures whether a correlation between constructs is reasonable or not. Nomological validity deals with theoretical observations and how they can be measured. Nomological validity can be evaluated by using covariance and correlation (Hair et al., 2010). The covariance between variables is shown in table 4.17.

Table 4.17: Covariance Estimates of Constructs

Indications of the relationship of variables			Estimate	S.E.	C.R.	P	Label
Talent Management	<-->	Motivation	0.176	0.024	7.333	***	Significant
Corporate Social Responsibility	<-->	Motivation	0.184	0.027	6.861	***	Significant
Employee Engagement	<-->	Motivation	0.38	0.033	11.388	***	Significant
Corporate Social Responsibility	<-->	Employee Engagement	0.234	0.03	7.731	***	Significant
Talent Management	<-->	Employee Engagement	0.208	0.027	7.745	***	Significant
Talent Management	<-->	Corporate Social Responsibility	0.29	0.026	11.019	***	Significant

Table 4.18 reveals that the relationship between variables is based on reality. So, it is supposedly based on findings that all constructs in this study fulfill the requirement of nomological validity.

Table 4.18: Correlation Estimates of Constructs

Indications of the relationship of variables			Estimate	Significance
Talent Management	<-->	Motivation	0.369	Significant
Corporate Social Responsibility	<-->	Motivation	0.342	Significant
Employee Engagement	<-->	Motivation	0.637	Significant
Corporate Social Responsibility	<-->	Employee Engagement	0.392	Significant
Talent Management	<-->	Employee Engagement	0.393	Significant
Talent Management	<-->	Corporate Social Responsibility	0.609	Insignificant

4.9.Structural Equation Modeling

SEM is applied for path analysis of endogenous and exogenous constructs by using AMOS 21 in this study. Imputation of data is used for the calculating mean of every construct in the figure. Every path presents a variation independent variable because of independent variables. Figure 4.7 presents standardized direct effects of talent management, CSR, employee engagement, and motivation on employee performance as well as employee retention. Table 4.19 shows the significant impact of talent management (β= .196; P<.05), CSR (β= .109; P<.05), employee engagement (β= .384; P<.01), motivation (β= .203; P<.01) on employee performance as well as talent management (β= .120; P<.05), CSR (β= .207; P<.01), employee engagement (β= .337; P<.01), motivation (β= .195; P<.01) on employee retention. So, this study has developed a structural model of direct effect which reveals that the model is a good fit.

4.9.1. Direct Effects

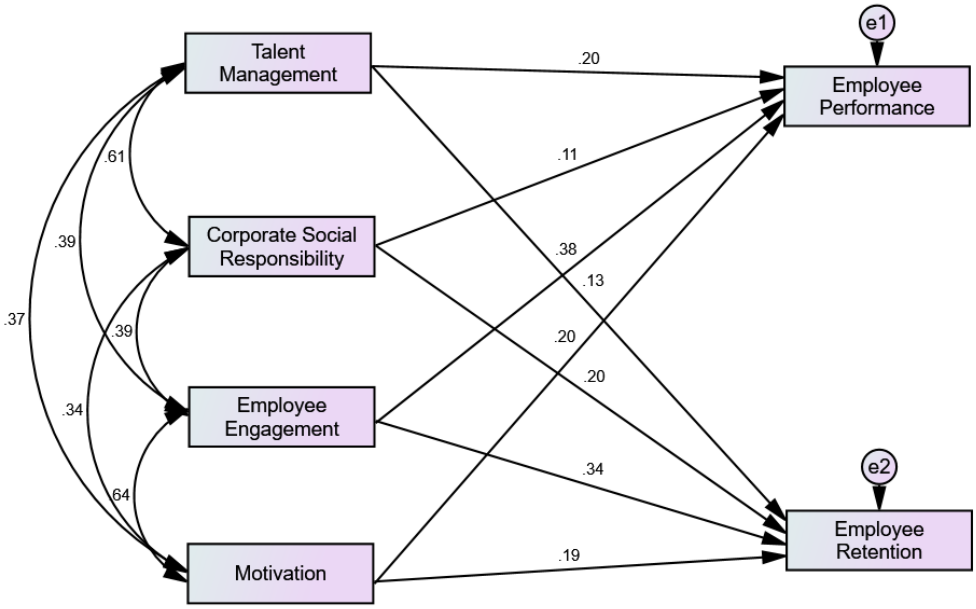

Figure 0.7: Direct Model

Table 4.19: Standardized direct effect of Constructs

Relationship of Variables			Standardized Estimate	Unstandardized Estimate	S.E.	C.R.	P	Label
ER	<---	TM	0.12	0.15	0.057	2.65	0.008	Significant
ER	<---	CSR	0.207	0.23	0.05	4.599	***	Significant
ER	<---	EE	0.337	0.337	0.047	7.194	***	Significant
ER	<---	M	0.195	0.217	0.051	4.249	***	Significant
EP	<---	M	0.203	0.206	0.045	4.62	***	Significant
EP	<---	EE	0.384	0.352	0.041	8.573	***	Significant
EP	<---	CSR	0.109	0.111	0.044	2.545	0.011	Significant
EP	<---	TM	0.196	0.226	0.05	4.538	***	Significant

4.9.2. Indirect Effect

The direct effects were examined through SEM in the current study. Employee engagement and motivation were incorporated as mediating variables among the relationship of talent management and employee performance, talent management, and employee retention as well as CSR and employee performance, CSR and employee retention. Figure 4.8 represents indirect effects when employee engagement and motivation were tested among the relationships and results are shown in Table 4.20. Findings show that partial mediation is existing which means that there is a significant mediator effect of employee engagement and motivation among all the relationships.

Table 4.20: Standardized Regression Weights

Relationship of Variables			Standardized Estimates	Unstandardized Estimate	S.E.	C.R.	P	Label
EE	<---	TM	.245	.307	.067	4.578	***	Significant
M	<---	CSR	.187	.187	.055	3.426	***	Significant
M	<---	TM	.255	.288	.062	4.672	***	Significant
EE	<---	CSR	.243	.269	.059	4.538	***	Significant
ER	<---	TM	.124	.150	.058	2.608	.009	Significant
EP	<---	EE	.399	.352	.034	10.366	***	Significant
EP	<---	CSR	.114	.111	.044	2.517	.012	Significant
EP	<---	TM	.204	.226	.050	4.466	***	Significant
ER	<---	M	.201	.217	.042	5.138	***	Significant
ER	<---	CSR	.214	.230	.050	4.548	***	Significant
ER	<---	EE	.348	.337	.039	8.698	***	Significant
EP	<---	M	.211	.206	.037	5.586	***	Significant

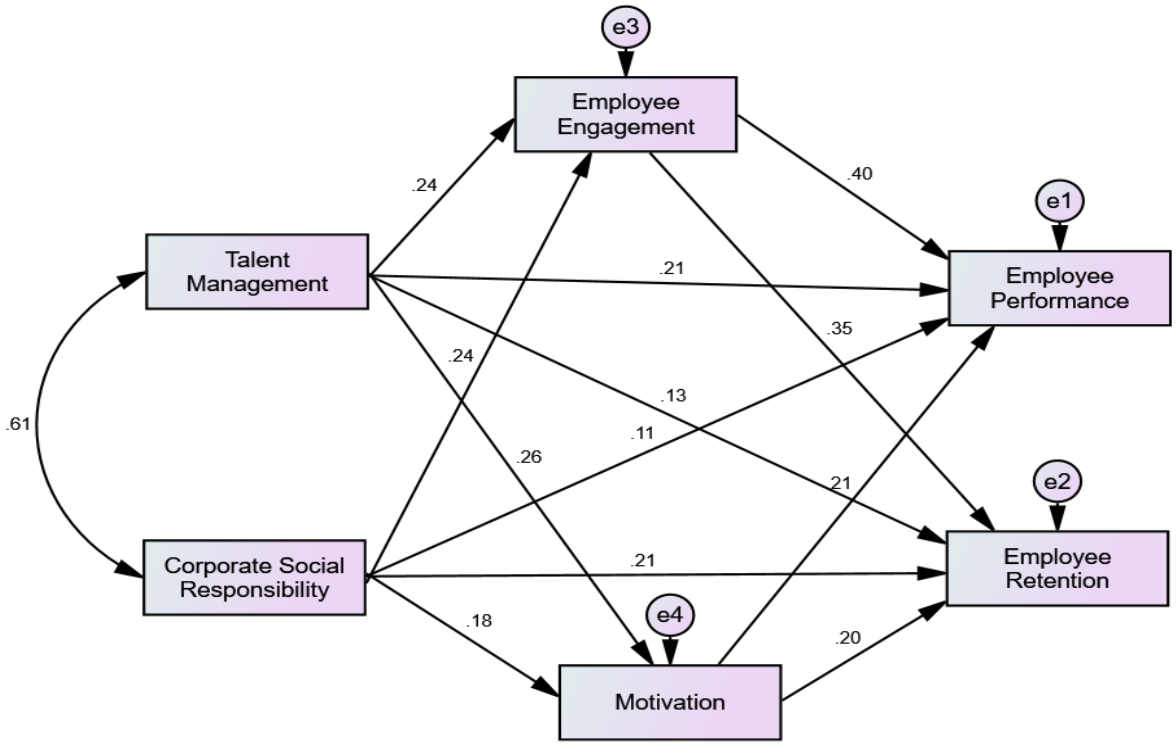

Figure 0.8: Path Model of Constructs

Table 4.21: Direct, Indirect, and Total effect of Constructs

Exogenous Variables	Effect	TM	CSR	EE	M
Motivation	Direct	0.255	0.187	0.000	0.000
	Indirect	0.000	0.000	0.000	0.000
	Total	0.255	0.187	0.000	0.000
Employee Engagement	Direct	0.245	0.243	0.000	0.000
	Indirect	0.000	0.000	0.000	0.000
	Total	0.245	0.243	0.000	0.000
Employee Performance	Direct	0.204	0.114	0.399	0.211
	Indirect	0.151	0.136	0.000	0.000
	Total	0.355	0.250	0.399	0.211
Employee Retention	Direct	0.124	0.214	0.348	0.201
	Indirect	0.137	0.122	0.000	0.000
	Total	0.261	0.336	0.348	0.201

4.10. Hypothesis Testing

Hypotheses	Result
H1: Talent management is positively associated with employee performance	Supported
H2: Talent management is positively associated with employee retention	Supported
H3: CSR is positively associated with employee performance	Supported
H4: CSR is positively associated with employee retention	Supported
H5: Employee engagement mediates the relationship between talent management and employee performance	Partially Supported
H6: Employee engagement mediates the relationship between talent management and employee retention	Partially Supported
H7: Motivation mediates the relationship between talent management and employee performance	Partially Supported
H8: Motivation mediates the relationship between talent management and employee retention	Partially Supported
H9: Employee engagement mediates the relationship between CSR and employee performance	Partially Supported
H10: Employee engagement mediates the relationship between CSR and employee retention	Partially Supported
H11: Motivation mediates the relationship between CSR and employee performance	Partially Supported
H12: Motivation mediates the relationship between CSR and employee retention	Partially Supported

Summary of Data Analysis Chapter

Chapter four explains data screening and missing values. Description about sample is also given in this chapter. After that Skewness and Kurtosis, and scale reliability has been explained. Next correlational analysis, factor analysis, confirmatory factor analysis, validity of the instrument has been performed in this chapter. Construct loadings and average variation extraction are calculated in next part. Construct reliabilities have also been checked and structural equation modeling have been applied to check the direct and indirect impact of variables. Last part explains hypothesis testing.

CHAPTER FIVE: DISCUSSION

Chapter five is the discussion of this study. All the hypotheses are discussed in detail in this chapter and the association of variables is interpreted. H1, H2, H3, and H4 are supported and H5, H6, H7, H8, H9, H10, H11, and H12 are partially supported. Implications of the research and conclusion have been presented in this chapter. Future direction and limitations are explained in the last section of chapter five.

5.1. H1: Talent management is positively associated with employee performance

The result of the analysis proved that there is a positive relationship between talent management and employee performance. As practices of talent management develop a competitive environment. If financial capital is available, no other obstacle can separate business from competitors. Innovations and technologies of competitors can be beneficial for them for short time but it can't last forever but talent lasts forever and can give business benefit for the long term that's what improve employees' performance. Managing talent motivates, attracts, and gives rewards in return for their talent. Managing talent mostly relates to the firm's specialty and it responds to human capital and unique business organization. Talent management creates value in an organization. If practices are right, operations of the system are consistent and will generate financial returns that will be very difficult to replaceable. Companies put more effort into talent management for better results and give good economic returns. Most companies develop research departments for developing talent for leading in the market (Heinen & O'Neill, 2004).

Training the employees in improving their talent results in good employee performance. In a good environment, employees feel safe not only physically but also emotionally which motivates employees and which affects the performance of employees because employees seek meanings from their work. The working environment creates a sense of fortune among employees that is why employees' performance is improved (Anitha, 2014). Studies of Shazali and Islam also proved these results that a good working environment creates better opportunities for employees as well as customers which results in the high output. The working environment creates a good team, favorable culture, best boss, exceptional talent management environment, job securities, appropriate compensation, proper

surrounding, and gives perfect facilities of food and water to employees. Employee's talent and performance are improved in different ways. Professional skills of employees are improved. Talent management helps in improving the well-being, policies, and procedures which enhance performance (Islam & Shazali, 2011).

Wu and Lee conclude in their study that when organizational management adopts different ways to improve employees' skills, they motivate them, train them which will increase the competitiveness of an organization so that organizational objectives can be achieved resulting in improved employee performance (M.-Y. Wu & Lee, 2011). Organizational efficiency and effectiveness rely on the employees' efficiency and effectiveness. If employees are satisfied with employers which relate with daily schedule and responsibilities that have a major effect on employee performance and productivity. Talent can be managed, employers must consider employees' wants, desires, give benefits, incentives for high performance that will help in employee satisfaction which leads to improved performance of employees (Inuwa, 2016). Previous studies of (Al-Ahmadi, 2009; Aziri, 2011; Vermeeren, Kuipers, & Steijn, 2014) also proved the same results. If employees are talented and satisfied, automatically performance of the employees will be improved. A new model was developed for organizational culture. If organizational culture is well-developed, well-organized where employees' talent is appreciated, and HRM practices are also best, it will result in the positive performance of employees (Jerome, 2013).

Right people at right time play a vital role in HR professionals, if this is done efficiently, managing talent can help in organizational success. If talent management aligns, it will help in business goals, integrates all systems and processes, and establish a "talent mindset" in companies (Ashton & Morton, 2005). Talent management is an innovation in HR practices. Research by McKinsey also examined that 75% of the officers are concerned about the shortage of talent and selecting and retaining that talent is 87% important for directors of human resource as the growth of a business depends upon talent. Talent squeezes if the workforce is changed. The complex and dynamic environment of the organization requires more talent management. Most new organizations get talented employees from large enterprises. Global companies focus on leadership and talent management due to which performance is improved and the organization goes to a high level. Talent management helps in the sustainable growth of revenues, expansion of business, and excellence development in the organization because of an increase in the performance of employees. The researcher said that focus on talent not on expectation ensures good leadership in an organization that grooms

their talent in the future too. Stringing talent has a positive impact on the performance of employees because talent management includes ethos, focus, positioning, system, and good structure that fix employees' problems related to work, strengthen their abilities and grow them for the global market. In talent management firstly organization check the needs of the organization like business strategies, innovation, customers, international behavior of other organizations, growth, diversification, and people. After that data is collected for this purpose and a proper plan is being made. After making a plan for the firm, setting activities for each employee result in less cost and more efficient and effective performance of employees. So this also proved our study that talent management has positive effects on the employee's performance (Ashton & Morton, 2005).

Results of this study also proved by (Reynolds, 2005) which revealed that as the modern world is updating day by day and this environment is very challenging both in public and private sectors in different economic uncertainties, circumstances and in difficulties which affect the performance of organization and employees, the problem is solved because of managing talented workforce and much attention put on employees talent. Talented employees survive in any situation and the performance of employees and the organization is improved. A new approach to management is developed under different circumstances. This management approach helps in grooming talent and gives you maximum returns. New strategies are developed for employees, so they can gain the right information at right time and gain objectives and goals of companies. For this purpose, the organization makes good decisions that improve organizational and employees' performance perfectly (Jiang et al., 2009).

In the 21st century scholars stated that if organizations are managing talent, it will help in the development of workers more strongly. Talent management integrates managers and organizations at a very high level and has become important in today's world for face challenges. Nowadays management of talent is broader-based, connected, and more strategic than before. Process of talent management consists of planning workforce, analysis of the gaps, recruitment, staffing, training and development of talent, talent review, strategic scheduling, and evolution so that employees' performance can improve. With good talent and the right people at right time, people can play the best role in the organization and can survive even in a competitive environment (Cappelli, 2008a). Talent management has a positive effect on employee's performance because talent management includes all processes and activities which help in systematic identification for gaining a key position in the market.

Good talent management contributes to a sustainable environment, develop a pool of performance and high-yielding workers (Collings & Mellahi, 2009).

Every business requires more productivity and revenue. For this purpose, they seek low cost as compared to shareholders. They anticipate that the labor force must focus on customers, change with a dynamic environment, and accountable. Organizations demand more from human resource departments that have skills that grow the business and which are future influential for employees. In changing circumstances, the organization needs different services of growing employees. HR can manage talent, profits, returns, success and achieve business goals because functions of HR alert about transactional operations, not on business performance. The HR department has a strong mandate and developed skills which affect employees' performance. The human resource department helps to combine goals with employees' needs, link employees with profits of the organization, and efficiently manage talent which is required for good performance of organization and employees (Farley, 2005).

The objective and subjective approach of talent management also proved this research. The objective approach of talent management said that there are two types of talent: one is a natural ability and second is mastery both help in improving the performance of employees. The subjective approach relates to talented people which helps in the high performance of employees. The high potential of all organizational workers is also known as the inclusive approach (Gallardo-Gallardo, Dries, & González-Cruz, 2013). Organizations in present economic conditions face challenging situations in both the short and long terms. National Bureau of Economic Research in 2008 discussed that talent management activity, conducts, plans and schemes develop to recognize, train and hold employees for getting strategic goals (Groves, 2011). Talent management is not easy to replace so it improves the performance of employees for a long period (Lewis & Heckman, 2006). A framework of HC Bridge revealed that talent management has a major impact on gaining strategic sustainable advantages, processes, and resources, aligned actions, investment, policies, and practices that affect the capability of employees. Keith and Peter also revealed the same results that HPWS (high-performance work system) practices improve the talent of employees which have an impact on employee's attitude and performance. HPWS practices help in the satisfaction of employees, management trust, and commitment to the organization. HPWS can help employees in gaining desired outcomes (Macky & Boxall, 2007).

Previous studies also proved that knowledge act as a vital source to get competitive advantages. The company must take proper knowledge for response in this technical and competitive world. Firms also develop an internal and external platform for the flow of communication which explores opportunities for employees because this employee's performance becomes efficient (Papa, Dezi, Gregori, Mueller, & Miglietta, 2018; Pulakos et al., 2000; Richardson, 2010).

One more study revealed the same results that in the present world "talent management" is necessary. On a global scale, organizations put a lot of effort to coordinate policies of HR, which are also known as "international HR policies". Leadership skills not only spread in one organization but it's a global need. The talent war is prevalent in all parts of the world. Global talent defines as just not only select the right person for the right job but also identify the talent which can be transferred throughout the world so that performance of employees improves in every sector leading to higher output (Han, 2008; Liao et al., 2012; Sart, 2014; Tarique & Schuler, 2010; Vaiman et al., 2012). Talent management practices are significant for organizations which increase the performance of employees in the organizations. These practices improve the expertise level of employees so they can perform well at their jobs. Talent management is critical to the employee performance. if an organization is investing money in talent management, employee performance will be better in these organizations (Nagi & Mohammed Ali, 2020).

5.2. H2: Talent management is positively associated with employee retention

Research indicated that talent management has a positive effect on employee retention. Our research results also proved by many other researchers as (Tanton, 2007) revealed that retention of employees is a big challenge for firms at both domestic and international level because replacing a new employee with previous employees will cost the firm both indirectly and directly. Research associate concludes that job dissatisfaction is caused by less talent management which leads to employee's turnover. HRM plays the most important role in determining which talent management skills are required to satisfy employees which leads to profit and retention of employees. The primary reason for leaving a current job is good remuneration, incentives, and bonuses from other employers but talent management relates to better opportunities for the employees, they can use their skills and provide them career opportunities which affect employees' decisions of not leaving a job.

Factors related to job dissatisfaction are job inflexibility, less control, more workload, less challenging work, not leading firms, job stress, an imbalance between work and personal life, and less appreciation for their work. Leadership style act as the main factor for job satisfaction and a good style of democracy in leadership helps in job satisfaction. Efficient talent management is required for organizational excellence which leads to business success. Right recruitment and best strategy are essential for talent management. Developing talent is the most difficult activity which is relished by the HR department in an organization. Mentoring and coaching in this 21st century is a business tool. The right mentor can professionally develop an organization as well as give talent to new employees which helps in employee retention. HR personnel has a significant effect on talent management regarding succession decisions/planning analysis, performance management, development support, and planning, selecting targets, talent review, development of career, recruiting, and workforce planning. Ignoring the turnover of employees in an organization is very risky and employers invest their resources for retaining employees in their organization. Talent management includes development and training, motivation, job enrichment, review performance, promotion opportunities, and manager influence. Money plays only a 65% role in employees' turnover who want to change their jobs after three years, the remaining role is performed by talent management. Rather focusing on "push and pull" factors that affect employees' decisions like work hostility, culture clash, less work recognition, and less personal growth. Local research has proved talent management has five main factors such as meaningful work, manager quality, manager integrity, advanced opportunities, and production challenges. Knowledge and talent management help in a competitive environment. Talent management is a business plan of action for retaining workers for getting a competitive advantage. Talent management has played a major role in employees' job satisfaction and retention (Tanton, 2007).

The study in South Africa has the same results that less job satisfaction is caused by the perception of employees related to job flexibility, less control, ineffective leadership, and less talent management. Employee retention can be controlled by involving the talent management team. Talent management includes good remuneration, integration, communication of problems, centralized power of employees, task reutilization in an organization, fairness in distribution, job satisfaction, and upward mobility (Burmeister, 2004). Employee turnover correlates with these factors: service length, academic qualification, employees' age, designation, marital status, and gender (Martin Jr, 1979). Employment equality contributes significantly to decreasing imbalances among workers and

they will retain over the years (Booysen, 2007). Overseas studies primarily emphasized talent management. Talent management relates to structural interviews for talent recognition, succession planning, and developing talent which helps in the retention of employees. These key factors added value to the organization by linking employees with profits and converts the goals of the business into employees' needs. Talent management has a significant effect on employee retention but satisfaction related to the job is necessary. Motivated and efficient employees also enhanced overall organizational value (Farley, 2005; Lunn, 1995).

In Thailand, a study was conducted which supports talent management and employee retention. HRM procedures and practices are important for organizational performance. Organizations use HRM to get high performance, specifically for retaining employees. The same results were observed in Asia, Africa, Europe, and US countries. HR practices include compensation, reward system, and benefits to employees which help in their well-being. Compensations help in better living standards, loyalty, productivity, and satisfaction of employees that's why employees retain in an organization. The organization develops programs for the development and training of performance and skills at work. Development and training employees help in growing skills, knowledge, abilities, behavior, and attitudes of employees which improve organizational non-financial and financial performance. For an efficient firm's performance, retention of employees is necessary which relates to talent management. Talent management includes organizational efficiency in achieving desired goals through employees (Tangthong et al., 2014).

Organizations face challenges in the retention of workers. Organizations support challenges for workforce retention of Generation Y that is an uncertain, ambiguous, complex, and vulnerable situation. Their new attitude, rapid verification of culture, technological connections facilitates generation Y to get high outcomes from the workplace. Employee retention helps talented employees to stay in one organization for a longer time. Generation Y is not more loyal to its organization but they are loyal to their work. Retaining Generation Y is a very important matter. Talent management helps in retaining these talented employees (Aruna & Anitha, 2015). One reason is remuneration for talent management which is essential for retaining employees. Different changes are faced by organizations in private and public sectors for the selection of employees which sometimes cause a threat to organizations (Reynolds, 2005). A survey was conducted in 2002 which stated that 1500 employees were motivated because of learning activities, verbal praise, promotions, flexible hours, public praise, written praise, and choice for assignments. But in today's world rewards take a very

important position in the retention of employees (Reynolds, 2005). HRM presently concentrates on talent management with greater emphasis on salary administration, salary management, compensation management, payment management, and rewards management. The talent management team follows different approaches for retaining employees. Rewards are given to employees who put more effort (Cascio, 2014; Jiang et al., 2009).

One more study proved this research as the researcher examined talent management play as enacted commitment for implementation of strategies, new technologies, and integrated approach for HR. talent management is a primary competitive source for HRM for increasing supply of produces and for gaining high profits in the organization. If talent management is implemented carefully, it can improve recruitment, retention rates, and management strategies, and employee engagement. All these outcomes help in improving financial and operational performance in the organization. Many internal and external drivers create obstacles in way of talent management. Senior management must identify these obstacles and solve them. If talent management is managed successfully, employees are retained (Davis, 2013; Gialuisi & Coetzer, 2013; Papa et al., 2018).

Another study proved the same results which concluded that in this competitive environment, organizations need to invest more in both talent capital and human talent. Human talent includes skills, knowledge, and abilities. Managers of HR work with top management to hire, develop, appeal, and keep skilled workers in organizations. Otherwise, less talented employees face social and financial difficulties across borders in this changing environment. So, HR managers implement talent management procedures and practices for retaining talented employees. Research scholars claimed that talent management practices include everyday employee conducts, regular information flow by HR in the whole organization, and developing, rewarding employees. Talent management plays a significant role in employee retention (Johennesse & Chou, 2017; Sart, 2014; Terera & Ngirande, 2014; Vasquez, 2014; Weerasinghe, 2017). Talent management has positive and significant impact on the employee retention. Therefore, this shows that higher will be the employee retention when employees have more talent management (Ekhsan, Parashakti, & Sudiro, 2020).

5.3. H3: CSR is positively associated with employee performance

CSR has a significant effect on employee performance. Many researchers proved this study in the last decades. CSR has received too much importance in the last few years. The

government also focuses on CSR activities for customers, society, and employees of companies. Companies mostly use CSR activities for creating public relations which helps them to increase their sales. This thought is still in process in developing nations but well established in developed nations. Investigation shows that CSR practices motivate society and employees. Employee performance is improved as they think that their company cares for society and obviously for them that's why employees put their full efforts into work (Anadol et al., 2015).

CSR activities include donations and efforts of the company for making donations. The social performance of a company relates to the higher outcome. Developed organizations can get an advantage by unconditional donations but developing organizations face loss so they do conditional donations as CSR activities. Most firms participate in CSR to improve their performance. Charity is considered important in CSR activities. CSR activities help in maximizing benefits and minimizing the harmful impact on society. In CSR, activities include fair treatment of employees, ethical norms, obeying laws, charity contribution, and environmental protection. CSR provides employees high financial returns. CSR is becoming a higher public policy in which business is responsible to consumers, employees, and the environment (Dean, 2003).

Many other researchers suggested that quality and talented employees are a more vital source for dealing with a challenging environment in the future. The theory of signaling and social identity shows that CSR activities attract the right job applications for employees. More specifically, a theory of signaling suggests that corporate social performance (CSP) sends information of new job applications related to what an employee can do for an organization. The theory of social identity proposes that new jobs for employees have more self-image when they work for society. If CSP selects the right employees, employee performance is automatically improved. Many organizations understand the importance of attracting the right employees which is necessary for competitive advantage. The field of strategic management gives attention to external and internal shareholders including employees for the success of an organization. Organizations promote CSR activities to attract quality employees like IBM, Microsoft, etc. which focus on the recruitment of employees and assign them duties related to community, work environment, work diversification, quality services, and products. Quality employees become very important because of a competitive environment. Previously firms used to focus on technology, productivity, financial markets, enhancing economies of scale, learning curves, industrial attractiveness, regular markets, and

protection of the market. However, few researchers noted that all these sources are traditional and less important. More emphasis should be on management and the selection of high-quality employees which leads to a successful organization. Knowledge is required to create ability, manage and transfer this knowledge to other employees. Quality of employees includes motivation, vision, intelligence, creativity, analytic abilities, experience, computer training, and commitment. Firms can accomplish something in the future by using this human talent. Qualified employees are necessary for gaining an advantage in an economy with the help of CSR activities (Greening & Turban, 2000).

Reber in his study also said that the main goal of CSR activities is to provide respect and safety to employees, employees' goals are saved and the experience of employees is increased. Most of the companies are using the strategy of open communication, providing different packages, and training programs to improve employee performance (Hou & Reber, 2011).

CSR activities are growing in large, medium, and small enterprises every day because it enhances their growth. Previously CSR activities were being observed in larger and medium organizations but small-medium enterprises (SME) are also now engaged in CSR activities. Businesses put pressure to increase CSR activities. Such activities include legal compliance like environmental legislation, organizations want to go beyond legal compliances and assume public sector role providing education facility and involve in communities. These activities relate to SME unfolded assumptions. CSR activities help in best practices of employees, quality, and benchmark help in gaining competitive advantage. Companies' self-interest involves in this activity to behave responsibly and ethically. However bad image can damage their reputation, stock prices and employee performance is also affected. CSR activities are geared for large organizations. SMEs do not get more attention from media but it attracts customers and employees to some extent. Researchers now find the importance of CSR in both economies. Companies think that CSR is important for achievements. CSR activities are observed in way of psychological behavior of an organization like senior managers, lower-level managers, and medium-level managers all are attracted because of this activity. Senior managers are more concerned about how resources can be allocated both for organization and social purposes to increase profits. CSR also includes some schemes and autonomy degree. "SMEs also are adaptive, swiftly adjusting their trading capacities according to changing market opportunities" (Goffee & Scase, 1995). Adaptability in these activities may respond rapidly with an evolving situation, SMEs get

advantage from this new niche (CSR) by improving employee performance (Albinger & Freeman, 2000; Bergami & Bagozzi, 2000; Collier & Esteban, 2007; DeConinck, 2011; Flammer, 2013; Friedman, 2007; Jenkins, 2006; Lee et al., 2012; Matten & Moon, 2004; Wilson, 2009).

The recent study studied the influence of workers' perception about their organizations' involvement in CSR activities on their behaviors. Findings revealed significant effect of CSR perceptions of workers on the employees' job performance (Chaudhary, 2020). When employees think that their organizations are involved CSR actions, their performance at job will be positively affected.

5.4. H4: Corporate social responsibility is positively associated with employee retention

Association between CSR and employee retention is positive in this study. Many researchers have proved this research. Organizations launch new initiatives for dealing with social matters. This business strategy relates to dealing with employee retention and management of human capital. Several studies demonstrate a relation between initiatives of CSR and employee retention. Firms face a lot of pressure for social activities. Many firms are launching initiatives to cooperate with society with the social mandates. Organization relates CSR activities with operations and core strategies. In this process, organizations offer employment opportunities for participating in CSR activities and companies get strategic benefits that relate to human capital. Employees participate in these activities and it's also a strategy to retain employees in the organizations. Engagement in social activities relates to a firm's strategic returns. Correlation is proved between financial performance and social engagement in previous studies. Psychological factors are most important in this research. Social activities are different for all firms. Potential mechanism correlates all activities with retention. It is linked with how different employee preferences lead them into various projects and which affect the attitude and behavior of employees. These projects create a link between CSR and retention of employees that is firm's strategic interest key outcome. Employee engagement offers all the employees of organization different opportunities for gaining personal development, offer different skills, and link employee performance and employee preferences. HRM department offers different cooperative programs to employees for gaining desirable outcomes which relate to human resources. Organizations' commercial projects are different from projects of social initiatives but both contribute to retaining an employee.

Employees who experience CSR activities, contribute more and retain for a longer time (Bode et al., 2015).

The same result was proved in the study of (Turker, 2009) that CSR activities gain considerable attention from the middle of the last century. The business has a pressure of raising the natural environment and humanity. People become responsible and take care of society to increase their profit margins at an international and national level. CSR also gives them a framework for social involvement and corporate power. CSR activities are being observed from a different point of view like social, political, cultural, and economic dimensions in society. Most organizations call it "WAQF" (foundation). In today's world, family owed organizations are linked with waqf and they allocate some percentage of profit with these foundations for social benefits. These foundations run cultural centers, hospitals, and educational institutions. These foundations are necessary for the development of an economy. These foundations also help in gaining cooperative advantage not only from society but also from employees of an organization. Some researchers say that CSR activities are the biggest challenge for organizations because "if we are less than this, we should not call it social performance". Without considering risk and just focusing on employees' performance (stakeholder performance), if performance is good, your services are reliable. This is the best way of measuring activities as compared to different alternatives. CSR activities can be represented through customers, society, competitors, government, non-governmental organizations (NGO), future generations, natural environment, and employees. Sometimes researchers skip competitors because it gives dual meaning to this statement. After all, some business thinks that they are not responsible for competitors. According to some scholars, the responsibility to competitors will be beneficial in the future that's why we skip this debate and consider employees who work for the organization. An interesting result is employees' combination that gives a firm strength for factors that are included in CSR activities like clients, community, rivals, government, NGOs, coming generations, and surroundings. It is noticeable that not only one employee but also more than one employee are being considered for good performance and their retention is much more important. Employees affect business operations directly and indirectly. They cause less effect directly but indirectly they have huge effects on business operations. Global problems give more awareness to employees about surroundings for gaining benefits. Demographic factors are also important such as education level and age. Modern people are more concerned about these activities. Less educated and old age people do not show more interest in these activities of the natural environment. Companies do not focus more on self-interest and give

CSR services to the environment, charity organizations, succeeding generations, community, and consumers. Customers and employees both are important for the growth and survival of the organization. Legal responsibilities must be considered under CSR activities. Study findings proved that organizations must be aware of their customers and employee preferences (Turker, 2009).

It was discovered that businesses must believe in a free enterprise; businesses are not only linked with profit but also linked with social promotions, social conscience & providing employment opportunities to employees, remove discrimination and pollution. Businesses hire intelligent forces for activities related to CSR. People of organizations are also responsible for CSR activities. First of all, consider what type of activities are to be performed by the organization and by whom they will be performed. People who are responsible for these activities are corporate, managers, and employees. CSR activities linked with corporations are not related to only one person but related to whole cooperation. In private organizations, corporate executives are their employees. Employees are responsible for their employers. Employees have a responsibility to carry business according to the requirement of employers' desires who control profit and decide which activities are to be performed for society. These activities must be conducted according to law. CSR activities help in employee retention and workers feel safe in their organizations (Friedman, 2007). The findings showed that there is positive association between CSR activities and retention of employees (Boutmaghzoute & Moustaghfir, 2020).

5.5. H5: Employee engagement mediates the relationship between talent management and employee performance

Results revealed that there is a partial correlation between talent management and employee performance through a mediator, employee engagement. This partial correlation has also been proved by other researchers. (Anitha, 2014) said that the talent management team not only focuses on one employee but also focuses on the working environment, coworkers, and team management because it significantly affects employee engagement which affects employees' performance. The organization must pay attention to the working environment. If the working environment is not good for employees, it will negatively influence employee performance because employees will not be engaged. Therefore, it is necessary to focus on the working emplacement of employees and develop programs for

promotion, it improves peer relationships with each other, and performance are improved (Anitha, 2014; Farndale et al., 2010; Gallardo-Gallardo et al., 2013).

The researcher said that organizational involvement and commitment are required for employee engagement. When employees are engaged, they are motivated and help in achieving business objectives and goals for success. If an employee's attitude is positive, it is called a positive emotional connection of the employee with his work. Employee engagement is not just doing work; it is beyond this. Employee engagement term as "harnessing of organizational members' selves to their work roles; in engagement, people employ and express themselves cognitively, emotionally and physically during role performances". These behaviors help in improved productivity of employees. Three psychological conditions are required for the engagement of employees: safety, availability, and meaningfulness (Kahn, 1990).

Employee performance is the accomplishment and achievement of their desired work. Performance relates to making plans. Employees cannot be replaced and give competition to others and manage valuable assets and property. Management of employees plays an important role in the good performance of employees. Employee engagement is linked with talent management. However, talent management is required to develop a working environment and innovation programs that lead to the efficient performance of employees. Right employees for the right role with help of the right management leads to employee engagement. Employee engagement is a psychological condition that involves performance investment of individual strength. Talent management takes into consideration that employees are emotionally and intellectually bound with a firm, must passionate about for commitment of goals, and achieving these goals relates to a good performance of employees (Katz & Kahn, 1978).

Engaged employees perform well in their work and those who are not engaged, do not focus on work. These employees do not complete their work on time. Employees who are actively disengaged are very dangerous because they do not perform a single task in an organization. Employee engagement does not always act as a moderator for achieving a good performance of employees. The mediation role of employee engagement became popular after 1999-2005 where it was discussed with policymakers, consultants, and managers. Scholars focused on employee engagement in 2006. The talent management team manages a platform of employees engaged with the organization, work engagement, job engagement,

job characteristics, quit intentions, the behavior of citizens, job satisfaction, distributive justice, prejudice justice, support supervisor, organizational support, and rewards. The pressure of this employee engagement on the talent management team will cause less turnover of employees (Maslach, Schaufeli, & Leiter, 2001; Sanford & Coffman, 2002).

One more research has proven this study which stated that six management functions are required for employees who are engaged and perform well with the help of talent management. Functions included are job content (challenges and autonomy), responsibilities, qualifications, adequate compensation, work, and life balance, and monetary benefits to low, medium, and high-level managers for giving value ethically and morally so that their performance is improved. Talent management provides employees with equality, career growth, opportunities for promotions, advancement in career, clarity, give growth paths, provide transparent and fair policies to employees, helps employees in gaining goals, do teamwork and develop established policies. Talent management also focuses on the work environment, leadership, coworkers, training, compensation, organizational policies and work for the well-being of employees which makes them engaged employees and they perform better (N. Ahmad et al., 2014; Anitha, 2014; Berthon et al., 2005; Collings & Mellahi, 2009; Farley, 2005; Macky & Boxall, 2007; MacLeod & Clarke, 2009; Mishra et al., 2014; Richardson, 2010; Saks & Gruman, 2014; Salanova et al., 2005; Truss et al., 2013).

5.6. H6: Employee engagement mediates the relationship between talent management and employee retention

In the current research, a partial relationship is proved between talent management and employee retention through mediator employee engagement. This partial relationship was proved by many other researchers. Talent management is an espoused commitment that integrates technology and strategies by HRM. This commitment includes a competitive advantage. If effective talent management is implemented, it helps in improving the recruitment of employees, enhance rates of retention and improve employee engagement. These outcomes help in enhancing financial and operational performance. Talent management encounters internal and external resistance. Seniors managers resist employee engagement that’s why performance is sometimes affected. Talent management includes different aspects. First, HRM practices include recruiting, selection, training, development, and succession. Improve technology concerning HRM. Second, talent management focuses

on predicting the flow of HR in an organization that relies on employee abilities, demand-supply, attrition, and development. From all this perception, managing talent is considered less or more synonymous with HR practices. Third, talent management focuses on developing, rewarding, and souring good employees. Talent Management works as HRM, wide enterprise and automated in terms of practices and policies geared for improving employee talent. Today talent war has started. Inside organizations managers insist employees commit talent management which relates to pride and passion. Only those organizations will get it who know the importance of the HR department in their organizations and consider it most important and first priority is gaining competitive advantage. If these talent management strategies are adopted, employees are engaged with their work, and employee retention is increased (J. C. Hughes & Rog, 2008).

Several practices and policies consist of talent management like HRM components (recruitment, compensation, selection, development, evaluation of performance, and succession planning). Talent management implements some sort of strategically integrations, sophistication, and accountability where employees are not engaged. Therefore, employees' practices can be observed by the talent management team. HR department helps in developing, facilitating, tacking, and launching these talent management practices and commitment with the organization also plays a role in the good performance of employees. Strategic partners help in refining these HR roles so that these roles easily can be implemented in business. It is also viewed as an organizational culture where employees are valued; provide a competitive advantage, enable technology, and wide opportunities are given to employees. In this environment, employees are engaged and their retention increases. Talent management is observed in both senses in practice and philosophy. It also includes enacted and espoused commitment: senior managers follow these practices in an entire firm (Lewis & Heckman, 2006).

Researchers revealed an association between talent management and employee retention through employee engagement. Companies must make clear concepts about talent management. Modern observations must consider for this study because old age people do not engage with their work. The young generation focuses on employee engagement and follows the instructions of a talent management team which leads to a good performance of employees. Several leading organizations focus on these practices for their better understanding. Various organizations focus on talent management and retention of employees. Policymakers and industry practitioners make policies for its successful

implementation. Talent management prepares a model for enhanced retention of employees. Talent management is the most efficient tool to ensure employees are committed and engaged infirm. Sense of commitment and engagement for their work in employees is important because it helps in the long-run retention of employees. The organization must recognize the cost of selection, recruitment, opportunity cost, and attitudes of employees, and pretension of employees. Jobs of people provide responsibility, the autonomy of employees, connection with the job, connection with jobs, and challenges. Managers play a role in encouraging employees. Mangers focus on employee culture, the flexibility of work, role flexibility, modification opportunity according to interest and proficiencies. Talent management also encompasses management performance that leads to employee retention. The performance management team check feedbacks of employees which may be positive and negative. Managers must recognize this feedbacks and provide improvement opportunities to employees. Besides performance management, reward strategy develops for the effective management system, demonstrating fairness, transaction equity, and incentive behavior. Talent management, career management, and learning management team is developed for engaging employees that helps in employee retention (Cascio, 2014; Festing & Schäfer, 2014; J. C. Hughes & Rog, 2008; Pandita & Ray, 2018; Salanova et al., 2005; Terera & Ngirande, 2014; Wang & Hsieh, 2013).

Talent management provides an opportunity for to companies of making organized and persistent decisions for the growth of employees which ensures competencies and advancement of staff. Moreover, employees will have stronger engagement if there is procedural fairness for growth which assists in enhancing the rates of retention helping organizations to complete their functional requirements (Llamas, 2018).

5.7. H7: Motivation mediates the relationship between talent management and employee performance

This Study shows a partial positive correlation between talent management and employee performance through mediator motivation. Talent management team motivates the employees, satisfies them, and employees become committed which improves their performance. Performance appraisal plays an important role in motivating employees if employees are not performing well. Performance appraisal is included in HR practices and works psychologically. Performance appraisal is a more effective approach to strategic

management. With the help of business activities and policies, organizations get access to employees, competition develops, performance improves, and rewards are given to them for their good performance. Psychological factors influence employee performance because if employees are motivated for their work, they will perform better. Efforts that relate to the enriching experience, attitudes, skills enhance employee effectiveness. Mostly talent management affects the performance of the workforce is motivated. A proper appraisal system should be developed for this purpose. Most of the time, reactions of employees are observed in performance appraisal and it is also observed which factors affect their performance or which factors do not affect them at all. They remove the less effective cases. Talent management focuses on those points which affect employees, motivate them, and help in their work. Different studies focus on how employees are satisfied. Talent management not only focuses on performance appraisal but also focuses on motivation, withdrawal behavior, work performance, and commitment of employees. These relationships are being assumed, need to be investigated more. Intrinsic motivation is also necessary for employee performance with the help of the talent management team (Fletcher, 1997, 2001, 2002; Fletcher & Perry, 2002; Kuvaas, 2006).

The association between talent management and employee performance through mediating variables of motivation was explained by (Vallerand, 1997). Intrinsic motivation helps to perform better activities; workers experience satisfaction and pleasure in all their activities. With different work motivations, performance appraisal mainly focuses on skills, experience, and attitude. Feedback and goal settings are necessary for the positive performance of employees through motivation (Earley, Northcraft, Lee, & Lituchy, 1990; Vallerand, 1997). The same results were proposed that feedback, goals, and participation affect appraisal which has an impact on satisfaction and this influences employees' productivity and motivation. (F. Ahmad et al., 2014; Graves et al., 2013; Roberts & Reed, 1996).

5.8. H8: Motivation mediates the relationship between talent management and employee retention

The study shows partially significant relationship exists between talent management and employee retention with the mediation role of motivation. A large number of other studies have the same results. (Richard & Oldham, 1976) developed a model of job

characteristics which states that there is a relationship among psychological states, outcomes, responsibilities, intrinsic motivation, and actual results. Talent management develops means of communication, translates visions, goals of organizations, it also helps in improving intrinsic motivation with the help of work and superordinate projects can transfer information to employees what they believe actually. Several theories of self-determination have been developed. This theory leads to intrinsic motivation that helps in the rational behavior of work. Feedback on employee performance is affected by motivation through their outcomes and results. Finally, feedback that is received by physical activities enhances motivation which leads to the competency of employees (Deci, Connell, & Ryan, 1989; Deci & Ryan, 1985).

Employee retention is retaining employees of an organization for the long-term. All the organizations develop skills of their new employees and wish to keep their staff for the long run. Various actions are needed for employee retention so that employee keeps on working in the organization for a longer period. Managers are required to make effective strategies for retaining employees in an organization like recruiting the right person at the right place and time, giving benefits, train and develop employees, motivate them always, good working conditions, and providing them bonuses. Motivation has a significant role in employee retention. Only employees who are motivated will stay for the long-term with an organization. If organizations have perfect techniques of motivation, employees will have the feeling of security. Employee motivation can be increased by sending them emails of appreciation, giving bonuses and incentives, and on-time performance appraisals ("Talent Management Tutorial,"). This shows that HR plays an important role in retaining talent in an organization. Talent management is introduced in an organization by the HR department which increases the motivation level of employees and they retain for a longer period with the company.

Talent management is a basic HR key concept that is dedicated to recruit, control, develop and hold skilled and capable staff. Talent management contributes significantly to the business plan because the valuable asset of the organization, its employees are controlled by it. Therefore, organizations should efficiently manage the workers supporting them to improve their expertise and competencies for retaining them. Talent management assists companies to motivate their employees which gives many reasons to them for staying in the organization and perform their work. According to the survey of Chandler and Macleod,

91% of employees told that they desire beyond money to be motivated and engaged (Llamas, 2018).

5.9. H9: Employee engagement mediates the relationship between CSR and employee performance

A partial positive correlation exists between CSR and employee performance through mediator employees engagement. These study results are proven by other researchers. In the theory of social identity, relationship in employee perceptions and commitment of CSR activities are necessary to affect the performance of employees. There are three aspects of social responsibility on employee perceptions, employee training, and organizational commitment. The relationship between CSR activities and employee performance is affected or not with the mediation of employee engagement. This theory is related to both female and male staff. Nowadays, organizations have pressure to focus on social activities in which employees, shareholders, managers, consumers, and investors are involved. Several opportunities and threats are linked with social, environmental, and corporate that better explains the companies' responsibilities. Sometimes they financially pay for the social responsibilities of customers and this social performance affects investors. Employees are also being considered for CSR activities. Employees are engaged in business activities because of CSR activities which help in the improvement of employee performance (Berrone et al., 2007; Brammer et al., 2007; Collier & Esteban, 2007; Daugareilh, 2008; Hardaker & Fill, 2005; Lee et al., 2012; Luo & Bhattacharya, 2006; Maignan & Ferrell, 2001).

CSR and employee engagement are the two most debated topics incorporate community nowadays. The association between CSR and employee engagement was investigated in this whitepaper. CSR is a rising determining factor of employee engagement. CSR has a positive influence on employee engagement which will help in increasing employee outcomes. CSR is a useful tool for attracting and engaging workers. An engaged workforce will bring positive outcomes to the organizations (Gross). If organizations are considering their societal responsibilities, this will have a positive effect on employees, they will be committed towards their jobs and companies will get engaged employees. Engaged employees are enthusiastic about their jobs and invest their voluntary efforts in their work which increases their performance in the organizations. It is proved that CSR has a significant relationship with employee performance through employee engagement. Employee outcomes

will be increased if organizations are involved in CSR activities because they perceive that socially accountable organizations are equitable organizations which will increase their loyalty, devotion, and better performance (Aguilera et al., 2007). Employees get more engaged and their performance also increases when they have good feelings for their organizations' involvement in CSR practices. Companies give awareness to employees about their efforts and celebrate their activities which makes employees further engaged towards their jobs and perform well at work (GRIEK, 2017).

5.10. H10: Employee engagement mediates the relationship between CSR and employee retention

There is a partial significant correlation between CSR and employee retention through the mediation of employee engagement. These results are proven by different other studies. Practitioners and researchers focus on CSR activities. CSR ethically and legally affects job satisfaction with the help of organizational commitment. CSR affects the relationship quality of managers and employees. CSR has an impact on ethical dimensions of job satisfaction and organizational trust. CSR activities enhance productivity. Several CSR activities like legal, philanthropic, ethical, and economic satisfy employees, they get more engaged and committed in their work, and employee turnover is reduced. Thus, employees stay in the organization for a longer time (Lee et al., 2012). Encouraging environment-related activities have greater importance for attracting and retaining workers and clients. CSR is associated with employee engagement because employees will have a good reputation for a company if it is involved in social accountability and they will engage with their work and be committed to the organizations. This engagement of employees will increase business outcomes that are employee performance and retention (Gross).

Perceptions of employees about organizational social responsibility make behaviors and conduct of employees for their organizations. These employee perceptions are important because they give a signal of outcomes that is performance, retention, and prosperity. Employees who think that their organizations are more socially responsible will be engaged with their jobs and give better outcomes. This pressurizes companies to participate more in social activities for retaining talented employees (Aguilera et al., 2007). Employees have a positive feeling for their organization's participation in CSR, they remain with their present organizations for a longer time, and their commitment to the company increases.

Commitment means positive behavior of employees towards organizations like their affection, giving up for the interest of the company, and their success is related to organizational prosperity (GRIEK, 2017).

5.11. H11: Motivation mediates the relationship between CSR and employee performance

There is a partially significant relationship between CSR and employee performance through mediator, motivation. CSR has strategic importance in business for sustainability in business operations. CSR provides awareness related to the organization of how CSR actions affect employees. Introducing policy benefits all stakeholders like organization, customers and employees are investing in these policies that minimize that negative effect of organizational activities on commitment and environment that build the corporate image. CSR activities mainly focus on the outcomes like financial performance through motivation. Employee Perceptions of CSR towards non-social and social stakeholders positively affect employee work. The talent management team motivates employees to work for CSR activities and they will get benefit from it. However, sometimes employees' CSR perceptions towards staff have a minimum impact on their behaviors and work performance. CSR activities promote positive behavior among employees through motivation. Employees are motivated through incentives like environmental, social activities and it sustains the practices of employees. Private sectors have more turnover in skilled employees. Employees change their jobs when they are not motivated and feel that organizations are not taking care of their society. This also affects the performance of employees (Newman, Nielsen, & Miao, 2015).

An idea was proposed for gaining more profits by (Friedman, 2007) and said that CSR activities help in increasing the profits of an organization. Organizations gratify many stakeholders like civil society, government, and employees which satisfy them. CSR activities promote strategic values of organizations and awareness related to political and social trends that a corporate strategy easily accepts (Albinger & Freeman, 2000). These stakeholders (civil society, government, and employees) become satisfied and motivated because of these activities which helps in organizational competitive success (Bergami & Bagozzi, 2000; Jin & Drozdenko, 2010; Kim & Scullion, 2013; Matten & Moon, 2004).

CSR practices enhance the commitment and morale of employees. So employees will have positive behavior towards their jobs which leads to high employee performance. If

companies are accepting their responsibilities towards stakeholders and proactively participate in corporative social responsibility, they motivate their workers who will complete their job tasks efficiently and effectively (Porter & Kramer, 2006). There is a positive relationship between CSR and employee performance. Employees who work with companies that are engaged in CSR practices exhibit high performance (Sun & Yu, 2015). A positive relationship exists between CSR and motivation. The motivation of employees is essential for getting the efficient and effective output. Employees have a feeling that they are part of their organizations if their organizations are performing CSR practices and they have a strong bond with the organizations. They get more motivated and perform better. Employee productivity is enhanced if employees are motivated at work (Khan, Latif, Jalal, Anjum, & Rizwan, 2014)

5.12. H12: Motivation mediates the relationship between CSR and employee retention

Results show a partial positive association between CSR and employee retention through the mediation of motivation. Social responsibilities affect internal and external stakeholders (society, environment, and employees). CSR affects employee commitment toward their work. Perceptions of employees related to CSR activities and commitment to the organization are measured by a model and which leads to a theory of social identity. Mostly, employee performance is affected because of the monetary rewards. The contribution of employees is measured sometimes as compared to their satisfaction because when an organization feels that employees are committed to working, they are encouraged and satisfied with work. External society and organizational commitment also have a relationship that gives benefit to an organization. The external reputation of the organization not only affects society as a whole but also affects the internal employees of an organization. When internal and external policies attach, employees get motivated and retain for a longer period infirm (Brammer et al., 2007; Kapstein, 2001).

It was concluded that CSR activities give a competitive advantage and this is the best way to catch quality employees. Results demonstrated that companies that have a high rating of CSR activities attract more people. Employees become motivated and feel secure in these organizations. They want to remain in these organizations for the long term (Greening & Turban, 2000). Most people nowadays select those jobs which give benefits to them, and society, and those companies which have a strong reputation due to CSR activities.

Employer's motivation and CSR activities have an impact on employee retention (Albinger & Freeman, 2000).

It has been documented that CSR has a positive impact on motivation, development, and retention of employees. Regarding employee retention, when business goals adapted economic sustainability rules, the organization reported a 5% decline in employee turnover (Strandberg, 2009). This shows that when organizations are committed to social activities, employees feel motivated and they stay for longer periods with their organizations. CSR activities performed by companies have a significant effect on the retention of employees. CSR makes a good feeling in the minds of employees. Internal CSR activities have a positive impact on the motivation of workers. Motivated employees become loyal to their organizations and retain with them. Thus companies can retain their workers for the long term by adopting CSR practices which results in high employee retention of these companies (Antonaras & Dekoulou, 2019).

5.13. Implications of the Research

This research contributes significantly to both the theory and practices.

5.13.1. Theoretical Implications

The present study has several implications that fill the missing gap in research. This study discussed the role of competent people in hotel industry of Pakistan. The study also explained that talent management provides a broad platform for people where they develop their skills, learning skills and knowledge that have a profound impact on project success. First, we learned about the implications for talent management and CSR in the success of the project, previously the ideas were discussed with the general management. This study proves that talent management practices and CSR have a significant impact employee retention and employee performance through employee engagement and motivation. The findings have a unique impact on literature and provide a new area for future research. In addition, the impact of employee engagement and motivation on the relationship between talent management practices and CSR was also explored, as previously limited researchers also explored the domain. This research provides additional contributions and provides insights for future professionals to work in this integrated approach. This research contributes to the theory which serves as a base study for future studies and model can be tested in different contexts.

5.13.2. Practical Implications

This study has various practical implications. As the project environment changes rapidly, demand increases, it is necessary for the project to be completed on time, which puts pressure on the organization to survive in the markets. The first finding of this study is that talent management techniques are very important for a hotel industry of Pakistan to accomplish a task. Talent management creates a huge impact on the success of the project. In addition, organizations need talented staff to achieve goals and objectives in team work programs Talented people only work in specific domains which is why they always work effectively and efficiently to achieve goals. This means that if talented people are employed in a project-based organization, there is a good chance of success. Therefore, where there should be disagreement on employment and fair selection, again, it is the sole responsibility of the organization to meet the needs of employees. Therefore, by providing appropriate training and development opportunities or causes it not only enhances the effective performance of employees but ultimately ensures the success of the organization. Proper recruitment and selection, remuneration and training and development, enable employees to perform their duties effectively. In addition, this study also highlights the importance of CSR in organizations or actions. CSR is more convincing in creating an ethical environment in which employees do new things. The findings revealed that the organization that leads CSR, is able to manage staff and deal with critical situations smoothly. Managers manage talent in the hospitality industry which boosts motivation level and loyalty of employees. High employee performance and increased retention rates of workforce are achieved by organizations. Socially accountable organizations improve the performance of their employees and retain them for long time period because they become motivated and engaged towards their jobs.

5.14. Conclusion

If organizations are committed to recruiting, hiring, training, and developing the more talented and supreme employees that exist in the labor market, it means organizations are managing talent. Talent management helps the organizations in a way that its employees become committed, devoted, and loyal to their jobs and organizations. They exert more effort into their job tasks. Engaged employees perform their duties effectively and efficiently and quality is reflected in their work. Committed and engaged workforce have a connection with

their organizations and they realize organizational objectives. This encourages them to stay for the long run with their current organizations which increases the retention rate of employees in the organizations. Recruiting the right staff and assisting them by developing their optimum skills is talent management adopted by organizations. Talent management motivates employees by increasing their strength, commitment, and work activities towards their jobs. If employees are motivated, their performance at work will be improved. Motivations play the role of catalyst for the success of employees. Motivation satisfies employees and they wish to remain in their present organizations. Thus, employee retention increases.

CSR is a professional practice by which organizations are socially accountable to their stakeholders. It means that organizations are working for the betterment and enhancement of society and the environment. They do not have a negative contribution towards them. CSR makes a strong connection between employees and companies, their morale is boosted and they become more engaged in their work. An engaged workforce leads to high employee performance and remains in the organization for a longer time. Employees who are working in companies participating in societal responsibilities will have high motivation level. These employees put all their energy and creativity into their job activities. Motivation has a positive influence on employee performance because motivated employees always outperform and give better results. Motivation also stimulates the workforce to stay with their organizations for a long time.

5.15. Future directions

This study has some future directions for researchers. Based on the review, some future recommendations are being suggested for scholars who want to further investigate this topic. Organizational culture and HRM practices can be linked. Special policies can be made for using talented employees in a company and checking the influence of managing the talent on employee performance and retention. Such strategies can be related to competitive advantage to employees in the future. More mediating variables can be added to check the impact of CSR, talent management on employee's performance and retention. Instead of employee commitment, organizational commitment can be studied in the future. Remuneration, job flexibility, job satisfaction, reward structure, HR department skills, efforts of career management, employee branding, and work value, teamwork can be used as

variables in the future. These variables can be used as moderators and mediators. No moderation is studied in this study. In the future researcher can add a moderator variable in this study and check the impact of CSR activities and talent management on employee retention and employee performance.

5.16. Limitations

Circumstances and situations that not only affect but also restrict the study scope are called limitations. This research was done in the environment of Pakistan. Only selected variables were studied like: CSR, Talent management, employee performance, and employee retention through the mediation of employee engagement and motivation. Several other variables could be added to the study. Problems of employees were not considered in this study. Many other variables like organizational culture were not studied because of time constraints. Time and financial constraints were are also the limitations of current research. This model was only tested empirically where exploratory study can also be performed in the future.

Summary of Discussion Chapter

Chapter five has discussed the hypothesis of this research. H1, H2, H3 and H4 are supported and H5 to H12 hypothesis have been supported partially. Theoretical and practical implications have been narrated in this chapter. Lastly, conclusion, future directions and limitations are presented.

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ANNEXURE

Appendix 1: Questionnaire

Questionnaire

Impact of Talent Management and Corporate Social Responsibility on Employee Performance and Employee Retention–An Empirical Approach in the Hospitality Industry of Pakistan.

Dear Participant,

I am researching 'Impact of Talent Management and Corporate Social Responsibility on Employee Performance and Employee Retention– An Empirical Approach in the hospitality industry of Pakistan. Kindly take some time to answer the given questions. Your fair response is appreciated because it will help to achieve the objectives of the research. Your information will not be disclosed and used only for research purposes.

Section A: Demographics

This section provides information about participants.

1. What is your gender?

- Female [ ]
- Male [ ]

2. What is your age?

   Up to 20 years [ ]

   21-30 years [ ]

   31-40 years [ ]

   41-50 years [ ]

   Above 50 years [ ]

3. What is your marital status?

- Single [ ]

- Married [ ]
- Divorced [ ]

4. What is your educational qualification?

- Certification [ ]
- Diploma [ ]
- Graduation [ ]
- Masters [ ]
- Ph.D. [ ]

5. How many years' working experience do you have?

- 1-5 years [ ]
- 6-10 years [ ]
- 11-15 years [ ]
- 16-20 years [ ]
- Over 20 years [ ]

6. How long have you been working with your current organization?

- 1-5 years [ ]
- 6-10 years [ ]
- 11-15 years [ ]
- 16-20 years [ ]
- Over 20 years [ ]

Section B: Talent Management Source:(Mahlahla, 2018)

This section has ten items for the measurement of talent management which was adopted from (Mahlahla, 2018). Five Likert scale ranges from strongly disagree to strongly agree is used in this measurement and score of Cronbach Alpha score is 0.844.

	1 Strongly Disagree	**2** Disagree	**3** Neutral	**4** Agree	**5** Strongly Agree
Talent management is implemented successfully in this organization to advance employees.					
I feel empowered to take responsibility for my personal development.					
My inputs, suggestions, and ideas are valued.					
I have an idea about my career plan for the next 12 months in the organization.					
This organization attracts highly talented employees.					
I am satisfied with my chances of promotion.					
This is a good place for training and development.					
I understand my role and how I can help the organization to achieve its aims.					
I am satisfied with the organization's personnel policies.					
My manager supports my personal development so that I can reach my full potential.					

Section C: Corporate Social Responsibility Source:(Turker, 2009)

This Section has fifteen items for the measurement of CSR. (Amarsaikhan, 2014) adopted this measurement from (Turker, 2009) 17-item scale and excluded 2 items of government factor from it. It has three-part: CSR to social and non-social stakeholders, CSR to employees, and CSR to customers. Five Likert scale ranges from strongly disagree to strongly agree has been used and Cronbach's Alpha values are 0.88, 0.88, and 0.82.

	1 Strongly Disagree	**2** Disagree	**3** Neutral	**4** Agree	**5** Strongly Agree
CSR to Social and Non-Social Stakeholders Scale The company/organization I work for participates in activities that aim to protect and improve the quality of the natural environment.					

The company/organization I work for invests to create a better life for future generations.					
The company/organization I work for implements special programs to minimize its negative impact on the natural environment.					
The company/organization I work for targets sustainable growth which considers future generations.					
The company/organization I work for supports non-governmental organizations working in problematic areas.					
The company/organization I work for contributes to campaigns and projects that promote the well-being of society.					
The company/organization I work for encourages its employees to participate in voluntary activities.					
CSR to Employees Scale The company/organization I work for policies encourage the employees to develop their skills and careers.					
The management of the company/organization I work for is primarily concerned with employees' needs and wants.					
The company/organization I work for implements flexible policies to provide a work & life balance for its employees.					
In the company/organization I work, the managerial decisions related to the employees are usually fair.					
The company/organization I work for supports employees who want to acquire additional education.					
CSR to Customers Scale The company/organization I work for respects consumer rights beyond the legal requirements.					
The company/organization I work for provides full and accurate information about its products to its customers.					
Customer satisfaction is highly important for the company/organization I work for.					

Section D: Employee Engagement (Source: Wilson, 2009)

This section contains eight items to measure employee engagement which was adopted from Wilson (2009). This measurement uses six Likert scale ranges from strongly disagree to strongly agree and a score of Cronbach's Alpha is .773.

	1 Strongly Disagree	**2** Disagree	**3** Slightly Disagree	**4** Slightly Agree	**5** Agree	**6** Strongly Agree
I have received recognition for doing my job well.						
My supervisor seems concerned about my welfare.						
The mission of the agency makes me feel like the work I do matters.						
I have friends at work.						
While on the job, my ideas and opinions are taken seriously.						
The materials, tools, and equipment that I need to do my job are supplied by the agency and made readily available to me.						
The people I work with do a good job.						
I will still be employed here two years from now.						

Section E: Motivation Source: (Barkley, 2017)

This Section has fifteen items for measuring motivation and this measurement has been adopted from (Barkley, 2017). Five Likert scale ranges from strongly disagree to strongly agree has been used and Cronbach's Alpha value is 0.839.

	1 Strongly Disagree	**2** Disagree	**3** Neutral	**4** Agree	**5** Strongly Agree
My compensation is appropriate to the nature of my job.					
The compensation and benefits policy of my organization is at par with industry practices.					
The company offers a wide range of health-related benefits to all its employees.					
The company has a pro-employee medical facility.					
The company offers good career prospects for its employees.					

In this organization, advancement is merely based on the individual's abilities and skills.					
The management pays due attention to the immediate recognition of performance.					
The management practices immediate feedback to manage employees' expectations.					
Employees in my organization are encouraged to participate in the additional training to enhance their skills and abilities.					
This organization provides adequate training programs for its employees.					
My work gives me a feeling of personal accomplishment.					
My job makes good use of my skills and abilities.					
I am enthusiastic about my job.					
I am proud of the work that I do.					
I am motivated to work beyond the usual call of duties.					

Section F: Employee Performance Source: (Liao et al., 2012)

This section contains questions to measure employee performance which was adopted from (Liao et al., 2012) and used by (Inuwa, 2016). This measurement has six items and five Likert scales are used ranges from strongly disagree to strongly agree and the value of Cronbach's Alpha is 0.95.

	1 Strongly Disagree	**2** Disagree	**3** Neutral	**4** Agree	**5** Strongly Agree
I understand the criteria of the performance review of my organization.					
I understand my job and how to carry it out.					
I can resolve unexpected schedules on time.					
I maintain a good record of attendance in this organization.					
I can carry out assigned duties effectively and efficiently.					
I am very conversant with the standard operating procedure of my job.					

Section G: Employee Retention Source:(Lam et al., 2015)

Section G has five items to measure employee retention and this measurement was adopted from (Lam et al., 2015). Five Likert scale ranges from strongly disagree to strongly agree has been used and Cronbach's Alpha value is 0.864. This scale was used in the hospital which was adopted for the organization.

	1 Strongly Disagree	**2** Disagree	**3** Neutral	**4** Agree	**5** Strongly Agree
I am prepared to put in a great deal of effort beyond what is normally expected to help this organization to be successful.					
I plan to make this organization my career.					
I feel a lot of loyalty to this organization.					
This is the best organization for me to work for.					
I would recommend this organization to a friend if he/she is looking for a job.					

Thank you for your time.