

Talent Management Strategies of Pharmaceutical Industry in Sikkim

A Thesis submitted
To
Sikkim University



In Partial Fulfilment of the Requirement for the
Degree of Doctor of Philosophy

By

Geeta Shree Roy

Department of Management
School of Professional Studies

May, 2019

Certificate by Supervisor

Plagiarism Check Certificate

Date:

DECLARATION

I, **GEETA SHREE ROY**, hereby declare that the research work embodied in the thesis titled ‘Talent Management Strategies of Pharmaceutical Industry in Sikkim’ submitted to Sikkim University for the award degree of Doctor of Philosophy, is my original work. The thesis has not been submitted for any degree of this University or any other University.

GEETA SHREE ROY

(Research Scholar)

Ph.D Registration: 15SU18998

Department of Management

School of Professional Studies

Acknowledgement

The Doctoral of Philosophy (Ph.D.) programme in Department of Management under Sikkim University has been a journey full of knowledge and insights. While I acknowledge the contributions of people around me, I bow in humility before the Almighty for making this happen.

I am grateful to my previous Research Supervisor, Prof. V. Rama Devi for her continuous guidance and support during this research work. She clarified my doubts as and when they arose, provided the kind of flexibility a researcher needs, motivated me to strive for the best and was there to provide all the emotional strength required during this journey. My heartfelt thanks to you, Madam.

My sincere thanks to my present Research Supervisor, Dr. Krishna Murari. He provided the needed inputs, shared his insightful observations on my work, and encouraged me to look beyond the current realm of research. I sincerely thank him for his support and guidance.

I also express my gratitude to Dr. Ravi Shekhar Vishal. As an external expert during my pre-submission seminar, he provided useful comments on my research and was thoroughly supportive.

I thank Indian Council for Social Science Research (ICSSR) that extended financial support by awarding Full-Term Centrally- Administered Doctoral Fellowship.

I take this opportunity to acknowledge the contribution of our Doctoral Research Committee (DRC) members: Dr. Shailendra Kumar, Dr. Pradip Kumar Das, and Dr. A. Ravi Prakash. Their critical observations on my thesis helped in shaping this study in a better way. I thank them all.

Sincere thanks to Prof. A. S. Chandel (Librarian) for taking interest in the progress of my work and for providing me the required administrative and academic support.

I duly acknowledge the administrative support extended with prompt response to my problems relating to scholarship and others provided by Mr. Gagan Das Chettri of our Registrar office, Ms. Hissey Gurung and Mr. Arun Thapa of our Finance office, Ms. Sabina Rai staff of our department. Due thanks to the Sikkim University all other staff as well who solved my problems as and when they arose.

Heartfelt thanks to my fellow research colleagues Ms. Anjana Sharma, Mr. Aditya Pradhan, Ms. Nilima Thapa, Ms. Manjari Sharma, Mr. Adarsh Chettri and Mr. Sonam Tobgay Bhutia for extending their emotional support in the moments of need and their help in the editing aspects of this thesis. I also owe my gratitude to Mr. Bishnu Prasad Dulal for making this arduous journey look smooth and comfortable. Finally, I thank all the unnamed colleagues who have contributed in a way or other all through my stay at the campus.

I am indebted to my parents Mr. Moni Roy and Mrs. Shanti Devi Roy, my husband Mr. Debarshi Sarkar, my mother-in-law Mrs. Mita Sarkar and all other family members who stood with me during this entire journey with patience and grace. Their undaunted believe in me has been a great motivator. For them, my gratitude goes beyond words.

I dedicate this thesis to my parents whom I owe this life and who continue to inspire and bless me from their eternal abode.

Geeta Shree Roy

List of Tables

S.No.	Title	Page No.
Table 1.1	Comparison of Priorities of the Environment in the Past and at Present	2
Table 1.2	Terms Commonly Associated With ‘Talent-As-Object’ in the Literature	6
Table 1.3	Definitions of Talent	6
Table 1.4	Definitions of Talent Management (TM)	9
Table 1.5	Business and Talent Realities: Trends Over Time	13
Table 1.6	Drivers of Talent Management	19
Table 1.7	Generations Over Time: Main Characteristics	21
Table 1.8	Pharmaceutical Companies set up in Sikkim till 2014	45
Table 2.1	Literature Review	76
Table 3.1	District-wise Classification of Pharma Companies in Sikkim	140
Table 3.2	Details of Size of the Employees in the Select Companies	141
Table 3.3	Demographic Characteristics of Sample Respondents	142
Table 3.4	Reliability of Constructs	144
Table 3.5	Skewness and Kurtosis Details	145
Table 3.6	Summary of EFA Results of Talent Management Practices	147
Table 3.7	Summary of EFA Results of Employer Branding	151
Table 3.8	Summary of EFA Results of Employee Value Proposition	152
Table 3.9	Summary of Statement- Wise EFA Results of Employee Engagement	155
Table 3.10	Summary of Statement- Wise EFA Results of Intention to Stay	156
Table 3.11	Talent Attraction (TA)	157
Table 3.12	Talent Development (TD)	158
Table 3.13	Talent Retention (TR)	160
Table 3.14	Employee Value Proposition (EVP)	164
Table 3.15	Employer Branding (EB)	165
Table 3.16	Employee Engagement (EE)	166
Table 3.17	Intention to Stay (IS)	167

Table 3.18	Talent Management Constructs (TM) Model Fit using AMOS	167
Table 3.19	Cronbach's Alpha	168
Table 3.20	Summary of Reliability and Validity	169
Table 3.21	Discriminant Validity and Correlation Analysis	170
Table 3.22	Thresholds of Goodness-of-Fit Indices	177
Table 3.23	Summary of Reliability	178
Table 4.1	Difficulty in Filling Positions	181
Table 4.2	Reasons for Talent Gap	181
Table 4.3	Talent Shortage at Various Levels	183
Table 4.4	Voluntary Attrition Rate	184
Table 4.5	Voluntary Attrition Rate at Various Levels	185
Table 4.6	Reasons for Voluntary Attrition of Employees	186
Table 4.7	Importance Assigned to Talent Management	187
Table 4.8	Size of the Organization and Degree of Emphasis on Talent Management	187
Table 4.9	Company's operations wise Degree of Emphasis on Talent Management	188
Table 4.10	Alignment of Talent Management Dimension With Growth Strategy	188
Table 4.11	Strategic Talent Management Initiatives	189
Table 4.12	Employer Brand as a Tool for Managing Talent	190
Table 4.13	Sources of Recruitment	190
Table 4.14	HR Approaches to Manage Talent	191
Table 4.15	Succession Planning Considered as an Integral Component at Various Levels	193
Table 4.16	Major Retention Strategies Adopted by the Company	194
Table 4.17	Factors Driving Talent Management	195
Table 4.18	Talent Management and Organizational Performance	195
Table 4.19	Direct Effect Results	198
Table 4.20	Mediation Model Results of Direct Effect of TM on EB	204
Table 4.21	Path Coefficients, Indirect Effects, and 95% Bias-Corrected Confidence Interval Predicting Employer Branding (N=653)	205
Table 4.22	Mediation Model Results of Direct Effect of TM on IS	207

Table 4.23	Path Coefficients, Indirect Effects, and 95% Bias-Corrected Confidence Interval Predicting Intention to Stay (N=653)	207
Table 4.24	Mediation Model Results_of Direct Effect of EVP on EE	209
Table 4.25	Path Coefficients, Indirect Effects, and 95% Bias-Corrected Confidence Interval Predicting Employee Engagement (N=653)	209
Table 4.26	Mediation Model Results_of Direct Effect of TM on IS	211
Table 4.27	Path Coefficients, Indirect Effects, and 95% Bias-Corrected Confidence Interval Predicting Intention to Stay (N=653)	211
Table 4.28	Mediation Model Results_of Direct Effect of EB on IS	213
Table 4.29	Path Coefficients, Indirect Effects, and 95% Bias-Corrected Confidence Interval Predicting Intention to Stay (N=653)	213
Table 4.30	Mediation Model Results_of Direct Effect of TM on IS	215
Table 4.31	Path Coefficients, Indirect Effects, and 95% Bias-Corrected Confidence Interval Predicting Intention to Stay (N=653)	215
Table 4.32	Mediation Model Results_of Direct Effect of TM on IS	218
Table 4.33	Path Coefficients, Indirect Effects, and 95% Bias-Corrected Confidence Interval Predicting Intention to Stay (N=653)	218
Table 4.34	Mediation Model Results_of Direct Effect of TM on IS	220
Table 4.35	Path Coefficients, Indirect Effects, and 95% Bias-Corrected Confidence Interval Predicting Intention to Stay (N=653)	221
Table 4.36	Mediation Model Results_of Direct Effect of TM on IS	225
Table 4.37	Path Coefficients, Indirect Effects, and 95% Bias-Corrected Confidence Interval Predicting Intention to Stay (N=653)	226
Table 4.38	Age wise Test of Homogeneity of Variances for TM, EVP, EB, EE & IS	227
Table 4.39	Age wise ANOVA Results for TM, EVP, EB, EE & IS	228
Table 4.40	Multiple Comparisons	229
Table 4.41	Gender wise Test of Homogeneity of Variances for TM, EVP, EB, EE & IS	229
Table 4.42	Gender wise ANOVA Results for TM, EVP, EB, EE & IS	230
Table 4.43	Marital Status wise Test of Homogeneity of Variances for TM, EVP, EB, EE & IS	230

Table 4.44	Marital Status wise ANOVA Results for TM, EVP, EB, EE & IS	231
Table 4.45	Education Qualification wise Test of Homogeneity of Variances for TM, EVP, EB, EE & IS	231
Table 4.46	Education Qualification wise ANOVA Results for TM, EVP, EB, EE & IS	232
Table 4.47	Work Experience in Current Organisation wise Test of Homogeneity of Variances for TM, EVP, EB, EE & IS	232
Table 4.48	Work Experience in Current Organisation wise ANOVA Results for TM, EVP, EB, EE & IS	233
Table 4.49	Multiple Comparisons	234
Table 4.50	Multiple Comparisons	235
Table 4.51	Multiple Comparisons	236
Table 4.52	Multiple Comparisons	237
Table 4.53	Overall Experience wise Test of Homogeneity of Variances for TM, EVP, EB, EE & IS	238
Table 4.54	Overall Experience wise ANOVA Results for TM, EVP, EB, EE & IS	238
Table 4.55	Multiple Comparisons	239
Table 4.56	Multiple Comparisons	240
Table 4.57	Multiple Comparisons	241
Table 4.58	Multiple Comparisons	242
Table 4.59	Designation wise Test of Homogeneity of Variances for TM, EVP, EB, EE & IS	243
Table 4.60	Designation wise ANOVA Results for TM, EVP, EB, EE & IS	243
Table 4.61	Monthly Salary wise Test of Homogeneity of Variances for TM, EVP, EB, EE & IS	244
Table 4.62	Monthly Salary wise ANOVA Results for TM, EVP, EB, EE & IS	244
Table 4.63	Demographic Variables and Their Impact	245
Table 4.64	Mediation Model Results	248
Table 4.65	Path Coefficients, Indirect Effects, and 95% Bias-Corrected Confidence Interval Predicting Intention to Stay (N=653)	248

Table 4.66	Mediation Model Results	252
Table 4.67	Path Coefficients, Indirect Effects, and 95% Bias-Corrected Confidence Interval Predicting Intention to Stay (N=653)	253
Table 4.68	Mediation Model Results	256
Table 4.69	Path Coefficients, Indirect Effects, and 95% Bias-Corrected Confidence Interval Predicting Intention to Stay (N=653)	257
Table 4.70	Mediation Model Results	260
Table 4.71	Path Coefficients, Indirect Effects, and 95% Bias-Corrected Confidence Interval Predicting Intention to Stay (N=653)	261
Table 4.72	Challenges of Talent Management	266
Table 4.73	Gap Analysis	267
Table 4.74	Descriptive statistics for Talent Attraction	268
Table 4.75	Descriptive statistics for Talent Development	268
Table 4.76	Descriptive statistics for Talent Retention	269
Table 4.77	Descriptive Statistics for Employer Branding	270
Table 4.78	Descriptive Statistics for Employee Value Propositions	270
Table 4.79	Employee Engagement	271
Table 4.80	Intention to Stay	272
Table 4.81	Strategies to Improve Talent Management	274
Table 5.1	Hypotheses Result	278

List of Figures

S.No.	Title	Page No.
Figure 1.1	HR Evolutionary Pattern	4
Figure 1.2	Individual and Organisational Talent	12
Figure 1.3	Talent, Strategy and the Organisation	23
Figure 1.4	Antecedents & Consequences of TM Practices	24
Figure 1.5	Conceptual Model	25
Figure 1.6	Conceptual Research Model	26
Figure 1.7	Statistical Research Model	27
Figure 1.8	Research Framework	28
Figure 1.9	Conceptual Model	30
Figure 1.10	Conceptual Model	31
Figure 1.11	A Dynamic Model of Talent Management	32
Figure 1.12	Employee Value Proposition as the Mediator between Talent Management Practices and Talent Brand Strategy	33
Figure 3.1	Zero Order Factor Model of Talent Attraction	157
Figure 3.2	Second Order Factor Model of Talent Development	158
Figure 3.3	Second Order Factor Model of Talent Retention	159
Figure 3.4	First Order Factor Model of Talent Management	161
Figure 3.5	Third Order Factor Model of Talent Management	162
Figure 3.6	Second Order Factor Model of Employee Value Proposition	163
Figure 3.7	Zero Order Factor Model of Employer Branding	165
Figure 3.8	Zero Order Factor Model of Employee Engagement	166
Figure 3.9	Zero Order Factor Model of Intention to Stay	167
Figure 3.10	Typology of Mediation Model Groups	173
Figure 3.11	Mediation Types and Their Implications for Theory Building	175
Figure 4.1	Mediation Model Indirect Effect of TM on EB through EVP	203
Figure 4.2	Mediation Model Indirect Effect of TM on IS through EVP	205
Figure 4.3	Mediation Model Indirect Effect of EVP on EE through EB	208
Figure 4.4	Mediation Model Indirect Effect of TM on IS through EB	210
Figure 4.5	Mediation Model Indirect Effect of EB on IS through EE	212

Figure 4.6	Mediation Model Indirect Effect of TM on IS through EE	214
Figure 4.7	Serial Mediation Model Indirect Effect of TM on IS through EVP & EB	216
Figure 4.8	Serial Mediation Model Indirect Effect of TM on IS through EB & EE	219
Figure 4.9	Serial Mediation Path- Analysis Model of TM on IS through EVP, EB & EE	222
Figure 4.10	Serial Mediation Model Indirect Effects of TM on IS through EVP, EB & EE	223
Figure 4.11	Serial Mediation Model Indirect Effects of TM on IS through EVP, EB & EE	246
Figure 4.12	Serial Mediation Model Indirect Effects of TA on IS through EVP, EB & EE	250
Figure 4.13	Serial Mediation Model Indirect Effects of TD on IS through EVP, EB & EE	254
Figure 4.14	Serial Mediation Model Indirect Effects of TR on IS through EVP, EB & EE	258
Figure 4.15	Challenges Faced by Companies in Case of Local and Non- Local Employees	264

List of Abbreviations

Acronym	Expanded Form
PM	Personnel Management
HRM	Human Resource Management
TM	Talent Management
CEO	Chief Executive Officer
MD	Managing Director
HR	Human Resource
CIPD	Chartered Institute of Personnel and Development
SHRM	Society for HRM
WLB	Work Life Balance
KSA	Knowledge Skill Abilities
HRIS	Human Resources Information Systems
TA	Talent Attraction
TD	Talent Development
TR	Talent Retention
JDR	Job Demand Resource
EVP	Employee Value Proposition
TMP	Talent Management Practices
TBS	Talent Brand Strategy
UK	United Kingdom
EB	Employer Branding
EPS	Earnings per Share
CAGR	Compound Annual Growth Rate
USD	United States Dollar
FY	Financial Year
IT	Information Technology
NEIIPP	North-East Industrial Investment Promotion Policy
PLR	Prime Lending Rate
IMD	Institute of Management Development
HRA	Human Resources Analytics
GTM	Global Talent Management
ICT	Information Communication Technology
MNC	Multi-National Companies
EE	Employee Engagement
IS	Intention to Stay
EFA	Exploratory Factor Analysis
CFA	Confirmative Factor Analysis
SEM	Structural Equation Modeling
TESCO	Thomas Edward Stockwell CO (Cohen)

OL	Organisational Learning
CHR	Corporate Human Resource
ICT	Information and Communications Technology
R&D	Research & Development
PCA	Principal Component Analysis
ANOVA	Analysis of Variance
SPSS	Statistical Package for the Social Sciences
IHRM	International Human Resource Management
SME	Small and Medium Enterprises
ROI	Return on Investment
SD	Standard Deviation
US	United States
HPO	High Performance Organisation
ETM	Effective Talent Management
AMOS	Analysis of a Moment Structures
BPO	Business Process Outsourcing
LTI	Long-term Investment
BP	Balanced Professional
HPP	High-Performance Professional
STP	Short-term Producer
USA	United States of America
ROW	Reward of Work
CSR	Corporate Social Responsibility
OB	Organisation Behaviour
SHRM	Strategic Human Resource Management
TE	Talent Engagement
ELC	Employee Life Cycle
TCS	Tata Consultancy Service
MANOVA	Multivariate Analysis of Variance
ER	Employee Retention
SME-ICT	Malaysia's SME-ICT
PLS	Partial Least Square
EBP	Employer Brand Perception
TRT	Trust in Leaders
TI	Turnover Intentions
S-TMD	Sustainable Talent Management Development
BFAFs	Big Four Accounting Firms
ITES	Information Technology Enabled Services
KMO	Kaiser-Meyer-Olkin
CD	Career Development
LD	Leadership Development
CRM	Compensation & Reward Management

WES	Work Environment & Systems
SEVP	Sustainable Employee Value Proposition
CEVP	Contextual Employee Value Proposition
CMIN/DF	Chi-square/degree of freedom
RMSEA	Root Mean Square Error of Approximation
SRW	Standardised Regression Weight
RMR	Root Mean Square Residual
GFI	Goodness-of-Fit Statistics
AGFI	Adjusted Goodness-of-Fit Statistics
CFI	Comparative Fit Index
NFI	Normed-Fit Index
AVE	Average Variance Extracted
CR	Composite Reliability
SDRB	Social Desirability Response Bias
ITI	Industrial training institute
MoU	Memorandum of Understanding
SE	Standard Error
CI	Confidence Interval
BootLLCI	Bootstrapping Lower Limit Confidence Interval
BootULCI	Bootstrapping Upper Limit Confidence Interval

TABLE OF CONTENT

Certificate by Supervisor	II
Plagiarism Check Certificate	III
Declaration.....	IV
Acknowledgement	V
List of Tables	VII
List of Figures.....	XII
List of Abbreviations	XIV
CHAPTER 1. INTRODUCTION	1
1.1 Introduction to Talent Management.....	1
1.2 Evolutionary Pattern of Talent Management.....	3
1.3 Conceptual Framework.....	5
1.3.1 Definitions of Talent	5
1.3.2 Definitions of Talent Management.....	8
1.4 Individual and Organisational Talent.....	11
1.5 Business and Talent Realities – Changing Trends.....	12
1.6 Talent Management - Inclusive vs. Exclusive Approach.....	13
1.6.1 As an Exclusive Approach	14
1.6.2 As an Inclusive Approach	15
1.6.3 Superiority of Inclusive over Exclusive Approach.....	15
1.7 Factors Influencing the Talent Management.....	16
1.8 Importance of Talent Management.....	19
1.9 Models on Talent Management.....	23
1.10 Dimensions of Talent Management.....	34
1.10.1 Talent Attraction	34
1.10.2 Talent Development	35
1.10.3 Talent Retention	37
1.11 Employee Value Proposition.....	37
1.12 Employer Branding.....	38
1.13 Employee Engagement.....	38
1.14 Intention to Stay.....	39
1.15 Pharmaceutical Industry in India & Talent Management.....	40
1.16 Pharmaceutical Industry in Sikkim.....	42
1.17 Challenges & Trends of Talent Management.....	45
1.18 Research Problem.....	47

CHAPTER 2. LITERATURE REVIEW	48
2.1 Importance of Talent Management.....	48
2.2 Talent Gap.....	52
2.3 Drivers of Talent Management.....	55
2.4 Talent Management Dimensions/ Practices.....	56
2.5 Talent Management (TM), Employee Value Proposition (EVP) Employer Branding (EB), and their Interrelations.....	57
2.6 Employer Branding (EB), Employee Engagement (EE) and Talent Retention and their Interrelations.....	61
2.7 Talent Management (TM), Employee Engagement (EE), Intention to Stay (IS) and their Interrelations.....	63
2.8 Talent Management (TM), Employee Value Proposition (EVP), Intention to Stay (IS) and their Interrelations.....	65
2.9 Challenges of Talent Management.....	66
2.10 Talent Management Strategies.....	67
2.11 Talent Management and Demographic Variables.....	69
2.12 Employee Value Proposition and Demographic Variables.....	69
2.13 Employer Branding and Demographic Variables.....	70
2.14 Employee Engagement and Demographic Variables.....	70
2.15 Intention to stay and Demographic Variables.....	72
2.16 Research Gap.....	73
CHAPTER 3. OBJECTIVES AND METHODOLOGY	135
3.1 Objectives of the Study.....	135
3.2 Hypotheses of the Study.....	136
3.3 Significance of the Study.....	139
3.4 Scope of the Study.....	140
3.5 Methodology.....	140
3.5.1 Population and Sample.....	140
3.5.2 Selection of Sample Respondents	141
3.5.3 Participants' Demographic Characteristics	142
3.5.4 Survey Instrument Development.....	143
3.5.5 Construct Reliability	145
3.5.6 Normality of the Data.....	146
3.5.7 Exploratory Factor Analysis (EFA).....	147
3.5.8 Confirmatory Factor Analysis (CFA).....	157
3.5.9 Reliability and Validity	169
3.5.10 Statistical Tools for Analysis	171

3.6	Mediation Analysis.....	171
3.7	Limitations of the Study.....	177
CHAPTER 4. DATA ANALYSIS & INTERPRETATION.....		181
4.1	Talent Management Dimensions & Strategies.....	181
4.1.1	Dimensions of Talent Gap in Pharmaceutical Companies in Sikkim (Objective 1).....	181
4.1.2	Strategic Organisational Initiatives and HR Approaches used to Manage Talent (Objective 2).....	187
4.1.3	Drivers of Talent Management (Objective 3).....	195
4.2	Relationship between Talent Management and Intention to Stay – Direct Effect and Impact of Mediators.....	197
4.2.1	Testing of Hypotheses for Direct Effect (Objective 4).....	197
4.2.2	Testing of Hypothesis for Simple Mediating Effect (Objective 5).....	203
4.2.3	Testing of Hypothesis for Serial Mediation Effects- Two Variables Together (Objective 6).....	216
4.2.4	Testing of Hypothesis for Serial Mediation Effects- Three Variables Together (Objective 7).....	222
4.3	Impact of Demographic Variables on Various Constructs.....	227
4.3.1	Testing of Hypothesis for Mean Difference in Employee’s Perception across Demographic Variables.....	228
4.4	Challenges of Talent Management.....	265
CHAPTER 5. FINDINGS, RECOMMENDATIONS & CONCLUSIONS.....		276
5.1	Findings of the Study.....	276
5.2	Contribution to the Existing Research.....	286
5.3	Recommendations.....	287
5.4	Scope for Further Research.....	288
5.5	Conclusion.....	290
REFERENCES		291
APPENDICES.....		334

CHAPTER 1. INTRODUCTION

The purpose of this chapter is to provide introduction to Talent Management, its evolution, various factors affecting Talent Management, its significance, conceptual framework, models and dimensions of Talent management, Talent Management of pharma sector in India at large and Sikkim in particular.

1.1 Introduction to Talent Management

In the current day scenario, talent management is not considered to be a simple matter dealt with by a department; rather it is viewed as the main issue if not dealt properly that will have huge brunt on the sustainability of the firm. Since 1990s, a new business scenario has surfaced, typified by changes in macro environmental forces (Hatun, 2007). Accelerated changes in the economic, technological, political and social worlds are the macro-environmental forces affecting the businesses. March (1995) emphasised that four factors viz. global linkages, information technology, knowledge-based competition and political uncertainty have intensified competition in the context of volatile and uncertain environment in which firms operate. In this context, there are two alternatives available for a manager i.e. resist the environmental changes and remain standstill, or vigorously adapt to the environmental forces and capitalize opportunities. In hypercompetitive environment only, dynamic firms can survive, grow and have an edge when compared to its competitors (D'Aveni, 1994).

The main source for competitive advantage of an organisation lies in its best performing talents with relevant competencies. Organisations that endeavour to achieve competitive edge are entailed to emphasize on talent management (Chambers et al., 1998; Silzer & Dowell, 2010). Thunnissen et al., (2013) are of the view that proficiently making optimum utilisation of talents should be the focal point for managers.

In the emerging and future world of business, the key factor of success will be talent rather than capital or technology. In these days of intense competition, it is important for an organisation to develop the most important resource of all – the Human Resource. In this globalised world, the main source of competitive advantage would be the Human Resource because under the new trade agreements, technology can be easily transferred from one country to another and there is no dearth for sources of finance. But it is the talented workforce that is very hard to find. With rapidly changing skill sets and job requirements, it becomes an increasingly difficult challenge for organisations to manage their talent.

In this era of global competitiveness, where every other company is ready to compete rigorously for the scarce human capital, most of the companies are still operating with the industrial era mind set to manage their talent. The whole shift in human capital paradigm has to be accepted, understood and implemented at all levels by the companies.

Table 1.1 Comparison of Priorities of the Environment in the Past and at Present

The Old Reality		The New Reality
People need companies.	→	Companies need people.
Machines, capital and geography are the competitive advantage.	→	Talented People are the competitive advantage.
Better talent make some differences	→	Better talent makes a huge difference.
Jobs are scarce.	→	Talented people are scarce.
Employees are loyal and jobs are secure	→	People are mobile and their commitment is short.
People accept the standard package they are offered.	→	People demand much more.
Source: Michaels et al., (2001).		

It is observed from Table 1.1 that the priorities have been shifting over a period of time. In accordance with changes in dynamics of environment and competitive pressures, new paradigms are emerging and subsequently new perspectives of talent are surfacing emphasising talent management.

1.2 Evolutionary Pattern of Talent Management

Initially, it was personnel management which shifted to Human Resource Management and now the focus is on Talent Management.

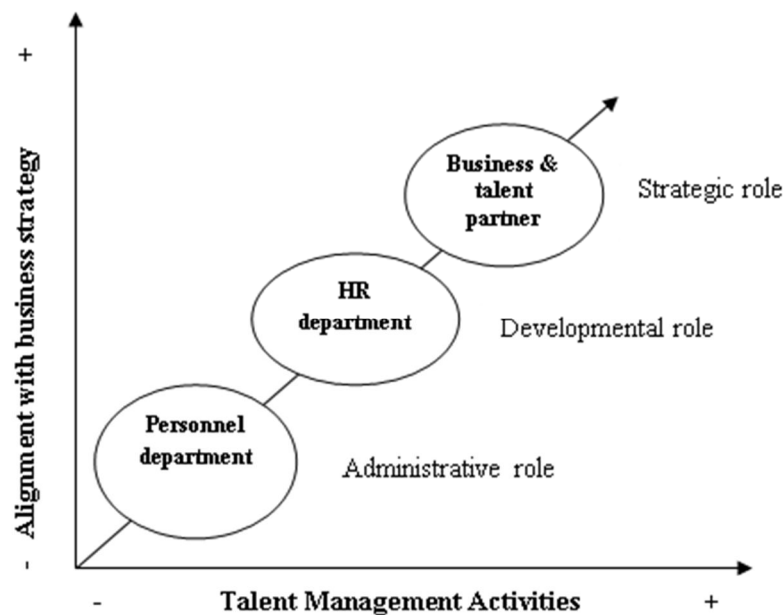
Personnel Management (PM): It concentrated on managing employees who were treated as cost centres. The basic functions of personnel management have been record-keeping, employee's registration on payroll, providing technical training, managing staff, providing minimal benefits etc. Personnel Management is considered to be highly tactical rather than strategical.

Human Resource Management (HRM): Human Resource Management views employee not only as economic resource but also as full human being, treating them as profit centre. Henceforth it was considered to be most critical function in organisation. Here, hiring & training the capable employees was set but developing the employees, motivating them for long term was the ball in higher positions' court (like CEO, MD).

Talent Management (TM): The concept of Talent Management came into existence in recent times which focuses at all levels in the organisation with strategic way of handling than ever before. In order to make the organisation survive in the competitive market, the assessment of talent and putting them in their right job at right time is the core function of TM. Talent gap analysis, attracting, developing, retaining the talent, reviewing the talent, succession planning and talent evaluation are the important

dimensions of talent management. Hatum (2010) gave more clarity about the role/functions of the three concepts (Figure 1.1).

Personnel department playing an administrative role dealing with recruitment, selection, training and other administration tasks is less aligned with business strategy. While HR (human resource) department performing development role handling career progression and promotion, development, performance management, compensation of employees; the Talent Management involves deploying talent management strategies, processes and decisions, along with succession planning, attraction, retention strategies and improving consistently according to the market demand. Talent management is more strategic in nature and is considered to be the business partner.



Source: Hatum, (2010).

1.3 Conceptual Framework

1.3.1 Definitions of Talent

With the expression launched by the McKinsey consultants on the ‘war for talent’, (Michaels et al., 2001) triggered many more thoughts to evolve on the concept of talent management. Still there is not much formal definition specifically on the term talent management (Lewis & Heckman, 2006), nor does exist an unanimous perception on what exactly talent management does, and consequently there are very less organisations to have talent management system in place (Warren, 2006). Similarly, the concept of talent management contradicts among the authors since its existence. There are authors who believe the talent management to be a new term with same functions of HRM (Chuai et al., 2008; Iles et al., 2010; Tansley, 2011), some believe it to be exclusively for focussed group or key employees and Gallardo- Gallardo et al. (2013) pointed out, “*It appears that talent can mean whatever a business leader or writer wants it to mean, since everyone has his or her own idea of what the constructs does and does not encompass.*”

The term talent in Old English (used until 1149) was *talente*, which was originated from the Latin term *talentum* (Knowles, 2005; Stevenson, 2010). Over the time, literature has witnessed many definitions and explanation on the meaning of this term. There exist the studies that reveal talent to be associated as an object as shown in Table 1.2.

Table 1.2 Terms Commonly Associated with ‘Talent-as-Object’ in the Literature

Associated terms	Sources
Ability	Hinrichs (1966), Gagné (2000), Williams (2000), Michaels et al., (2001), Tansley et al. (2006), Silzer & Dowell (2010)
Capability	Stahl et al., (2007)
Contribution	Ulrich (2007)
Competence/competency	Williams (2000), Ulrich (2007), González-Cruz et al. (2009), Silzer & Dowell (2010), Bethke-Langenegger (2012)
Capacity	Jericó (2001)
Commitment	Ulrich (2007)
Experience	Cheese et al., (2008)
Knowledge	Michaels et al., (2001), Tansley et al., (2006), Cheese et al., (2008), Bethke-Langenegger (2012)
Patterns of thought, feeling or behaviour	Buckingham and Vosburgh (2001), Cheese et al., (2008)
Potential	Williams (2000), Tansley et al., (2006), Tansley et al., (2007)
Performance	Stahl et al., (2007), Tansley et al., (2007)
Skills	Hinrichs (1966), Gagné (2000), Michaels et al., (2001), Tansley et al., (2006), Cheese et al., (2008), Silzer & Dowell (2010)
Source: Gallardo- Gallardo et al., (2013).	

According to the contributions made by various authors in the literature, talent has been defined in other forms. Table 1.3 highlights the definitions provided by authors over a period of time:

Table 1.3 Definitions of Talent

Sl. No.	Authors	Definitions
1.	Williams (2000)	<i>“Talent describe those people who do one or other of the following: regularly demonstrate exceptional ability – and achievement – either over a range of activities and situations, or within a specialised and narrow field of expertise; consistently indicate high competence in areas of activity that strongly suggest transferable, comparable ability in situations where</i>

		<i>they have yet to be tested and proved to be highly effective, i.e. potential.” (p. 35)</i>
2.	Gagné (2000)	<i>“(…) superior mastery of systematically developed abilities or skills”. (p. 67)</i>
3.	Buckingham & Vosburgh (2001)	<i>“Talent should refer to a person's recurring patterns of thought, feeling, or behavior that can be productively applied.” (p. 21)</i>
4.	Michaels et al., (2001)	<i>“The sum of a person’s abilities – his or her intrinsic gifts, skills, knowledge, experience, intelligence, judgment, attitude, character, and drive. It also includes his or her ability to learn and grow.” (p.12)</i>
5.	Jericó (2001)	<i>“The implemented capacity of a committed professional or group of professionals that achieve superior results in a particular environment and organisation.” (p. 428)</i>
6.	Tansley, Harris, Stewart, & Turner (2006)	<i>“Talent can be considered as a complex amalgam of employees' skills, knowledge, cognitive ability and potential. Employees' values and work preferences are also of major importance.” (p. 2)</i>
7.	Lewis & Heckman (2006)	<i>“(…) is essentially a euphemism for ‘people’”. (p. 141)</i>
8.	Barron (2007)	<i>“A person who demonstrates potential for further promotion, a potential leader either at present or some point in future, who is ‘future-oriented’”.</i>
9.	CIPD-Chartered Institute of Personnel and Development (2007)	<i>“Talents as those who can make the greatest difference to the organisation’s performance, either through their immediate contribution or in the longer term by demonstrating the highest levels of potential.”</i>
10.	Tansley et al., (2007)	<i>“Talent consists of those individuals who can make a difference to organisational performance, either through their immediate contribution or in the longer-term by demonstrating the highest levels of potential.” (p. 8)</i>
11.	Stahl et al., (2007)	<i>“A select group of employees – those that rank at the top in terms of capability and performance – rather than the entire workforce”. (p. 4)</i>
12.	Ulrich (2007)	<i>“Talent equals competence [able to do the job] times commitment [willing to do the job] times contribution [finding meaning and purpose in their work]”. (p. 3)</i>

13.	Cheese, Thomas, & Craig (2008)	<i>“Essentially, talent means the total of all the experience, knowledge, skills, and behaviours that a person has and brings to work.”</i> (p. 46)
14.	Longman Dictionary of Contemporary English (2009)	Talent is defined as <i>“a natural ability to do something well”</i> .
15.	González-Cruz et al. (2009)	<i>“A set of competencies that, being developed and applied, allow the person to perform a certain role in an excellent way.”</i> (p 22)
16.	Silzer & Dowell (2010)	<i>“In groups talent can refer to a pool of employees who are exceptional in their skills and abilities either in a specific technical area (such as software graphics skills) or a competency (such a consumer marketing talent), or a more general area (such as general managers or high-potential talent). And in some cases, “the talent” might refer to the entire employee population.”</i> (pp. 13–14)
17.	Ulrich & Smallwood (2012)	<i>“Talent = competence [knowledge, skills and values required for today’s and tomorrow’s job; right skills, right place, right job, right time] × commitment [willing to do the job] × contribution [finding meaning and purpose in their job]”</i> . (p. 60)
18.	Bethke-Langenegger (2012)	<i>“talent to be one of those workers who ensures the competitiveness and future of a company (as specialist or leader) through his organisational/job specific qualification and knowledge, his social and methodical competencies, and his characteristic attributes such as eager to learn or achievement oriented”</i> . (p. 3)
19.	Jyoti & Rani (2014)	<i>“The high performers and high potential employees, who have a sharp strategic mindset, managerial, communication, and functional skills along with experience, commitment and contribution behaviour, which result in outstanding performance.”</i>
20.	Schiemann (2014)	<i>“Talent is a collective knowledge, skills, abilities, experiences, values, habits, and behaviours of the employees”</i> .
Source: Compiled by the Researcher.		

1.3.2 Definitions of Talent Management

Talent Management (TM) is defined in various ways by different authors as depicted in Table 1.4.

Table 1.4 Definitions of Talent Management (TM)

Sl. No.	Authors	Definitions
1.	Sloan, Hazucha, & Van Katwyk (2003)	<i>“Managing leadership talent strategically, to put the right person in the right place at the right time”</i> . (p. 236)
2.	Schweyer (2004)	<i>“Talent Management includes sourcing, screening, selection, retention, development, and renewal of the workforces with analysis and planning”</i> .
3.	Boudreau & Ramstad (2004)	Talent Management focuses on <i>“identification of pivotal talent pools’, where human capital makes the biggest difference to strategic success”</i> .
4.	Pascal (2004)	<i>“Talent Management encompasses managing the supply, demand, and flow of talent through the human capital engine”</i> . (p. 9)
5.	Ashton & Morton (2005)	<i>“TM is a strategic and holistic approach to both HR and business planning or a new route to organisational effectiveness. This improves the performance and the potential of people—the talent—who can make a measurable difference to the organisation now and in future. And it aspires to yield enhanced performance among all levels in the workforce, thus allowing everyone to reach his/her potential, no matter what that might be”</i> . (p. 30)
6.	Duttagupta (2005)	<i>“In the broadest possible terms, TM is the strategic management of the flow of talent through an organisation. Its purpose is to assure that a supply of talent is available to align the right people with the right jobs at the right time based on strategic business objectives”</i> (p. 2)
7.	McCauley & Wakefield (2006)	<i>“Talent management processes include workforce planning, talent gap analysis, recruiting, staffing, education and development, retention, talent reviews, succession planning, and evaluation”</i> .
8.	Bryan et al. (2006)	<i>“Effective resource allocation means unleashing the value of talent by mobilising talented people for the best opportunities”</i> .
9.	Warren (2006)	<i>“In its broadest sense, the term can be seen as the identification, development, engagement, retention and deployment of talent, although it is often used more narrowly to describe the short- and longer-term resourcing of senior executives and high performers”</i> . (p. 26)
10.	Lewis & Heckman (2006)	<i>“Talent Management is a collection of typical HR department practices such as recruiting, selection, development and career and succession management”</i> .

11.	Jerusalim & Hausdorf (2007)	<i>“High potential identification and development (also known as talent management) refers to the process by which an organisation identifies and develops employees who are potentially able to move into leadership roles sometime in the future”.</i> (p. 934)
12.	Bhatnagar (2007)	<i>“The various aspects of talent management are recruitment, selection, on-boarding, mentoring, performance management, career development, leadership development, replacement planning, career planning, recognition and reward”.</i>
13.	Stahl et al. (2007)	<i>“Talent Management referring to an organisation's efforts to attract, select, develop and retain talented key employees”.</i>
14.	van Dijk (2008)	<i>“Talent Management starts with identifying the most suitable individuals within an organisation, who will ultimately contribute to the organisation’s sustainable competitive advantage”.</i>
15.	CIPD (2006,2008)	<i>“Talent Management is the systematic attraction, identification, development, engagement/retention and deployment of those individuals with high potential who are of particular value to an organisation”.</i>
16.	Cappelli (2008)	<i>“At its heart, talent management is simply a matter of anticipating the need for human capital and setting out a plan to meet it”.</i> (p. 1)
17.	Collings & Scullion (2008)	<i>“Global Talent Management is defined as “the strategic integration of resourcing and development at the international level that involves the proactive identification, development and strategic deployment of high performing and high-potential strategic employees on a global scale”.</i> (p. 102)
18.	Puvitayaphan (2008)	<i>“TM is the identification of talented employees”.</i>
19.	Sumardi & Othman (2009)	<i>“Talent Management begins with the identification of candidates for the pool”.</i>
20.	Collings & Mellahi (2009)	<i>Strategic talent management encompasses “activities and processes that involve the systematic identification of key positions which differentially contribute to the organisation's sustainable competitive advantage, the development of a talent pool of high potentials and high-performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organisation”.</i> (p. 304)
21.	Piansoongnern & Anurit (2010)	<i>“Talent Management is traditional succession planning or management. It is a process of helping</i>

		<i>high performance employees to fully perform their jobs”.</i>
22.	Hartmann et al., (2010)	Talent Management focuses on <i>“identification, development and retention of internal talent pools”.</i>
23.	Iles et al. (2010)	<i>“Talent Management emphasises on segmentation where as traditional HRM treats each employee in a similar way and tries to avoid differentiation in the allocation of company resources”.</i>
24.	Scullion, et al. (2010)	<i>“Global talent management includes all organisational activities for the purpose of attracting, selecting, developing, and retaining the best employees in the most strategic roles (those roles necessary to achieve organisational strategic priorities) on a global scale. Global talent management takes into account the differences in both organisations' global strategic priorities as well as the differences across national contexts for how talent should be managed in the countries where they operate”.</i> (p. 106)
25.	Silzer & Dowell (2010)	<i>“Talent Management is an integrated set of processes, programs, and cultural norms in an organisation designed and implemented to attract, develop, deploy, and retain talent to achieve strategic objectives and meet future business needs”.</i> (p. 18)
26.	Stahl et al., (2012)	TM refers to <i>“Organisation’s ability to attract, select, develop, and retain key employees”.</i>
27.	Jyoti & Rani (2014)	<i>“TM is an organisational activity, which starts with the systematic identification of key positions (through talent review and talent evaluation), creation of talent pool for these positions (through internal talent segmentation and talent nomination), followed by succession planning, development, and retention of the talent, i.e. the high performers, who help in achieving organisation’s strategic priorities as well as sustainable competitive advantage”.</i>
28.	Gallardo-Gallardo & Marian Thunnissen , (2016)	<i>“TM is aimed at the systematic attraction, identification, development, engagement/retention and deployment of high potential and high performing employees, to fill in key positions which have significant influence on organisation’s sustainable competitive advantage”.</i>
Source: Compiled by the Researcher.		

1.4 Individual and Organisational Talent

According to Hatum (2010), talent can be viewed from two different perspectives – individual and organisation (Figure 1.2).

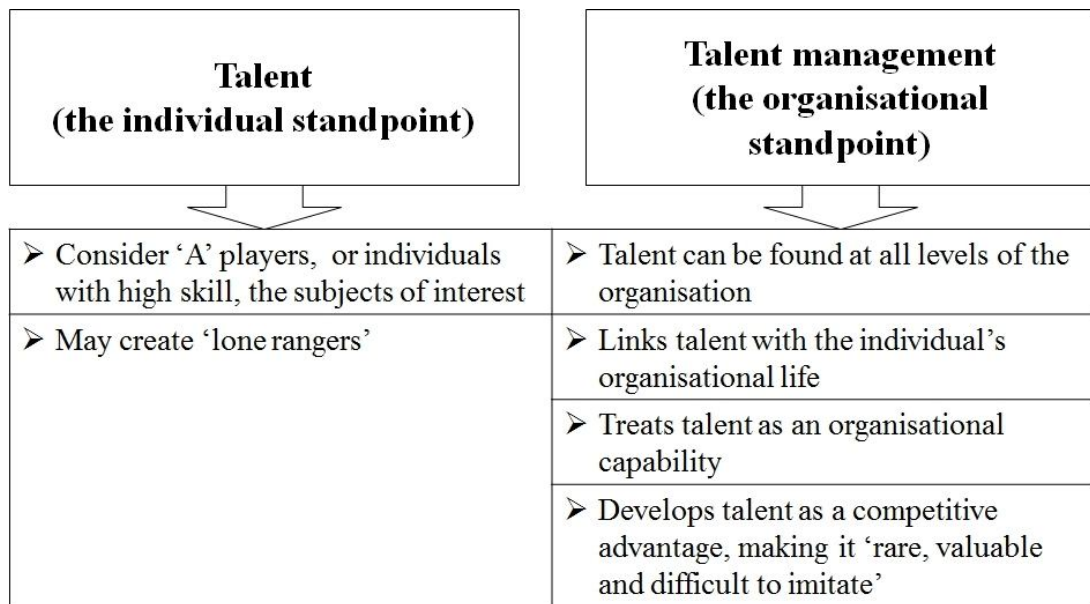


Figure 1.2: Individual and Organisational Talent

Source: Hatum, (2010).

1.5 Business and Talent Realities – Changing Trends

There is a sea change in business and talent realities over a period of time. Table 1.5 presents the changing trends of business and talent scenario with changing environment dynamics. Gone are the days when the organisations used to function under stable conditions. Now, there is growing complexity and uncertainty. Talent is a critical source which cannot be easily attracted and retained. The complexity will increase more with Z generation employees (comprising the workforce) as their expectations are different from X generation and Y generation employees. Lot more challenges will creep in talent management. The clear and distinctive realities across the generations give every organisation an alarming call to shift the old paradigms which are still being used in talent management policies and practices.

Table 1.5 Business and Talent Realities: Trends over Time

Business and talent stability	Next generation talent management
Business stability	Business complexity
Raising people from within	Searching for outside talent
Career development in a few companies	Job-hopping
Commitment to the organisation	Self-commitment
Negotiation power: the company	Negotiation power: the person
Job security: critical	Job security: an old-fashioned value
Source: Hatum, (2010).	

1.6 Talent Management - Inclusive vs. Exclusive Approach

Talent can be regarded as being exclusive to a few high-performing individuals or can be viewed as a quality that all employees possess to some extent and that can be developed and managed through general strategies (Collings & Mellahi, 2009; Lewis & Heckman, 2006; Nilsson & Ellstrom, 2012). There are number of discrepancies (i.e. between practitioner and academic interest; between talent management discourse and practice), theoretical perspectives (i.e. talent as capital; talent as individual difference; talent as giftedness; talent as identity; talent as strength; and talent as the perception of talent), tensions (i.e. object–subject; inclusive–exclusive; innate–acquired; input–output; transferable–context-dependent), and assumptions (i.e. about intuition versus data; about the effects of being labelled ‘talented’; about the effects of differential treatment) (Dries, 2013).

A debate has emerged from the attempts to draw conceptual boundaries around the term talent management. It centers on the distinction between inclusive and exclusive approaches to talent management. Inclusive approaches put forward that talent management should encompass all workers. All employees of an organisation are seen as having strengths that can potentially create added value to the organisation. In contrary, exclusive approaches see a subset of employees or jobs as creating

disproportionate value (Gallardo et al., 2013). It is quite important that the debate between these two approaches must be addressed.

1.6.1 As an Exclusive Approach

Talent management (TM) refers to the deliberate and organised efforts by firms to optimally select, develop, deploy and retain competent and committed knowledge employees for key positions which bear significant influences on the overall performance of the organisation (Chadee & Raman, 2012). SHRM (Society for Human Resources Management) 2007 defines talent as a core group of leaders, technical experts and key contributors who can drive their business forward.

Talent has been described as key performers (Williams, 2000; Gagné, 2000; Smart, 2005; Stahl et al., 2007; Becker, et al., 2009; Silzer & Dowell, 2010; Ulrich & Smallwood, 2012). And as per Smart (2005), key/high performers are the drivers of organisational performance, who “*contribute more, innovate more, work smarter, earn more trust, display more resourcefulness, take more initiative, develop better business strategies, articulate their vision more passionately, implement change more effectively, deliver higher-quality work, demonstrate greater teamwork, and find ways to get the job done in less time and at less cost*”.

Previous literature also contribute on Talent as high potential (Pepermans et al., 2003; Silzer & Church, 2009; Martin & Schmidt, 2010). Talent management is the systematic attraction, identification, development, engagement/ retention and deployment of those individuals who are of particular value to an organisation, either in view of their ‘high potential’ for the future or because they are fulfilling business/operation-critical roles. (McCartney & Garrow 2006; Cappelli, 2008). TM is the differential management of employees based on their relative potential to contribute to the competitive advantage of their organisations (Lepak & Snell, 1999; Dries et al., 2012). It is a distinctive process

that focuses explicitly on those persons who have the potential to provide competitive advantage for a company by managing those people in an effective and efficient way and therefore ensuring the long-term competitiveness of a company (Bethke-Langenegger et al., 2011).

1.6.2 As an Inclusive Approach

According to the inclusive approach, every employee has his or her skills, knowledge and strengths which can influence the capability of any organisation. It cannot be left exclusively on human resource department to attract and retain workforce instead it shall be proficient at all levels of hierarchy of the organisation (Smith, 2009).

“TM should be aimed at developing all employees to the best of their abilities” (Buckingham & Vosburgh, 2001). As per Silzer & Dowell (2010), *“in some cases, talent might refer to the entire employee population”*, he further view, Talent management as the integration of processes, programs, and cultural norms to attract, develop, deploy and retain talent to achieve strategic organisational objectives.

TM is a holistic and strategic approach to both HR and business planning or a new route to organisational effectiveness. This improves the performance and the potential of people—the talent—who can make a measurable difference to the organisation now and in future. And it aspires to yield enhanced performance among all levels in the workforce, thus allowing everyone to reach his/her potential, no matter what that might be (Ashton & Morton, 2005).

1.6.3 Superiority of Inclusive over Exclusive Approach

A dictionary definition of ‘talent’ is people, who possess special attitude or faculty. Talent, in other words, is a person who regularly demonstrates exceptional ability and achievement (Williams-Lee, 2008) and potential for further development (Armstrong,

2006; Blass, 2007; Boxall & Purcell, 2008). The HRM literature operationalizes talent as capital (e.g. Pascal, 2004). Human capital is the stock of competencies, knowledge, social and personality attributes, embodied in the ability to perform labour so as to produce economic value. In this context, the inclusive approach is more justifiable as talent includes all employees who can create value to the organisation.

Although people in the key positions play a vital role, they by themselves may not in isolation contribute to be the source of competitive advantage. Talent should percolate at all levels of the organisation. At the top level talent is required to play the strategic roles efficiently, at the middle level talent is required in functional areas of expertise and at the lower levels talent is required for operational efficiency. Each level requires different types of talents and organisation can function effectively when people at all levels have requisite talent depending on the roles they are performing. Talent is all pervasive throughout an organisation. In today's cut throat competitive era, CEOs of many forward looking companies acknowledge the contribution of all people in the organisation who can bring in positive value to the organisation.

1.7 Factors Influencing the Talent Management

According to various authors (Mellahi & Collings, 2010; Hatum, 2010; Schuler et al., 2011) the main factors affecting talent management are as follows:

- **Globalisation-** provides employees with diverse work culture, intense competition, multifaceted and new opportunities.
- **The Knowledge economy-** can differentiate the competitive advantages of any organisation which are becoming strategically important in order to retain knowledge employees.
- **Changing world of work-** with the rise in global & virtual workforce, dearth in high- skilled workers, gap between required and availability of skills, etc..

- **Demographic changes**- diversity in the age profile of employees (generation X, Y & Z), skill sets, varied expectations, will have impact on talent management.
- **Technology**- advancement and rapid improvement in technologies can have significant effect on workplaces and workforce.

Followings are the six factors identified by Bersin (2013) which affects corporate talent and HR:

- Rapid business change
- Shift towards emerging markets
- Borderless workplace
- Specialisation creates
- Twenty-First century models of leadership
- Intense competition for talent

Kimani & Waithaka (2013) explored the four factors affecting Talent Management in public sector, such as 1) Employee Reward System, 2) Organisation Culture, 3) Career Development, and 4) Work place Environment. Therefore organisations were advised to invest on Training and Development and Strategic Reward Management as the former will lead to enhanced productivity & understanding of new technologies and latter will encourage & improve employees' competencies.

Tiwari & Shrivastava (2013) found four parameters to have different impact on effectiveness of Talent Management practices and distinctive impact on employees' satisfaction such as:

- i. Workforce Planning & Talent Acquisition- effective execution of attracting right talent with suitable recruitment methods.
- ii. Capability, Development & Performance- developing the employee's capabilities & performance by providing opportunities for growth and development through proper guidance and feedback.

- iii. Leadership & High Potential Development- through proper succession planning, the executive positions throughout the organisation can be filled, providing high performers with the meaningful pay differentiation.
- iv. Retention Strategy- in order to reduce the turnover rate and retain the competent employees for long run, various techniques needs to be adopted in retention strategy in the organisation.

Annakis et al., (2014) focused on identifying various factors of Talent Management in academics. An outcome of the study revealed that talent identification, talent development & talent management culture relevance are the major contributors to Talent Management Competency for academics. It also identified that management with integrated HR system has significantly higher level of Talent Management Competency. By using the adapted version of Talent Mindset Index on aviation industry employees Barkhuizen, et al., (2014) found lack of commitment by leaders towards talent management practices. Correct mindset of leaders may affect talent management practices in organisation.

Deery & Jago (2015) examined the TM, Work Life Balance (WLB) & retention strategies of hospitality industry. For this, a meta- analysis was carried on various themes connected to TM such as employee attitudes, personal dimensions, WLB & organisational strategies for employee retention. Findings revealed WLB as a significant driver of employee management and retention. The relationship between employee attitudes (job satisfaction, organisation commitment), personal dimensions (stress, alcohol abuse) and WLB was found to be intertwined. Hence, managers were advised to find appropriate methods to evaluate the existence of WLB problem among employees and eradicate it before it's too late to handle. Future research on identifying detailed strategies to address WLB issues and its success were suggested.

Latukha (2015) identified different Talent Management drivers as portrayed in Table 1.6.

Table 1.6 Drivers of Talent Management

Sl. No.	Challenges & drivers
1.	Business competition
2.	Need for customer service
3.	Talent and skills shortage
4.	Need to execute strategy
5.	Need for innovations
6.	New technologies
7.	Retention & retention issues
8.	Corporate culture
9.	Cost of human capital
10.	Global marketplace
Source: Latukha, (2015).	

1.8 Importance of Talent Management

There is a consistent transformation of existing workforce in an organisation due to significant changes occurring in the labour market and because of which there is a need of introducing talent management. The changes highlighted by Sojka (2010) include: changes in the workforce trends, workforce smaller in numbers and insufficiently skilful, global dimensions of the workforce, virtuality of the workforce, diversity of workforce and autonomy.

Talent management is an ongoing process that systematically identifies, attracts, develops and retains talent to meet current and future business needs and objectives. By implementing an effective talent management strategy, organisations can ensure that the right people are in the right place at the right time, with the right KSAs (Knowledge, Skills and Abilities). As organisations continue to pursue high performance and improved results through talent management practices, they are taking a holistic approach to talent management—from attracting and selecting wisely, to retaining and developing leaders, to placing employees in positions of greatest impact. The focus of

the notion of talent management is on the anticipation of future organisational employee or staffing needs, career advancement, and internal workforce matters (Schweyer, 2004). Beheshtifar et al., (2012) suggested transforming TM from support activity to competitive activity and visibility of TM strategies' importance should be at all levels of management. Apart from recruiting the right talent for the right job at right time, TM also helps in nurturing the hidden potentials of an individual to the fullest by developing them. With understanding the development needs, career aspirations, abilities, strengths and weaknesses of an individual, it becomes easier to determine the key motivating factors of employees which will help in their job enrichment.

Hanif & Yunfei (2013) depicted the strong impact of TM strategies on Human Resource (HR) perceived outcomes such as efficiency, productivity & outcome of organisation & its employees. Talent Management is beneficial to both the organisation and the employees. The organisation benefits from: Increased productivity and capability; a better linkage between individual's efforts and business goals; commitment of valued employees; reduced turnover; and a better fit between people's jobs and skills. Employees benefit from higher motivation and commitment; career development; increased knowledge and contribution to company goals; sustained motivation and job satisfaction. The positive attitude of employees towards talent management practices in the organisation will make them more committed and engaged which will help the organisation to outperform their competitors.

Wahyuningtyas (2015) suggested organisations to integrate talent mindset culture, supportive management & HRIS (Human Resource Information System) in order to optimise the long lasting competitive advantage. *“As far as searching for and retaining talents is concerned, HR department is obliged to deal with a number of demanding tasks. The most important fields for improving the processes and strategies of talent*

management are as follows: 1) building sufficient talent reserves at each level, 2) creating such a culture that makes employees want to stay in organisation, 3) identifying differences between the existing abilities of the job candidates and the requirements for job positions, 4) creating such a policy that would encourage the career growth and personal development” (Fegley, 2006).

Talent Management has been gaining more importance and also seen as challenging due to the fact of differences in the generations of the work force. The work force can be categorised into five generations: the Traditionalists, the Baby Boomers generation, the Generation X, the Generation Y and the Generation Z.

Table 1.7 Generations over Time: Main Characteristics

Generations	Period	Values	Characteristics	Drivers
Traditionalists	1945 & before	Loyalty; Respect for authority; Clear sense of right & wrong; Financial security	Disciplined & detail-oriented; Avoid conflict; Hierarchical structure; Tenure	Desire to lead; Organisational loyalty; Responsibility; Deliver subtle, personalised recognition & feedback
Baby Boomers	1946-1964	Sense of fairness; Involvement; Prosperity; Health & wellness	Goal-oriented; Process-centered; Collaborative; Measure; success by hours worked & team commitment; Patient; Loyal	Desires subordinates; Professional development; Loyalty to self; Promotion; Acknowledge their input & expertise

Generation X	1965-1976	Self-reliance; Feedback & recognition; Informal/business casual; Work/life balance	Work independently; Seek people with whom they can invest loyalty; Work smarter not harder; Rules must make sense; Optimistic; Practical/pragmatic; ; Adaptable/responsive to change; Self-reliant; Individualistic	Workplace culture; Doing well by doing good; Meeting organisational goals; Informal, rapid & public communication when they excel at work
Generation Y	1977-1995	Self-expressive, personal fulfilment; Optimism; Informality; Impatient-want it now	Want open, constant communication; Positive reinforcement; Crave challenge & productivity over procedures & process; Ambitious; Creative; Emphasize work-life balance; Informal; Technologically savvy; Team working; Multitasking	Workplace culture; Skills training; Mentoring; Feedback; Desire regular, informal communication through company chat or social networks
Generation Z	1996 & after	Cautious; security-minded; Desire to improve the world; Resilient and pragmatic; Debt avoidance	Inquisitive; globally aware Demonstrate preparedness; Process more information at lightning speed	Personal mentorship; Constant feedback; Responsibility; Meaningful work; Regular, in-person & public praise
Source: Jiří, B. (2016).				

The differences in values, characteristics and drivers of the work force between generations depicted in Table 1.7 can impinge on the ways the organisations recruit employees, develop them, motivate, manage and retain the employees and enhance productivity and competitiveness. An organisation's success and competitiveness depend on its ability to embrace diversity.

1.9 Models on Talent Management

Figure 1.3 depicts the link between corporate strategy and talent management strategy, where Hatum (2010) emphasised on various issues of talent management such as Talent Attraction (TA), Talent Development (TD) and Talent Retention (TR) which need to be considered as critical strategic factors for success of any organisational business strategy.

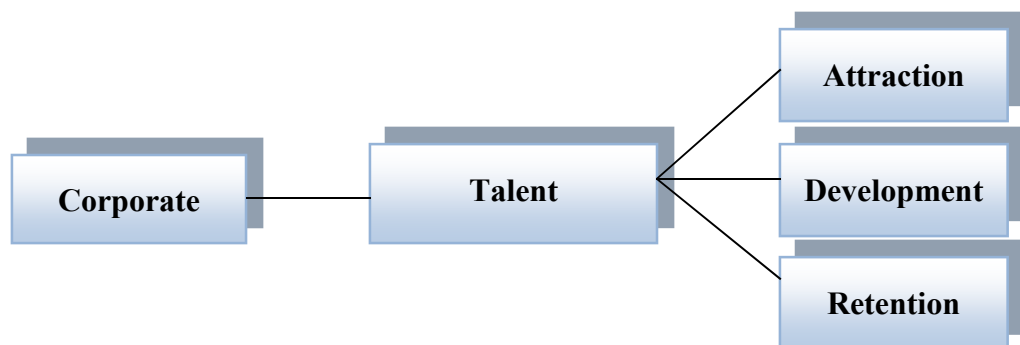


Figure 1.3: Talent, Strategy and the Organisation

Source: Hatum, (2010).

Jyoti & Rani (2014) explored Talent Management as multiple practices phenomenon, identified the potential predictors for each talent management practice and found the magnitudes of each of these practices in terms of financial & non-financial outcomes at the organisation and employee level. Antecedents such as Business Strategy, Top Management Commitment, Employer Branding and Employee Engagement were highlighted as shown in Figure 1.4.

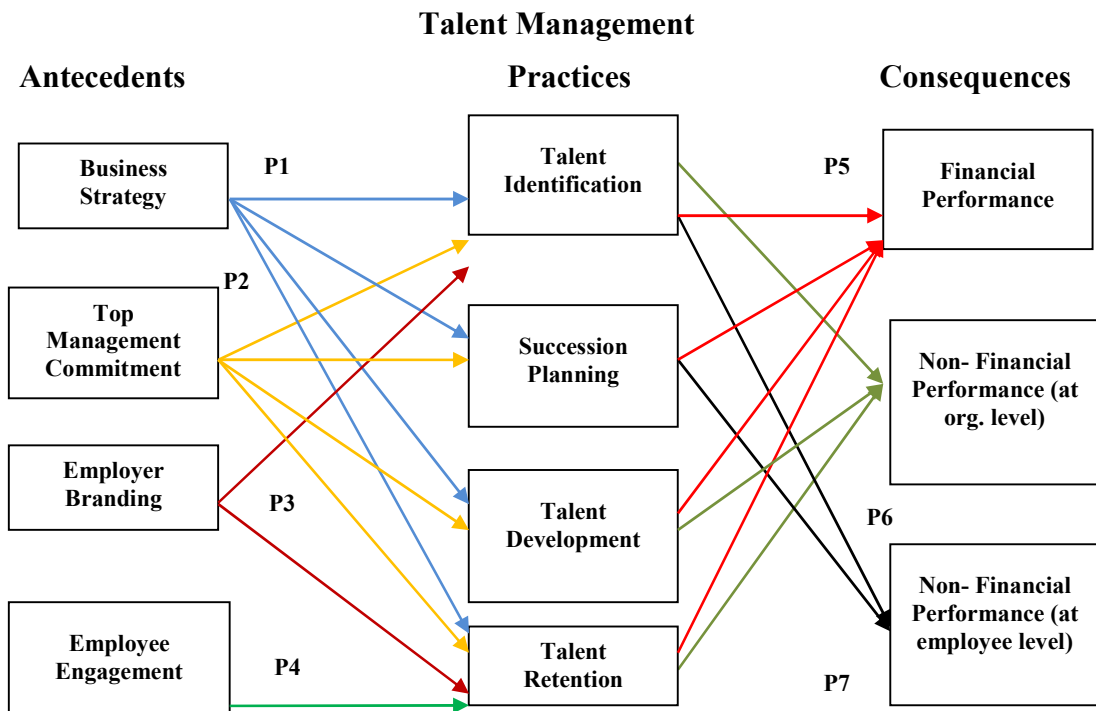


Figure 1.4: Antecedents & Consequences of TM Practices

Source: Jyoti & Rani, (2014).

P1 P2 P3 P4 P5 P6 P7

Here, **Proposition 1 (P1)**: Business strategies have significant impact on talent identification, succession planning, talent development and talent retention.

Proposition 2 (P2): Management commitment stimulates the successful implementation of talent identification, succession planning, talent development, and talent retention in an organisation.

Proposition 3 (P3): Employer branding can improve talent identification and talent retention.

Proposition 4 (P4): Employee engagement has direct relationship with talent retention capacity of an organisation.

Proposition 5 (P5): Implementation of talent identification, succession planning, talent development, and talent retention has positive impact on financial performance of the organisation.

Proposition 6 (P6): There is a significant impact of talent identification, development and retention on non-financial performance viz., firm’s attractiveness and the time of replacement, customer satisfaction and organisational commitment at the organisational level.

Proposition 7 (P7): There is a significant impact of talent identification, development and succession planning on non-financial performance viz., employee motivation, employee commitment, trust in leader, work quality, job satisfaction, and employee performance at the employee level.

Figure 1.5 depicts how the talents management leads to organisational commitment of employees where demographic variables act as a moderating variable. Here, talent management includes attracting the talent, talent maintenance and talent development.

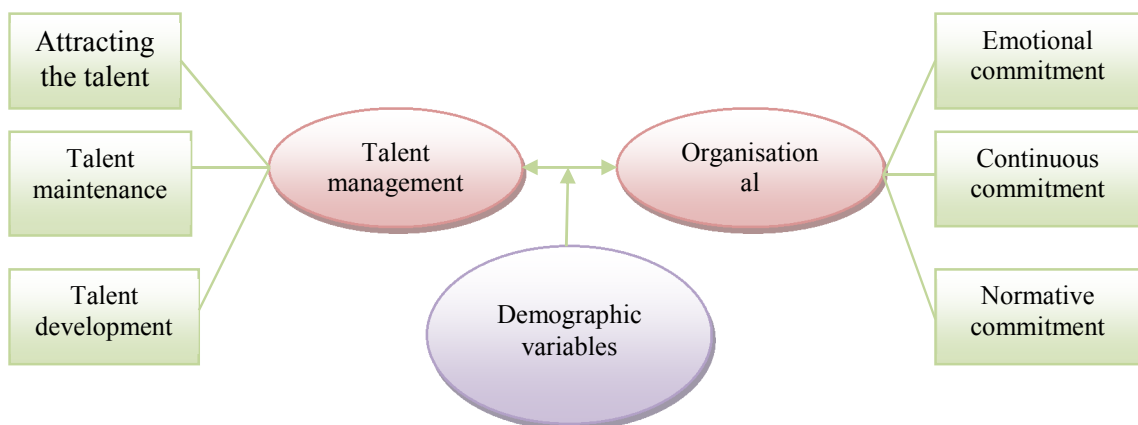


Figure 1.5: Conceptual Model

Source: Nobarieidishe et al., (2014).

Attracting the talents focuses on identifying the right talent who need to be capitalised for organisational development. Talent maintenance concentrates on assessing the

performance of talent and compensating them fairly under compensation system. Talent development includes creating training & development opportunities for talent in order to capitalise them to meet organisation's future needs and expectations.

Organisational commitment is the outcome of the effective talent management, which is considered as emotional and psychological attachment of people who are strongly committed and identify themselves with the organisation (Mowdey et al., 1981). Gunlu et al. (2010) defined organisational commitment as giving the identity to the people by involving and sharing them in the specific organisation. According to Meyer & Herscovitc (2001), organisational commitment includes Emotional commitment, Continuous commitment and Normative commitment. Emotional commitment deals with employees' emotional continuity and identification with the values and goals of the organisation; continuous commitment is a necessity of employees to remain in the organisation; and normative commitment is a kind of commitment to continue with the work in the organisation as a sense of task and obligation for employees. Furthermore, the model also shows demographic variables as moderating variables.

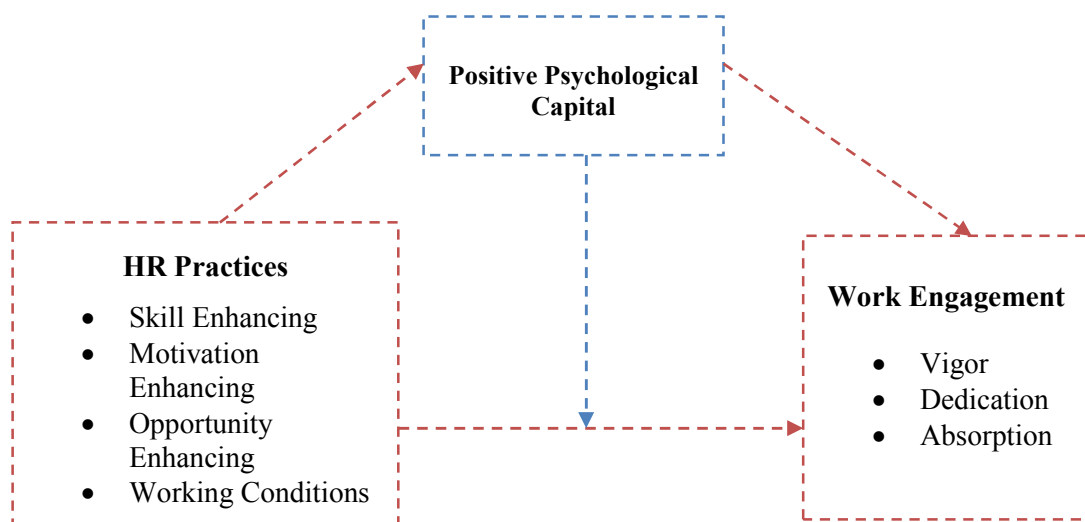


Figure 1.6: Conceptual Research Model

Source: Aybas & Acar, (2017).

Based on Job Demand-Resource (JDR) model (Demerouti & Bekker, 2007), positive psychological capital was adopted as a mediator and moderator in HR practices and work engagement relationship by Aybas & Acar (2017) as demonstrated in Figure 1.6. Skill enhancing HR practices, Motivation enhancing HR practices, Opportunity enhancing HR practices and working conditions predict work engagement. The model also depicts that the relation between HR practices and work engagement is mediated and moderated by the positive psychological capital. In tune with positive psychology approach, positive psychological capital emphasizes on strengths within individuals and can be considered as a personal resource. It has the ability to augment an individual's success within the context of demanding and uncertain working environment (Avey et al., 2010). The study conducted by the authors revealed that all perceived HR practices (skill, motivation, empowerment enhancing and working conditions) would predict work engagement through psychological capital. Psychological capital had a (partial) mediating role while the study did not provide strong support for the predicted moderating effects.

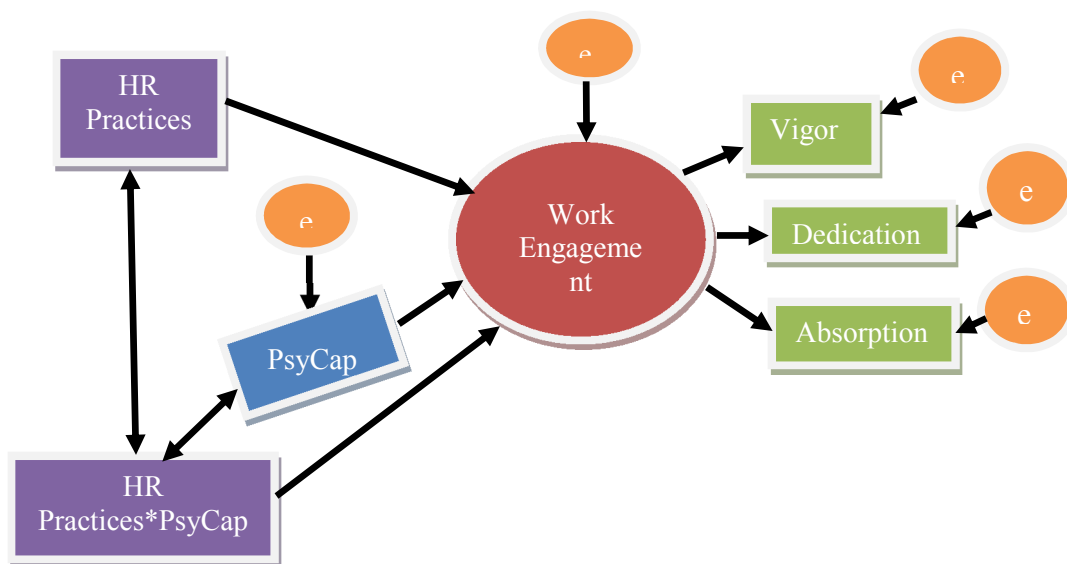


Figure 1.7: Statistical Research Model

Source: Aybas & Acar, (2017).

While considering JDR model, it was assumed that psychological capital can have a mediating relationship between employee engagement and HR practices. As defined by Luthans et al., (2007) positive psychological capital consists of self-efficacy, optimism, hope and resilience to attain success. Thus, the model predicted (Figure 1.7) that there is both direct and indirect effects of HR practices (HR Practices*PsyCap = HR Practices X Psychological capital) on employee engagement with partial mediation by psychological capital; e_1, e_2, \dots, e_5 are considered to be the error terms for the model.

The relationship between talent management practices, employee engagement and employee retention can make vital contribution to the existing literature. Regardless of this fact, there has been dearth in study found especially in Asian context (Alias et al., 2014). Figure 1.8 describes the relationship between talent management practices (managerial support, employee career development and rewards & recognitions) as independent variables, employee engagement as a mediating variable and employee retention as a dependent variable.

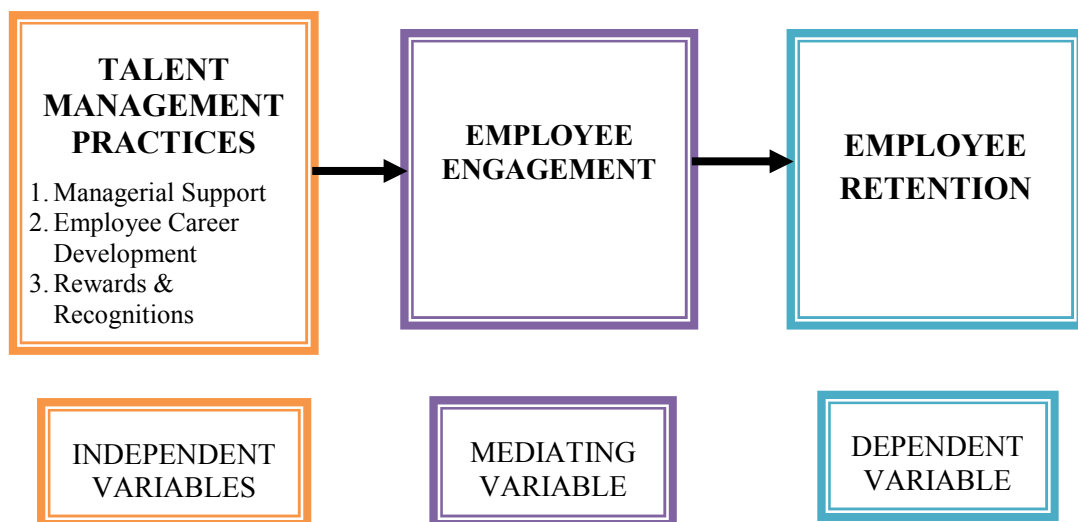


Figure 1.8: Research Framework

Source: Alias et al., (2014).

Effective talent management practices are considered to enhance employee engagement and employee engagement will further improve the employee retention in the organisation. Very few empirical studies exist on the relationship between talent management practices and employee retention where employee engagement as a mediator has been witnessed (Bhatnagar, 2007). All the hypotheses of research framework were testified and found that there is a direct and significant relationship between talent management practices (employee career development and rewards & recognitions), employee engagement and employee retention. Additionally, employee engagement mediates the relationship between talent management practices (rewards & recognitions) and employee retention. Therefore, it can be concluded that effective talent management practices will have significant impact on employees' engagement with their jobs and consequently they will be less likely to leave the organisation in the long run.

Figure 1.9 depicts the relationship between talent management strategies and patients' satisfaction with the mediating effect of service quality. Here, talent management strategies include four dimensions: a) talent attraction strategy; b) talent development strategy; c) talent retention strategy and; d) succession planning strategy, and patients' satisfaction include customer loyalty and customer commitment. Various hypotheses were formulated for the model which are as follows:-

H1: Talent attraction is a significant dimension of talent management strategies

H2: Talent development is a significant dimension of talent management strategies

H3: Talent retention is a significant dimension of talent management strategies

H4: Succession planning is a significant dimension of talent management strategies

H5: Patients' satisfaction influence customer loyalty

H6: Patients' satisfaction influence customer commitment

H7: Talent management strategies positively influence service quality

H8: Service quality positively influence patients' satisfaction

H9: Talent management strategies positively influence patients' satisfaction

H10: Service quality mediates the influence of talent management strategies on patients' satisfaction.

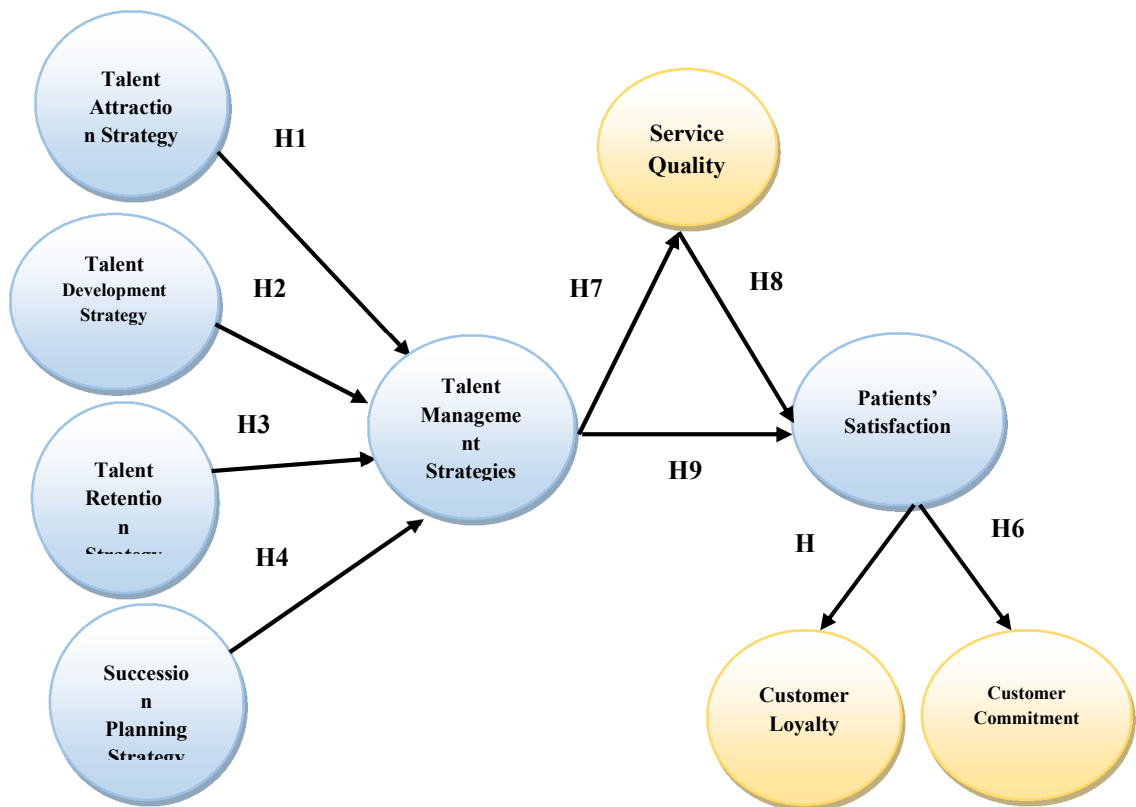


Figure 1.9: Conceptual model

Source: Irtaimeh, (2016).

As an outcome of the model, all the dimensions of talent management strategies found to be significant. Talent Management Strategies have a positive relationship with Service Quality and Service Quality has a positive relationship with Patients' Satisfaction. The testing of the model using Structural Equation Modeling revealed that Patients' Satisfaction was a partially mediated by Service Quality.

Talent management is considered to be the most important factor for ensuring sustainable organisational success. In Figure 1.10, six dimensions of talent management

(Coaching, Mentoring, Career management, Training, Succession planning and Job experience) were examined to see their effect on employee retention through organisational trust among employees.

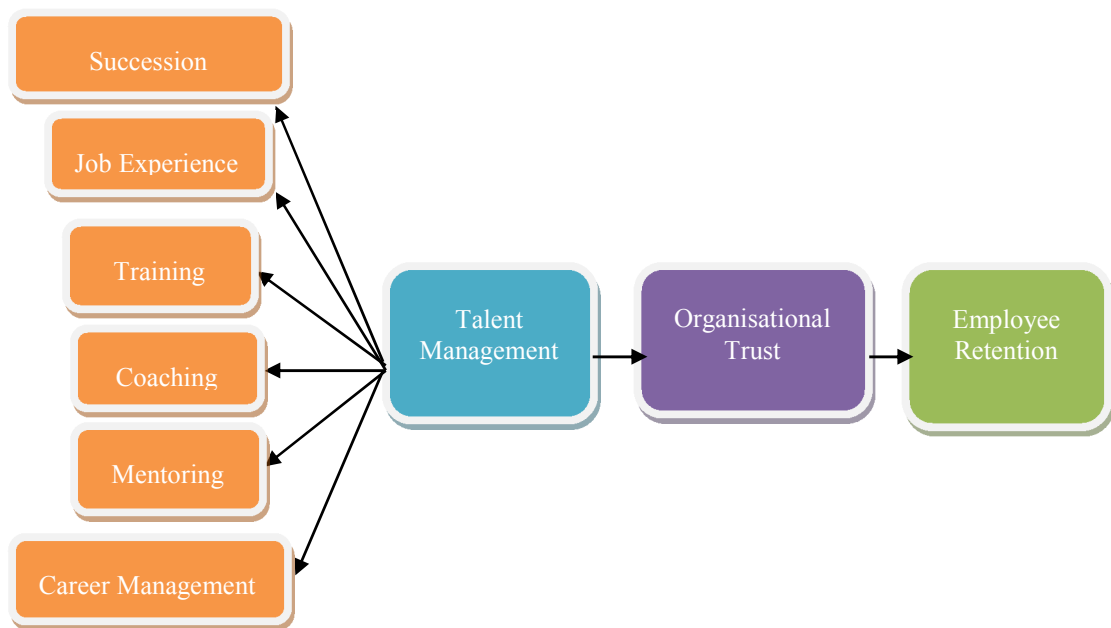


Figure 1.10: Conceptual model

Source: Isfahani & Boustani, (2014).

A positive relationship between talent management dimensions, organisational trust and employee retention was found. Based on the findings in research, it emerges that many organisations, irrespective of the size or sector, could gain from the improved formalisation and integration of some human resource management strategies and policies that come under talent management province, including Job Experience, Career Management, Training , Coaching, Mentoring and Succession Planning.

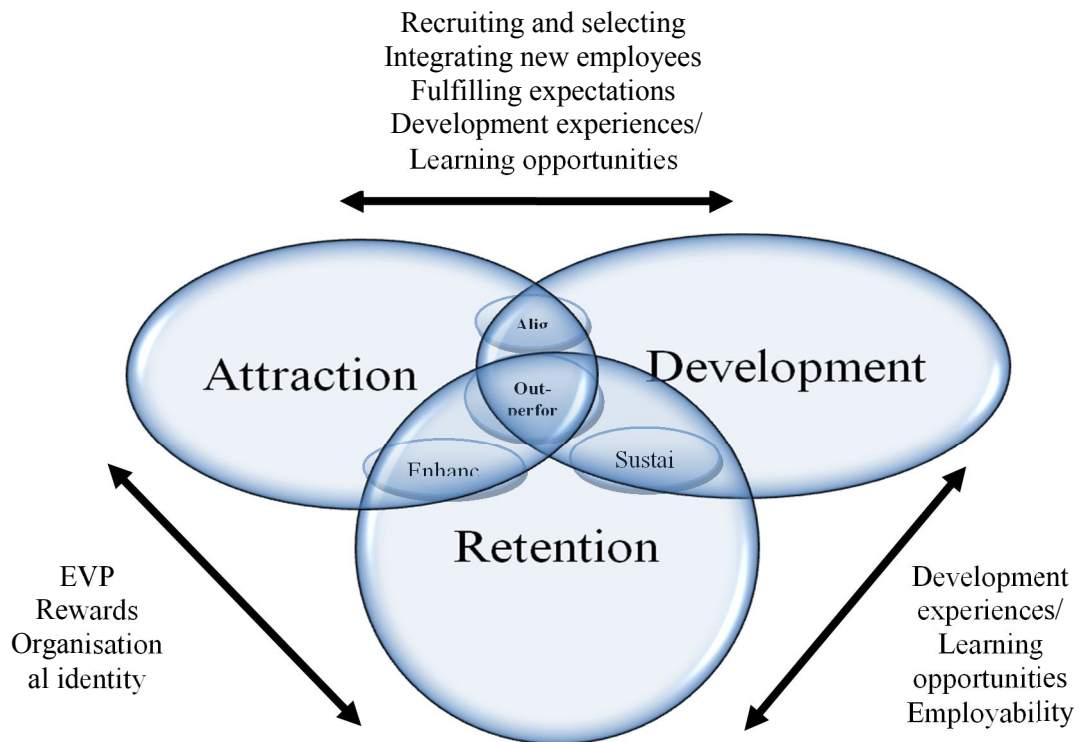


Figure 1.11: A Dynamic Model of Talent Management

Source: Hatum, (2010).

Figure 1.11 illustrates three dimensions of talent management (attraction, development and retention) which are all interrelated represented through the terms: ‘align’, ‘out-perform’, ‘enhance’, & ‘sustain’. ‘Align’ refers to firm’s ability to support a strategy by orienting an organisation’s people, practices, and processes with the accomplishment of strategic issues. ‘Sustain’ implies firm’s ability to maintain relationship with its employees in long run, by providing learning opportunities, development experience and employability to the employees. ‘Enhance’ refers to firm’s ability to improve attraction & retention of talent through values and actions, such as EVP (Employee Value Proposition), merit based reward system and strong organisational identity which encourages employees to work and retain in the same firm. Finally, ‘Out-perform’ implies firm’s ability to provide a holistic talent management strategy which will help the firm to out-perform in the market. ‘Out-perform’ can be treated as an outcome which is possible only when there is proper

interrelationship among the various dimensions of talent management, so that firm can align the talent management strategy with business strategy in order to achieve better performance.

On the basis of findings of the study by Tajuddin et al., (2015) conducted in Malaysian banks, Figure 1.12 has been drawn which exhibits the inter-relationship between Talent Management Practices (TMP), Talent Brand Strategy (TBS) and Employee Value Proposition (EVP). In their study, TMP represents a talent system, TBS indicates employers' commitment and EVP represents the value proposition perceived by the banking talent in Malaysian banks. TMP is considered as the independent variable, EVP as mediating variable and TBS as dependent variable.

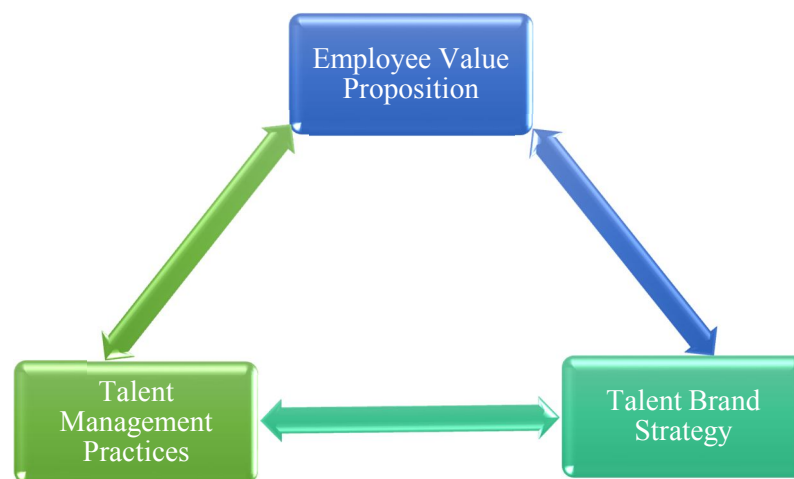


Figure 1.12: Employee Value Proposition as the Mediator between Talent Management Practices and Talent Brand Strategy

Source: Tajuddin et al., (2015).

TMP consists of five dimensions such as talent acquisition, competency management, leadership development, succession planning and performance management. TBS consists of three dimensions, such as leadership brand, employee brand and working environment. EVP consists of four dimensions, namely EVP task, EVP contextual, EVP assignment specific and EVP sustainability. The findings of the study revealed that TMP was a significant predictor of EVP & TBS. It was also found that there are

significant positive relationships between TMP, EVP and TBS. The study also revealed that EVP partially mediates the relationship between TMP and TBS.

1.10 Dimensions of Talent Management

1.10.1 Talent Attraction

Talent Attraction is the process of attracting and recruiting the best talent in order to ensure that right people with the right skills, knowledge and attitude are in the right job, catering to the job and organisation requirements. Human capital has become a vital source of competitive advantage as differentiation depends on the distinctive talents of the people in an organisation (Aguinis et al., 2012; Holland, et al., 2007). The success of any organisation depends on the quality of its employees, which, in turn, is closely related to its talent acquisition practices. Acquiring the right talent can be an exigent task. Although an effective talent management programme consists of many dimensions, it begins with a well-designed talent acquisition strategy. Meyers & Woerkom (2014) highlighted that employing the right talent people is an important component of winning the war for talent, which sequentially facilitates in obtaining and sustaining competitive edge. The principle of demand and supply of talent is governing worldwide labour market. Schweyer (2004) has rightly highlighted that *“In the world today, organisations are at an intersection of three major forces—the Internet, the global organisation and rapidly changing workforce demographics. Talent management involves managing the flow of talent while keeping in mind the demand and supply of talent through the human capital engine. Despite the unlikelihood of a sudden, critical labour shortage, organisations must plan for specific hiring needs and put in place the technology and methods to make their talent management processes as efficient and competitive as possible.”*

The demand for human skills and aptitude is rising inexorably. Due to skill shortage, insufficient supply of talent & increasing rate of attrition, every firm is agile to implement best HR practices to attract the right talent. According to the Deloitte University Press Report 2017, talent acquisition is now the third-most-important challenge faced by the companies, with 81 percent of respondents calling it important or very important across the globe. India is on top of the list, rating talent acquisition important by 89% followed by UK and China by 87% and 84% respectively. The Indian Report of Deloitte 2017 revealed that up to 90% of respondents rated talent acquisition as either important or very important to their organisations. In terms of keeping up with the changing trends, 37% of Indian firms have updated their talent acquisition strategy within the past year, and another 36% are currently re-evaluating their strategy for changes to talent acquisition programmes.

Neal & Gebauer (2006) discussed the factors, both monetary and non-monetary, which attracted people towards an organisation. These factors influenced individual's preferences for the work opportunity in an organisation and ultimately choice of an organisation to work. Some of the important factors that attract employee include 'work-life balance, competitive pay and challenging work'.

1.10.2 Talent Development

Talent development means building the competencies of people and helping them in fulfilling their potential so that the organisations in which they work can succeed, grow and outperform the competitors. It involves developing the talent to their fullest potential through various organisational HR subsystems such as performance management, training, career development, succession planning, leadership development, etc. designed to develop productive and engaged employees. Talent

development aims to build a high performing sustainable organisation that facilitates in meeting its goals and objectives.

It requires assessment of each talent to know what ability they have at present and what their shortfalls are so that through proper planning of talent development programmes, they can be overcome. Talent road mapping through career planning, leadership development, succession planning, and host of other techniques give scope to delve and evaluate the type of workforce organisation has right now and what they need to do to meet organisations' future requirement. Talent development issues relate to "*who is the talent to be developed, what competencies should be developed, who drives development, what is the appropriate pace of development and what is the architecture to support the development*" (Garavan, et al., 2012).

When compared to earlier generations – Baby boomers, Generation X, Generation Y, Millennials are considered to differ in their characteristics and expectations (Connor & Shaw, 2008; Shaw & Fairhurst, 2008). Millennials are confident, independent and have a desire to move up the organisational hierarchy fast and seek for innovative opportunities (Burkus, 2010; Eisner, 2005; Shaw & Fairhurst, 2008). In this context companies have to place more emphasis on developing their employees and create a conducive work place (Kaye & Jordan-Evans, 2005; Wubbe, 2015). The corporate leaders must build a learning organisation that will facilitate the employees to develop themselves, implement rational & transparent performance management system, encourage for enduring coaching and giving feedback, promote a conducive environment where leaders are moulded and trained by means of succession planning, and make use of all measures for employee retention (Kaliprasad, 2006).

1.10.3 Talent Retention

Frank et al., (2004) defined retention as “*the effort by an employer to keep desirable workers in order to meet business objectives*”. Employee retention refers to an assortment of policies and practices adopted by the organisation which encourage the employees to remain with the organisation for a longer period of time. An organisation invests time and money to mould a new employee, make him job ready and organisation ready. The organisation will be at loss when the employees quit their job and organisation after they are fully trained. A progressive employer should know how to retain its employees and adopt various proactive measures so that an individual stays in the organisation for a longer period of time.

Earlier for retaining talent, organisations have to provide adequate job advancement & basic hygiene facilities (Ansari,1999). As the time passes by, stress on appropriate employee retention strategies such as enhanced salary, humane treatment, proper recognition, employee satisfaction & pride with organisation came into existence (Gberevbie, 2010; Doh et al., 2011; Koketso & Rust, 2012). But the problem of retaining the talent was still a crucial challenge for every other organisation. Gradually emphasis on implementation of effective Talent Management strategies suggested for better performance of organisation, by aligning human capital with corporate strategy and objectives (Singh et al., 2012). Employee retention is imperative for the success of the company.

1.11 Employee Value Proposition

Employee Value Proposition (EVP) terminology is widely being used to describe the overall experience perceived by an employee in terms of working conditions, rewards, opportunities, work commitment etc., derived in the organisation. The concept of value proposition emerged from marketing management field where it has been defined as

set of promises a seller makes to his/her customers in terms of value-in-exchange and value-in-use (Lusch et al. 2007).

As per the Corporate Leadership Council's report (2006), well- managed EVP in an organisation can effectively source more than 60% of labour market, recruit employees with high level commitment and reduce the compensation premium for attracting new talent. Work values offered by employers are considered to be the great source of motivation for individual's action and highly preferred by employees during their employment, as such values are seen to influence the attitudes and behaviour of employees in the workplace (Dose, 1997; Marriott, 2000; Gursoy et al. 2013). In order to stand out in the crowd of all employers, organisations are updating their policies by taking enormous care on including all possible attributes which helps in creating job values for the employees.

1.12 Employer Branding

The term Employer Branding (EB) was coined by Ambler & Barrow in the year 1996, who defined it as *"the package of functional, economic and psychological benefits provided by employment, and identified with the employing company"*. At present, organisations involved in engaging talent are taking active part in nourishing and rejuvenating their respective employer branding as it undoubtedly helps in creating image of the organisation based on their offerings in terms of values, systems and policies for attracting, motivating and retaining talent (Dell & Ainspan, 2001).

1.13 Employee Engagement

Kahn (1990) defined engagement as *"the harnessing of organisation members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances"*. As per the view of Kahn (1990), engagement implies psychologically as well as physically present while

performing the organisational role. Employee engagement is also defined as emotional and intellectual commitment to the organisation (Baumruk 2004, Richman, 2006 and Shaw, 2005). It refers to the amount of discretionary effort exhibited by employees in their job (Frank et al., 2004).

Employee engagement is vital to activate a high performing workforce. Employee engagement is based on a two-way relationship between employer and employee. Organisation culture characterised by teamwork, pleasant working environment, humane treatment of employees, opportunities for growth and advancement, recognition for work, flexible working hours, and supportive leadership and management practices promote employee engagement (Devi, 2009). In view of the benefits of engaged workforce, progressive organisations are trying their best in implementing the drivers of engagement in order to reap the best outcomes in terms of increase in organisational commitment, productivity which in turn increase the bottom line performance of the company. With higher engagement levels of employees, organisations tend to have lower employee attrition, increased productivity, higher shareholder returns and healthier financial performance (Baumruk, 2006). Towers Perrin (2007) found that organisations with more engaged employees augmented their operating income by 19 per cent and their EPS (Earnings per Share) by 28 per cent year- to-year.

1.14 Intention to Stay

Intention to stay is defined as “*employees’ intention to stay in the present employment relationship with their current employer on long term basis*” (Johari, et al., 2012). Turnover intention or intention to quit is inverse to intention to stay. Vandenberg & Nelson (1999) defined “*employees’ intention to quit as an individual’s estimated*

probability that they are permanently leaving their organisation at some point in the near future”.

To keep the employees with the company, the employees should feel valued by the company and thereby feel to be a part of the company. The measures to improve intention to stay with the employer include “*competitive salaries, comprehensive benefits, incentive programs, and similar initiatives are important to be executed*” (Taylor, 2002). The employees will intend to stay with the organisation when organisational culture promotes employee engagement. Highly engaged organisational culture contributes to be an employer of choice which attracts and retains the best talent (Martin & Hetrick, 2006).

1.15 Pharmaceutical Industry in India & Talent Management

At present, Indian Pharmaceutical Industry accounts for about 2.4% of the Global Pharmaceutical Industry in terms of value and 10% in terms of volume¹. The Department of Pharma has a vision 2020 as well as government push for “*Make in India*” campaign, to make India a global manufacturing hub, which can be achieved by taking into account the measures prescribed by department where ‘development of manpower & skills’ is one among various others. India is not only world’s largest provider of generic medicines but it also has mark in the top 20 global medical device market and the 4th largest medical device market in Asia as well². Over 20,000 units are registered under Indian Pharmaceutical Industry, which meets around 70% of domestic demand³.

¹ IBEF (India Brand Equity Foundation) & TechSci Research presentation on Pharmaceuticals, June 2017. www.ibef.org

² Department of Pharmaceuticals under Ministry of Chemicals & Fertilizers) Annual Report 2016-17, Government of India.

³ ASA & Associates LLP (chartered accountants) A member firm of NIS Global ‘A brief report on Pharmaceutical Industry in India’ July, 2015.

Indian Pharmaceutical Industry capturing 4% of total FDI into India with cumulative FDI inflows worth USD 14.70 billion made during April 2000 to March 2017⁴. It is continuously witnessing the high growth and is expected to expand at a Compound Annual Growth Rate (CAGR) of 12.89% over 2015-20 to reach USD 55 billion. With exported pharmaceutical products worth USD 16.89 billion in FY16, Indian Pharma Industry is expecting to reach USD 40 billion by 2020⁵. Pharma Industry leaders strongly believe that talent management and employee excellence will be critical facilitators in order to achieve the projected growth (McKinsey & Company, Inc., 2015). Nevertheless, it is not going to be an easy task. The industry persists to face crucial challenges relating to talent management. It is surfaced by scarcity of talent and high attrition rates (Unnikrishnan, 2008). Pharmaceutical companies face second highest rate of attrition after IT companies. The retention rates of talent in pharmaceutical companies at various levels are inexorable declining. Talent crises due to skill shortage & retirement emerged as an outcome in pharma sector by 58% in all categories. Lack of attention to leadership & succession planning was revealed in pharma and hospitality sectors (Mathew, 2015). Attrition rates of IT & Pharma are found to be 30-35% & 15-20% p.a respectively. Career growth & salary are found to be the major reasons for attrition among employees with <35 years of age and better work atmosphere among employees with >35 yrs of age in IT. Whereas in Pharma, timings constitute the main reason for attrition among employees with <35 years of age & working culture is the major factor among employees with >35 years of age that contributes lot for change in job (Dube & Verma, 2015). While taking into account this

⁴ IBEF (India Brand Equity Foundation) & TechSci Research presentation on Pharmaceuticals, June 2017. www.ibef.org

⁵ IBEF (India Brand Equity Foundation) & TechSci Research presentation on Pharmaceuticals, June 2017. www.ibef.org

inevitable situation, authors who tried to investigate the various HR strategies which can help to control/reduce the attrition rate in India, found that firms have to adopt new Talent Management models and leadership techniques (Mishra, 2014).

Industry experts have recognised talent acquisition, talent retention and overall talent management as the crucial challenges faced by the industry. Talent Management is considered to be important in achieving business results by health care sector in India (Swapna & Raja, 2012). Availability and retention of talent is largely the most vital factor which will contribute to success in the pharmaceutical industry (Express Pharma, 2012). There are some companies which have introduced good talent management initiatives in accordance with the changing trends. Pfizer is one of the world's biggest research-based biomedical and pharmaceutical companies. That has introduced many changes in HR sub-systems and aligned them with the business strategy and the company's other talent management initiatives (Hatun, 2010).

Notwithstanding the fact there is increasing focus on the development and growth of pharmaceutical industry in India, meagre attention has been given to the role of talent management which can be critical factor for the growth of pharmaceuticals. Garavan (2012) has pointed out that though Talent Management (TM) is considered by the pharmaceutical companies to be the important factor for downsizing or future expansion of the company, but still there is a significant gap between its policy and practices by the companies.

1.16 Pharmaceutical Industry in Sikkim

Sikkim is home for 16 pharmaceutical companies with significant investments (Table 1.8). Within a period of less than a decade the giants of pharma industry such as Sun Pharma, Cipla, Glenmark etc. have established their units in this state. After Gujarat,

Goa and Baddi, Sikkim is the next hotspot for pharmaceutical majors. The Govt. of Sikkim offers various subsidies & incentives for setting up pharma units in the state under NEIIPP (North East Industrial Investment Promotional Policy). The benefits available under NEIIPP, 2007⁶ are:

- a) Central Capacity Investment Subsidy Scheme, 2007: The Scheme provides for subsidy @ 30% of the investment in plant and machinery or additional investment in Plant and Machinery by way of substantial expansion to all new units as well as existing units which go in for substantial expansion. The scheme has been revised w.e.f. 22.11.2016 and the subsidy is now limited to Rs. 5.00 crore per industrial unit operating in manufacturing sector and Rs. 3.00 crore per industrial unit operating in service sector.
- b) Central Interest Subsidy Scheme: The Scheme provides for interest subsidy @ 3% on the working capital loan availed by an eligible unit from scheduled banks or Central/State financial institutions for a maximum period of 10 years from the date of commencement of production. The scheme has been revised w.e.f. 22.11.2016 and now the interest subsidy will be available only on term loans of 5-10 years maturity taken to finance capital expenditure on setting up of industrial units or for capital expansion on substantial upgradation/modernisation. The interest subsidy will be limited to term loans up to Rs. 10.00 crore to subsidise cost of borrowing above Prime Lending Rate (PLR) to the extent of up to 3% p.a. so as to ensure that post-subsidy interest rate does not fall below the PLR of the concerned bank or financial institution.

⁶ Source: <http://dipp.nic.in/policies-rules-and-acts/policies/north-east-industrial-investment-promotion-policy-neiipp-2007>

- c) Central Comprehensive Insurance Scheme: The Scheme provides for reimbursement of 100% insurance premium for a maximum period of 10 years from the date of commencement of production.
- d) 100% Income Tax exemption for the period of 10 years from the date of commencement of commercial production.
- e) Excise Duty exemption on value addition basis.

Though many benefits are provided by NEIIPP, lack of infrastructure and poor manpower supply are the handicaps which Sikkim has been suffering from. In Sikkim, in addition to high attrition rate, the pharma companies are facing problems to attract the best talent. On the other hand, due to the lack of potential manpower supply these companies are compelled to attract human resources from outside the state which is again a challenging aspect for the company because of insufficient infrastructure offered by the state.

Table 1.8 Pharmaceutical Companies set up in Sikkim till 2014

Sl. No.	Name of Unit	Location	Total Investment (In Crore)	Set up	Employment Generation (In No.s)	Category
1.	STP Pharma	Sangkhola, East Sikkim	4.98 cr	01.03.99	143	Small
2.	Indchemie	Kumrek, East Sikkim	5.3 cr	09.01.07	50	Small
3.	Zydus	Bardang, East Sikkim	30 cr	07.03.07	621	Large
4.	Pristine	Singtam, East Sikkim	0.14 cr	26.03.07	37	Small
5.	Alkem	Kumrek, East Sikkim	60 cr	08.08.07	833	Large
6.	Unichem	Baghay Khola, East Sikkim	23.5 cr	01.04.08	68	Large
7.	Cipla	Kumrek, East Sikkim	90 cr	03.04.08	1154	Large
8.	Golden Cross	Kumrek, East Sikkim	89.09 cr	04.01.09	400	Large
9.	Sun Pharma	Setipool, East Sikkim	30 cr	20.04.09	2031	Large
10	Intas	Baghay Khola, East Sikkim	10 cr	25.06.09	286	Medium
11.	Torrent	32 mile, East Sikkim	82 cr	11.04.11	1000	Large
12.	IPCA	Jorethang, South Sikkim	30 cr	01.07.11	200	Large
13.	Alkem	Samardung, East Sikkim	107.52 cr	18.10.12	432	Large
14.	Glenmark	Samlik Marchak, East Sikkim	37.42 cr	26.04.12	148	Large
15.	Swiss Garnier	Mamring, South Sikkim	41.01 cr	14.06.13	78	Large
16.	Micro labs	Mamring, South Sikkim	75 cr	06.08.14	80	Large

Source: Handbook on '20 years of Perseverance, Peace & Progress' published by Department of Information & Public Relations, Government of Sikkim.2015.

Challenges & Trends of Talent Management

In the context of globalisation, talent management surfaced as a challenge to the organisations regardless of the country (Gardner, 2002). Cappelli (2008) highlighted that towards the end of the 1990's the challenge of attracting and retaining talent moved up to be at the top of the list of challenges faced by companies. Today, challenge is not

only in retention of talent, but it is also in engaging the talent to their fullest potential at work and determining the talent culture before implementing TM Strategies (IMD Institute of Management Development, 2014). Talent management, attrition rate, gender discrimination, work stress and changing talent expectations are some of the vital issues and challenges that have to be addressed in pharma industry (Mishra, 2014). Now-a-days many companies do poaching and they don't hesitate to accept it openly. This type of activities can be considered as one of the biggest challenges in talent management. The organisation from where employees are being poached depicts inefficient retention strategy of the firm, and as a result, it costs to the organisation 2 to 3 times more compensation premium for attracting new talent. In such cases HR professionals need to find out the reasons behind employees leaving the firm and come up with strategies to retain them, which can be possible by adopting progressive TM Strategies.

Only few organisations have understood the concept of talent management strategy and very few have implemented it in their organisations. This gives ample scope for HR managers to vindicate the role and impact of talent management for the success of an organisation in terms of talent retention. Organisations where talent management practices are implemented need to pay more attention on other functions equally such as leadership development, career advancement, performance management, succession planning, learning and development etc. In order to develop, redeploy, retain and to keep track of career paths of employees and manage the available opportunities for them, organisation needs to update with emerging trends like Human Resources Information Systems (HRIS), Human Resources Analytics (HR Analytics), use of social media in HR functions etc, which are considered to be the new trends in the field of talent management.

1.18 Research Problem

The major problem confronted by pharma companies in India is talent gap. One of the main reasons is due to high attrition rate. In pharmaceutical industry in India, the average annual voluntary attrition rate is 16.1% (KPMG survey, 2017-18). The pharma industry, successive to IT industry is struggling with the highest attrition rate (Roy & Devi, 2016). In addition to this, the pool of talent with the requisite skills and experience is very low. Due to this pharma companies are struggling to find competent staff and are competing in attracting the limited talent available in labour market (Anand& Lopes, 2015). In Sikkim, the pharma companies have problems in attracting and retaining the talent. Talent management is a matter of serious concern for pharma companies in general and Sikkim specifically. Furthermore, the deficiency in studies on mediating and serial mediating relationship between TM, EVP, EB, EE & IS were also found.

CHAPTER 2. LITERATURE REVIEW

The purpose of this chapter is to provide reviews of the existing literature on various aspects of Talent Management, so as to identify the direction of research and outline the research gaps on the same. This chapter is divided in various headings for the convenience and clarity, followed by the proposed model and literature review table.

In the present chapter, various research studies are reviewed and classified under the following sub headings based on objectives and different constructs in the study:

- Importance of Talent Management
- Talent Gap
- Drivers of Talent Management
- Talent Management Dimensions/ Practices
- Talent Management, Employee Value Proposition, Employer Branding and their interrelations
- Employer Branding, Employee Engagement, Intention to Stay and their interrelations
- Talent Management, Employee Engagement, Intention to Stay and their interrelations
- Talent Management, Employee Value Proposition, Intention to Stay and their interrelations
- Challenges of Talent Management
- Need to develop Talent Management Strategies
- Talent Management and Demographic Variables
- Employee Value Proposition and Demographic Variables
- Employer Branding and Demographic Variables
- Employee Engagement and Demographic Variables
- Intention to stay and Demographic Variables

2.1 Importance of Talent Management

Talent Management (TM) is attracting greater attention and focus amongst academicians, researchers, intellectuals and industry practitioners (Lewis & Heckman, 2006; Jyoti & Rani, 2014; Sparrow *et al.*, 2013; Collings, 2015) and is gaining recognition as one of the crucial management activities by academicians and

practitioners globally (Garrow & Hirsh, 2008). In this global knowledge-based economy, talent management is very pertinent and TM practices are found to be instrumental for the sustenance and success of the modern-day organisations (Kareem, 2016). TM is considered to be a strategic means to augment organisational success (Scullion & Collings, 2011; Jyoti & Rani, 2014).

Many researchers asserted that talent is the main source that provides competitive edge to the organisations. It is strongly believed that “*the firms with the right talent win*” (Huselid *et al.* 2005) and the most unique and unparalleled resources to firms are its human capital (Hitt *et al.*, 2001). The competencies of the talent collectively encompass the organisation’s core strengths. The talented work force brings in capabilities that are intricate to imitate and to be benchmarked by the competitors. Of all the assets, in the cut throat competitive environment, talent provides the utmost potential for sustained competitive advantage (Paauwe, 2007; Lawler, 2008; Farndale *et al.*, 2010). In the global context, wherein the businesses becoming borderless, talent is considered to be the strong source to acquire competitive advantage (Tajuddin *et al.*, 2015). Talented human resources help in gaining competitive advantage in their companies as they innovate in their respective domain and are competent to take the right decisions in the direction of achievement of goals (Ahmed, 2016). Talent management practices relating to attracting, developing, motivating and rewarding the talent provide the sustained competitive advantage to the organisation in the market (Heimen & Colleen, 2004; Heidrick & Struggles, 2011). The organisation's major source of competitive advantage lies in its people who are considered to be the assets that are becoming scarce in nature (Hughes & Rog, 2008).

The capacity of an organisation to utilize their human capital turns out to be more critical relative to their capacity to manage their physical capital. Therefore

organisation must be able to attract, develop, retain, and utilize their employees' knowledge, skills and abilities to be at the forefront and sustain competitive edge (Grønhaug & Nordhaug, 1992). Pablos (2004) proclaimed that an effective talent management strategy would result in savings in operating costs, reduction in new product development cycle period and improved customer service and thereby provides competitive advantage to a company in a particular industry. It was suggested by Barney (1991) that the resources which are valuable, unusual, unique which cannot be replicated and substituted, have the potential to give firms a sustainable competitive edge. An array of resources that appear to be in tune with the above conditions are talent assets.

The mounting interest in TM is mainly due to growing recognition of the impact of talent management practices on business sustainability, growth and profitability. Another factor that can be attributed to the increasing focus on TM is the contribution of talent management in dealing with the scarcity of skilled workforce (Sireesha & Ganapavarapu, 2014). The outcomes of an effective talent management strategy comprise improved employee recruitment, decrease in attrition rate, and improved employee engagement which in turn have been related with better operational and financial performance of the organisation (Hughes & Rog, 2008). Employee knowledge, skills and abilities provide different value addition to the organisation, therefore each employee matters (Lepak & Snell, 2002) in terms of their contribution to organisational outcomes. TM has many positive consequences such as augmented productivity, culture of distinction and many more (Ballesteros & Inmaculada, 2010). Organisations that have engaged good talent management practices revealed noteworthy better financial performance when compared to their peers in the industry, e.g. increase in sales revenue and enhanced productivity (Steinweg, 2009).

Latukha (2018) examined Talent development (TD) as a component of human resource management (HRM) in the context of emerging market and its impact on company's performance in Russian companies. The results revealed positive relationship between talent development initiatives and company's performance which implies that talent development significantly affects organisational results. Carlucci *et al.* (2004) emphasised that by efficiently managing talent assets, a firm can influence corporate performance. This is because the organisational competencies are developed by attracting, developing and retaining talent assets in the organisation. Organisational capabilities will help the firms to maintain competitive advantage and lasting improved performance (Teece *et al.*, 1997). TM is crucial for the organisations that would like to foster successful teams which will be created by talented people (Rabbi, 2015). In the study conducted by Latukha (2015), the relationship between talent management and company performance was established. The positive relationship between TM and company performance substantiate the significance of TM implementation.

In the current day scenario, business environment has become more challenging due to globalisation and mounting competition. In this context, organisations are pressurised to do well when compared to the past. Over a period of time, talent acquisition and maintenance, turned out to be the vital tool in strengthening competitiveness and augmenting organisational competencies. In order to respond to changes in market, employees competencies have to be suitably organised to capitalize and perform better (Mathew, 2015). Employees' performance contribute to the sustained success of any organisation in the industry (Mathew, 2012). The talent of the organisation comprising employees' competencies and contributing to organisational ability, has befitted the tool to succeed in the present day cut-throat competitive business environment (Lockwood, 2006; Lawler, 2008). Cheese (2008), emphasised on the fact that talent

steers enhancement in productivity, innovation, quality and customer satisfaction; which consecutively facilitates to the improved end results. There is a positive and strong association between talent management and performance, competitive advantage and talent position of a firm in the industry (Anwar *et al.*, 2014).

Lepak & Snell (2002) have developed a structure that placed human capital as crucial to creation of value and asset specificity. Garavan (2012) had keenly analysed how global pharmaceutical firms perceived the importance of Global Talent Management (GTM) during global downturn and how GTM is aligned, valued, coordinated and controlled by the firms in the same situation. The findings revealed that the firms considered GTM to be important for managing downsizing and future expansion of the company.

Rani & Joshi (2012) established that talent management practices are significant and play a vital role in organisational performance. Talent management by enhancing the productivity, output and profitability of the firm greatly influences the organisational performance (Hanif & Yunfei, 2013).

2.2 Talent Gap

In 1990's, McKinsey group carried out research wherein employees were acknowledged as inimitable assets and developed the term "*War for Talent*" (Scullion *et al.*, 2010). Hale (1998) reported that 86% employers confronted problems in attracting employees whereas 58% faced the trouble to retain their employees. Such problems draw the focus of organisations on talent issues. Talent shortage emerged in the workplace (Frank & Taylor, 2004; Makela *et al.*, 2010) which is giving rise to disturbing conditions in the organisations. The effect of enduring talent shortage could leave organisations unable to grow, derail from their efficiency in obtaining or maintaining competitive edge and consequently make their survival vulnerable

(Boshard & Louw, 2010). Annual Talent Shortage Survey (2015) carried out by Manpower Group revealed that one-third of employers globally faced difficulties in filling up crucial positions in their organisations and approximately 50% of the employers failed to get the right talent for their business. As employers work hard to find talented work force, they are also facing the problem of retaining knowledgeable employees and supplant the 70 million Baby Boomers retiring from the organisations (Frank, *et al.*, 2004).

Talent gap may arise due to retirement, specific skill shortage and employee turnover. As baby boomers are retiring there is a talent gap in many industries. Among all the hindrances that restrict growth, talent retention is the utmost barrier confronting pharma companies in developing countries for the reason that requisite knowledge and skills are scarce in emerging markets. As a matter of fact, employee attrition rates are in the dual digits owing to the talent moving to aggressive competitors (Booz & Company, 2013). Pharma companies need highly skilled employees particularly in certain functions such as marketing, sales and research & development. The industry has been grappling with high attrition rates in sales and marketing functions. This is due to the perceived lack of growth and advancement opportunities within the pharma companies leading to career stagnation and conversely growing opportunities in the market due to competition. Moreover, the industry's standing as an average paymaster has not assisted in attracting and retaining the talent (Sharda, 2016).

The dearth of talent has been a concern across the globe. 35 per cent of employers expressed problems in filling positions on account of talent scarcity (Manpower Report, 2013). The current status of the skill landscape in India reveals that the situation is quite shocking. According to the India Skill report (2017), among the job aspirants getting into the job market across the country, hardly 2 out of 5 fulfill the standards of the

employment established by the employers. The skill set that the employers are looking from the aspirants are not found in majority of the cases. The pool of talent with the requisite skills and experience is awfully low. Due to this, pharma companies are struggling to find competent staff and are competing in attracting the limited talent available in labour market (Anand & Lopes, 2015).

The shortage of talent appears impending in pharma industry (55 per cent) and (ICT) Information Communication Technology, (50 per cent), banking and manufacturing (30 per cent). The distinction is that the talent scarcity in pharma and ICT industry is attributed to specific skill scarcity whereas in banking and manufacturing industry, the cause is retirement. The hospitality industry (27 per cent) also appears to point towards skill shortage owing to retirement while the combined effect of specific skill shortage and retirement is present in ICT (52 per cent), pharma (58 per cent) and banking (20 per cent) industry (Mathew, 2015).

Talent attraction and talent management as a whole assumed lot of significance in the current context of shortage of managerial and technical skills (Kim *et al.*, 2012; McDonnell *et al.*, 2012; Frenkel, *et al.*, 2013). Today, corporate leaders recognize the strategic importance of acquisition of talent. They are giving focus as to how they are going to fill the gap in the competencies created by retired persons (Kumar, 2013). A successful talent management process cannot be driven by organisational needs only. It should not be ignored that the individual employee's needs and expectations also serve as vital inputs that could significantly influence the result of the process (Sharda, 2016). Employees continue in the organisations and identify themselves with the organisation where they feel valued and they add value to the organisation. Both individual and organisational viewpoints should be incorporated while designing talent management programmes and ensure that both the stakeholder needs are fulfilled

(McGuire, 2005). To make sure that talent is retained by pharma companies in the long run, it is essential to meet the employee needs and expectations (Lorri & Freifield, 2013). In the competitive era, retaining talented people acts as a catalyst for achieving organisational excellence (Schuler *et al.*, 2011; Aksakal *et al.*, 2013; Gallardo *et al.*, 2013; Jyoti & Rani, 2015).

2.3 Drivers of Talent Management

Skill shortage, the demand for more mature talent, requirement of new competencies at all levels of the organisation, crucial relationship between effective talent management and business success are the factors driving talent management (Mathew, 2015). While, globalisation, varying demographics, demand & supply of work force with knowledge, skills, abilities and motivation are the driving forces of talent management (Schuler *et al.*, 2011). According to Tarique & Schuler (2010), global challenges relating to talent flow, managing work force from different generations and a scarcity of required competencies are the drivers of TM Latukha, (2015) reported that business competition, retention issues, need for customer service, corporate culture, talent shortage, call for innovations, need to execute strategy, modern technologies, global market, cost of human capital drive talent management.

The scarcity of managerial and professional talent surfaced as the main HR challenge to majority of MNCs (Scullion & Starkey, 2000; Bjorkman & Lervik, 2007; Collings, *et al.*, 2007). In addition to that, the growth of the emerging markets has resulted in further demand for special competencies (Scullion *et al.*, 2007; Latukha, 2011). The scarcity of necessary talent and growth of the emerging markets resulting additional demand for talent are driving the need for talent management.

In order to successfully develop and implement talent management, the top management must comprehend the driving factors of talent management which include

the employees' pool, retention and the impact of hiring on retention (Oladapo, 2014). Talent management strategies will persist to be driven by labour force trends for instance progressively more global and virtual workforce comprising different generations, extended life expectancies and an empowered labour force that have changed the place of work (Tucker *et al.*, 2005). Key business strategies drive talent management (Ashton & Morton, 2005) and corporate branding, drives talent management (Lockwood, 2006).

2.4 Talent Management Dimensions/ Practices

Talent management dimensions include '*Talent attraction, Talent development and Talent Retention*' (Hatun, 2010; Janardhanam *et al.*, 2011; Devi & Vandana, 2013), '*Talent attraction, talent selection, talent utilisation, talent development and talent retention*' (Marjani & Safaee, 2016). Talent management practices are broadly classified as '*Recruitment and staffing, Training and development and Retention management*' (Dhanabhakym & Kokilambal, 2014). The practices such as '*attraction, retention and engagement*' play a significant role while managing talent' (Anwar *et al.*, 2014). '*Attracting, selecting, engaging, developing and retaining employees*' are focused in talent management (Oladapo, 2014).

Talent management practices relate to '*Attracting the talent, Talent maintenance and Talent retention*' (Nobarieidishe *et al.*, 2014), '*Talent identification, development and visibility, succession planning*' (Hartmann *et al.*, 2010), '*Talent Retention*' (Yaquab & Khan, 2011), '*HRM activity, staffing, training and development, retention, motivation, communication, culture, involvement in leadership, policy and procedures*' (Grobler & Diedericks, 2009), '*Talent Identification, Succession Planning, Talent Development and Talent Retention*' (Jyoti & Rani , 2014), '*Talent acquisition, competency management, leadership development, succession planning and performance*

management’ (Tajuddin *et.al.*, 2014), ‘*Job performance assessment, development, education, motivation, retention and career management of employees*’ (Horvathova & Durdova, 2010), ‘*HRM activity, staffing, training and development, retention, motivation, communication, culture, involvement in leadership, policy and procedures*’ (Mathew, 2015), ‘*Recruitment, separation of staff, use of talent, talent development, positive relationships and talent maintenance*’ (Rastgoo , 2016), ‘*Talent attraction, selection, development, motivation and retention*’ (Latukha,2015), ‘*Talent identification, engagement, retention and motivation*’ (Rani & Joshi , 2012). Talent management practices encompass ‘*Managerial support, Employee career development and rewards and recognition*’ (Alias *et al.*, 2014). ‘*Succession planning, Job experience, Training, Coaching, Mentoring and Career Management*’ (Isfahani & Boustani, 2014).

2.5 Talent Management (TM), Employee Value Proposition (EVP) Employer Branding (EB), and Their Interrelations

Talent Management has been observed to be significant predictor of Employee Value Proposition (EVP) which suggests that TM can facilitate EVP (Tajuddin *et al.*, 2015). EVP can be tapped as a valuable means for employer branding (EB) as it delineates the preferred and suitable prerequisites of employees concerning employment (Goswami, 2015). EVP steers to employer branding. Strong employer branding in labour market begins with well-defined EVP, as it is a deliberate construct of the underlying “*offer*” on which the organisation’s employer branding is based (Pawar & Charak, 2015). A company builds the “*value proposition*” which has to be exemplified in the brand. Using information about the organisation’s culture, management style, qualities of current employees, current employment image, and impressions of product or service, managers develop a concept of what particular value their company offers to its employees (Sullivan, 2002).

Ambler and Barrow (1996) portrayed the employer brand as the ‘*package of functional, economic and psychological benefits provided by employment, and identified with the employing company*’. EB is defined as ‘a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm’ (Sullivan, 2014). The concept of employer brand has gained more focus amongst academic circles & particularly amid practitioners and is acknowledged as an interdisciplinary field (Joo & McLean, 2006; Edwards, 2010). This could be attributed to few reasons such as demographic changes (Leyhausen, 2009; Åteg *et al.*, 2009), an augmented emphasis on talented employees (Cable & Turban, 2003), labour shortage in the market and the corporate sector facing intense competition in recruiting “*talent*” (Chambers *et al.*, 1998; Lievens & Highhouse, 2003; Joo & McLean, 2006; Wilden *et al.*, 2010). Gradually organisations are realising the importance of talent attraction for its long- standing success (Ehrhart & Ziegert, 2005). This is evident by the fact that organisations are investing substantial resources on strengthening EB as they consider it as valuable (Backhaus & Tikoo, 2004). If EB strategies are formulated and implemented effectively, they will have potential to provide competitive advantages to the companies (Backhaus & Tikoo, 2004; Barrow & Mosley, 2011). The company by focusing on EB has substantially increased its capability of talent attraction, engagement and retention, which successively assisted to sustain its performance during the economic recession. This in turn consolidated company’s ability to raise its dividend payment (Coca-Cola Hellenic, 2009). Organisation endeavors to market its EVP with the intention of strengthening recruitment and retention and thereby enhance the worth of human capital through EB (Backhaus & Tikoo, 2004).

The organisation leaders and the human resource professionals are assigning excessive premium to employer branding as a key success factor for the companies in the pursuit to gain winning advantage in the context of talent war (Minchington, 2006; Cheese *et al.*, 2008; Crous, 2007). This is corroborated in a global survey conducted by Deloitte LLP (2010) which established the significance of EB as the focus of companies. In the pursuit of winning the talent war, the companies across the globe are realigning their employer brand initiatives to alleviate the problems relating to talent shortage (Minchington, 2006; Deloitte LLP, 2010).

Though it is conventional for larger companies to utilize employer brand for talent attraction and retention (Dell *et al.*, 2001), companies are futile in their efforts of building, sustaining or realigning their employer branding effectively thus trailing behind in talent attraction and retention (Minchington, 2006; Cheese *et al.*, 2008).

Target group needs a differentiated EVP to influence EB (Botha *et al.*, 2011). Employer Brand management encompasses ‘managing the firm’s communication, which facilitates the company to get in touch with their preferred target group with the EVP’ (Barrow & Mosley, 2011). EB Management is regarding management of perceptions (Duncan & Moriarty, 1998) and EVP is defined as ‘the value or benefit an employee perceives by serving as a member of the organisation and determines for themselves the extent to which this “value” is competitive’ (Heger, 2007). EB is ‘a three step process consisting of (i) the development of an EVP that incorporates the basic message of the brand, (ii) the external marketing of the value proposition to its target group(s), and (iii) the internal marketing of the employer brand to foster an engaged workforce established on firm values and goals’ (Backhaus & Tikoo, 2004; Edwards, 2010). In order to be a factual depiction of what the company presents to its employees, the EVP gives the principal message that is communicated by its brand (Eisenberg *et al.*, 2001).

EB depicts the progression of fostering an exclusive and distinctive employer identity. More particularly, it refers to ‘the promotion of a unique and attractive image’ as an employer (Backhaus, 2004; Backhaus & Tikoo, 2004). EVP plays a vital role in EB. Distinctiveness is the significant component of branding and the EVP provides that distinction to the brand (Fatima & Sheikh, 2017). There may be some common attributes in value proposition of different employers, but if they are not unique the brand does not have any differentiating value (Wilden *et al.*, 2010).

Unique EVP augments thrust to the EB; it portrays a preferred imminent position in relation to the firm’s strategic objectives and desired culture (Kochanski, 2004). In the process of employer branding, the company delineates in what way it is outstanding as an employer, which eventually is conveyed through the EVP (Elving *et al.*, 2013; Mossevelde, 2014). Backhaus & Tikoo (2004) asserts that ‘the employment brand emphasizes the distinctive aspects of the firm’s employment offerings’. The distinctive measures of the employment offer, or the ‘package of reward features or employment advantages and benefits offered to employees’, are considered as the ‘employer value proposition’ (Barrow and Mosley, 2005; Edwards, 2010). The EVP refers to the employer brand distinction offered in an exclusive package of benefits to the employees (Backhaus & Tikoo, 2004; Barrow & Mosley, 2011). The EVP should manifest the organisational uniqueness and the values it bestows (Backhaus & Tikoo, 2004). Ambler and Barrow (1996) explain EVP characteristics in terms of the employer brand that comprises ‘*the package of functional, economic and psychological benefits provided by employment and identified with the employing company*’. Few examples of EVP features are ‘*job security, interesting work, career prospects, pay, training and developmental opportunities, job autonomy, flexible working hours, etc.*’ (Berthon *et al.*, 2005; Chhabra & Mishra, 2008;

Srivastava & Bhatnagar, 2010; Baum & Kabst, 2013). EVP characteristics and communication channels are the main elements of EB strategy (Deepa & Baral, 2017). Significant positive relationships were found between TM practices, EVP and Talent brand strategy (TBS), EVP partially mediates the relationship between TM practices and talent brand strategy and TMP is a significant predictor of EVP & TBS (Tajuddin *et al.*, 2015).

2.6 Employer Branding (EB), Employee Engagement (EE) and Talent Retention and Their Interrelations

Employer brand development and management have witnessed noteworthy progress during the last decade. A trend is being observed by the organisations adopting a new unified approach to employer brand management that possibly deliver a vital reference theme for Employee Engagement (EE) strategy. The organisations are deploying employer brand management to facilitate internal employee engagement, as an add-on to its more general usage in fostering external image and acquisition of talent. From a subject mostly confined to the sourcing boundaries of human resources (HR), it has progressively become a new strategic emphasis for general human resource management, with a specific focus on its impending capability to assist in the synchronisation between HR management process & practice and enhance EE (Kunerth & Mosley, 2011).

EE significantly influences talent retention (Frank & Taylor, 2004). Firms with engaged employees have greater employee retention (Silverthorne, 2001; Lockwood, 2007; Malik, 2013). Talent engagement is significant as it leads to better organisation performance & retention of talent. Talent engagement drivers (feeling valued & involved, good quality of line management, two-way communication, career development, clarity of company values & image and effective management of talent)

help organisation in formulating strategies which will have an impact on performance, retention & competency of talent in dynamic environment (Jeswani & Sarkar, 2008).

Employer branding associates with applying principles of branding to HRM and effective employer branding is expressed as an employer's steered HRM strategy to carry on the employer brand promise (Minchington, 2006; Glen, 2007). EB embraces a company's values, norms, systems and policies towards the goal of talent attraction, motivation and talent retention. (Wilden *et al.*, 2010). EB can be described as an organisation's endeavour to market its EVP in order to enhance retention rate and strengthen the worth of human capital' (Backhaus & Tikoo, 2004). Talent retention rests on the positive and strong EB of an organisation in an industry (Fitz-enz, 2003; Brewster *et al.*, 2005; Neal & Gebauer, 2006).

The reputation of company reflected by the employer brand helps in strengthening to be a distinct and desirable employer and assists in talent retention (Hughes & Rog, 2008). 'Employer brand is imperative for recruitment & retention of high potential employees' (Mihalcea, 2017). Positive relationship exists between outcomes of EB (job satisfaction & psychological contract) and employee retention (Tanwar & Prasad, 2016). There is a positive and significant relationship between employer brand and its dimensions viz. compensation, brand and reputation, authority, work environment, corporate social responsibility and employee retention (Khoshnevis & Gholipour, 2017). EB will be integrated into the organisation and various employer brand attributes with organisation's culture holds value for employees and contributes them to retain in the same organisation (Gilani & Cunningham, 2017).

EB messages that fail to provide a realistic job preview and proper picture of organisational culture will contribute to intention to quit and employee turnover

(Backhaus & Tikoo, 2004). The consequences for not delivering employer brand promise can lead to disengaged & resentful employees, higher employee turnover and ultimately reduced organisational performance (Wallace *et al.*, 2014). Employer brand perception emerged as a significant predictor of employee's turnover intentions (Kashyap & Rangnekar, 2016).

There is a positive and significant relationship between employer brand and employees' retention (Tanwar & Prasad, 2016; Khoshnevis & Gholipour, 2017). Indian companies are strategically working to utilize the employer brand in order to attract and retain talent (Karthika & Latha, 2017). Many companies have realised that effective EB results in competitive advantage, assist employees to appreciate company values and help in retention of the employees (Conference Board, 2001). There is substantial research evidence supporting the association between EB and talent retention (Willock, 2005; Cheese, *et al.*, 2008; Crous, 2007; Minchington, 2010).

Many potentially noteworthy themes that are predictors of EE are not usually investigated in the literature, such as 'self-efficacy, self-esteem, employee empowerment, communication, self-expression, perceived supervisor support, procedural justice, perceived employer branding and individual characteristics' (Holbeche & Springett, 2004; Bakker *et al.*, 2008; Chaudhary *et al.*, 2012; Anitha, 2014; Hicks *et al.*, 2014).

2.7 Talent Management (TM), Employee Engagement (EE), Intention to Stay (IS) and Their Interrelations

Talent management is a significant predictor of employee engagement (Wahba, 2015). Talent management has many positive consequences such as enhanced employee engagement, employee retention, and many more (Hughes & Rog, 2008; Ballesteros & Inmaculada, 2010). Engaged employees are more likely to identify and be attached with

the organisation. They exhibit organisational citizenship behaviour and thereby have a lesser tendency to quit the organisation (Schaufeli & Bakker, 2004). Employee retention goes hand in hand with employee engagement (Gubman, 2003). The major outcome of employee engagement includes Intention to Stay (IS) in the organisation (Harter *et al.*, 2002; Saks, 2006, Truss *et al.*, 2006; Wilson, 2009; Mortimer, 2010; Kumar & Swetha, 2011, Mehrzi & Singh, 2016; Kang, 2014). 'Engagement is moderately and negatively related to turnover intention' (Halbesleben, 2010).

Talent management will be a key success component for its human resource strategy and as segment of the business strategy to retain talented employees (Hussain *et al.*, 2013). When key employees leave the organisation, it results in losing critical skills, disrupting organisation's operations and posing threat to the organisational growth (Kay & Moncarz, 2004). When an employee quits an organisation, it is very costly to the organisation as it bears high replacement cost, loses institutional knowledge and depletes the resources of an organisation (Cascio, 1991). 'Erratic working hours, inadequate career growth opportunities, deficiencies in working culture, salary, brand values, instability, family reasons, social relationships are the vital causes for employee turnover in Pharma sector' (Dube & Verma, 2015). Employee retention is considered to be a strategic opportunity for many companies to sustain a competitive workforce (De Long & Davenport, 2003). Stalcup & Pearson, (2001) explored that better opportunities for career growth, good organisation culture and policies facilitating work-life balance of the employees decline the rate of attrition in an organisation. Different factors perform a significant role in employees' intention to stay (IS) and quit. Optimum work-life balance policies, organisation practices and the organisation culture are the important factors (Rani & Joshi, 2012).

In response to today's workplace exigencies, companies are executing novel approaches that surpass a decent remuneration in order to retain and preserve their talented employees. To keep pace with dynamism and handle intricacies of technological innovations, companies must strengthen employees' competencies. 'Individuals need greater flexibility in their career paths, and organisations need greater flexibility from employees' (Athey, 2004).

The effective TM strategies augment the retention rate in organisations. They deal with critical employee concerns and strengthen firm's competitive standing (Hughes & Rog, 2008). Talent Management Practices (TMP) 'strive to retain high potential employees and this provides organisation with competent staff that will impact on its performance' (Deros *et al.*, 2009). Rani & Joshi (2012) established that TMP are significant and help business leaders in formulating an appropriate retention strategy.

2.8 Talent Management (TM), Employee Value Proposition (EVP), Intention to Stay (IS) and Their Interrelations

TM by facilitating EVP shuns the intention to leave and helps in increasing the retention rate (Tajuddin, *et al.*, 2015). The dimensions of TM significantly influence employee retention (Hafez *et al.*, 2017). Fierce competition and scarcity of talented employees have resulted in identifying and retaining talented employees a top priority for the companies (Hejase *et al.*, 2016). According to Heger (2007), EVP predicts employee engagement and retention. Unique EVP provides a concise and clear-cut essence of what places a firm unique as an employer, and is described as the distinctive group of features and gains that will induce existing employees to continue working and stay in the organisation (Sartain & Schumann, 2006).

The EVP is explained by five key components: 'work environment and associations comprising values, culture, relationship with colleagues, managers and leaders, work

content encompassing challenging work, work–life balance, benefits including career growth and development and remuneration.’ (Michael *et al.*, 2001; Corporate Leadership Council, 2002; Sartain & Schumann, 2006; Munsamy & Venter, 2009).

Companies are vulnerable to the risk of attrition when their EVP is considered less appealing when compared to the competitors (Munsamy & Venter, 2009). Similarly, the findings of the study conducted by Botha *et al.*, (2011) revealed that firms with higher EVP had a 20 per cent lower labour turnover. In order to retain current employees, Sengupta *et al.*, (2015) suggested that ‘organisations in India may devise their policy offerings on career potential values, justice values, employee engagement values, feel-good values, comfort values, and esteem values’.

2.9 Challenges of Talent Management

The challenges relating to talent management in contemporary employment markets are a persistent source of debate amid academicians and practitioners, but on the other hand the literature on the subject matter is scanty and is somewhat unsystematic (Cappelli & Keller, 2014). Schuler *et al.*, (2011) identified several impediments to worldwide TM initiatives that comprise insufficient time devoted to talent management by senior managers, problems in organisational structures, lack of commitment by middle managers, dearth of keenness to recognize performance differences among employees, inadequate HR knowledge required to rightly tackle TM challenges and the divergence between knowledge & action that restricts managerial competence to take the best TM decisions. These hurdles are significant and surmounting those impediments is crucial to any productive TM strategy.

The challenges confronted by the organisations in the implementation of talent management initiatives include (1) Many frontline leaders are not proficient in harnessing talent management tools and processes. (2) Talent selection and

development are critical tasks of leaders and they are not successful in performing these tasks. (3) Many organisations lack precisely evaluated pool of prepared talent which is crucial to effectually elevate the appropriate people into vital leadership roles, (4) do not have right metrics to measure the results of their HR development initiatives, (5) fail to comprehend how talent management strategy sustains business strategy (Tansley *et al.*, 2006; Wellins *et al.*, 2010). The focal impediment might be that strategy formulation in HR areas is restricted commonly for operational but not strategic purposes (Tansley *et al.*, 2006).

The challenges of talent management encompass attracting and retaining employees at all levels to meet the needs; creating a value proposition that appeals to multiple generations; developing a robust leadership pipeline; transferring key knowledge and relationships; redesigning talent management practices to attract and retain the employees; overcoming the norm of short tenure & frequent movement; and enlisting executives who don't appreciate the challenge (Singh *et al.*, 2012). Present- day TM emphasizes on ' the challenge of open labour markets, including issues of retention as well as the general challenge of managing uncertainty, new models for moving employees across jobs within the same organisation, and strategic jobs for which investments in talent likely show the greatest return'(Cappelli & Keller, 2014).

2.10 Talent Management Strategies

Organisations should develop talent management strategies to tackle with inadequate applicants with requisite competencies and growing labour turnover rates (Tanwar & Prasad, 2016). The performance of an organisation and its competitive advantage relies on talented workforce. It is becoming essential for the organisations to tackle this issue and formulate appropriate talent management strategies (Abbasi *et al.*, 2010). 'Effective talent management strategies have significant positive impact on

organisational performance' (Anwar *et al.*, 2014). Talent management facilitates an organisation to operate efficiently and become productive & successful (Low, 2010). TM is an important component of business strategy where the top management and HR managers are keenly engaged to attain business outcomes (Mathew, 2015). In a progressively more competitive labour market like India, where skilled employees have an option to choose the work place (People Strong *et al.*, 2014), formulating TM strategies to benefit an employer of choice can deliver a strategic benefit to the company (Wilden *et al.*, 2010). Managers are required to increase their competence to transform the business requirements into talent management strategies for healthier organisational performance (Guthridge *et al.*, (2008).

Organisation's ability to develop, engage and retain talent establishes its standing in the industry. TM has become a crucial factor for the success or failure of an organisation. The strategic application of talent management will lead to better organisational performance (Kumar, 2007). Talent management is viewed strategically vital in today's competitive scenario as firms are competing based on human capital by talent search, attraction, development & retention and firms will have competitive edge (Shrimali & Giwani, 2012). Effective talent management strategies assist an organisation to accomplish its goals (Joshi & Agarwal, 2011).

'Talent management has shifted from being an administrative process to a continuous organisational practice with a strategic focal point that drives organisational outcomes' (Perrine, 2005). For the better performance of an organisation, it needs to implement effective talent management strategies such as recognising, attracting, selecting and retaining talent, managing succession and change organisation culture (Singh *et al.*, 2012).

2.11 Talent Management and Demographic Variables

Age, education, work experience, designation and income of the employees significantly influence perception towards talent management while it does not in case of gender and marital status (Devi & Vandana, 2013). Another research study reported that perception towards talent management was considerably influenced by education and age of the employees barring gender, experience and designation in Indian organisations (Anand & Sharma, 2015). There is significant relationship between salary drawn by the employee and his level of satisfaction with talent management practices of the company (Bevan, 1997; Maya & Thamilselvan, 2012). There is a gender effect on perception of talent management (Jung *et al.*, 2007). Regarding education, it was found that ‘those who are well qualified have experienced poor perception of talent management, owing to a failure to meet expectations’ (Gibson & Klein, 1970; Clark, 1996). Varied results were found by different research studies. Barkhuizen (2014) portrayed that employees’ perception of TM practices significantly differed based on all demographic variables barring experience in current job.

2.12 Employee Value Proposition and Demographic Variables

Employees’ demographic factors such as gender, age, education, position are significant predictors of work values (Li *et al.*, 2008). Many research studies reported basic distinctions in work values amongst employees of various generations such as Baby boomers, Generation X and Millennials (Smola & Sutton, 2002; Lancaster & Stillman, 2002; Gursoy *et al.*, 2013;). Older employees have relatively more positive work values when compared with younger employees (Rhodes, 1983). Younger employees assign more importance to the gratification of their individual values. Whereas, older employees, have more intense ethical values and dedication than younger employees (Rhodes 1983; Joyner 2000). Sengupta *et al.*, (2015) reported that,

'age has significant relationships with both internal employer branding (employee engagement values, feel-good values, comfort values, and esteem values) and external employer branding (image and fundamental values, job structure values, and pride values). Male and female middle level managers have varied preferences in terms of internal branding factors and preferences for esteem values increase with higher management cadre'.

2.13 Employer Branding and Demographic Variables

Gender has a significant impact on employer attractiveness dimension of employer branding. Comparatively, more women employees are giving more focus to integrated employer branding (Tüzüner & Yüksel, 2009). Significant differences exist between the perceived levels of importance of employer attractiveness dimensions concerning the gender of the respondents, but neither the age nor the current employment status of the respondents (Alniacik & Alniacik, 2016). Conversely, the study conducted by Aslam *et al.*, (2016) reported that 'there is no significant difference between males and females in the perception of employer branding'. The longer employees stay with a firm, the more pride (reflected by the brand) they take in membership and the less likely they are to quit their jobs (Helm, 2013).

2.14 Employee Engagement and Demographic Variables

The level of employee engagement is influenced by the demographic variables of the respondents (Kahn, 1990; Schaufeli & Bakker, 2004). Maslach & Leiter (2008) expressed that interpreting demographic variables such as gender, age, type of work experience, etc. in relation to engagement is quite a challenging task. There are certain studies that support the relationship between employee engagement & demographic variables and on the other hand, there are studies that contradict the same.

'Age has a significant impact on employee engagement' (Robinson *et al.*, 2004; Garg, 2014; Agrawal, 2016; Sharma & Gangwani, 2017; Chaudhary & Rangnekar, 2017; Marcus & Gopinath, 2017). There is significant positive association between age and work engagement' Mostert & Rothmann (2006). Conversely some studies do not confirm the same. Age do not significantly influence employee engagement (Coetzee & Rothmann, 2005; Wilson, 2009; Shukla *et al.*, 2017). Various research studies revealed mixed results regarding relationship between gender and employee engagement. There are inconsistent views concerning whether male or female employees are more engaged with the company. As women tend to attain more contentment in their jobs, female employees are more engaged than male employees (Rothbard, 1999; Johnson, 2004; Avery *et al.*, 2007). On the other hand, Kapoor & Anthony (2013) reported that men are relatively more engaged than women. Gender significantly influences employee engagement (Coetzee & de Villiers, 2010; Garg, 2014; Shukla *et al.*, 2017). Conversely there are findings contradicting the same levels of engagement did not differ significantly between males and females (Coetzee & Rothmann 2005; Mostert & Rothmann, 2006; Schaufeli, *et al.*, 2006; Yildirim, 2008; Wilson, 2009; Garg, 2014; Agrawal, 2016; Sharma & Gangwani, 2017; Marcus & Gopinath, 2017; Chaudhary & Rangnekar, 2017).

Work experience is a consistent predictor of employee engagement (Mohapatra & Sharma, 2010). Experience significantly influence employee engagement (Swaminathan & Ananth, 2012; Garg, 2014; Sharma & Gangwani, 2017; Shukla *et al.*, 2017). On the contrary, certain research studies revealed that experience does not have significant impact on employee engagement (Xu & Thomas, 2011; Agrawal, 2016). It has also been reported that the more the number of years of service, the less they become engaged (Truss *et al.*, 2006). Many studies found inverse relationship between

length of service and employee engagement (Buckingham, 2001; Coffman & Gonzalez-Molina, 2002; Robinson *et al.*, 2004; Avery *et al.*, 2007).

Significant differences were observed in levels of engagement of married and unmarried employees (Kong, 2009; Shukla *et al.*, 2017). Educational qualifications of the employees significantly influence employee engagement (Garg, 2014). Contrary to this, it was found by other researchers that educational qualifications do not significantly influence employee engagement (Avery *et al.*, 2007; Agrawal, 2016; Shukla *et al.*, 2017; Chaudhary & Rangnekar, 2017). Significant differences exist in the level of employee engagement with respect to his/her standing in the organisational hierarchy (Chaudhary & Rangnekar, 2017). Xu & Thomas (2011) also stated positive association between level in the organisational hierarchy and employee engagement. Avery *et al.*, (2007) based on their study reported higher level of engagement among executives and supervisors than lower level rank and file employees. Robinson *et al.*, (2007) stated that engagement is more for managers and is low among back end staff. Significant relationship does not exist between designation and employee engagement (Agrawal, 2016; Shukla *et al.*, 2017). Income significantly influences employee engagement (Swaminathan & Ananth, 2012; Chaudhary & Rangnekar, 2017).

2.15 Intention to stay and Demographic Variables

The earlier research studies have revealed that demographic variables, for instance age, education, experience and gender predict employees' intention to stay with the company (Blankertz & Robinson, 1997; Jinnett & Alexander, 1999). Age, designation and tenure of the employee with the organisation have significant impact on employees' decision to leave or stay with the organisation (Segbenya, 2014). Younger employees show more inclination to leave. This is due to the fact that youth are more attracted by new opportunities with lucrative pay and are not very concerned with retirement

benefits, etc. (Wallace, 1997; Manlove & Guzell, 1997; Achoui & Mansour, 2007). Younger employees give more emphasis to career development and utilize 'one job as a launch pad for the other'.

Regarding the relationship between level of education and employees' commitment to stay, it is reported that there is more probability that better educated workforce will quit the company since they may get lucrative opportunities in comparison with the employees who are less educated (Steers, 1977; Arnold & Feldman, 1982; Mathieu & Zajac's, 1990; Manlove & Guzel, 1997). Todd & Schmitt (1996) reported that the propensity to leave the company is less for both the employees with higher degrees and lower degrees of education in comparison with employees with modest degrees of education. Conversely, Mobley *et al.*, (1979) depicted that there is no relationship between employees' intention and commitment to stay with the company and educational qualifications.

Intention, commitment and decision to stay with the company are usually high among employees with longer length of service with the company (Naumann, 1993; Gary & Phillips, 1994; Somers, 1995; Somers, 1996; Poole, 1997; Meyer *et al.*, 2002; Newstrom, 2007; Salami, 2008). With increase in organisational length of service, employees tend to become more involved, committed, identify themselves with the employing organisation and thereby the bond reduces the inclination to quit the organisation.

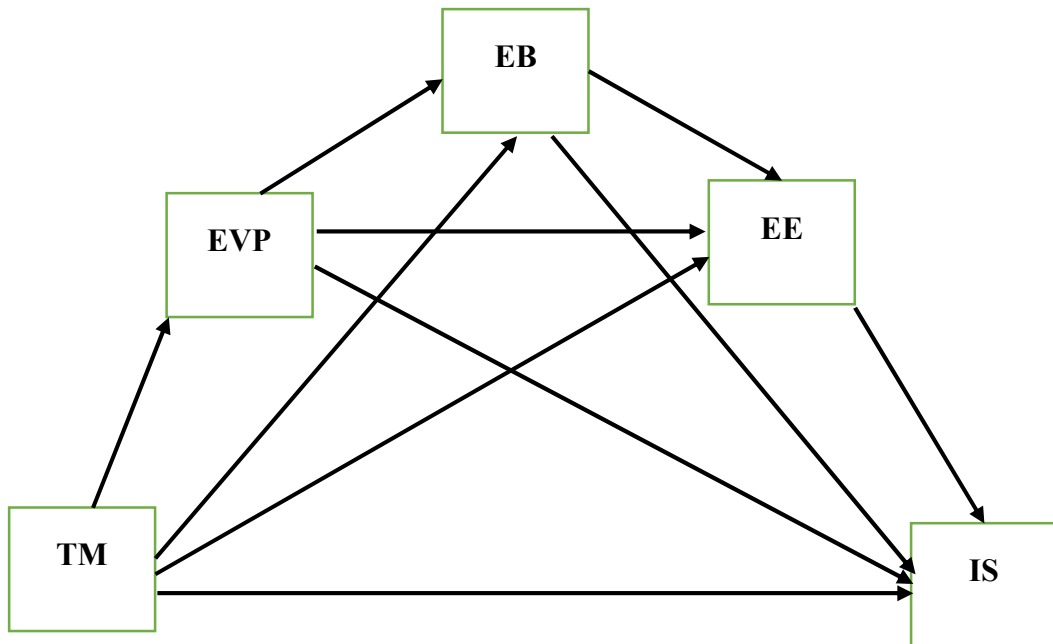
2.16 Research Gap

Based on the literature review, it can be summarised that in competitive world, talent management is very significant and talent management practices play a vital role in the sustenance and growth of the modern-day organisations. Talent gap problem is immense in general and in pharma industry specifically. The companies are facing

talent gap problem mainly due to skill shortage and voluntary attrition. Good talent management practices have a positive impact on intention to stay by the employees which in turn reduce voluntary attrition rate. Effective talent management strategies assist an organisation to deal with various challenges and help to accomplish its goals. Perception of talent management practices is influenced by demographic variables. Talent management has an impact on employee value proposition, employee value proposition has an impact on employer branding, employer branding has an impact on employee engagement and employee engagement has an impact on intention to stay.

There are studies on examining the direct effects of talent management practices, EVP, EB, EE and the relationship between talent management and intention to stay. But there is a paucity of studies examining the mediating effects of EVP, EB and EE. The serial multiple mediation model TM-EVP-EB-EE-IS has not been studied earlier and the current research tries to fill those research gaps. Though Sikkim is a hub for pharma industry and talent management is one of the critical issues of the pharma companies, till now extensive studies on talent management are not conducted. It was established based on literature review that TM is an important predictor of Intention to Stay. But it is also observed that there are other variables that are affected by TM and also affect IS. TM leads to EVP, EVP leads to EB, EB leads to EE and EE leads to IS. As there are three mediators – EVP, EB and EE, it is the case of serial multiple mediation. EVP, EB and EE mediate the relationship between TM and IS. As Talent management strategies play a critical role in increasing intention to stay, which will reduce voluntary attrition rate, a model is proposed suggesting relationships between TM and IS with three mediators – EVP

Theoretical Research Model



Serial Mediation Model of TM on IS through EVP, EB & EE

On the basis of extensive literature review, Table 2.1 was drawn with all the dimensions studied, methodology adopted and contributions of different authors in the field of Talent Management and its related aspects.

Table 2.1 LITERATURE REVIEW

Sl. No.	Authors	Dimensions Studied/Objectives	Methodology Adopted	Contribution & Result	Limitations/Future Scope of Research
Importance of Talent Management					
1.	Glaister et al. (2018)	Relationship between HRM practices, TM & firm performance and the role of HRM/Business strategy alignment in an emerging market.	198 firms were taken, data was analysed through EFA, CFA and SEM.	<ul style="list-style-type: none"> • TM a strong mediator between HRM and firms performance • Firms with high alignment on HRM and strategy will lead to TMP with significant and positive effect on firms' performance and vice-versa. • HRM practices serves as a blueprint for strong TM construction. 	<ul style="list-style-type: none"> • Aligned TM variables with CIPD prescription as western understanding of term TM • Further studies on effect of various meaning of TM and its influence on organisation practice with diverse culture was advised.
2.	Ingram & Glod (2016)	Talent management in health care organisations.	<ul style="list-style-type: none"> • 5 different public & private health care organisation were chosen through purposive sampling technique. 	<ul style="list-style-type: none"> • TM programs were found to be not so popular among organisations irrespective of its size. • Key positions were given more emphasis rather than focusing on every individual talents. 	Quantitative studies on various aspects were suggested for future research: <ul style="list-style-type: none"> • Developing more strategic approach.

			<ul style="list-style-type: none"> • Semi-structured interviews on the basis of open-ended questions conducted on different aspects of TM in all large, medium and small units. • Data analysed in form of propositions. • Eisenhardt approach was also followed in the study. 	<ul style="list-style-type: none"> • Training and motivation were highly concentrated fields, both managers and organisations tries to enhance skills and knowledge of employees through training and not on improvising overall TM initiatives. • Seven propositions were developed: 1) Formal TM programs are not perceived as a valuable solution to healthcare units problems; 2) Healthcare organisations know pivotal positions, but there are rarely indicated top performers of talents; 3) Pivotal positions are associated mainly within the medical positions, not the administrative ones; 4) In regard to pivotal positions healthcare organisations adopted inclusive approach to talent management; 5) Talent management tools used in healthcare organisations are mainly trainings and motivational programs; 6) The main aim of talent management in healthcare organisations is knowledge and skill improvement as well as maintaining high level of motivation to work; 7) Healthcare organisations pay 	<ul style="list-style-type: none"> • Conducting effective TM programs. • Considering on needs and aims of employees while keeping balance in individual and organisational needs along with recommended propositions.
--	--	--	---	---	---

				<p>attention to organisational needs more than on individual ones.</p> <ul style="list-style-type: none"> Organisations were found to be less focused on employees. 	
3.	Samantara & Sharma (2014)	Diversify opinion on leadership ability & impact of emotional maturity to it.	100 managers from different levels of management in TESCO Hindustan Service Centre, Bangalore were taken.	Based on management pool surveyed which exhibits most of the traits related to emotional intelligence & leadership ability, Organisations' TMP appears to deliver intended purpose.	_____
4.	Li & Zhang (2014)	Factors influencing innovative talent and risk management.	Study conducted for Kodak Company.	<ul style="list-style-type: none"> Measures to reduce or avoid the risk was proposed. Based on theory of risk management & innovative Talent Management, enterprise & society to take right decisions according to their position & law which ultimately can promote the development of the national economy. 	_____
5.	Mishra (2014)	HR strategies on reducing attrition rate and gender inequality in pharmaceutical companies in India.	Seven case studies from secondary sources reviewed.	New Talent Management models and leadership techniques were suggested to adopt by the firms in order to eradicate gender inequality and formulate women friendly policies.	_____
6.	Misra (2014)	Practitioners' perspective to deal with TM issues	Empirical	Argued that how line managers in a company must spend time on talent	Further research on organisations where learning agility expected

				issues by doing what, is very difficult to advice by the authors.	within conglomerates & its entrepreneurial drive provides a unique impetus to talent practices and talented resource moves between sectors successfully.
7.	Ariss et al. (2014)	<ul style="list-style-type: none"> • Theoretical aspect of TM • Methodological issues in collecting & analysing data of TM 	More than 150 articles reviewed from different disciplines.	Multiple methods (qualitative & longitudinal) & diversified sources of data collection (quantitative, cross-sectional research) in TM research were recommended while evaluating TMP & identifying avenues for organisations and individuals.	Future research on TM issues were suggested such as- i) what are individual, organisational & macro-contextual barriers to TM in present & future, and how it can be overcome. ii) In terms of improving employee engagement what can be learned from cross-national & cross-organisational comparisons of TM policies & practices. iii) What are the challenges & best methods to address them, etc.
8.	Minbaeva & Collings (2013)	Myths of GTM	Conceptual	7 myths on GTM identified which underestimated & misguided the	Further research on human capital in various

				contribution of Talent Management in MNCs: 1) TM is not an HR responsibility, 2) It is all about people, 3) All positions should be filled by ‘A players’, 4) Talent is portable, 5) Talent turnover is always bad for the organisation, 6) There is a clear line of sight between GTM and organisational performance, 7) Talent decisions are ‘fair’.	directions was suggested for effective GTM
9.	Oltra & Lopez (2013)	Relationship between Talent Management practices with teamwork design & dynamics.	Model linking team-based Talent Management & organisational learning (OL) was tested	<ul style="list-style-type: none"> • Emphasised on distinction between the Individual-group & institutional level of learning as two pillars of OL. • Team autonomy & creativity were highlighted as crucial factors for successful OL through team- based TM, especially for interlinking individual & group learning levels. 	
10.	Sparrow et al. (2013)	Role of Corporate Human Resource (CHR) in GTM & gets affects by approach to International Business Strategy and GTM	In-depth interviews were conducted.	GTM strategy is highly embedded in the broader business structure & shifts in the direction of the globalisation within the sectors.	<ul style="list-style-type: none"> • Study was confined to only two case studies in professional & financial service firms. • Further research on wider range of industries was

					suggested for generalisation of results.
11.	Nilsson & Ellstrom (2012)	Conceptualised boundaries of defining, identifying & developing talent.	Conceptual	Suggested 3 dimension model in which talent includes individual, institutional & organisational-social dimensions	_____
12.	Stahl et al., (2012)	Measures adopted by leading companies to develop & sustain talent pool across the globe.	37 Multi-National Companies (MNCs) were selected for the study on the basis of scope, reputation and long term performance	Internal association of various elements of Talent Management system along with its links to business strategy & global coordination confirms competitiveness and not the best HR practices.	_____
13.	Garavan (2012)	Importance of Global Talent Management during global downturn and how GTM is aligned, valued, coordinated and controlled by Pharma companies.	Purposive sampling, standard semi-structured interviews	<ul style="list-style-type: none"> Firms considered GTM to be important for managing downsising and future expansion of the company. Identified that there is a significant gap between GTM policy and its practice by the companies 	MNCs studied were from developed economies without considering the MNCs from developing economies.
14.	Heilmann (2010)	Recruitment & retention problems of healthcare professionals	Qualitative case study and group interview conducted. Thematic and content analysis was used.	<ul style="list-style-type: none"> Need for developing new practices for attracting talent. Difficulty in transmitting tacit knowledge from retiring talent to a new talent in the organisation 	_____

				<ul style="list-style-type: none"> less efforts on employer branding & recruitment seen 	
Talent Gap					
15.	Mathew (2015)	Perception of senior management executives & HR on the existence of talent gap in organisation & talent management.	31 executives and 159 employees were taken from 30 organisations (Five-Manufacturing, Seven-ICT, Five-Pharma, Five-Banking, Four-Hospitality & Four-Telecom). EFA analysis used.	<ul style="list-style-type: none"> In Pharma sector by 58% in all categories talent shortage was found mainly because of skill shortage and retirement. Imprecision found towards leadership & succession planning in pharma & hospitality profession. 	_____
16.	Mehta et al. (2014)	Best methods & practices adopted by various organisations to enhance commitment & employee retention in the organisation.	Conceptual	Organisations need to retain best talents and enhance their commitment.	_____
17.	Dries (2013)	TM for advancement on diversified fields	Empirical	<ul style="list-style-type: none"> Discrepancies between (practitioner and academic interest) & between (Talent management discourse and practice). Five tensions of different theoretical perspectives (i.e. object-subject; inclusive-exclusive; innate-acquired; 	Proposed protocol for phenomenon-driven research which involves five stages such as distinguishing, exploring, designing, theorising, and synthesising.

				input-output; transferable-context dependent).	
18.	Gelens et al. (2013)	<ul style="list-style-type: none"> • Theoretical framework on exclusive Talent Management Practice. • Link of TM in between HR & performance with the mediating effect of perceived organisational justice. 	Conceptual	Employees' perception on TMP with antecedent (employee's high potential) and moderators (high potential status, equity sensitivity, perceived organisational support & leadership-member exchange) proposed.	<ul style="list-style-type: none"> • Foundation of TM using multilevel and longitudinal studies linking both organisational & employee levels suggested • Assessing the impact of TMP on employees rather than focussing on organisational outcomes was also advised.
19.	Thunnissen et al. (2013)	Gap in talent management literature.	Conceptual	<ul style="list-style-type: none"> • Gaps termed as one-dimensional and biased approach: 1) Focus on a narrow set of HR practices; 2) Unitarist approach (Organisation presented as unified actor unanimously working to obtain organisational goals); 3) Managerialist view: Instrument point of view and economic orientation. • Introduced new perspectives to TM such as: 1) Focus on people and their work- i.e. both on the employment and the work relationship. 2) Considered 	Future research on four avenues were suggested: 1) Expand TM research beyond the scope of multinational and private companies and explore the TM challenges and issues faced by public, non-profit and voluntary organisation, as well. 2) Examine the value of TM at individual level

				<p>the influence and well-being of actors at multiple levels. 3) Organisations are neither purely instrumental systems (i.e. system-structural view) nor purely political arenas (i.e. action theory approach). 4) Consider the multifaceted value creation of TM 5) Impact of economic and institutional pressures on value creation by the organisation and HRM.</p> <ul style="list-style-type: none"> • Developed multilevel, multi-value approach to the TM concept: 1) Economic value of TM, 2) Non-economic value of TM 	<p>3) Investigate through empirical research, which legitimacy issues are vital in the field of TM, how organisation respond to those issues and if (and how) they are capable of balancing the economic and non-economic value of TM at the organisational level. 4) Identify answer to the questions such as: what is the value of TM</p>
20.	Farndale et al., (2010)	<ul style="list-style-type: none"> • Specific roles of Corporate Human Resource (CHR) in GTM • Impact of financial crises on the opportunities for high potential workers & managers in MNCs. 	Conceptual	<p>Identified four roles of CHR in GTM: champions of process, guardians of culture, network leadership and intelligence, and managers of internal receptivity.</p>	<p>Further research suggested: 1) Investigating on how CHR function balances the need to manage strategic HR issues with need to respond short-term pressure to cut cost & growing trends towards outsourcing HR; 2) Examine how strategies of employee retention and engagement operate in</p>

					the very different context of the financial crisis; 3) Management of HR function in international context.
21.	Ingham (2006)	Strategic gap for talented employees different than other employees	Conceptual	Suggested holistic approach to manage talented employees five areas such as: i) Talent strategy, ii) Talent definition, iii) Talent framework, iv) Employee Value Proposition, v) Talent management capabilities were highlighted.	Organisations were advised to encourage their talent in order to review their long-term career development needs and how these needs can best be met – internally or externally.
Factors Influencing Talent Management/Drivers of Talent Management					
22.	Sharda (2016)	Implementation of TM process of pharmaceutical industry in India through a case study approach.	<ul style="list-style-type: none"> Data collected from top management and senior managers in HR, marketing & sales, R&D, operations and quality functions of Indian pharmaceutical organisations. 30 semi-structured interviews conducted 	<ul style="list-style-type: none"> Set of practices were proposed for enhancing the effectiveness of TM processes in organisation: degree of integration between practices, mechanisms, and talent pools and alignment of the same with the organisational goals. Four types of TM systems: contingency-based, results-oriented, activity-based and vision-driven talent management. Where, vision-driven TM system appears to be more effective to 	

			<p>on talent management strategies.</p> <ul style="list-style-type: none"> • Data examined using conceptual framework derived from extant literature review. • The content analysis of data undertaken with the help of dimensions such as: TMP, TM mechanisms, talent pool strategy, and relationship with business strategy, organisational performance and competitive advantage. 	<p>reduce attrition and enhance employee motivation & retention.</p>	
23.	Das & Amala (2016)	<p>Factors influencing talent management practices (TMP) in select IT sector units.</p>	<ul style="list-style-type: none"> • Data were collected from 250 employees of two companies recited in Hyderabad branch of Telangana. 	<ul style="list-style-type: none"> • Employee's perceptions are significantly influenced by their education & experience of in both the companies, thus organisations were advised to adopt multiple strategies for different educational as well as experience groups. 	<p>Study was limited within two companies, selecting companies with different demographical background of IT sector</p>

			<ul style="list-style-type: none"> • PCA, ONE- WAY ANOVA used to analyse the data. 	<ul style="list-style-type: none"> • For smooth functioning less educated employees need to get good knowledge about TM & senior employees should involve in the change process. 	with more sample size suggested.
24.	Dube & Verma (2015)	Factors influencing attrition rate in IT & Pharma companies.	Data collected through questionnaire & interviews of 50 professionals from both the sectors in Mumbai & nearby suburb industrial areas.	<ul style="list-style-type: none"> • Attrition rate of IT & Pharma to be 30-35% & 15-20% p.a respectively. • Career growth & salary are found to be the major reasons for attrition among employees with <35 years of age and better work atmosphere among employees with >35 yrs of age in IT. • Whereas in Pharma, timings constitute the main reason among employees with <35 years of age & working culture is the major factor among employees with >35 years of age that contributes lot for change in job. 	_____
25.	Liu & Pearson (2014)	Importance of TM in managerial philosophies.	<ul style="list-style-type: none"> • Quantitative & qualitative assessment adopted using managerial responses in Chinese organisations. • EFA using varimax option performed 	<ul style="list-style-type: none"> • Cultural aspects & organisational structured are taken as processed that restricts the practice of TM • Cultural nuances considered to be a predominated factor which need to be taken into account for cross cultural studies in Asian context in general and Chinese context in particular. 	_____

26.	Barkhuizen et al. (2014)	Employees' perception of leadership reciprocity in the application of talent management practices in aviation industry.	Adapted version of Talent Mindset Index was used among 150 employees in South African Aviation Industry.	Lack of commitment by leaders towards talent management practices and proper training for leaders to apply correct mind-set was recommended.	_____
27.	Annakis et al. (2014)	Factors of Talent Management in academics, study in three Malaysian universities.	Data were collected through questionnaire and for testing hypothesis multiple regression analysis was used.	<ul style="list-style-type: none"> • Talent identification, talent development & talent management culture relevance are the major contributors to Talent Management Competency for academics. • It also identified that management with integrated HR system has significantly higher level of Talent Management Competency. 	Future research on investigating the utilisation of more comprehensive multi-dimension model on TM, which may be generalised to other similar higher education field was suggested.
28.	Tiwari & Shrivastava (2013)	Talent Management initiatives taken by HR professionals as well as satisfaction level of employees at AREVA T&D India Ltd.	Simple percentage analysis, chi square test & ANOVA were used for evaluation.	<ul style="list-style-type: none"> • No significant association between perception of Talent Management practices and age & experience of employees was found. • Four parameters such as i) workforce planning & talent acquisition; ii) capability, development & performance; iii) leadership & high potential development; and iv) retention strategy found to have different impact on effectiveness of Talent Management 	_____

				practices and distinctive impact on employees' satisfaction.	
29.	Kimani & Waithaka (2013)	Factors affecting Talent Management in public sector with special reference to Kenya Broadcasting Corporation.	Data were collected using questionnaire and analysed with SPSS by taking 159 management employees.	<ul style="list-style-type: none"> • Reward system, organisation culture, career development and work place environment affects Talent Management in State corporations. • Organisations were advised to invest on Training and Development and Strategic Reward Management as former will lead to enhanced productivity & understanding of new technologies and latter will encourage & improve employees' competencies. 	
30.	Vaiman et al., (2012)	Key issues in the context of talent management decision making.	Empirical	Study focussed on: 1) reviewed debates around TM decision making, 2) examined some main factors currently influencing decision making in TM: Talent shortages, Demographics and	Further empirical research on different nature of the challenges associated with the implementation of GTM

				societal trends, Corporate social responsibility, Diversity, The increasing mobility, Permanent shift to a knowledge based economy, Growing importance of emerging markets.	strategies and policies in a variety of different context suggested.
31.	Singh et al., (2012)	Challenges of Talent Management (TM) and ways to retain the best talent in the organisation.	Empirical	<ul style="list-style-type: none"> • Identified five drivers of TM: organisational performance, financial values of the company, hyper competition, employees' expectation, and workforce demographics. • Also found nine challenges of TM: 1) attracting and retaining enough employees at all levels to meet the needs of organic and inorganic growth; 2) creating a value proposition that appeals to multiple generations; 3) developing a robust leadership pipeline; 4) rounding out the capabilities of hires who lack the breadth of necessary for global leadership; 5) transferring key knowledge and relationships; 6) redesigning talent management practices to attract and retain the employees; 7) creating a workplace that is open to boomers in their second careers; 8) overcoming a norm of short tenure and frequent movement; and 9) 	

				<p>enlisting executives who don't appreciate the challenge.</p> <ul style="list-style-type: none"> • Study emphasised on aligning human capital with corporate strategy and objectives. • For better performance of an organisation, implementation of effective Talent Management strategies suggested such as: recognise talent, attract talent, selecting talent, retaining talent, managing succession and change organisation culture. 	
32.	Ahmadi et al. (2012)	Role of social capital in improving the TM at (SKEDC) in order to decrease the challenges & shortage at the company and to enhance performance of staff.	<ul style="list-style-type: none"> • Data collected from 92 employees through the questionnaire. • Conceptual statistics method was used to analyse the data along with Structural Equation Modeling (SEM) & Average test scores. 	<ul style="list-style-type: none"> • Significant relation between social capital & TM at SKEDC. • Improved social capital status will lead to enhancement of TM level. 	
33.	Tarique & Schuler (2010)	Integrative framework for Global Talent Management (GTM)	Reviewed 118 articles published in journals from 2000 to 2009.	1) Few studies found on conceptualised 'talent' in broad or generic terms; 2) Exogenous drivers of GTM challenges:	Further studies on GTM in MNCs were emphasised. Micro &

				globalisation, workforce demographics, demand-supply gap & endogenous drivers of GTM challenges: regiocentrism, international strategic alliances, required competencies; 3) defining IHRM activities: attracting, developing & retaining talent and Improve HR's impact, competitive advantage, talent positioning were defined for effectiveness of GTM	cross level IHRM topics were identified as potential research areas to be addressed in top management journals.
34.	Hughes & Rog (2008)	Importance of TM with respect to its affect on employee recruitment, retention and engagement.	Literature on talent management in hospitality organisation reviewed.	1) Effective talent management strategy leads improved employee recruitment and retention rates, and enhanced employee engagement, operational and financial performance; 2) Senior management understanding and commitment as an internal driver for TM; 3) Align TM with the strategic goals, establish talent assessment, data management & analysis systems, ensure clear line management accountability, and conduct an audit of all HRM practices in relation to evidence-based best practices.	In order to assess the potential benefit, further research was recommended.
HR Approaches					
35.	Mihalcea (2017)	Major trends & strategies concerning TM programs.	Various articles and reports (Catalyst Solutions Report,	<ul style="list-style-type: none"> • Employer brand to be very important for recruitment & retention of high potential employees. 	_____

			Deloitte, McKinsey Quarterly, Capgemini Consulting, European Commission, Economist Intelligence Unit, etc.) were reviewed.	<ul style="list-style-type: none"> • Focus on learning & leadership development, mobility, rewards and competency systems were advised. • Development of digital skills for managers and employees came out as major challenges faced by HR. 	
36.	Narayanan (2016)	<ul style="list-style-type: none"> • Role of job embeddedness in the relation between TM and turnover intentions of employees. • Influence of TM practices on various dimensions of job embeddedness. 	Extensive literatures reviewed.	<ul style="list-style-type: none"> • Job embeddedness introduced as an intervening variable for exploring the impact of TMP on employee's intention to stay. • Four propositions were suggested which provides HR practitioners with insights to strive for retention of talented employees through TM: 1) TMP may positively influence the link dimension of job embeddedness, 2) TMP may positively influence the fit dimension of job embeddedness, 3) TMP may positively influence the sacrifice dimension of job embeddedness, 4) Job embeddedness mediates the relation between TMP and intention to stay of employees. 	
37.	Gallardo & Thunnissen (2016)	Claimed to be first to specifically & objectively examine the	96 empirical articles from 2007-2014 reviewed and	<ul style="list-style-type: none"> • There is a great impact of anglo-saxon context on empirical talent management research. 	Topics on Global Talent Management, Careers of talent, effectiveness of

		advances made in the field of Talent Management and to identify under explore areas.	bibliometric & content analysis was carried as a methodology.	<ul style="list-style-type: none"> • TM research predominating on exclusive approach. • Perception & role of line managers are identified as under explored areas & effectiveness of talent management is also found less. • Minimum focus on succession planning & management development found. 	Talent Management & Role of technology suggested for further exploration.
38.	Stokes et al. (2015)	Impact of various challenges in economic, organisational & behavioural rationales on advanced economy SME's TM in Sino-German economy collaborations.	Interpretive quality methodology used (Interviews conducted within two cases – SME & MNC comparative study).	SME needs HR practices encompassing resignation to the situation, flexibility & resilience in order to survive & progress.	Future scope suggested on further evaluation of models generated by this study in relation to differing business sector, geographic and indeed activity/ topic.
39.	Phillips & Gully (2015)	Strategic recruitment & its importance.	Conceptual	Model introduced with 2 new concepts, horizontal and vertical strategic recruitment elaborating recruitment process which will connect to broader strategic HRM framework.	Further studies with questions at different level across & within the organisation were suggested on strategic recruitment model.
40.	McDonnell et al. (2015)	Explored whether the key groups of employees	<ul style="list-style-type: none"> • 260 MNCs' senior HR practitioners were taken as 	More than 50% MNCs identified key group of non-managerial employees and considerable differentiation in	Further research advised to investigate whether the differentiated

		are subject to differential compensation practices	respondents which were operating in Ireland. <ul style="list-style-type: none"> • Frequency, crosstab & chi square test were used for analysis of data. 	compensation between these key groups and workforce found.	approaches used lead to improved performance outcomes.
41.	Brown (2014)	Argued for replacing “total reward” by new approach of “smart reward”.	Literatures were extensively reviewed in economic and foreign policies on both sides of Atlantic.	Four components of “smart reward” differentiated 1) A simpler, clearer & more flexible focus on few core values and reward principles; 2) Less leap of faith and more evidence-based with clear measure of success; 3) A stronger emphasis on engaging all employees; 4) Less focus on desire & design, more emphasis on communications and delivery which claims to enhance business performance and employee engagement through rewards & more open communication & line management of reward.	_____
42.	Schlechter et al. (2014)	Perception of knowledge workers on financial reward elements as an attractive inducement for a job.	<ul style="list-style-type: none"> • Convenience sampling used on different organisation in South Africa as well as corporate members of South African Reward Association. 	<ul style="list-style-type: none"> • Remuneration, benefits & variable pay found to be significant job attraction factors within a reward package and remuneration to be the most effective reward element among all. 	_____

			<ul style="list-style-type: none"> Data on 169 respondents were analysed using 2 full factorial experimental design. 	<ul style="list-style-type: none"> Organisations were advised to offer high level of remuneration for attracting prospective talent. 	
43.	Cappelli & Keller (2014)	Conceptual approaches and Practical challenges of TM	Conceptual	Outlined the evolution of TM over time	Future research on various issues such as 1) perception of employers on talent management in practice, 2) The make-versus-buy choice, 3) How do structures such as internal job boards work in practice etc. suggested.
44.	Vos & Dries (2013)	Empirical insight into how organisations' human capital composition (uniqueness & strategic value) affects the design & implementation of their career management policies.	Survey on HR Directors was conducted in 306 companies located in Belgium.	<ul style="list-style-type: none"> Both threats of qualitative (value) and quantitative (uniqueness) human capital shortage were found to be important determinants attached to continuity as a career management goal. Talent Management literature might build insights from careers literature on mechanism which may retain & engage individual career actors. 	Study has limitations as cross-sectional and based on single source reporting.
45.	Beheshtifar et al., (2012)	Recommended managers to improve TM in	Empirical	<ul style="list-style-type: none"> 7 different ways suggested to HRs on planning & activating TM strategy: 1) 	Whether TMP lead to organisational success

		workforce for organisational success, as TM has been acknowledged as a critical success factor for organisations.		engage top leaders, 2) assign talent leader, 3) audit key position, 4) map out future needs, 5) use automation to improve processes & workflow, 6) put relevant metrics in place to measure success, and 7) launch talent management strategy with direct CEO support. <ul style="list-style-type: none"> Transforming TM from support activity to competitive activity and in all levels of management the importance of TM strategies must be highly visible were suggested. 	or if organisational success provides the resources to invest in TMP is the question to be solved in further research.
46.	Naqvi (2009)	Competency concept and its role in present and future context by aligning it with Talent Management of top companies which succeed to integrate competency based systems in their HR field.	Conceptual	Competency based HR systems can overcome major issues of Talent Management such as development and retention of talent in an organisation.	_____
47.	Barnett & Davis (2008)	Various trends that influence succession planning	Best practices in literature were reviewed	<ul style="list-style-type: none"> Highlighted some important problems/obstacles that interfere with succession planning system: most 	Further research stressed on 4 different issues: 1) demonstrating

				<p>leaders becoming unnecessarily static, bureaucratic, anchored in past, poorly defined concept of potential, etc.</p> <ul style="list-style-type: none"> • It also proposed five steps practical approach to succession planning: 1) preliminary planning; 2) preparing for succession planning; 3) the talent review meeting; 4) feedback & individual action planning; 5) measuring effectiveness and described succession blueprint process. 	<p>return on investment (ROI), 2) research of effectiveness of competency models, 3) redefining the alternatives to the use of competency models, 4) more research on learning agility related to succession planning and competency models.</p>
48.	Ng & Burke (2005)	Diversity management among job seekers for taking job choice decisions.	<ul style="list-style-type: none"> • 113 MBA students from mid-sized university selected for experimental and control condition (questionnaire) in a university recruitment campaign. • Mann-Whitney U test, mean, standard deviation and correlations used. 	<p>Established a link between attracting pool of potential applicants and diversity management practices.</p>	<p>Limitation in building statistical significance in diversity management and organisation attractiveness.</p>
Dimensions of Talent Management					

49.	Kontoghiorghes (2016)	Effect of organisational culture and employee attitudes on TA and retention model.	<ul style="list-style-type: none"> • Data collected from 556 automotive supply chain management company employees and 600 telecommunications company employees situated in US and Cyprus respectively. • Means, SD, reliabilities, correlation and SEM was used to analyse the data. 	<ul style="list-style-type: none"> • High & positive organisational culture acts as a strong predictor of TA & retention which will lead to high impact on employee attitudes of motivation, satisfaction and commitment. • Organisations with ethical work culture can significantly induce the best available talent for it. 	<ul style="list-style-type: none"> • Data collection mainly from male populations representing manufacturing & telecommunication industries and findings based on self-reported data are the limitations of the study. • Further studies: 1) in different organisations & industries for generalisation of the developed model, 2) examining the impact of HRM practices on TA and retention keeping in mind the effect of high performance organisation (HPO), 3) effect of HPO and ETM (effective talent management) on performance were suggested.
-----	-----------------------	--	--	--	---

50.	Deery & Jago (2015)	TM, WLB & retention strategies in hospitality industry.	Meta-analysis on various themes connected to talent management such as employee attitudes, personal employee dimensions, WLB and organisational strategies for employee retention was used.	<ul style="list-style-type: none"> • WLB as a significant factor driving the issues of employee management and retention. • The relationship between employee attitudes (job satisfaction, organisation commitment), personal dimensions (stress, alcohol abuse) and WLB found to be tangled. • Managers were advised to find appropriate methods for evaluating the existence of WLB problem among employees in order to eradicate the problem. 	More research on identifying detailed strategies to address WLB issues and its success were suggested in future.
51.	Devi & Vandana (2013)	Talent management in B-Schools.	<ul style="list-style-type: none"> • 151 faculties working in nine b-schools in Andhra Pradesh were taken through simple random sampling technique. • Collected data analysed using mean, correlation and chi-square. 	<ul style="list-style-type: none"> • Demographic variables (age, educational qualification, work experience and income) except gender & marital status influences perception towards satisfaction with TM • There is a positive relationship between satisfaction with talent management and organisational commitment with organisational retention. • Good TM in b-schools will lead to increase faculty's organisational commitment which will also assure 	<hr/>

				<p>faculty's intention to stay with the same organisation.</p> <ul style="list-style-type: none"> • Conceptual model was also developed with components of TM (Acquiring talent, developing talent, retaining talent) as independent variables, and Outcomes of TM (benefits to employees, benefits to institution, benefits to students, & benefits to society) as dependent variables, here TM treated as a mediator. 	
52.	Bryant & Allen (2013)	Managerial strategies such as both compensation & benefits-based solutions which can be practically implemented by HRs for effective management on employee turnover.	Literature reviewed	<ul style="list-style-type: none"> • Pay level & pay satisfaction were found to be the weak predictors of individual turnover decisions. • Strongly related predictors to turnover were suggested as 1) the withdrawal process (as the strongest); 2) key job attitudes; and 3) the work environment. 	
53.	Garavan et al. (2012)	Concept of talent development (TD), its scope & issues involved in formulating talent development strategies in organisations.	Literatures reviewed	<ul style="list-style-type: none"> • Identified gap in literature. • Highlighted issues that can be encounter in talent development, by raising key questions on various dimensions such as: 1) Defining talent for TD, 2) Focus on technical or generic competencies or both, whose 	Purely theoretical is the limitation of the study.

				TD needs and whose responsibility, 3) Accelerated of traditionally paced development & the architecture of TD.	
54.	Doh et al. (2011)	The perception of employees on relationship between responsible leadership, their pride & satisfaction with the organisation.	28 Indian and global companies were choose randomly with a sample size of 4352 employees working in those companies.	Employee satisfaction & pride with the organisation strongly mediates the responsible leadership-retention relationship.	
55.	Anis et al. (2011)	Relationship between employees' retention & their satisfaction with supervisor support & compensation and commitment in pharmaceutical firms in Pakistan	<ul style="list-style-type: none"> • Observation method was used by taking six pharmaceutical firms. • Data collected through questionnaire. • Applied SEM by means of AMOS 18.0 model test. 	There is a positive relationship between the employees' retention & satisfaction with supervisor support and compensation.	
56.	Amoah & Debrah (2011)	Dynamics of employees' inter-firm mobility in airline industry of Africa & its effects on firms' performance.	Eight airline firms were taken for qualitative case study by collecting data through semi-structured interview method.	Findings revealed diverse effects of liberalisation in industry by creating competitive environment for firms to compete rigorously for scarce human capital.	Further studies on tracing the factors influencing the decisions of employees to leave or not to leave & remain in their organisation advised.

57.	Srinivasan (2011)	Manifest (disclose) the hidden talent and harness (defend) the unmanifest talent	Conceptual	1) Retaining the manifest talent of high performer & 2) Harnessing the unmanifest talent of average or low performer to be treated equally in order to protect the total talent potential.	_____
58.	Khatri, et al., (2010)	Retaining employees by managing their talent.	Conceptual	Need to be more accountable for defining job roles, skills, competencies and appropriate compensation than HR.	_____
59.	Shaikh (2007)	Strategies adopted by BPO Industry in India to retain its employees.	Literature and survey reports reviewed.	<ul style="list-style-type: none"> • 1) Understanding the turnover triangle; 2) creating a big picture; 3) personal & professional developments; 4) Cafeteria approach to benefits; and 5) margin to employees flux were suggested strategies to retain employees. • Organisations were advised to focus on managing employee flux by determining optimal turnover rate for their organisation, i.e. to have proactive strategies starting from recruitment phase till the separation of employee. 	_____
60.	Punia (2004)	Contemporary challenges of employees' retention & empowerment in ever	Study was based upon two tier- i) theoretical research model with the help of extensive	<ul style="list-style-type: none"> • Study emphasised on phenomenon of empowerment which helps in retaining talent of the company. 	_____

		changing business environment.	literature review and ii) descriptive research on small survey conducted with 50 managers and 50 subordinates of 10 organisations working in different parts of India with the help of two sets of questionnaires.	<ul style="list-style-type: none"> To use retention & empowerment tools in favour of meeting challenges of a diverse corporate culture, one is advised to be realistic. 	
61.	Stokes (2000)	Relationship between organisational goals & functions and IT personnel goals in order to help IT managers to hire and keep talent for the organisation.	Research carried in two phases: 1) two surveys on IT structural and technological environments on effective and innovative IT HR practices, and semi-structured telephonic interviews; 2) Site visits for personal interviews and focus groups.	Four strategic choices & assumptions based on organisation's beliefs shown such as 1) Long-term Investment (LTI); 2) Balanced Professional (BP); 3) High-Performance Professional (HPP); 4) Short-term Producer (STP).	

62.	Lockwood & Ansari (1999)	Effective recruitment & retention practices for employers in IT sector.	Intensive focus group study conducted talking to 14 senior IT managers & recruiters from number of local companies in Pacific Northwest.	<ul style="list-style-type: none"> • Basic hygiene factors & job advancement opportunities need to be adequate or attractive than elsewhere in order to retain IT talent. • Two main reasons for IT talent shortage highlighted: 1) Decline in number of graduates by more than 40% in USA and 2) Increasing demand for trained IT employees. 	_____
Employee Value Proposition					
63.	Kumar et al. (2014)	Influence of TM policies like employee attraction, transition policies & employee retention practices in pharmaceutical sector.	Data collected through questionnaire from 100 employees (both medical representatives & area sales managers) of different pharmaceutical companies situated in four districts of Telangana state.	<ul style="list-style-type: none"> • 84% of the respondents are well aware of policies & procedure in their organisation • 73% pharma employees accepted their organisation implement HR policies, 85% accepted organisation recognises their talent & offers adequate rewards. • 47% employees opined that if given chance they are ready to transit them a comfortable working environment. • More efforts & extra working hours are not yielding the salary of pharma sector employees. 	_____
64.	Browne (2012)	How attributes of EVP (Affiliation, Work Content, Career, Pay &	Sibson consulting study's Reward Of Work (ROW) Model	<ul style="list-style-type: none"> • Work Content came out as a top motivator for every age groups of employees, followed by Career as 	_____

		Benefits) changes with the age of employees.	was studied and compared with EVP attributes of different companies to see how it has been implemented.	<p>important factor for age 30 & younger groups.</p> <ul style="list-style-type: none"> • Affiliation ranked last among five motivators by 30 & younger age groups. • On the basis of Global Talent Management & Reward Study Towers Watson 2010, study further explained that top performing companies with effective EVP has improved attractiveness, greater commitment & compensation savings as compare to the under-performing firms. 	
65.	Pandita (2011)	<ul style="list-style-type: none"> • Meaning, benefits, process of creating an EVP. • Key challenges in developing EVP. • The study of Talent Smoothie Consulting, 2010 was also discussed where six elements of a good EVP such as (Employer Branding, Internal Communication, 	Empirical	<p>Six challenges in developing EVP in India depicted: 1) EVP demands marketing excellence, 2) Stakeholder engagement is critical, 3) Bespoke research is needed, 4) Avoid internal focus, 5) Employees as discerning audience, and 6) Difference between EVP & communication itself.</p> <ul style="list-style-type: none"> • Also identified companies which emphasis EVP in India, such as: Dupont Hyderabad, Kotak Mahindra Bank and McDonalds India 	

		Corporate Brand, HR Strategy, Engagement & Recruitment) were focussed.			
66.	Barrow & Mosley (2005)	<ul style="list-style-type: none"> • Brand followed by EVP can tackle increased retention issue. • EVP not just be considered as a tailored financial package but also as a summary of the other specific benefits promised to different target groups of employees as: Technical EVP, Marketing EVP, and Human Resources EVP. 	Empirical	<ul style="list-style-type: none"> • As how different products and services exist in the market for customers, employer brand proposition should provide similar kind of compelling, relevant and differentiating ‘hook’ for communication and shaping employment experience is require. • Each branding statements organisation serves will be valued only when those are found tangible and consistently experienced as ‘reasons to believe’. 	
Employer Branding					
67.	Rudhumbu et al. (2014)	EB as a tool for attracting & retaining talent in private higher education institutions.	<ul style="list-style-type: none"> • 750 Professional staff members (academic, administrative & support staff) of the five PHEIs located in Gaborone, capital 	<ul style="list-style-type: none"> • Private higher education institutions deploy a number of EB strategies to attract and retain talent. • Furthermore, while designing, implementing & communicating brands, biographical factors (age & education) need to considered as 	

			<p>city of Botswana taken.</p> <ul style="list-style-type: none"> • Both descriptive & inferential statistics were used to analyse and interpret data. 	<p>critical issues by authorities in PHEIs as these factors have an effect on how talent perceive the PHEIs as attractive workplaces as well as on how long talent will remain as an employee at the institutions was advised.</p>	
68.	Love & Singh (2011)	<p>How workplace branding uses a similar approach which is used in marketing for product or service in order to build an effective workplace brand.</p>	<p>Five studies were reviewed 1) Canada's Top 100 Employers, 2) 50 Best Employers in Canada, 3) Canada's Most Admired Corporate Culture, 4) Fortune's 100 Best Companies in America, and 5) 50 Best Small & Medium Companies to Work for In America.</p>	<p>Identified eight common themes as the best human resource practices associated with outcomes ranging from high levels of retention to growth in sales & profit.: 1) Inspired Leadership, 2) Strategic Plan that promotes "Best Employer HR practices", 3) Employee Communication, 4) Performance Management, 5) Training & Development, 6) Benefits- based on "best practices", 7) Physical Workspace, and 8) Corporate Citizenship,</p>	<p>Several research issues and questions to be addressed in future were suggested such as: 1) More robust empirical research to assess how EB affects applicant attraction outcomes, 2) From organisational perspective assessment on effects of branding on recruitment & hiring, as well as on attitudes such as job satisfaction & organisational commitment.</p>
69.	Aggerholm et al. (2011)	<p>EB in sustainable organisations at the intersection of branding, Strategic HRM & CSR.</p>	<p>Thoroughly discussed the strategic potentials of merging corporate branding processes,</p>	<ul style="list-style-type: none"> • Conceptual framework on EB as an integrated part of CSR Strategy, • Discussed appreciated co-creation & employer-employee dialogue as 	<p>Future research on: i) employees as a key stakeholders rather than means or channels to</p>

			Strategic HRM & CSR into a theoretical framework.	strategic processes for supporting sustainable organisational development.	fulfil brand promise to external stakeholders; ii) EB processes rather than EB outcomes, e.g. by exploring actual co-creation processes & ways to engage employees in co-creation process; and iii) communication as dynamic, e.g. by exploring aspects & quality dimensions of employer-employee dialogues were suggested.
70.	Edwards (2010)	Employer Branding and how different areas of literature can be linked to EB.	Various books, journals from the area of marketing, OB and business management were reviewed.	Research & theory from a range of fields can add knowledge of EB such as: 1) Areas of research that investigate organisational attractiveness to potential new recruits, 2) Research & writing linked to the psychological contract literature as well as work that examines organisational identity, 3) Organisational identification and organisational personality characteristics.	<ul style="list-style-type: none"> • Further research on key areas from the OB which can help to establish a clear idea of what conditions might lead to the most successful employer brands suggested. • Being selective in literature and

					research in each area makes the study limited in its scope.
71.	Srivastava & Bhatnagar (2010)	Issue related to talent acquisition & scope of employer brand to overcome such issues.	<p>Set of scale items were identified based on literature reviewed. Data collected through questionnaire from 105 (prospective employees) final year post graduate students & working managers enrolled in executive management programme of B-schools in India.</p> <ul style="list-style-type: none"> • Principal component analysis (PCA) with varimax rotation & factor extraction with the mini-eigen criterion with all items in survey was conducted. 	Study exemplified the variables under employer branding which may lead to build a robust instrument for measuring the strength of employer branding.	Focusing more on recruitment not on employee engagement and retention came as a limitation of the study.
72.	Bhatnagar & Srivastava (2008)	Process of developing effective employer branding (EB)	<ul style="list-style-type: none"> • Literature on employer branding & 	<ul style="list-style-type: none"> • Need for strong HR & communication strategy for effective employer branding intervention. 	Study on person-organisation fit in context of employer

		intervention through a case study.	<p>person-organisation fit were reviewed.</p> <ul style="list-style-type: none"> • Data collected through interview from employees having less than eight months of experience in a pharma company of India. • 20 employees chosen for personal interview and 12 employees chosen for focus interview, then established chain of evidence among various interviews & presented in the form of problem based case. 	<ul style="list-style-type: none"> • Recommended few strategies for it, but insufficient data found in case study for person-organisation fit. 	branding suggested for further research.
73.	Backhaus & Tikoo (2004)	Developed a theoretical framework on brand equity theory. Discussed the relationship between EB and organisational career management.	Empirical	13 Propositions like: P1) Employer brand associations affect the image of the firm as an employer; P2) Employer brand image mediates the relationship between employer brand associations and employer attraction; P3) Employer brand associations enhance the process of	Further studies on issues like: 1) what process should be used to develop the underlying value proposition of the employer brand? 2) Identifying the

				<p>person-organisation value matching; P4) The employer brand presents information that contributes to formation of a psychological contract between the employer and the employee; P5) Accurate information portrayed in the employer brand reduces employee perceptions of breach or violation of the psychological contract; P6) Employer branding messages that fail to adequately provide a realistic job preview will contribute to intentions to quit and turnover; P7) If the employer brand provides an incomplete picture of organisational culture, employees may be more likely to seek to leave the organisation; P8) Employer branding reinforces and changes organisational culture; P9) Organisation culture mediates the relationship between employer branding and employer loyalty, etc were tested.</p>	<p>mediators that operate between the employer branding program and the firm's profit margin or profit growth, etc., were outlined that need to be addressed to develop EB as a useful organising framework for SHRM.</p>
74.	Ambler & Barrow (1996)	Testified the application of brand management techniques, by ascertaining each company's overall approach to issues and	<ul style="list-style-type: none"> • Semi-structure depth interview was conducted with top executives of 27 UK companies (which included 	<ul style="list-style-type: none"> • Limited evidence on managing employment experience as a whole. • Majority of respondents seemed to associate EB closely with corporate culture, not clear about boundary between two concepts. 	<p>Further research on 1) what, if any, active EB equity building programmes (under whatever name) exist; 2) To what extent the</p>

		trace the reaction to the Employer Branding as an integrating (HR with marketing) framework by defining 'Employer Brand' concept.	consultants, financial services, retail, communications, alcoholic drinks, pharmaceuticals and footwear). <ul style="list-style-type: none"> • Samples were selected through convenience sampling where respondents were asked to reflect their HR practices and relevance of branding. 	<ul style="list-style-type: none"> • Highlighted the main obstacles to EB concept, such as lack of top level support and understanding, internal politics and differences of perspective (mental models) and weak development of the HR infrastructure. 	programmes are formal (written down and agreed by the board) or informal; 3) How they correlate with subsequent performance; 4) How such programmes compare with their product marketing programmes; 5) The involvement, if any, of HR managers in product marketing and the consequences for those companies were suggested.
Relationship between Talent Management Practices, Employee Value Proposition and Employer Branding					
75.	Bali & Dixit (2016)	Scope of EB in attracting an experienced pool of employees and also as an enabler of organisation's internal brand building effort.	Reviewed literature to identify the impact of EB on TM	<ul style="list-style-type: none"> • A model highlighting employer branding and its utility for TM process was developed showing effective Employer Brands have strong EVP which is visible in organisation's actions & behaviours and can evoke both effective and tangible benefits for prospective and existing employees. • Organisation were advised to focus on keeping their brand promises & 	

				commitment with existing employees, which when done may lead to long-term competitive advantage.	
76.	Tajuddin et al., (2015)	Talent strategy as a hedging strategy to manage banking talent risks in Malaysian Banking sector.	<ul style="list-style-type: none"> • Structural Equation Modeling was used followed by Confirmation Factor analysis. • Three variables considered for the study -Talent Management Practice (TMP), Employees Value Proposition (EVP), and Talent Brand Strategy (TBS) as an independent variable, mediating variable and dependent variable respectively. 	<p>TMP found to be a significant predictor of EVP & TBS.</p> <p>Integrated talent programme suggested for enhancing growth & profits of Malaysian banks.</p>	
77.	Rathee & Sharma (2015)	Perceived importance of various dimensions of EB by employees & its influence on their attitude towards organisation.	<ul style="list-style-type: none"> • 140 employees of three leading private banking organisations in India were chosen. 	<ul style="list-style-type: none"> • Social, economical, development & reputation found to be the factors to influence employees' attitude towards company which influences satisfaction, retention & productivity within company. 	

			<ul style="list-style-type: none"> Data were collected with the help of questionnaire & personal interviews. 	<ul style="list-style-type: none"> Economic factor emerged as the strongest influencer & corporate reputation as the least influencing factor perceived by the employees. 	
78.	Pawar & Charak (2015)	Impact of EVP on Talent Attraction (TA), Talent Engagement (TE) & Talent Retention (TR) which ultimately affect the performance of the organisation.	Performance of 43 organisations were reviewed.	There is a positive impact of EVP on organisation's performance. Strong Employer Branding in labour market begins with well-defined EVP, as it is a deliberate construct of the underlying "offer" on which the organisation's Employer Branding is based upon.	
79.	Wallace et al., (2014)	<ul style="list-style-type: none"> Changing factors that attract talents. Importance of aligning employer branding with employee branding. 	Various case studies of renowned organisations were undertaken on EB such as Southwest airlines, McDonalds, Australian Railway Association.	<ul style="list-style-type: none"> Study stressed on the importance of employee and employer branding for its customer & other stakeholders, Indicated the consequences for not delivering on companies' employer brand can lead disengaged & resentful employees, higher turnover and ultimately reduced organisational performance. 	
80.	Hanif & Yunfei (2013)	<ul style="list-style-type: none"> Impact of TM & HR practices on organisational performance 	Structured questionnaire & interview on 200 samples of HR	Succession planning & employer branding found to be are very important for effective implementation of TMP.	

		<ul style="list-style-type: none"> • Role of talent retention as competitive advantage. 	<p>Managers at different levels were conducted. Both qualitative & quantitative techniques were adopted for the analysis.</p>	<ul style="list-style-type: none"> • Impact of TM strategies has strong effect on HR perceived outcomes such as efficiency, productivity & outcome of organisation & its employees. 	
81.	App et al. (2012)	<ul style="list-style-type: none"> • Linked sustainable HRM to EB as a means to attract & retain a high-quality workforce. • Perception of fit between personal characteristics & EVP provided by organisation which can improve organisations attractiveness as an employer. 	<p>ELC (Employee Life Cycle) concept was used to build a framework by integrating Sustainable HRM practices with EVP in order to address existing & potential employees in different life & career stages.</p>	<p>Six propositions were suggested: 1) Sustainable HRM positively affects employer attractiveness; 2) Integrating Sustainable HRM within the employer brand sends a positive signal of a substance-oriented understanding of the employment relationship; 3) Integrating Sustainable HRM in the employer brand enhances the self-concept of existing and potential employees; 4) The perceived fit between potential and existing employees' values and Sustainable HRM moderates the relationship between Sustainable HRM and employer attractiveness; such as higher is the fit, stronger will be the positive impact of Sustainable HRM on employer attractiveness; 5) An EVP containing Sustainable HRM practices positively affects an organisation's employer brand;</p>	<p>Further research to investigate- 1) How the needs & expectation of employees change with regard to employer attractiveness throughout the ELC; and 2) Which Sustainable HRM practices (e.g. work life balance, employability) have the strongest impact on EB related outcomes were suggested.</p>

				6) An EVP containing Sustainable HRM practices enables an organisation to address the diverse needs and expectations of existing and potential employees in different life and career stages.	
82.	Botha et al., (2011)	Designed a conceptual model on employer branding based upon previous literature review.	<ul style="list-style-type: none"> • Non-empirical approach was adopted. • 129 articles were reviewed written from 2002 to 2011. • Data were analysed by thematic analysis approach. 	<ul style="list-style-type: none"> • Six building blocks emerged that have linkage to employer brand as well as talent attraction & retention. • All the building blocks (six keywords) were advised to be consider equally important for shaping the employer brand or formulating the talent attraction or retention strategies of the company. 	_____
83.	Tymon Jr. et al. (2010)	Developed & examined model of talent management in India to examine the global downturn situation.	Data were collected from 28 Indian firms involving 4811 professional-level employees. Multiple regression analysis, principle component analysis was adopted with varimax rotation for intrinsic rewards,	<ul style="list-style-type: none"> • Model was developed that predicted relationship between intrinsic rewards & three important outcomes of the organisational and managerial practices: retention, career success and satisfaction with the organisation. • Identified four antecedents of intrinsic rewards: 1) social responsibility of the employer, 2) pride in the organisation, 3) performance management practices, and 4) manager support. 	_____

			employee factors and employer factors.	<ul style="list-style-type: none"> • Study also highlighted that how an intrinsic reward and sense of pride in the organisation can be useful to create employee value proposition which is very hard for any competitors to imitate. 	
84.	Gberevbie (2010)	Examined employee-retention strategies & performance in the Nigerian Banking Sector over a period of 5years.	Questionnaire & structured interview were conducted on 120 respondents.	Recommended few appropriate employee retention strategies for realisation of organisational goals, such as 1) Organisations' image, 2) staff participation in decision making, 3) enhanced salary package, 4) humane treatment of employees.	
Relationship Between Employee Value Proposition & Employer Branding					
85.	Pawar (2016)	<ul style="list-style-type: none"> • Benefits of being 'employer of choice' • Highlighted the contribution of EB in business development • Conceptualised EVP & EB with strategic situation in diverse organisations. 	<ul style="list-style-type: none"> • Writings, articles and books were reviewed and various cases & practices of EB strategies of six organisations: McDonalds, TCS, British Airways, ProC, Google & Microsoft were observed. • As a global benchmark in EB, 	Study demonstrates EB as a driver image of firm with cooperative energies & strengthen organisation but a shaped EVP provides numerous benefits such as better attraction & retention of talent, centers HR motivation and ultimately makes solid employer brand.	

			Google came out as a pioneer in the ranking.		
86.	Pawar (2016)	<ul style="list-style-type: none"> • Significance of brand building • Recognised variables towards brand building among existing employees. 	<p>Research was conducted at Asiatic Manufacturing Pvt. Ltd.</p> <p>Random sampling method and semi organised poll method used to get various information.</p> <p>Exit interview analysis with 40 employees, focus group discussions with 10 employees, head & leaders inputs and brainstorming methods were conducted.</p>	<ul style="list-style-type: none"> • Career growth & salary structure were main and mostly said reasons for leaving the organisation. • Suggestions such as: i) Building workforce; ii) Brand awareness; iii) Integrated approach; and iv) Internal branding were provided. 	
87.	Sengupta et al., (2015)	Value proposition framework for internal & external employer branding from work value preferences of Indian workforce.	<ul style="list-style-type: none"> • Data were collected with the help of questionnaire from 302 employees across the sectors. 	Six-factor value proposition model for internal employer branding – 1) career potential values, 2) justice values, 3) employee engagement values, 4) feel good values, 5) comfort values, 6) esteem values; and a five-factor value	Further research suggested to assess the fit between employee work values & value proposition as currently offered by Indian employers.

			<ul style="list-style-type: none"> • Principal component analysis (PCA) with PROMAX rotation was computed using SPSS 21.0, two-way between-subject designs were also adopted in both two independent MANOVAs. 	<p>proposition model for external employer branding- 1) image and fundamental values, 2) job structure values, 3) work culture values, 4) reference values, and 5) pride values revealed. These values have also found to be correlated with age.</p>	
88.	Biswas & Suar (2013)	Relative importance of employee's value on employer branding.	<ul style="list-style-type: none"> • Based on grounded theory multiple case studies on employee's values of branding process in manufacturing company were assessed. • On five aspects of personal values data were collected from 413 employees who included both current and prospective employees of an auto-ancillary company of India. 	<p>Out of five antecedents: interest values, social value, economic value, developmental value and application values of EB in context of employees' value, four has come as most affecting variables of employer brand in the order of priority viz., employees' social value, interest value, development value and economic values.</p>	<p>In order to get more reliable result, nation-wide research on diversified culture across all the industries were suggested.</p>

			<ul style="list-style-type: none"> Separate models for each target variable were constructed and tested through SEM, covariance were measured among dimensions to eliminate any halo effect. 		
Relationship Between Talent Retention & Employer Branding					
89.	Khoshnevis & Gholipour (2017)	The relationship between employer brand & employees' retention along with dimensions of employer brand that affects employees' retention.	Through cluster sampling method branches of Iran Melli Bank situated in the City of Tehran across five regions (centre, north, south, east and west) were selected, data collected from 380 bank employees. Data was analysed using SEM based on partial least squares along with other statistical tools.	<ul style="list-style-type: none"> Conceptual model was developed There is a positive & significant relationship between employer brand and its dimensions: compensation, brand and reputation, authority, work environment, corporate social responsibility and employees' retention. 	
90.	Gilani & Cunningham (2017)	The influence of EB on ER.	Detailed literatures were reviewed	<ul style="list-style-type: none"> Seven key themes on EB were identified: brand values, induction & 	Further research on in-depth study of seven identified themes in

				<p>training, internal brand communication, organisational culture, rewards & benefits, brand commitment, and employer brand management.</p> <ul style="list-style-type: none"> • Conceptual framework for employer branding was proposed. • EB is integrated into the organisation, various employer brand attributes with organisation's culture holds value for employees & contributes them to retain in the same organisation. 	<p>order to find which attribute is most valued by employees along with undertake quantitative research for testing conceptual framework was suggested.</p>
91.	Ahmad & Daud (2016)	The relationship between EB & Turnover Intention among employees in Malaysia's SME-ICT Industry.	<ul style="list-style-type: none"> • Data were collected from 250 employees working in SME-ICT firms through questionnaire. • Cross sectional study, quantitative methods and Smart Partial Least Square (PLS) were used. 	<ul style="list-style-type: none"> • Significant relationship between the development value in employer branding and turnover intention found. • Where development value indicates need for the manager to acknowledge the accomplishments of his employees & gives career-enhancing experiences that act as a commencement for future employment. 	<p>Examining the direct influence of EB factors on turnover intention only was the limitation of the study.</p>
92.	Kashyap & Rangnekar (2016)	The interrelationship among employer brand perception (EBP), trust in leaders (TRT) and turnover intentions (TI).	<ul style="list-style-type: none"> • Data from 350 junior, middle and senior level executives working in Indian organisations were collected. 	<ul style="list-style-type: none"> • Negative association of EBP and subordinate's TRT with TI. • Conceptual framework shown which indicated that the relationship between EBP & TI was not only direct but also 	<ul style="list-style-type: none"> • Small sample size and sample chosen based on convenience sampling technique

			<ul style="list-style-type: none"> • Confirmatory factor analysis performed to test model fit. • Descriptive statistics, correlation & regression analysis test were also used. 	<p>indirectly mediated significantly by the subordinate's trust in their leaders.</p> <ul style="list-style-type: none"> • EBP emerged as a significant predictor of employee's TI. 	<p>were limitations of the study.</p> <ul style="list-style-type: none"> • Future research on: a) longitudinal research to find causal relationship between variables of interest, b) examining efforts of public & private sector organisation in building employer brands and c) instead of employee's TI, turnover rates should be considered to report more accurate conclusions were suggested.
93.	Tanwar & Prasad (2016)	Developed a conceptual framework of antecedents & outcomes of EB based on review of literature.	<ul style="list-style-type: none"> • Conducted qualitative pilot study of an IT firm in India. • Interviewed 25 employees from three locations of same company. 	<ul style="list-style-type: none"> • Positive relationship between outcomes of EB (job satisfaction & psychological contract) & employee retention. • Positive relationship between EB & organisational commitment which contributes towards development of brand advocacy. 	_____

94.	Burawat (2015)	The relationship between perceived EB & EE via the effect of employee expectation.	<ul style="list-style-type: none"> • Survey conducted on 412 employees working in four different companies (hospital, banking, tourism & university) under service sector. • Along with many other statistical tools SEM was used to test the proposed model. 	<ul style="list-style-type: none"> • There is a strong and positive relationships between perceived EB & EE, perceived EB& employee expectation and employee expectation & EE. • There is a partial effect of perceived EB on EE through employee expectation. 	<ul style="list-style-type: none"> • Further research to explore the variables of the proposed model which could be moderators/ mediators for better understanding about complex organisational phenomena relating to employee's behaviour performance suggested. • Findings of the study are based on responses of Thai employees, which may not be matched with foreign employee was the limitation of the study.
95.	Sokro (2012)	Influence of EB on talent attraction and retention of banking sector in Ghana.	<ul style="list-style-type: none"> • Descriptive survey was adopted with convenience sampling technique. 	<ul style="list-style-type: none"> • Organisation uses EB processes in their business to attract employees & customers. • Brand names of organisations may significantly influence the decision of 	<hr/>

			<ul style="list-style-type: none"> Data were collected from 87 employees (junior & senior staff). 	<p>employees to join and stay in the organisation.</p> <ul style="list-style-type: none"> It was therefore suggested that employers need to create conducive work environment which enables employees feel comfortable and remain in the organisation. 	
Relationship between Talent Management and Employee Engagement					
96.	Wahyuningtyas (2015)	Designed conceptual model on integrated TM system and discussed the process cycle in managing talent effectively.	Conceptual	Study suggested organisations to integrate talent mind-set culture, supportive management & HRIS in order to optimise the long lasting competitive advantage.	_____
97.	Sireesha Ganapavarapu (2014)	& Employee behaviour for successful talent management	Empirical	Provided 10 basic truths on employee behaviour which were emphasised to be treated as principles for successful TM which can significantly improve the effectiveness of any TM initiative: 1) respect employees; 2) clarify objectives; 3) increase awareness; 4) develop an integrated, proactive talent management strategy; 5) maintain accountability; 6) if it doesn't measure business impact, it's just a distraction; 7) build adaptable skills, prepare future leadership for any situation; 8) simplify performance	_____

				management; 9) support people at different phases of career growth; & 10) evaluate potential and experience recommended to reinforce & support for improvement in workforce productivity.	
98.	Koketso & Rust (2012)	Perceived challenges to TM in cape town municipality.	<ul style="list-style-type: none"> • Qualitative research method was adopted with semi-structured interview on 20 senior managers. • Data collected subjected to content analysis method. 	<ul style="list-style-type: none"> • Failure to retain key talent, lack of employee recognition, succession planning & management problem came as challenges. • Study recommended senior managers to ensure the individual recognition at input & efforts employees output. 	Further research on assessing competencies of handling TM of senior managers & managers in local Govt. in South Africa.
99.	Piansoongnern et al., (2011)	Investigated TM strategies & E.E of Cement companies in Thailand.	Data collected through 350 structured questionnaire & in-depth interview with multi-level employees.	<ul style="list-style-type: none"> • Findings revealed factors (i. Robust talent management planning, ii. Well supports of top management, iii. Fair salary, iv. Good safety and health insurance, v. Training opportunity, vi. Career advancement, vii. Organisational unity, viii. Balance work & daily life, ix. Other environmental factors) for retaining talent & four factors which can influence E.E: 1) demographic factors, 2) transformational leadership factors, 3) organisational culture factors and 4) quality of work life. 	_____

				<ul style="list-style-type: none"> Recruitment emphasised as a most significant process in managing talent and employer branding came as a high impact on recruitment. 	
100.	Jeswani & Sarkar (2008)	Importance of talent engagement & its relationship with organisation performance & retention of talents.	Empirical	<ul style="list-style-type: none"> 6 talent engagement drivers: 1) feeling valued & involved, 2) good quality of line management, 3) two-way communication, 4) career development, 5) clarity of company values & image, and 6) effective management of talents drawn to enhance strategies which will impact on performance, retention & competency of talent in dynamic environment. Study emphasised more on coordinated consistent efforts from leader, organisation system & individual in order to build an engaged workforce. 	
Talent Management as Financial Measure					
101.	Latukha (2015)	Talent Management practices in domestic & foreign companies in Russia & their influence on companies' performance.	Exploratory survey was conducted with both open & close ended questionnaire to HR Managers & employees.	<ul style="list-style-type: none"> Findings depicted link between Talent Management & companies' financial performance. It also identified different Talent Management drivers: business 	

				<p>competition, need for customer service, talent and skill shortage, need to execute strategy, need for innovations, new technologies, retention and retention issues, corporate culture, cost of human capital, global marketplace & factors: analysing external and internal environment, understanding the importance and need for TM, involvement of top management, support of sufficient resources and elaboration of TM system for successful implementation of Talent Management.</p>	
102.	Jyoti & Rani (2014)	<ul style="list-style-type: none"> • Talent Management as multiple practices phenomenon. • Potential predictors for each talent management practice. • Consequences of each of these practices in terms of financial & non-financial outcomes at the organisation and employee level. 	Empirical	<p>9 propositions & an integrated model including TM antecedents: business strategy, top management commitment, employer branding, employee engagement & consequences: financial performance, non-financial performance at organisation level and non-financial performance at employee level were designed with the help of literature review.</p> <p>Organisations were suggested to append TM practices into business strategic</p>	<p>Future research to test the derived prepositions empirically suggested.</p>

				goals before implementation of these strategies.	
103.	Devins & Gold (2014)	The opportunity for S-TMD (Sustainable Talent Management Development) in the context of employees in low skilled/ low paid jobs which may help in enhancing an organisation's performance & responsibility towards society.	Empirical	Study proposed a need for S-TMD as it plays a crucial role in improving organisational performance & makes a greater contribution towards society as a whole.	_____
104.	Kehinde (2012)	The effect of Talent Management on organisations' performance.	Primary data were collected and descriptive analysis was done.	Positive impact of Talent Management on multinational and national firms' overall performance but not in case of medium and small scale firms.	Study recommended the use of Talent Management schemes for all categories of staff within firms.
105.	Rose & Raja (2012)	Difference in the responses of health care and education sector employees regarding a set of factors which constitutes talent.	<ul style="list-style-type: none"> • Both primary and secondary sources of data were collected from both the sectors. • Data analysed using Mann-Whitney U test. 	<ul style="list-style-type: none"> • Employees of both the sectors felt importance of Talent Management in achieving financial benefits of organisations. • There is no significant difference between the opinions of both the sectors' employees. Hence, it can be rightly said that talent 	_____

				management is important in achieving business results.	
106.	Bethke Langenegger et al., (2011)	The effects of different types of TM strategies on organisational performance.	<p>Detailed dataset of 138 Swiss companies practising formal TM were taken through web-based survey conducted with members of the Association of HR-professionals in Zurich, Base and Bern.</p> <ul style="list-style-type: none"> • For measuring the financial outcomes two indicators were used: company profit and market value. • Logit regression was used to test propositions on those financial outcomes. 	<ul style="list-style-type: none"> • TM focussing on retaining & developing talents has significantly positive impact on human resource outcomes such as job satisfaction, motivation, commitment and trust in leaders and also on almost every performance indicators. • TMP with strong focus on corporate strategy has significant & positive impact on organisational outcomes such as company attractiveness, the achievement of business goals, customer satisfaction and above all, corporate profit. 	<ul style="list-style-type: none"> • Future research on analysis of the perception of TM at the workforce level suggested. • Small sample size with selective HR Professionals emerged as the limitation of the study.
107.	Bano et al. (2011)	Conceptualised Talent Management & its effectiveness for organisations in present competitive business environment.	55 articles & book chapters were reviewed.	Positive & significant influence of Talent Management on employees' attitudinal outcomes & organisational effectiveness through employee engagement, turnover avoidance & value addition.	

Talent Management in Various Sectors					
108.	Tlaiss et al. (2017)	TR practices among MNCs in France	<ul style="list-style-type: none"> • 17 open- ended (in-depth, face to face, semi-structured) interviews were conducted with nine partners and eight managers of the Big Four Accounting Firms (BFAFs) on the basis of its position/ reputation for its interest in TM situated in France. • Collected data were analysed using template analysis. 	<ul style="list-style-type: none"> • TR is being considered as an arbitrary and ad hoc approach by the firms, not being emphasised by HPM's management comprehensively. • Generation differences in the work related values and preferences found in the country. • For HPM, TR strategies was initiated to avoid the direct cost associated with failure to retain talent which is considered as a narrow approach to TR. 	<ul style="list-style-type: none"> • Study based on single case study collected from one BFAF, the results of which cannot be generalised. • Focused on TA & TR not TMP as a whole. • Qualitative study. • Apart from generational differences, other forms of diversity not considered for the study such as gender, education qualifications, cultural background are the limitations of the study. • Further studies on TM and developing its framework and exploring effect of TM & TR on high performers' career in

					France were suggested.
109.	Maitra & Dissanayake (2015)	Perception of employees towards branded organisation.	<p>A case study conducted with three IT companies who applied employer branding practices in their organisations. Both primary and secondary data were collected through survey method and check list based questionnaire. For analysis descriptive statistical tools were used. Simple random sampling technique was used for choosing sample of 120 employees from the IT sector, in the form of 40 employees from each company.</p>	<ul style="list-style-type: none"> • Learning opportunities, challenging working environment flowed by pay structures could facilitate to build strong employer brand perception. • As sponsorship of learning & development opportunities & flexible work timings were considered to be major benefits expected by IT sector employees to perceive employer as a branded organisation. • It was advised that if IT sector employers concentrates on learning & development opportunities along with other associated matters, companies can practice their marketing promotional programs related to recruitments by highlighting the value proposition of training & development opportunities. 	Focussing only on IT professionals was the limitation of the study.
110.	Das & Vijayalakshmi (2015)	• Causes of attrition in private life insurance	Market survey on 85 employees was	The study revealed high turnover in lower level.	• Considering few private insurance

		<p>companies in Andhra Pradesh State.</p> <ul style="list-style-type: none"> • Recommended strategies to mitigate the issue. 	<p>conducted through convenience sampling method.</p>		<p>companies in Vijayawada city is the limitation of this study.</p> <ul style="list-style-type: none"> • Further research on more number of cities to compare attrition rate in public & private insurance companies as well as in rural & urban areas was suggested.
111.	Dhanabhakym & Kokilambal (2014)	<p>Similarity in the Talent Management practices adopted by the four major industries like Banking, Healthcare, Manufacturing and I.T and its benefits to an individual & organisation.</p>	<p>250 papers were analysed under secondary method of data collection over a period of 53 years.</p>	<p>There is no significance difference in Talent Management practices adopted by the organisations which can affect the retention crucially in an organisation.</p>	<hr/>
112.	Bhatnagar (2007)	<p>TM & its relationship with employee engagement in levels.</p>	<p>Survey on 272 BPO/ITES employees conducted focus group interview in first phase and in second phase one</p>	<ul style="list-style-type: none"> • Findings of first phase depicted low engagement at the beginning of the career till 16months with organisation. • Second phase indicated three factors organisational culture, career planning & incentives and organisational 	<ul style="list-style-type: none"> • Small sample size and not considering employee satisfaction, commitment & involvement were

			<p>BPO organisation chosen randomly to analyse its exit interview data using factor & content analysis.</p>	<p>support, where organisational culture and career planning considered being the indicative of high attrition.</p> <ul style="list-style-type: none"> • Five HR interventions for effective EE, TM & retention strategy suggested: 1) Identifying the engaged workforce at all levels through continuous positive employee relationship; 2) Further designing HR interventions to keep them engaged; 3) Establishing stronger psychological contract based upon relational need; 4) Creating peer partners & mentors relationship in terms of quality than quantity; and 5) Treating employees as partners & helping them in achieving their satisfaction. 	<p>the limitations of the study.</p> <ul style="list-style-type: none"> • Further studies on employee engagement by constructing independent scale suggested.
--	--	--	---	--	--

CHAPTER 3. OBJECTIVES AND METHODOLOGY

In the present chapter, the objectives are formulated, followed by construction of the hypotheses, significance of the study, scope of study and methodology comprising the details of the population, selection of the sample, design of the questionnaires, standardisation of scale, data analysis tools and concludes with limitations of the study.

3.1 Objectives of the Study

Based on the gaps identified through literature review and the statement of research problem, the objectives are formulated that provide further direction for the study.

Following are the objectives:

- 1) To determine various dimensions of talent gap in pharmaceutical companies in Sikkim.
- 2) To study strategic organisational initiatives and HR approaches used to manage talent.
- 3) To investigate the drivers of talent management.
- 4) To examine the direct effect of Talent Management on Employee Value Proposition, Employer Branding, Employee Engagement, Intention to Stay; the direct effect of Employee Value Proposition on Employer Branding, Employee Engagement, Intention to Stay; the direct effect of Employer Branding on Employee Engagement, Intention to Stay; the direct effect of Employee Engagement on Intention to Stay.
- 5) To investigate the mediating effect of Employee Value Proposition on the relationship between Talent Management & Employer Branding, Talent Management & Intention to Stay; the mediating effect of Employer Branding on the relationship between Employee Value Proposition & Employee Engagement, Talent Management & Intention to Stay; the mediating effect of

Employee Engagement on the relationship between Employer Branding & Intention to Stay, Talent Management & Intention to Stay.

- 6) To investigate the mediating effects of Employee Value Proposition & Employer Branding on the relationship between Talent Management & Intention to Stay; the mediating effects of Employer Branding & Employee Engagement on the relationship between Talent Management & Intention to Stay.
- 7) To test the serial mediating effect of Employee Value Proposition, Employer Branding & Employee Engagement on the relationship between Talent Management & Intention to Stay.
- 8) To determine the significant mean difference in employees' perception for Talent Management Practices, Employee Value Proposition, Employer Branding, Employee Engagement, Intention to Stay across the various demographic variables such as age, gender, income, designation, etc.
- 9) To investigate the challenges of talent management in pharmaceutical industry in Sikkim.

3.2 Hypotheses of the Study

Hypotheses for Testing the Direct Effect

Null Hypothesis (H_{01a}): Talent Management has no effect on Employee Value Proposition, Employer Branding, Employee Engagement, and Intention to Stay.

Alternative Hypothesis (H_{11a}): Talent Management has a positive effect on Employee Value Proposition, Employer Branding, Employee Engagement, and Intention to Stay.

Null Hypothesis (H_{01b}): Employee Value Proposition has no effect on Employer Branding, Employee Engagement, and Intention to Stay.

Alternative Hypothesis (H_{11b}): Employee Value Proposition has positive effect on Employer Branding, Employee Engagement, and Intention to Stay.

Null Hypothesis (H_{01c}): Employer Branding has no effect on Employee Engagement and Intention to Stay.

Alternative Hypothesis (H_{11c}): Employer Branding has positive effect on Employee Engagement and Intention to Stay.

Null Hypothesis (H_{01d}): Employee Engagement has no effect on Intention to Stay.

Alternative Hypothesis (H_{11d}): Employee Engagement has positive effect on Intention to Stay.

Hypotheses for Testing Simple Mediation Effect

Null Hypothesis (H_{02a}): Employee Value Proposition doesn't mediate the relationship between Talent Management and Employer Branding; between Talent Management and Intention to Stay.

Alternative Hypothesis (H_{12a}): Employee Value Proposition mediate the relationship between Talent Management and Employer Branding; between Talent Management and Intention to Stay.

Null Hypothesis (H_{02b}): Employer Branding doesn't mediate the relationship between Employee Value Proposition and Employee Engagement; between Talent Management and Intention to Stay.

Alternative Hypothesis (H_{12b}): Employer Branding mediate the relationship between Employee Value Proposition and Employee Engagement; between Talent Management and Intention to Stay.

Null Hypothesis (H_{02c}): Employee Engagement doesn't mediate the relationship between Employer Branding and Intention to Stay; between Talent Management and Intention to Stay.

Alternative Hypothesis (H_{12c}): Employee Engagement mediate the relationship between Employer Branding and Intention to Stay; between Talent Management and Intention to Stay.

Hypotheses for Testing Serial Mediation Effect

Null Hypothesis (H_{03a}): Employee Value Proposition & Employer Branding do not mediate the relationship between Talent Management and Intention to Stay.

Alternative Hypothesis (H_{13a}): Employee Value Proposition & Employer Branding mediate the relationship between Talent Management and Intention to Stay.

Null Hypothesis (H_{03b}): Employer Branding & Employee Engagement do not mediate the relationship between Talent Management and Intention to Stay.

Alternative Hypothesis (H_{13b}): Employer Branding & Employee Engagement mediate the relationship between Talent Management and Intention to Stay.

Null Hypothesis (H₀₄): Employee Value Proposition, Employer Branding, Employee Engagement do not mediate the relationship between Talent Management and Intention to Stay.

Alternative Hypothesis (H₁₄): Employee Value Proposition, Employer Branding, Employee Engagement mediate the relationship between Talent Management and Intention to Stay.

Hypotheses for Employees' Perception across Demographic Variables

Null Hypothesis (H_{05}): There is no significant mean difference in employees' perception of Talent Management practices, Employee Value Proposition, Employer Branding, Employee Engagement, Intention to Stay across the various demographic variables such as age, gender, income, designation, etc.

Alternative Hypothesis (H_{15}): There is a significant mean difference in employees' perception of Talent Management practices, Employee Value Proposition, Employer Branding, Employee Engagement, Intention to Stay across the various demographic variables such as age, gender, income, designation, etc.

3.3 Significance of the Study

Pharma industry is predominant in Sikkim but there are certain challenges faced by the industry. Talent gap is one of the main issues and the problem is quite intense as they face problems in talent attraction, shortage of skilled manpower and high attrition rate. Talent management is one of the critical functions of the companies that affect their performance. As revealed by various researchers presented in literature review that if the company is successful in talent management, it can experience many positive outcomes such as high employee value proposition, strong employer branding, engaged workforce, high organisational commitment, increase in employee retention, productivity and thereby provides competitive advantage. The present research by studying the talent gap problems faced by pharma companies, examining talent management strategies adopted by them, emphasising on the positive outcomes of good talent management strategies, identifying the grey areas can come out with useful findings and recommendations that could contribute in the direction of facilitating effective talent management in pharma industry, Sikkim.

3.4 Scope of the Study

Geographical scope of research is confined to pharma industry in one state of India i.e. Sikkim located in the northeast region of the country. Sikkim is home for 16 pharmaceutical companies with significant investments. Within a period of less than a decade, the giants of pharma industry (Sun Pharma, Cipla, Glenmark etc.) have established their units in this state and the main reason for attraction is due to benefits that are provided by NEIIPP, 2007 such as Central Capacity Investment Subsidy Scheme, 2007, Central Interest Subsidy Scheme, reimbursement of insurance premium, tax exemptions, etc.

The contextual scope of the study includes talent gap dimensions, approaches and strategic initiatives used for talent management, drivers of talent management, constructs of talent management – talent attraction, talent development and talent retention, constructs of employee value proposition, employer branding, employee engagement, intention to stay, emphasising on the importance of talent management by studying the causal impacts and mediating effects of various constructs, identifying the grey areas in talent management practices and challenges faced by pharmaceutical industry in Sikkim.

3.5 Methodology

3.5.1 Population and Sample

The present research is cross sectional study comprising both descriptive and analytical elements of design. The population for the study consisted of HR managers and employees working in pharma companies in Sikkim. There are 21 pharma companies in Sikkim (including five sister concerns). Two criteria are used for selection of the companies – 1. Minimum one year of functioning and 2. Exclusion of sister concerns. Out of 21 pharma companies, two companies are less than one year old and five

companies are sister concerns which are excluded from the purview of the study. Therefore for the purpose of the study, 14 companies are considered out of which 11 pharma companies are situated in East District and three companies are situated in South District of Sikkim. The list of pharma companies functioning in the state is presented in Table 3.1.

Table 3.1 District-wise Classification of Pharma Companies in Sikkim

Sl. No.	East District	South District	North District	West District
1.	M/s Glenmark Pharmaceuticals	M/s IPCA Laboratories	NIL	NIL
2.	M/s Intas Pharmaceuticals	M/s Swiss GarnierGenexia Sciences		
3.	M/s Sun Pharma Drugs Pvt Ltd.	M/s Micro Labs Ltd.		
4.	M/s East West Pharma			
5.	M/s Cipla Ltd.			
6.	M/s Unichem Laboratories			
7.	M/s Alkem Laboratories Ltd.			
8.	M/s Zydus Healthcare			
9.	M/s STP Pharmaceuticals			
10.	M/s Torrent Pharmaceuticals			
11.	M/s Pristine Life Sciences (P) Ltd.			
Source: Department of Commerce & Industries, Govt. of Sikkim.				

3.5.2 Selection of Sample Respondents

Sample respondents were employees chosen from six companies in East District and two companies in South District. There are 3760 employees working in six select pharma companies in East District and 770 employees working in two select companies in South District (Table 3.2). Sample size determination indicates the sample size to be 349 employees from east district and 257 employees from South district of Sikkim totalling 606 employees at 95% confidence interval. However, the questionnaires were distributed to a sample size of 700 employees but 692 filled-in questionnaires were received out of which 419 questionnaires are from employees working in six select companies in East district and 273 are from employees working in 2 select companies

in South district totalling 692. The convenience sampling method was used in order to determine the sample group of employees. Data cleaning was undertaken and the variables were scrutinised for any missing values, accuracy of data entry and outliers. After cleaning the data, valid responses were 653 which were used for analysis. Questionnaires also were collected from HR managers of eight companies.

Table 3.2 Details of Size of the Employees in the Select Companies

S.No	East District	Size of the employees
1.	M/s Glenmark Pharmaceuticals	300
2.	M/s Sun Pharma Drugs Pvt Ltd	1800
3.	M/s Unichem Laboratories	166
4.	M/s Alkem Laboratories Ltd.	810
5.	M/s Zydus Healthcare	650
6.	M/s Pristine Life Sciences (P) Ltd.	34
	Total	3760
	South District	
7.	M/s IPCA Laboratories	470
8.	M/s Micro Labs Ltd.	300
	Total	770
	Grand Total	4530
Source: Compiled by the Researcher.		

3.5.3 Participants' Demographic Characteristics

Table 3.3 depicts that 73% of the respondents are male and 27% are female. 57% of the respondents are in the age group of 20-30 years, 30.6% are in the age group of 30-40 years, 5.2% are aged 40 & above and 7.2% are below 20 years. 50% are married and remaining 50% are single. 45.9% of respondents have 1-5 years of experience, 30.3% have put in 5-10 years of experience, 12.3% are more experienced with 10 years & above and 11.5% have less than 1 year of experience. 60.3% of the respondents are graduates and 20.8% of the respondents are post graduates. Overall experience of 45.9% of respondents is ranging between 1-5 years and 30.3% respondents have 5-10 years of experience. 45.3% of participants are drawing salary of Rs.15,000 -30,000, 24.5% are drawing less than Rs.15,000, 18.7% of respondents' salary is 30,000-45,000 and 11.4% are drawing Rs.45,000 and above.

Table 3.3 Demographic Characteristics of Sample Respondents

Sample Characteristics	Frequency (n=653)	Percent (%)
Gender		
Male	477	73.0
Female	176	27.0
Age		
Below 20 years	47	7.2
20-30 years	372	57.0
30-40 years	200	30.6
40 years & above	34	5.2
Marital Status		
Single	326	49.9
Married	327	50.1
Educational Qualification		
Till SSC	32	4.9
+2/ Intermediate	91	13.9
Bachelors degree	394	60.3
Masters degree & above	136	20.8
Work Experience in Current Organisation		
Less than 1 year	130	19.9
1-3 years	248	38.0
3-5 years	163	25.0
5 years & above	112	17.2
Overall Experience		
Less than 1 year	75	11.5
1-5 years	300	45.9
5-10 years	198	30.3
10 years & above	80	12.3
Designation		
Senior Level	7	1.1
Middle Level	91	13.9
Junior Level	136	20.8
Executive Level	116	17.8
Officers Level	303	46.4
Monthly Salary		
Less than 15000	160	24.5
15000-30000	296	45.3
30000-45000	122	18.7
45000-60000	46	7.0
60000 and above	29	4.4
Source: Data analysis done by the researcher based on primary data collected.		

3.5.4 Survey Instrument Development

After identifying the research problem, the researcher interacted with HR managers of 4 pharma companies. Based on the insights drawn from extensive literature review and interactions with HR managers, two sets of questionnaire were designed - one for HR

managers and one for the employees of pharmaceutical companies. The questionnaire for employees had seven sections:

- Section A included questions relating to demographic details
- Section B consisted of 40 items relating to talent management construct
- Section C solicited information on respondents' perception of employer branding and the scale comprised 8 items
- Section D sought information on Employee Value Proposition (EVP) with 22 statements
- Section E included 12 statements of employee engagement scale
- Section F comprised 5 items measuring intention to stay
- Section G consisted of statements relating to various factors of talent management in order to determine to what extent they are considered important by the respondents and the level of satisfaction with those factors so that gap analysis can be developed.

From section B to section F, seven-point Likert scale ranging from 1 (Strongly disagree) to 7 (Strongly agree) was used and five-point Likert scale was used for the statements in section G.

The questionnaire for HR managers had seven sections:

- Section A solicited information relating to company details
- Section B included questions relating to demographic details of the respondents
- Section C sought information on talent gap dimensions
- Section D consisted of questions relating to talent management drivers and approaches
- Section E included questions relating to talent management strategies adopted by the company

- Section F included questions relating to company performance
- Section G consisted questions relating to challenges of talent management

Questionnaire for HR managers consists of different types of questions such as dichotomous questions, ranking questions, five –point Likert scale statements, seven-point Likert scale statements and open questions.

Pilot study was conducted with 9 HR managers and 60 employees to refine the survey instruments.

3.5.5 Construct Reliability

The reliability of the constructs was evaluated using Cronbach’s alpha during the pilot study. Cronbach’s alpha values ranged from 0.732 to 0.967 (Table 3.4) and all the coefficients exceeded the recommended cut off of 0.70 (Nunnally, 1978).

Table 3.4 Reliability of Constructs

Construct/ Dimension	No. of Items	Cronbach’s Alpha Value
Talent Attraction	5	0.832
Talent Development	19	0.963
Talent Retention	16	0.942
Employee Value Proposition	22	0.967
Employer Branding	8	0.925
Employee Engagement	12	0.914
Intention to stay in the organisation	4	0.732
Source: Data analysis done by the researcher based on primary data collected.		

3.5.6 Normality of the Data

Before proceeding with the analysis of data, the extreme outliers and missing values were removed from the employees' datasheet. In addition to that, measures of central tendency (mean), measures of variability (standard deviation), measures of shape (skewness and kurtosis) were calculated to check the normality of the data (Hair et al., 2012a). The mean scores of the statements are between 5.07 to 5.66 on seven-point Likert scale and standard deviations of the mean scores stretched from 1.096 to 1.501. According to Hair et al., 2012b, lower standard deviation are considered to be closer to the mean score. From Table 3.5, it can also be observed that skewness is ranged from -1.339 to -0.823 and kurtosis is ranged from 0.509 to 2.695. All the values of skewness for the statements are found within the acceptable ranges from -2 to +2 (Hair et al., 2010), -3 to +3 (Kline, 1998). Similarly, for kurtosis all the statements are found in acceptable ranges from -7 to +7 (Hair et al., 2010). Further scree plot results was checked to find the number of factors formed by the statements.

Table 3.5 Skewness and Kurtosis details

Constructs	Mean		SD		Skewness		Kurtosis	
	Min	Max	Min	Max	Min	Max	Min	Max
Talent Management	5.07	5.66	1.187	1.437	-1.263	-0.823	0.509	2.115
Employer Branding	5.25	5.64	1.096	1.315	-1.321	-0.997	1.324	2.457
Employee Value Proposition	5.19	5.64	1.211	1.402	-1.224	-1	0.881	2.115
Employee Engagement	5.19	5.63	1.150	1.501	-1.339	-0.944	0.687	2.695
Intention to Stay	5.24	5.47	1.291	1.396	-1.130	-0.891	0.747	1.504

Abbreviations: SD- standard deviation, Min- minimum, Max- maximum.
Source: Data analysis done by the researcher based on primary data collected.

3.5.7 Exploratory Factor Analysis (EFA)

All the statements in the questionnaire were designed on the basis of content analysis with the help of extensive literature review. Subsequently construct validity was measured through principal component analysis with varimax rotation. Statements with factor loading 0.50 or more were retained. The number of factors to be retained was decided based on factor loadings. The criterion for the significance of factor loadings was the absolute value of 0.50 (Hair et al., 2010).

3.5.7.1 Talent Management Practices

In order to ensure that sample size is adequate and the EFA is appropriate, both the Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy and Bartlett’s test of sphericity were executed. KMO values for talent attraction, talent development and talent retention were 0.846, 0.927, 0.942, respectively (Table 3.6), which exceeded the recommended level of 0.60 (Tabachnick & Fidell, 2001). For all three talent management constructs i.e. talent attraction, talent development and talent retention, EFA was run, keeping in mind the threshold limits of KMO >0.60, Eigen Value >1, Community value >0.50 and Cronbach’s Alpha value > 0.70 (Table 3.19). The factor loadings ranged in between 0.673 to 0.864.

3.5.7.1.1 Talent Attraction (TA)

All five items are retained under one factor and they are explaining about 60% of variance (Table 3.6). Talent attraction consists of five items - “*Company strives to build good brand image to attract talent*” factor loading (FL=0.786), “*Company's good working conditions & fair remuneration enabled to attract right talent*” factor loading (FL=0.823), “*Company values talent search matrix during selection*” factor loading (FL=0.755), “*Company assures employees' job security to attract right talent*” factor

loading (FL=0.739), and “*Company ensures good organisational climate to attract right talent*” factor loading (FL=0.739). The factor loadings, communalities exceeded the threshold limits. Eigen value arrived at 2.957 and Cronbach’s alpha value is 0.826 (Table 3.19) which shows internal consistency.

Table 3.6 Summary of EFA Results of Talent Management Practices

Practices of Talent Management & Factors	KMO	Com.	FL	VE %age	EV
Talent Management (TM)	0.964			61.65	16.644
Talent Attraction (TA)	0.846			60.00	2.957
(F₁) Talent Attraction					
Company strives to build good brand image to attract talents (TA ₁)		.618	.786		
Company's good working conditions & fair remuneration enabled to attract right talent (TA ₂)		.678	.823		
Company values talent search matrix during selection (TA ₃)		.569	.755		
Company assures employees' job security to attract right talent (TA ₄)		.547	.739		
Company ensures good organisational climate to attract right talent (TA ₅)		.546	.739		
Talent Development(TD)	0.927			63.5	6.3
(F₁) Career Development				28.5	3.58
Competency profiles of employees are regularly assessed (TD ₁)		.599	.774		
Company provides opportunities to learn and re-learn and experiment to the fullest potentialities of employees (TD ₂)		.674	.821		
Employees are selected for training based on skill gap & training need assessment (TD ₃)		.587	.766		
There is coaching by the Line Managers in the company (TD ₄)		.494	.703		
Company offers career counselling (TD ₈)		.585	.765		
Company plans employee growth & progression (TD ₉)		.642	.801		
(F₂) Leadership Development				35	2.72
Leadership development practices help employee to become high performing employee (TD ₁₅)		.723	.851		
Leadership development practices enhance employee satisfaction with their job (TD ₁₆)		.747	.864		

Leadership development practices are consistent with employees' personal values (TD ₁₇)		.727	.852		
Team leaders recognised for promotion & development (TD ₁₉)		.519	.721		
Talent Retention (TR)	0.942			65.333	7.840
(F1) Compensation & Reward Management				55.016	6.602
Employees get regular feedback for their performance (TR ₆)		.587	.673		
Company identifies talented employees based on results of performance (TR ₇)		.634	.702		
Compensation is commensurate with employees' effort & competencies (TR ₁₂)		.692	.745		
Performance based incentives are given (TR ₁₃)		.680	.761		
Fringe benefits provided by company are good (TR ₁₄)		.680	.805		
Excellence in performance & achievement of results are rewarded in time (TR ₁₅)		.653	.745		
Compensation paid to employees is more or equal to the prevailing market value (TR ₁₆)		.653	.783		
(F2) Work Environment & Systems				10.317	1.238
Performance Management System is clearly defined in organisation (TR ₁)		.647	.689		
Employees clearly knows what is expected from them (TR ₂)		.574	.711		
Work area maintained neat & clean (TR ₈)		.710	.827		
Company provides safer & good working environment (TR ₉)		.682	.787		
Employees are treated with dignity & respect (TR ₁₀)		.710	.693		
Abbreviations: KMO- Kaiser-Meyer-Olkin, Com.- communalities, FL- factor loading, VE- variance explained, EV- eigen value.					
Source: Data analysis done by the researcher based on primary data collected.					

3.5.7.1.2 Talent Development (TD)

The application of EFA reduced 19 items of talent development to 9 items under two factors (Table 3.6) namely: *Career Development (CD)* and *Leadership Development (LD)*. The KMO value was 0.927 and the items are explaining about 63.5% of the total variance. The results of two factors are explained below in detail:

- a) Career Development (CD): This factor consists of six statements related to career development of employees with internal consistency ($\alpha=0.864$) and Eigen value 3.58. The factor is explaining about 28.5% of total variance. The statements are “*Competency profiles of employees are regularly assessed*” factor loading (FL=0.774), “*Company provides opportunities to learn and re-learn and experiment to the fullest potentialities of employees*” factor loading (FL=0.821), “*Employees are selected for training based on skill gap & training need assessment*” factor loading (FL=0.766), “*There is coaching by the Line Managers in the company*” factor loading (FL=0.703), “*Company offers career counselling*” factor loading (FL=0.765), and “*Company plans employee growth & progression*” factor loading (FL=0.801).
- b) Leadership Development (LD): The factor consists of three statements and has internal consistency ($\alpha=0.839$), explaining 35% of the total variance with Eigen value 2.72. It includes statements: “*Leadership development practices help employee to become high performing employee*” factor loading (FL=0.851), “*Leadership development practices enhance employee satisfaction with their job*” factor loading (FL=0.864), “*Leadership development practices are consistent with employees' personal values*” factor loading (FL=0.852), and “*Team leaders recognised for promotion & development*” factor loading (FL=0.721).

3.5.7.1.3 Talent Retention (TR)

Initially talent retention consisted of 16 statements. With EFA application, a two factor model emerged with 12 statements explaining 65.33% of total variance (Table 3.6). Eigen value arrived at 7.84 and factor loadings & communalities are greater than threshold limits. The two factors are explained as follows:

- i) Compensation & Reward Management (CRM): The factor consisted of seven statements related to compensation and reward management with internal consistency ($\alpha=0.907$), explaining about 55% of variance with Eigen value 6.60. The statements are “*Company identifies talented employees based on results of performance*” factor loading (FL=0.702), “*Compensation is commensurate with employees’ effort & competencies*” factor loading(FL=0.745), “*Employees get regular feedback for their performance*” factor loading (FL=0.673), “*Performance based incentives are given*” factor loading(FL=0.761), “*Fringe benefits provided by company are good*” factor loading (FL=0.805), “*Excellence in performance & achievement of results are rewarded in time*” factor loading (FL=0.745), and “*Compensation paid to employees is more or equal to the prevailing market value*” factor loading (FL=0.783).
- ii) Work Environment and Systems (WES): The factor included five statements, explaining the 10.32% of total variance up to with Eigen value 1.24. Further, the alpha value ($\alpha=0.866$) shows internal consistency. The statements are: “*Work area maintained neat & clean*” factor loading (FL=0.827), “*Company provides safer & good working environment*” factor loading (FL=0.787), “*Employees are treated with dignity & respect*” factor loading (FL=0.693), “*Performance Management System is clearly defined in organisation*” factor loading (FL=0.689), “*Employees clearly knows what is expected from them*” factor loading (FL=0.711).

3.5.7.2 Employer Branding (EB)

For employer branding EFA was run, with threshold limits of KMO >0.60, Eigen Value >1, Communality value >.50 and Cronbach’s Alpha value > 0.70 (Table 3.19). The factor loadings ranged from 0.720 to 0.800 (Table 3.7). The total number of statements under employer branding was eight; after applying EFA the number of statements

reduced to five under one factor (Table 3.7). The threshold limits of KMO >0.60, Eigen Value >1, Communality value >0.50 and Cronbach's Alpha value > 0.70 were met. The factor explained 60% of variance and the alpha value was 0.83. The five statements are “*Brand images are the cornerstone of retention strategy of the organisation*” factor loading (FL=0.720), “*Company empowers employees to take their own decision pertaining to job*” factor loading (FL=0.746), “*Organisation's initiatives & implementation of leadership branding activities can facilitate sustainable development*” factor loading (FL=0.797), “*Organisation is to be considered as an 'employer by choice' amongst employees*” factor loading (FL=0.800), and “*Organisation's current brand image communicates leadership branding to differentiate from its competitors*” factor loading (FL=0.788).

Table 3.7 Summary of EFA Results of Employer Branding

Construct & Factor	KMO	Com.	FL	VE %age	EV
Employer Branding (EB)	0.843			60.04	2.97
Brand images are the cornerstone of retention strategy of the organisation (EB ₃)		0.518	0.720		
Company empowers employees to take their own decision pertaining to job (EB ₅)		0.557	0.746		
Organisation's initiatives & implementation of leadership branding activities can facilitate sustainable development (EB ₆)		0.636	0.797		
Organisation is to be considered as an 'employer by choice' amongst employees (EB ₇)		0.641	0.800		
Organisation's current brand image communicates leadership branding to differentiate from its competitors (EB ₈)		0.621	0.788		
Abbreviations: KMO- Kaiser-Meyer-Olkin, Com.- communalities, FL- factor loading, VE- variance explained, EV- eigen value. Source: Data analysis done by the researcher based on primary data collected.					

3.5.7.3 Employee Value Proposition (EVP)

An EFA was performed on the data which resulted in deletion of 5 statements due to factor loadings of below 0.50 (Table 3.8). Using eigen values greater than one, two factors emerged with 17 statements explaining 61% of total variance. The KMO value

was 0.968 and Eigen value attained at 10.29. The Cronbach's alpha is > 0.70 (Hair et al., 2006) Table 3.19 and factor loadings ranged between 0.528 to 0.804 (Table 3.8).

Table 3.8 Summary of EFA Results of Employee Value Proposition

Constructs & Factors	KMO	Com.	FL	VE %age	EV
Employee Value Proposition (EVP)	0.968			61.18	10.29
(F1) Sustainable EVP (SEVP)				54.98	9.347
Company's scheme for rewards & recognition promotes effectiveness & creativity of employees (EVP ₄)		0.665	0.750		
Organisation acknowledged employees' contribution & synchronizes goals (EVP ₅)		0.633	0.712		
Incentive scheme is suitable designed & implemented to promote culture of collective responsibility (EVP ₆)		0.673	0.804		
Company is responsive towards employee's individual needs & expectation (EVP ₇)		0.581	0.726		
Employee involvement & opinions are solicited (EVP ₈)		0.575	0.736		
Communication channel is open (EVP ₉)		0.591	0.683		
Company promotes work life balance through appropriate employee engagement (EVP ₁₀)		0.611	0.702		
Employee trust management & company's leadership in creating brand view of company (EVP ₁₁)		0.562	0.708		
Good benefits & facilities are provided by the company (EVP ₁₂)		0.562	0.719		
Functioning of management is transparent, consistent & effective (EVP ₁₃)		0.647	0.773		
Management accords proper delegation of work in company (EVP ₁₄)		0.578	0.624		
Employee are rewarded & promoted based on their achievements (EVP ₁₅)		0.601	0.752		
Company provides opportunities to socialise with other employees (EVP ₁₇)		0.576	0.649		
Job responsibilities match our interests, skills & abilities (EVP ₁₉)		0.548	0.528		
(F2) Contextual EVP (CEVP)				6.19	1.053
I am given full responsibility to do my work (EVP ₁)		0.796	0.892		
I feel like family at my company including relationship between leaders and employees (EVP ₃)		0.607	0.584		
Work environment is team oriented & collaborative (EVP ₁₈)		0.595	0.611		
Abbreviations: KMO- Kaiser-Meyer-Olkin, Com.- communalities, FL- factor loading, VE- variance explained, EV- eigen value.					
Source: Data analysis done by the researcher based on primary data collected.					

The two factors are explained as follows:

- 1) Sustainable EVP (SEVP): After application of EFA, the total number of statements were 14 explaining 54.98% of total variance (Table 3.8). The threshold limits of KMO >0.60 , Eigen Value >1 , Communality value >0.50 and Cronbach's Alpha value > 0.70 were met. 14 statements in this factor are "*Company's scheme for rewards & recognition promotes effectiveness & creativity of employees*" factor loading (FL=0.750), "*Organisation acknowledged employees' contribution & synchronizes goals*" factor loading (FL=0.712), "*Incentive scheme is suitable designed & implemented to promote culture of collective responsibility*" factor loading (FL=0.804), "*Company is responsive towards employee's individual needs & expectation*" factor loading (FL=0.726), "*Employee involvement & opinions are solicited*" factor loading (FL=0.736), "*Communication channel is open*" factor loading (FL=0.683), "*Company promotes work life balance through appropriate employee engagement*" factor loading (FL=0.702), "*Employee trust management & company's leadership in creating brand view of company*" factor loading (FL=0.708), "*Good benefits & facilities are provided by the company*" factor loading (FL=0.719), "*Functioning of management is transparent, consistent & effective*" factor loading (FL=0.773), "*Management accords proper delegation of work in company*" factor loading (FL=0.624), "*Employee are rewarded & promoted based on their achievements*" factor loading (FL=0.752), "*Company provides opportunities to socialise with other employees*" factor loading (FL=0.649) and "*Job responsibilities match our interests, skills & abilities*" factor loading (FL=0.528). The alpha value (0.946) indicates high level of reliability.
- 2) Contextual EVP (CEVP): In this factor there are three statements, with internal consistency ($\alpha=0.642$), explaining total variance of 6.19%. The statements are: "*I*

am given full responsibility to do my work” factor loading (FL=0.892), *“I feel like family at my company including relationship between leaders and employees”* factor loading (FL=0.584), and *“Work environment is team oriented & collaborative”* factor loading (FL=0.611).

3.5.7.4 Employee Engagement (EE)

After running EFA, 12 statements were reduced to seven statements under one factor explaining 62.5% of total variance. The threshold limits considered were KMO >0.60, Eigen Value >1, Community value >0.50 and Cronbach’s Alpha value > 0.70 (Table 3.19) and all the threshold limits were met. The factor loadings ranged from 0.746 to 0.820 (Table 3.9).

The KMO value was 0.924 indicating adequacy of sample size and alpha value was .90 showing high level of reliability. The seven statements in this factor are *“At work, I have the opportunity to do what I do best every day”* factor loading (FL=0.746), *“My supervisor, or someone at work seems to care about me as a person”* factor loading (FL=0.803), *“There is someone at work who encourages my development”* factor loading (FL=0.817), *“At work, my opinion seems to count”* factor loading (FL=0.820), *“Mission or purpose of my organisation makes me feel my job important”* factor loading (FL=0.817), *“My associates or fellow employees are committed to doing quality work”* factor loading (FL=0.755), and *“This last year, I have had opportunities at work to learn and grow”* factor loading (FL=0.773).

Table 3.9 Summary of EFA Results of Employee Engagement

Constructs & Factors	KMO	Com.	FL	VE %age	EV
Employee Engagement (EE)	0.924			62.52	4.38
(F₁) Employee Engagement (EE)					
At work, I have the opportunity to do what I do best every day (EE ₃)		0.557	0.746		
My supervisor, or someone at work seems to care about me as a person (EE ₅)		0.645	0.803		
There is someone at work who encourages my development (EE ₆)		0.668	0.817		
At work, my opinion seems to count (EE ₇)		0.672	0.820		
Mission or purpose of my organisation makes me feel my job important (EE ₈)		0.667	0.817		
My associates or fellow employees are committed to doing quality work (EE ₉)		0.570	0.755		
This last year, I have had opportunities at work to learn and grow (EE ₁₂)		0.598	0.773		
Abbreviations: KMO- Kaiser-Meyer-Olkin, Com.- communalities, FL- factor loading, VE- variance explained, EV- eigen value.					
Source: Data analysis done by the researcher based on primary data collected.					

3.5.7.5 Intention to Stay (IS)

The total number of statements under intention to stay was five, after applying EFA the number of statements reduced to four under one factor explaining 60% of total variance (Table 3.10). The factor loadings ranged from 0.742 to 0.801 (Table 3.10). The KMO value was 0.753, the communalities values were >.50, Eigen value attained at 2.35 and alpha value was 0.764. The four statements in the factor are “*I want to serve this company for next 5 years*” factor loading (FL=0.742), “*I feel like family at my company including relationship between leaders and employees*” factor loading (FL=0.801), “*I wish to continue with job and remain loyal*” factor loading (FL=0.771) and “*Organisation is to be considered as an 'employer by choice' amongst employees*” factor loading (FL=0.748).

Table 3.10 Summary of Statement- Wise EFA Results of Intention to Stay

Constructs & Factors	KMO	Com.	FL	VE %age	EV
Intention to Stay (IS)	0.753			60.06	2.35
(F1) Intention to Stay (IS)					
I want to serve this company for next 5 years (IS1)		0.550	0.742		
I feel like family at my company (IS3)		0.642	0.801		
I wish to continue with job and remain loyal (IS4)		0.595	0.771		
Organisation is to be considered as an 'employer by choice' (IS5)		0.559	0.748		
Abbreviations: KMO- Kaiser-Meyer-Olkin, Com.- communalities, FL- factor loading, VE- variance explained, EV- eigen value.					
Source: Data analysis done by the researcher based on primary data collected.					

3.5.8 Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis (CFA), using AMOS 20, was applied on the actual data collected from the employees of pharma companies in Sikkim. This was done to evaluate the dimensionality and adequacy of the measurement items that connect to corresponding latent variables simultaneously as suggested by Anderson & Gerbing, (1988) & Bollen, (1989).

3.5.8.1 Talent Management Practices

After extracting the constructs from EFA results, CFA was performed on all the talent management constructs.

3.5.8.1.1 Talent Attraction (TA)

The result of CFA for the construct were found to be exceptionally fit (CMIN/DF=2.433, RMR=0.29, GFI=0.993, AGFI=0.979, NFI=0.989, CFI=0.993, RMSEA=0.047) as shown in Figure 3.1. Furthermore, the findings depicted in Table 3.11 describe that the standardised regression weight (SRW) values for all the statements under the factor are more than 0.60, which means that no statement differs significantly across the factor. Hence, statements are highly considered to be in the same factor.

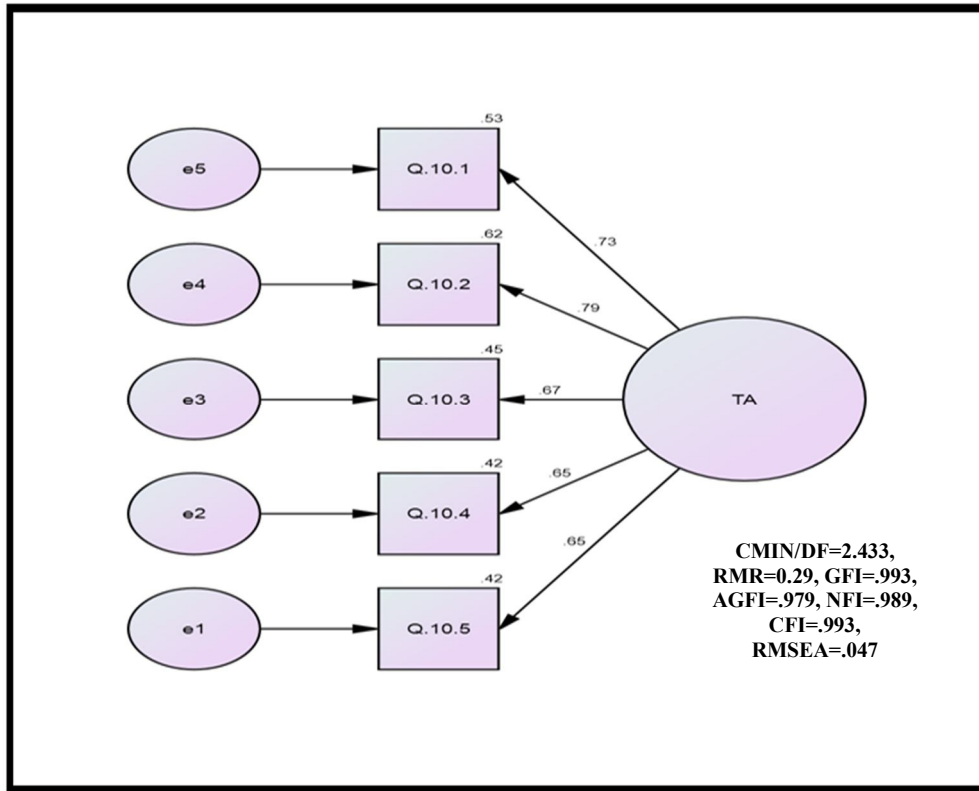


Figure 3.1: Zero Order Factor Model of Talent Attraction

Key: TA= Talent Attraction, Q.10.1 to 10.5= Manifest Variables, e1-e5= Error Terms.

Table 3.11 Talent Attraction (TA)

FACTORS	p value (Significance level)	SRW
TA		
Q.10.5← TA	***	0.650
Q.10.4← TA	***	0.650
Q.10.3← TA	***	0.673
Q.10.2← TA	***	0.790
Q.10.1← TA	***	0.730

Note: SRW= standardised regression weight, ***p<0.001
Source: Data analysis done by the researcher based on primary data collected.

3.5.8.1.2 Talent Development

Second Order Model: The CFA results demonstrate good model fit (CMIN/DF=4.024, RMR=0.53, GFI=0.958, AGFI=0.931, NFI=0.958, CFI=0.968, RMSEA=0.068) as shown in Figure 3.2. It was also observed that findings depicted in Table 3.12 has standardised regression weight (SRW) values for all the statements comprises under

each factors are more than 0.50, which means that no statement differs significantly across the factor. Hence statements are highly considered to be in the same factor.

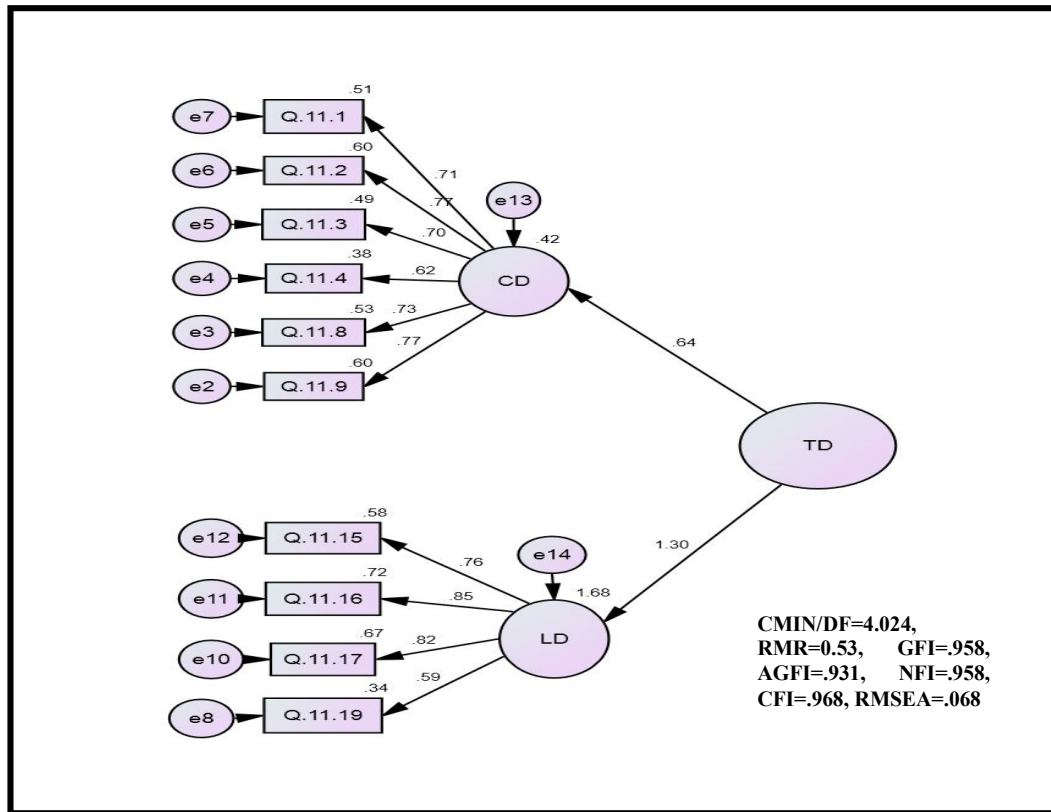


Figure 3.2: Second Order Factor Model of Talent Development

Key: TD= Talent Development, CD= Career Development, LD= Leadership Development Q.11.1 to 11.19= Manifest Variables, e7-e14= Error Terms.

Table 3.12 Talent Development (TD)

FACTORS	p value	SRW
TD		
F₁ ← TD		.645
F₂ ← TD		1.297
(F₁) Career Development		
Q.11.9 ← F₁	***	.772
Q.11.8 ← F₁	***	.730
Q.11.4 ← F₁	***	.617
Q.11.3 ← F₁	***	.700
Q.11.2 ← F₁	***	.771
Q.11.1 ← F₁	***	.714
(F₂) Leadership Development		
Q.11.19 ← F₂	***	.586
Q.11.17 ← F₂	***	.818
Q.11.16 ← F₂	***	.847
Q.11.15 ← F₂	***	.763
Note: SRW= standardised regression weight, ***p<0.001		
Source: Data analysis done by the researcher based on primary data collected.		

3.5.8.1.3 Talent Retention

Second Order Model: The model fit indices demonstrated good model fit (CMIN/DF=4.483, RMR=0.068, GFI=0.943, AGFI=0.915, NFI=0.948, CFI=0.959, RMSEA=0.073) as shown in Figure 3.3. The findings also depicted the standardised regression weight (SRW) values for all the statements under each factors to be more than 0.60 (Table 3.13) which means that no statement differs significantly across the factor. Hence, statements are highly considered to be under the same factor.

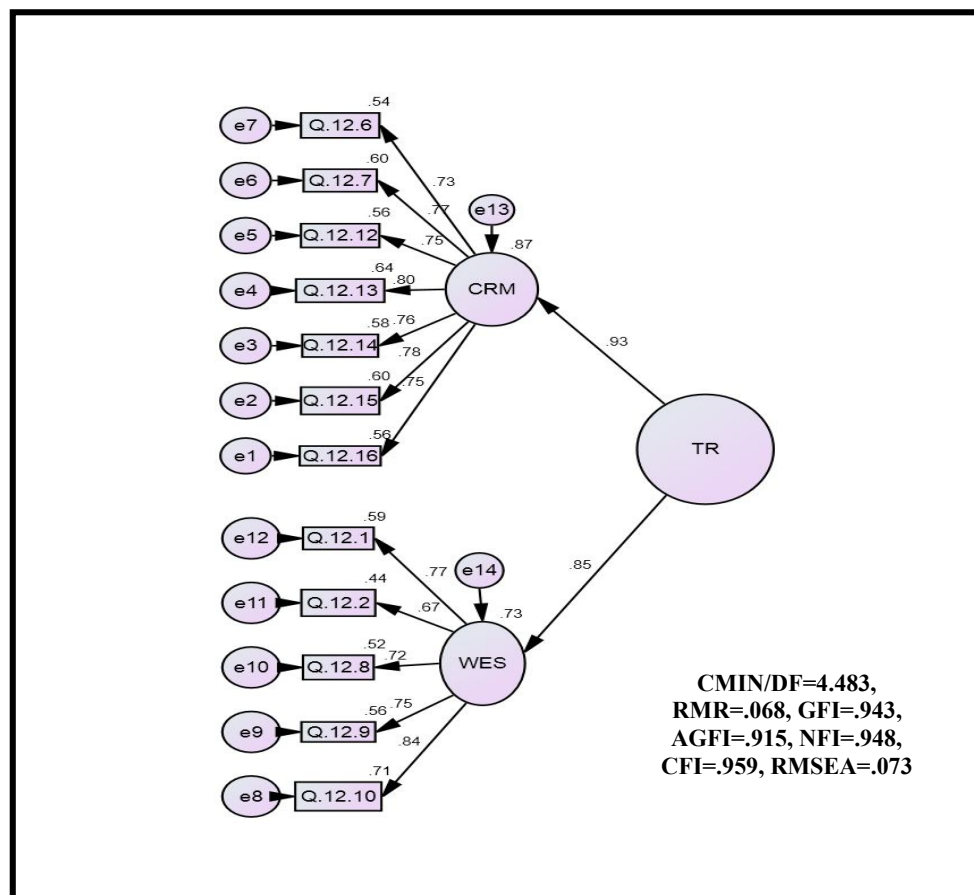


Figure 3.3: Second Order Factor Model of Talent Retention

Key: TR= Talent Retention, CRM= Compensation & Reward Management, WES= Work Environment & Systems, Q.12.1 to 12.16= Manifest Variables, e7-e14= Error Terms.

Table 3.13 Talent Retention (TR)

	p value	SRW
TR		
F₁← TR		0.933
F₂← TR		0.852
(F1) Compensation & Reward Management		
Q.12.16← F₁	***	0.746
Q.12.15← F₁	***	0.776
Q.12.14← F₁	***	0.759
Q.12.13← F₁	***	0.797
Q.12.12← F₁	***	0.748
Q.12.7← F₁	***	0.772
Q.12.6← F₁	***	0.735
(F2) Work Environment & Systems		
Q.12.10← F₂	***	0.841
Q.12.9← F₂	***	0.747
Q.12.8← F₂	***	0.718
Q.12.2← F₂	***	0.665
Q.12.1← F₂	***	0.771
Note: SRW= standardised regression weight, ***p<0.001		
Source: Data analysis done by the researcher based on primary data collected.		

Talent Management Dimensions: The CFA was run on 27 statements extracted from EFA output on all the talent management constructs and sub-constructs.

First Order Factor Model: Out of 27 statements, two statements of talent development (TD4/11.4) and (TD19/11.19) got eliminated on the basis of low standardised residual covariance values i.e. <0.40. The model fit indices of first order model confirms good model fit (CMIN/DF=3.100, RMR=0.064, GFI=0.901, AGFI=0.879, NFI=0.913, CFI=0.939, RMSEA=0.057) as shown in Figure 3.4. The covariance values ranged from 0.74 to 0.86 which indicates that all the constructs of talent management are strongly correlated to each other.

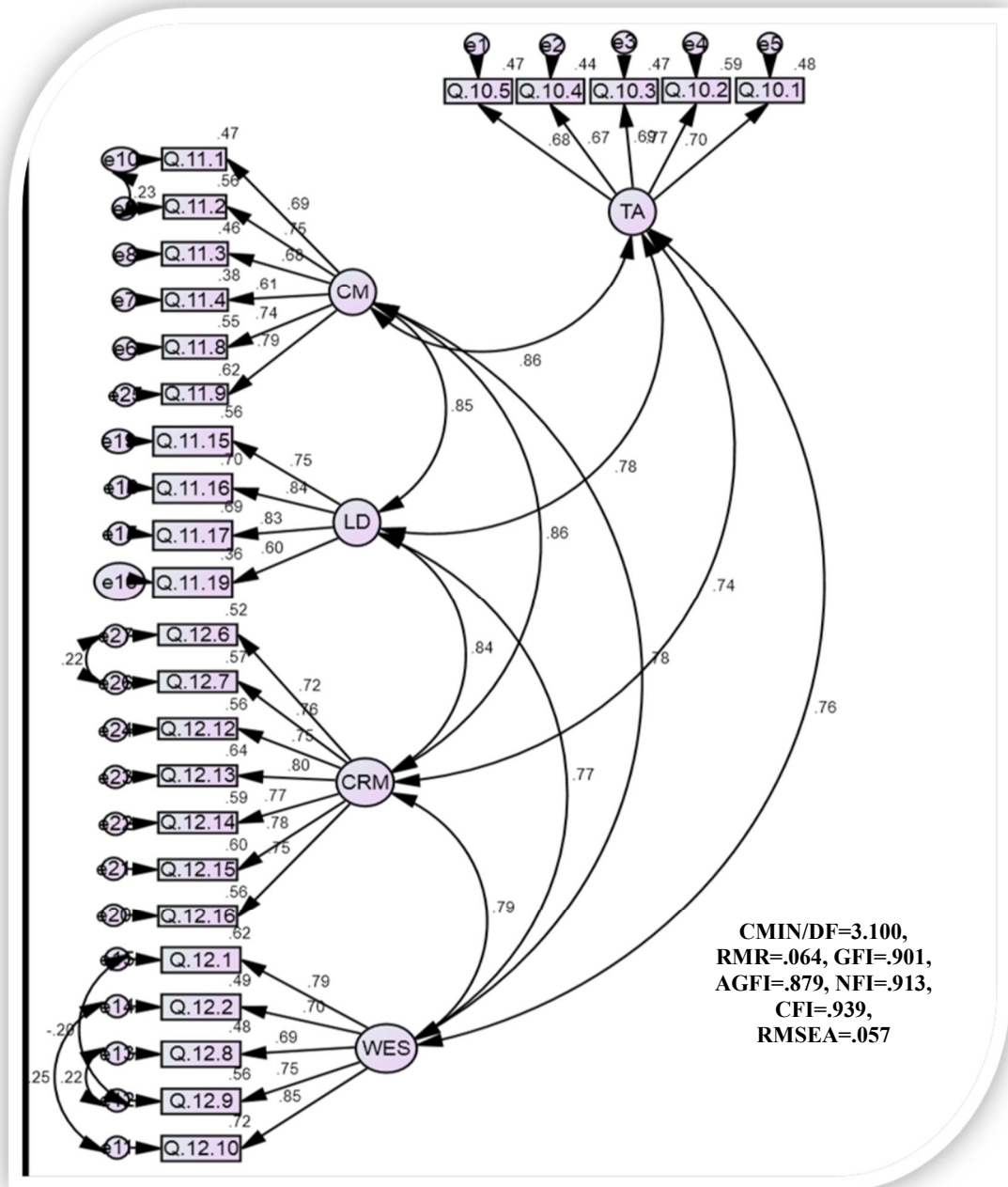


Figure 3.4: First Order Factor Model of Talent Management

Key: TA= Talent Attraction, TD= Talent Development, CD= Career Development, LD= Leadership Development, TR= Talent Retention, CRM= Compensation & Reward Management, WES= Work Environment & Systems, Q.10.1 to 12.16= Manifest Variables, e1-e27= Error Terms.

Third Order Factor Model: In this order model, CFA was run on all 25 statements CFA. The model fit indices of third order model endorsed decent model fit (CMIN/DF=3.325, RMR=0.73, GFI=0.898, AGFI=0.874, NFI=0.915, CFI=0.939, RMSEA=0.060) as shown in Figure 3.5.

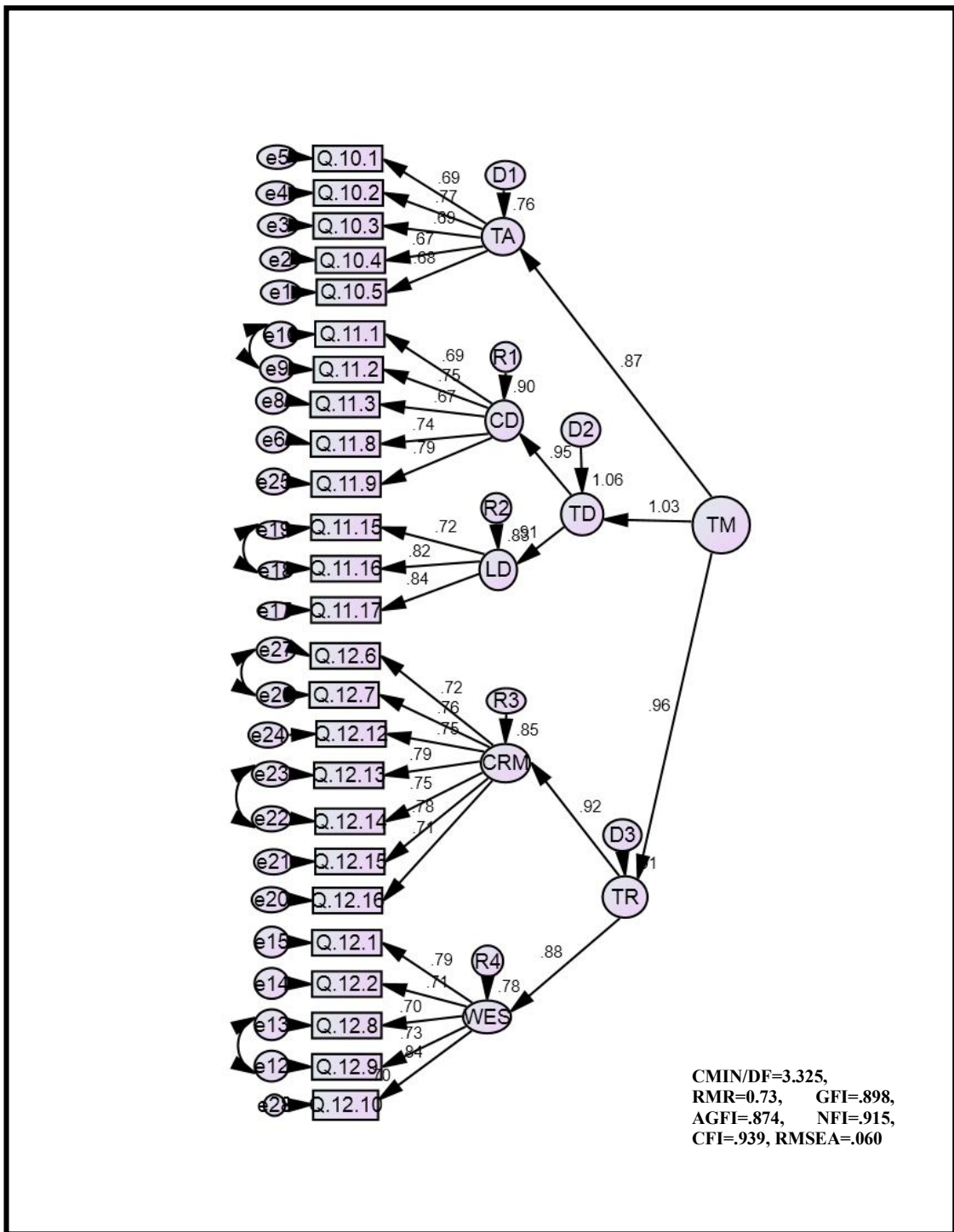


Figure 3.5: Third Order Factor Model of Talent Management

Key: TA= Talent Attraction, TD= Talent Development, CD= Career Development, LD= Leadership Development, TR= Talent Retention, CRM= Compensation & Reward Management, WES= Work Environment & Systems, Q.10.1 to 12.16= Manifest Variables, e1-e27, D1-D3, R1-R4= Error Terms.

3.5.8.2 Employee Value Proposition

Second Order Model: The CFA results depict good model fit (CMIN/DF=3.779, RMR=0.058, GFI=0.923, AGFI=0.900, NFI=0.936, CFI=0.952, RMSEA=0.065) as shown in Figure 3.6.

Moreover, based on the findings portrayed in Table 3.14 the standardised regression weight (SRW) values for all the statements under each factor are close to 0.50, which means that no statement differs significantly across the factor. Hence statements are highly considered to be under the same factor.

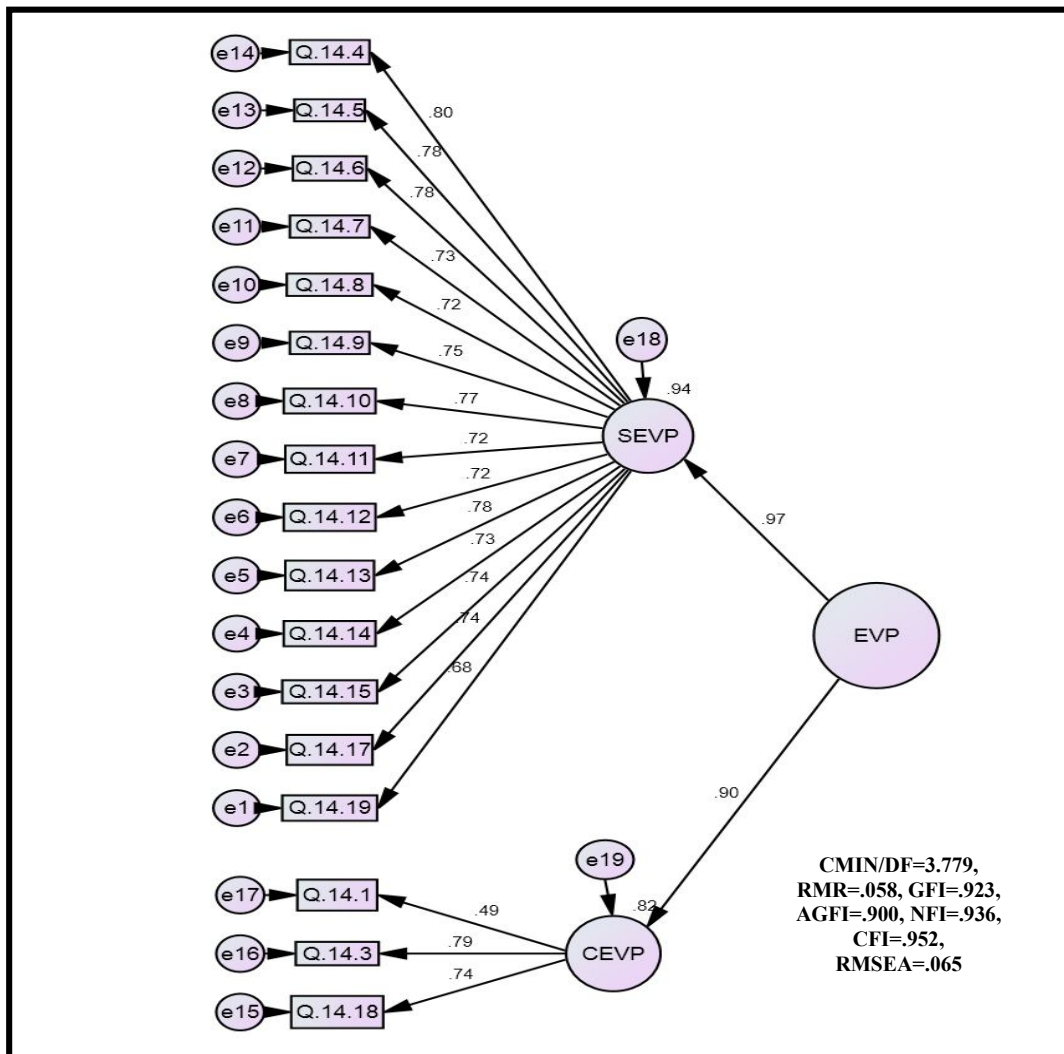


Figure 3.6: Second Order Factor Model of Employee Value Proposition

Key: EVP= Employee Value Proposition, SEVP= Sustainable Employee Value Proposition, CEVP= Contextual Employee Value Proposition, Q.14.1 to 14.19= Manifest Variables, e1-e19= Error Terms.

Table 3.14 Employee Value Proposition (EVP)

FACTORS	p value	SRW
EVP		
F₁←EVP		0.971
F₂←EVP		0.905
(F₁) Sustainable Employee Value Proposition		
Q.14.19← F1	***	0.680
Q.14.17← F1	***	0.736
Q.14.15← F1	***	0.736
Q.14.14← F1	***	0.732
Q.14.13← F1	***	0.779
Q.14.12← F1	***	0.719
Q.14.11← F1	***	0.723
Q.14.10← F1	***	0.765
Q.14.9← F1	***	0.752
Q.14.8← F1	***	0.718
Q.14.7← F1	***	0.733
Q.14.6← F1	***	0.782
Q.14.5← F1	***	0.783
Q.14.4← F1	***	0.802
(F₂) Contextual Employee Value Proposition		
Q.14.18← F2	***	0.737
Q.14.3← F2	***	0.786
Q.14.1← F2	***	0.489
Note: SRW= standardised regression weight, ***p<0.001.		
Source: Data analysis done by the researcher based on primary data collected.		

3.5.8.3 Employer Branding

Zero Order Model: The CFA results validate good model fit (CMIN/DF=4.832, RMR=0.040, GFI=0.985, AGFI=0.954, NFI=0.978, CFI=0.982, RMSEA=0.077) as shown in Figure 3.7. Additionally, the outcomes shown in Table 3.15 explain that the standardised regression weight (SRW) values for all the statements under factor are more than 0.60, which means that no statement differs significantly across the factor. Hence, statements are highly considered to be under the same factor.

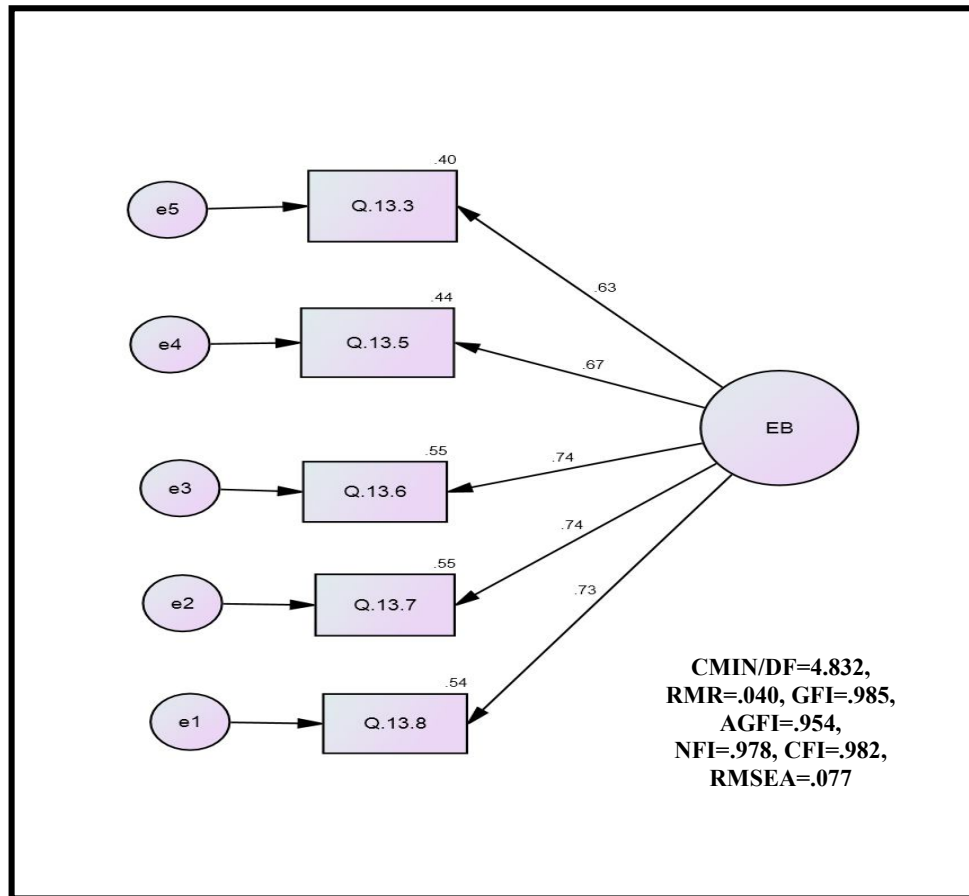


Figure 3.7: Zero Order Factor Model of Employer Branding

Key: EB= Employer Branding, Q.13.3 to 13.8= Manifest Variables, e1-e5= Error Terms.

Table 3.15 Employer Branding (EB)

FACTORS	p value	SRW
EB		
Q.13.8← EB	***	0.732
Q.13.7← EB	***	0.742
Q.13.6← EB	***	0.742
Q.13.5← EB	***	0.665
Q.13.3← EB	***	0.629

Note: SRW= standardised regression weight, ***p<0.001.
Source: Data analysis done by the researcher based on primary data collected.

3.5.8.4 Employee Engagement

Zero Order Model: The model fit indices demonstrated as good model fit (CMIN/DF=3.009, RMR=0.036, GFI=0.981, AGFI=0.963, NFI=0.982, CFI=0.988, RMSEA=0.056) as shown in Figure 3.8. Moreover, the results shown in Table 3.16 elucidates that the standardised regression weight (SRW) values for all the statements

under factor are more than 0.60, which means that no statement differs significantly across the factor. Hence, statements are highly considered to be under the same factor.

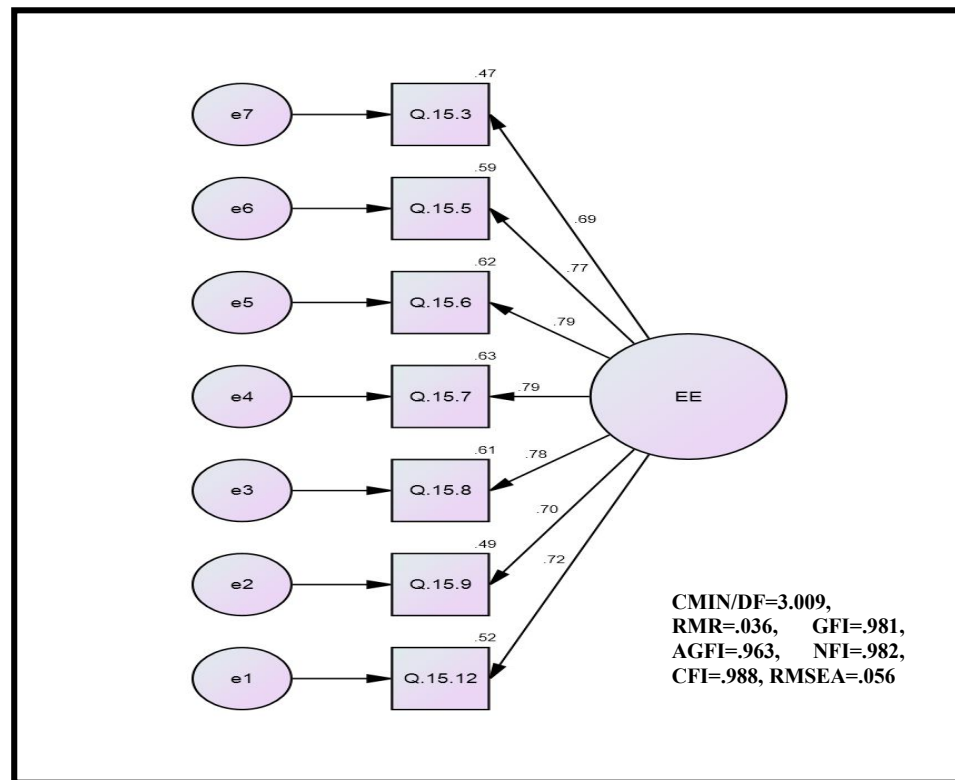


Figure 3.8: Zero Order Factor Model of Employee Engagement

Key: EE= Employee Engagement, Q.15.3 to 15.12= Manifest Variables, e1-e7= Error Terms.

Table 3.16 Employee Engagement (EE)

FACTORS	p value	SRW
EE		
Q.15.12← EE	***	0.723
Q.15.9← EE	***	0.703
Q.15.8← EE	***	0.781
Q.15.7← EE	***	0.791
Q.15.6← EE	***	0.790
Q.15.5← EE	***	0.770
Q.15.3← EE	***	0.689

Note: SRW= standardised regression weight, ***p<0.001
Source: Data analysis done by the researcher based on primary data collected.

3.5.8.5 Intention to Stay

Zero Order Model: The model fit indices for the construct revealed as a good model fit (CMIN/DF=3.801, RMR=0.022, GFI=0.997, AGFI=0.971, NFI=0.994, CFI=0.996, RMSEA=0.066) as shown in Figure 3.9. Also, the findings presented in Table 3.17 explicates that the standardised regression weight (SRW) values for all the statements

under factor are more than .50, which means that no statement differs significantly across the factor. Hence statements are highly considered to be under the same factor.

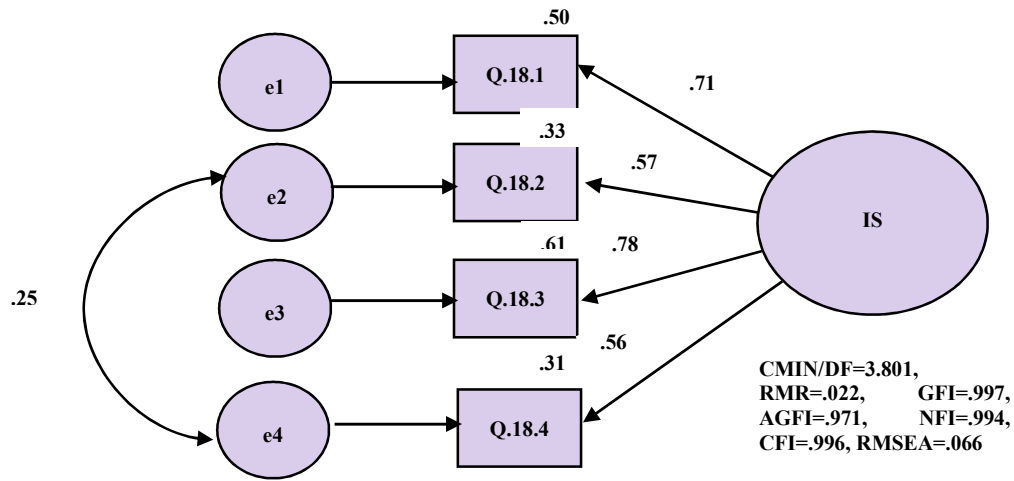


Figure 3.9: Zero Order Factor Model of Intention to Stay
 Key: IS= Intention to Stay, Q.18.1 to 18.4= Manifest Variables, e1-e4= Error Terms.

Table 3.17 Intention to Stay (IS)

FACTORS	p value	SRW
IS		
Q.18.4← IS	***	0.556
Q.18.3← IS	***	0.778
Q.18.2← IS	***	0.573
Q.18.1← IS	***	0.709

Note: SRW= standardised regression weight, ***p<0.001
Source: Data analysis done by the researcher based on primary data collected.

The model fit results for all the constructs of talent management are shown in Table 3.18.

Table 3.18 Talent Management Constructs (TM) Model Fit using AMOS

FACTORS	CMIN/DF	RMR	GFI	AGFI	NFI	RFI	IFI	TLI	CFI	RMSEA
TM	3.154	.066	.904	.881	.917	.905	.941	.933	.941	.057
TA	2.433	.029	.993	.979	.989	.977	.993	.987	.993	.047
TD	3.637	.049	.953	.930	.953	.942	.966	.957	.965	.064
TR	4.483	.068	.943	.915	.948	.935	.959	.949	.959	.073
EVP	3.779	.058	.923	.900	.936	.926	.952	.944	.952	.065
EB	4.832	.040	.985	.954	.978	.956	.983	.965	.982	.077
EE	3.009	.036	.981	.963	.982	.973	.988	.982	.988	.056
IS	3.801	.022	.997	.971	.994	.964	.996	.973	.996	.066

Abbreviations: TM= Talent Management, TA= Talent Attraction, TD= Talent Development, TR= Talent Retention, CD= Career Development, LD=Leadership Development, CRM=Compensation & Reward Management, WES=Work Environment & Systems, CMIN/DF= Chi-square/df, RMR=Root Mean Square Residual, GFI=Goodness-of-Fit Statistics, AGFI=Adjusted Goodness-of-Fit Statistics, NFI=Normed-Fit Index, RFI=Reporting Fit Indices, IFI=Incremental Fit Indices, TLI= Tucker-Lewis Index, CFI=Comparative Fit Index, RMSEA= Root Mean Square Error of Approximation.

Source: Data analysis done by the researcher based on primary data collected.

3.5.9 Reliability and Validity

Reliability: In order to examine the reliability of all the constructs, Cronbach's Alpha and composite reliability was performed.

- i. **Cronbach's Alpha:** The values of all the constructs and sub-constructs used in the study such as talent management, employee value proposition, employer branding, employee engagement, intention to stay, talent attraction, talent development, talent retention, career development, leadership development, sustainable employee value proposition, and contextual employee value proposition are consistent and reliable as the Cronbach's alpha values are above the threshold limit of 0.7 shown in Table 3.19.

Table 3.19 Cronbach's Alpha

Constructs	Cronbach's Alpha(α)
Talent Management	0.955
Talent Attraction	0.826
Talent Development	0.903
Talent Retention	0.916
Employee Value Proposition	0.948
Employer Branding	0.829
Employee Engagement	0.900
Intention to Stay	0.764
Source: Data analysis done by the researcher based on primary data collected.	

- ii. **Composite Reliability:** The composite reliability values for all the constructs in the study - talent management, employee value proposition, employer branding, employee engagement, intention to stay, talent attraction, talent development, talent retention, career development, leadership development, sustainable employee value proposition, and contextual employee value proposition presented in Table 3.20 are found to be reliable and consistent as CR values of all the constructs are above threshold limits i.e. 0.7 (Hair et al., 1998, 2006; Malhotra & Dash, 2011).

Table 3.20 Summary of Reliability and Validity

FACTORS	AVE	CR
Talent Management	0.542978	0.971627
Talent Attraction	0.501418	0.828181
Talent Development	0.532820	0.931305
<i>Career Development</i>	0.513771	0.880339
<i>Leadership Development</i>	0.559489	0.8623331
Talent Retention	0.574619	0.941756
<i>Compensation & Reward Management</i>	0.581281	0.906635
<i>Work Environment & Systems</i>	0.565292	0.866129
Employee Value Proposition	0.541152	0.952101
<i>Sustainable Employee Value Proposition</i>	0.557108	0.946174
<i>Contextual Employee Value Proposition</i>	0.506695	0.716732
Employer Branding	0.504964	0.829900
Employee Engagement	0.563472	0.900097
Intention to Stay	0.500484	0.765140
Abbreviations: AVE= Average Variance Extracted, CR= Composite Reliability. Source: Data analysis done by the researcher based on primary data collected.		

Construct Validity

- a) **Convergent Validity:** In order to examine the convergent validity, AVE (Average Variance Extracted) and CR (Composite Reliability) were calculated for all the factors of the constructs used in the study - talent management, employee value proposition, employer branding, employee engagement, intention to stay, talent attraction, talent development, talent retention, career development, leadership development, sustainable employee value proposition, and contextual employee value proposition. To determine the evidence of convergent validity, the results of the study are compared to the recommended threshold values ($CR > 0.70$; $CR > AVE$ and $AVE > 0.50$). The results revealed that all factors of the constructs of the study are greater than the threshold values establishing convergent validity (Table 3.20). Hence, it is inferred that all the factors correlated with each other quite well within their corresponding latent factor. It can be concluded that the latent factors are well described by its observed variables.

b) **Discriminant Validity:** As the square root of the AVE for each factor is greater than its correlations with other factors (Table 3.21), discriminant validity of the constructs is established (Fornell & Larcker, 1981).

Table 3.21 Discriminant Validity and Correlation Analysis

Constructs	TA	TD	TR
TA	.701		
TD	.585**	.730	
TR	.531**	.668**	.758
<p>Note: values shown diagonally represents square root of AVE, Off the diagonal are correlation values. **p<0.01; *p<0.05</p> <p>Key: TA= Talent Attraction, TD= Talent Development, TR= Talent Retention.</p> <p>Source: Data analysis done by the researcher based on primary data collected.</p>			

3.5.10 Statistical Tools for Analysis

The data collected from the primary sources was analysed using statistical tools like Mean, Standard deviation, Correlation, Linear Regression, Henry Garrett Ranking Technique and ANOVA. In addition to these tools, multivariate techniques like Factor analysis, Structural Equation Model and PROCESS macro mediation analysis were used appropriately, in context of as and when required.

3.6 Mediation Analysis

In this section, the results of simple casual effects of predictors on outcome variables with the help of Regression analysis and the casual effect of a predictor on an outcome variable through the mediating variables with the help of Process Macro and AMOS are presented. Researchers in many fields are interested in determining the casual effect of a predicting variable on an outcome variable. Mediation analysis enhances the understanding of such an impact by investigating how good the effect can be described by another variable, known as mediating variable (Iacobucci, 2008). In other words, mediation analysis depicts how the independent variable/predicting variable indirectly affects the dependent variable/outcome variable through the mediating variable.

Hence, a mediating variable is influenced or effected by the predicting variable and in turn influences the outcome variable. Generally, predicting variable is represented as X , outcome variable as Y and mediating variable as M . In mediation analysis, the main focus is on the mediation process, specifically the *indirect effect*, (Iacobucci, 2008) and hence, researching the indirect effect is the principal component of theory testing through mediation analysis (Hayes 2013; Baron & Kenny, 1986). However, it is also essential to take the direct effect into account which signifies the causal effect of X on Y which is not explicated by the mediating variable M (James & Brett 1984). Total effect is the sum of direct and indirect effects.

There are various approaches to test the mediation for models, such as structural equation modeling (SEM) in AMOS, simple and complex linear regression techniques, etc. Among these SEM gained enormous popularity by the researchers to predict their proposed models. However, SEM has its relative complexity which poses number of problems and pitfalls (Anderson & Gerbing, 1988), due to which other alternative approaches which were equivalent to SEM and easy to use emerged. In the recent past, there has been a discernible development on such alternative for mediation in the field of regression-based mediation analysis by Hayes. The more simplified version of mediation analysis with same reliability in estimation as SEM (Hayes & Scharkow, 2013) through PROCESS Macro was introduced by Hayes which are available in SPSS and SAS (Hayes & Rockwood, 2017). The PROCESS Macro in SPSS is used for simple mediation and serial multiple mediation. It allows the study of direct and indirect effects of X on Y while modeling a process in which X causes $M1$, which, in turn, causes $M2$, concluding with Y as outcome (Preacher, 2011). Macros model 4 is used for simple mediation and Macros model 6 is used with two, three and four mediators which defines the logical, causal sequence ‘These models allow the control of the indirect effect of

individual mediators, while controlling for other variables' (Teixeira & Palmeira, 2016). Bias-corrected bootstrapped point estimates for the indirect effects of the predicting variable on the outcome variable were calculated, along with standard errors. Based on Hayes (2013) recommendation, data acquired from 10,000 bootstrap samples are used for mediation analysis. An alpha level of 0.05 is used as a threshold for significance and a 95% bias-corrected bootstrap confidence intervals are used for the indirect effects. The indirect effect is significant if its 95% bias-corrected bootstrap confidence interval does not contain zero.

According to Preacher & Hayes (2004, 2008) and Hayes (2009), bootstrap confidence intervals are the most preferred test over the Normal theory-based Sobel test for inference about indirect effects. Due to the unrealistic assumptions of Sobel tests about the shape of the sampling distribution of the indirect effect, bootstrap confidence intervals are considered to be more appropriate.

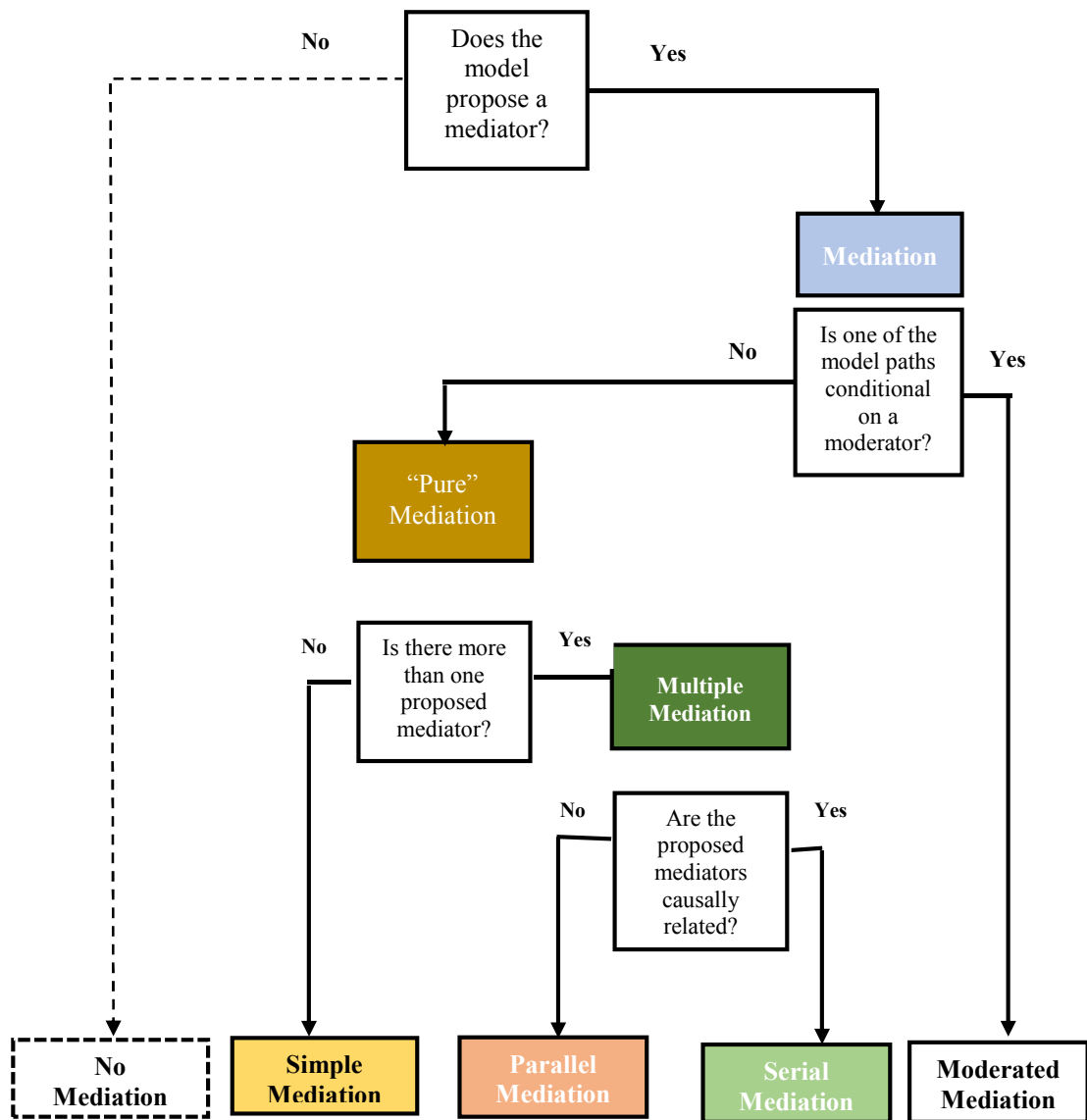


Figure 3.10: Typology of Mediation Model Groups (Demming et al. 2017, p. 78)

Figure 3.10 is based upon four prototype model groups (Hayes, 2013) which illustrates step wise procedure to be followed in order to initiate a mediation model. Among the four prototype model groups, three of them are referred as “Pure” mediation models which consists of: 1) simple mediation model, 2) parallel mediation model, and 3) serial mediation model, and one model group is referred as moderated mediation model. The very first step while proposing a model is to see whether it proposes mediator or not, if it doesn’t, then there is no mediation and if it does, then one can opt for mediation model. Subsequently, it is necessary to see whether any of the paths in the model are

conditional on a moderator; if it is not, then the proposed model will be considered under pure mediation or else it will come under model of moderated mediation.

Simple Mediation exists when there is a causal effect of X on Y through M, X as a predictor/independent variable and Y as an outcome/dependent variable and M as a mediating variable. If there are two or more mediators, then it is called as multiple mediation (Hayes, 2013). Under multiple mediation, if one mediator leads to another, then it is a serial mediation or else it is the case of parallel mediation where mediators in a model does not influence each other. Moderated mediation exists when mediation process/path depends on another variable (James & Brett, 1984).

In order to test the mediation hypothesis, interpreting the indirect effect is treated as the foundation (Baron & Kenny, 1986). ‘Mediation analysis reveals how the predictor indirectly affects the outcome through the mediator’ (Demming et al. 2017). Based on Zhao et al., (2010) typology of mediation, Figure 3.11 illustrates different types of mediation and non-mediation and their associated implications for theory building. When the indirect effect is significant then mediation can be claimed, in which if the direct effect between predictor and outcome variable is not significant in the presence of mediator then it is full mediation. On the other hand, if the direct effect is significant then it is called as partial mediation. According to Zhao et al., (2010), complementary partial mediation occurs when indirect effect and direct effect have same sign. The omitted mediator in the study most likely to have the same sign as the existing mediator underlying or hidden in the direct effect. Whereas, competitive partial mediation occurs when the indirect effect and direct effect have opposing signs. The omitted mediator and existing mediator in the study most likely will have opposing signs.

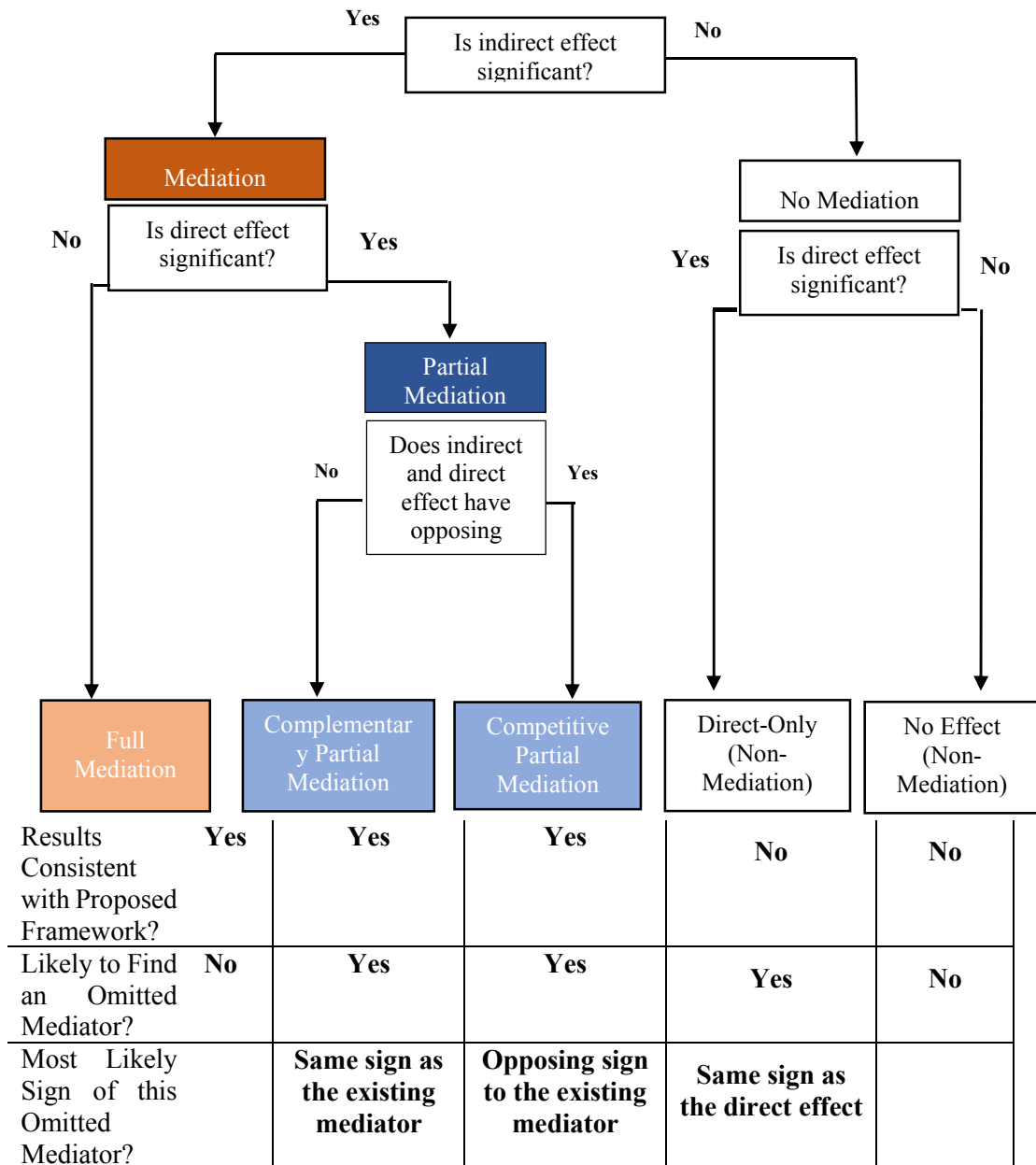


Figure 3.11: Mediation Types and Their Implications for Theory Building (Demming et al. 2017, p.81)

In case of full mediation, complementary partial mediation and competitive partial mediation, the results will be consistent with proposed model. In case of full mediation, the question of finding another mediator does not arise. But in case of partial mediation there is a need to find other mediator(s) that has not been taken into consideration or rather omitted in the proposed model (Rucker et al. 2011). It is likely to find an omitted mediator in case of complementary partial mediation and competitive partial mediation.

3.7 Limitations of the Study

Throughout the study there were many limitation came across either in the fieldwork or other dimensions of the work which are mention below in brief:

1. The main limitation of the study may be the use of self-report questionnaires, depending on the information which is self-reported may result in social desirability response bias (SDRB), indicating that the data and relationships found in this study might have been muddled by individuals' tendency to answer questions in such a way that they will be viewed favourably by others. To mitigate such bias, the researcher ensured anonymity of individual responses. Nevertheless, such bias may not completely be ruled out.
2. Another limitation relates to cross-sectional design of the study. The data for this study were collected from the respondents at a particular point in time hence there may be biases in the causal relationships between the variables.
3. Getting the permission of HR managers for data collection was quite a struggle from the pharma companies.
4. Employees working in pharma companies were in shift basis and hence approaching them was very difficult.
5. Lack of awareness/interest on research among the employees led to difficulty in collecting the filled questionnaires from them.
6. The study was conducted in the pharma industry in Sikkim. The generalizability of the findings of this study to other pharmaceutical companies in other states or contexts or may thus be limited.

Table 3.22 Thresholds of Goodness-of-Fit Indices

Fit index	Description	Recognised thresholds
RMSEA	RMSEA Shows how well the model fits the population covariance matrix, taken the number of degrees of freedom into consideration	<.08 acceptable, <.05 excellent
GFI	Comparison of the squared residuals from prediction with the actual data, not adjusted for the degrees of freedom	>0.90 acceptable, >0.95 excellent
AGFI	GFI adjusted for the degrees of freedom	> 0.90
CMIN/DF	The chi-square fit index divided by degrees of freedom, in an attempt to make it less dependent on sample size.	< 5
RMR	Unstandardised, residual based Av. squared dif (sample covariances residuals & residuals estimated covariances	< 0.05
Incremental fit indices		
NFI	Assesses fit to baseline model - assumes no covariances between observed variables. Can overestimate fit when using small data sets	>0.90 permissible >0.95 excellent
CFI	CFI Shows how much better the model fits, compared to a baseline model, normally the null model, adjusted for the degrees of freedom	>0.90 acceptable, >0.95 excellent
TLI	TLI is relatively independent of sample size. TLI is calculated as $(\text{chisqn}/\text{dfn} - \text{chisq}/\text{df})/(\text{chisqn}/\text{dfn} - 1)$, where chisq and chisqn are model chi-square for the given and null models, and df and dfn are the associated degrees of freedom.	>0.90 acceptable, >0.95 excellent
<p>Abbreviations: RMR=Root Mean Square Residual, GFI=Goodness-of-Fit Statistics, AGFI=Adjusted Goodness-of-Fit Statistics, CMIN/DF= Chi-square/df, NFI=Normed-Fit Index, RFI=Reporting Fit Indices, IFI=Incremental Fit Indices, TLI= Tucker-Lewis Index, CFI=Comparative Fit Index, RMSEA= Root Mean Square Error of Approximation.</p> <p>Source: Based on Bagozzi & Yi (1988), Tucker & Lewis, (1973), Baumgartner & Homburg (1996), Diamantopoulos & Siguaw (2000), MacCallum et al. (1996), Ping (2004), Schumacker & Lomax (2004), Bentler (1990), Bentler & Bonett (1980), Brown & Cudeck (1993).</p>		

Table 3.23 Summary of Reliability

FACTORS	p value	Cronbach's Alpha(α)	SRW
TM		.955	
TR← TM	***		.956
TD←TM	***		1.030
TA←TM	***		.869
TA		.826	
Q.10.3←TA	***		.693
Q.10.4←TA	***		.666
Q.10.2← TA	***		.768
Q.10.1← TA	***		.692
Q.10.5← TA	***		.681
TD		.903	
Q.11.8← CD	***		.738
Q.11.3← CD	***		.674
Q.11.2← CD	***		.746
Q.11.1← CD	***		.693
Q.11.9← CD	***		.784
Q.11.17← LD	***		.837
Q.11.16← LD	***		.821
Q.11.15← LD	***		.718
TR		.916	
Q.12.16←CRM	***		.709
Q.12.15← CRM	***		.775
Q.12.14← CRM	***		.750
Q.12.13← CRM	***		.787
Q.12.12← CRM	***		.751
Q.12.7←CRM	***		.756
Q.12.6←CRM	***		.722
Q.12.9←WES	***		.729
Q.12.8← WES	***		.699
Q.12.2← WES	***		.713
Q.12.1← WES	***		.788
Q.12.10← WES	***		.836
EVP		.948	
Q.14.19← F1	***		.680
Q.14.17← F1	***		.736
Q.14.15← F1	***		.736
Q.14.14← F1	***		.732
Q.14.13← F1	***		.779
Q.14.12← F1	***		.719
Q.14.11← F1	***		.723
Q.14.10← F1	***		.765
Q.14.9← F1	***		.752
Q.14.8← F1	***		.718
Q.14.7← F1	***		.733
Q.14.6← F1	***		.782
Q.14.5← F1	***		.783
Q.14.4← F1	***		.802
Q.14.18← F2	***		.737

Q.14.3← F2	***		.786
Q.14.1← F2	***		.489
EB		.829	
Q.13.8← EB	***		.732
Q.13.7← EB	***		.742
Q.13.6← EB	***		.742
Q.13.5← EB	***		.665
Q.13.3← EB	***		.629
EE		.900	
Q.15.12← EE	***		.723
Q.15.9← EE	***		.703
Q.15.8← EE	***		.781
Q.15.7← EE	***		.791
Q.15.6← EE	***		.790
Q.15.5← EE	***		.770
Q.15.3← EE	***		.689
IS		.764	
Q.18.4← IS	***		.556
Q.18.3← IS	***		.778
Q.18.2← IS	***		.573
Q.18.1← IS	***		.709
Abbreviations: AVE= Average Variance Extracted, CR= Composite Reliability, SRW= standardised regression weight, ***p<0.001.			
Source: Data analysis done by the researcher based on primary data collected.			

CHAPTER 4. DATA ANALYSIS & INTERPRETATION

Present chapter focuses on data analysis and interpretation of the various dimensions and strategies of talent management, relationship between talent management and intention to stay (impact of mediators), impact of demographic variables on various constructs and challenges of talent management. The collected data from different firms were analysed as per the objectives of the study.

4.1 Talent Management Dimensions & Strategies

The analysis in this section is based on the analysis of responses given by HR managers of eight pharma companies -Sun Pharma, Glenmark, IPCA, Zydus, Micro labs, Unichem, Pristine and Alkem relating to Talent gap, Talent management drivers, Strategic HR initiatives & approaches, Talent Management & Organisational Performance and Challenges of Talent Management faced by pharmaceutical companies in Sikkim.

4.1.1 Dimensions of Talent Gap in Pharmaceutical Companies in Sikkim (Objective 1)

First objective of the research work was to determine the dimensions of talent gap in pharma companies in Sikkim. Thus, the talent gap analysis is done to find out the dimensions of talent gap.

4.1.1.1 Talent Gap Analysis

Table 4.1 depicts that 62.5% of the HR managers expressed difficulty faced by the companies in filling positions due to talent shortage. This is quite alarming and it shows the severity of the problem as it is more intense than the results reported by Annual Talent Shortage Survey (2015) which was carried out by Man power Group that one-third of employers faced difficulties in filling up crucial positions in their organisations and approximately 50% of the employers failed to get the right talent for their business.

Table 4.1 Difficulty in Filling Positions

Criteria	Yes	No	Total
Difficulty in filling positions due to talent shortage	5 (62.5%)	3 (37.5%)	8 (100%)
Note: Figures in the parentheses are on row percentage Source: Data analysis done by the researcher based on primary data collected.			

The problem cannot be ignored as the impact of persisting talent shortage could leave organisations unable to grow, derail from their efficiency in obtaining or maintaining competitive edge (Boshard & Louw, 2010). Such problems should draw the focus of companies on talent issues.

Talent gap may arise due to retirement, specific skill shortage, problem in talent attraction and employee turnover. The major problem confronted by pharma companies in India is talent gap and the problem is more intense in pharma industry, Sikkim. It is evident from Table 4.2 that 75% of HR managers responded that due to reasons like frequent job hopping and poaching, the companies are facing talent gap.

Table 4.2 Reasons for Talent Gap

Reasons	Yes	No	Total
Problem in talent attraction	4 (50%)	4 (50%)	8 (100%)
Skill shortage locally	5 (62.5%)	3 (37.5%)	8 (100%)
Retirement	00 (0%)	8 (100%)	8 (100%)
Resignation due to family reasons	3 (37.5%)	5 (62.5%)	8 (100%)
Any other reasons - Job hopping/poaching	6 (75%)	2 (25%)	8 (100%)
Note: Figures in the parentheses are on row percentage Source: Data analysis done by the researcher based on primary data collected.			

As Sikkim is a hub for pharma companies, the reasons of job hopping and poaching are quite obvious. Another major problem in Sikkim is that there is skill shortage locally as expressed by 62.5% of the respondents. The pool of talent with the requisite skills and experience is very low. Due to this pharma companies are struggling to find

competent staff and are competing in attracting the limited talent available in labour market (Anand & Lopes, 2015). HR managers (50%) also indicated that they experience problem in attracting the talent.

A semi-structured interview was conducted with all the HRs of eight pharma companies. The outcome of the interview has provided insights into talent gap, different programmes conducted by the companies & the measures to be taken, views/opinions on different government policies & practices, what they expect from the state, etc.

For example, on measures to address skill shortage in Sikkim, one of the HR managers expressed,

‘The state government is planning to set up skill training institute with equal contribution from all existing pharma companies; we are ready to cooperate in any manner and looking forward to see the end result of it’ (Unichem).

Another HR manager said,

‘We are conducting both internal & external training programmes in order to address skill gap’ (Alkem).

‘A formal training calendar is maintained for the employees; on an average, training sessions for two days are conducted once or twice in a year. Cluster wise residential and leadership training programmes are also conducted and over Rs. 50 lakh we invest in different training programmes. We sent freshers to Vadodara branch where we have our own institute for training. There is a scarcity of ITI centres in this state’ (Sun Pharma).

‘Government should take major initiatives for setting up institutes in order to facilitate bridging the gap between skills requirement and skills availability in the state. More number of professional & pharma colleges need to be set up & developed in the state. There must be collaboration between academic institutions, industry & government. Policies may be formulated to ensure that minimum 10% of the students from different institutions should be selected on the basis of their eligibilities by the companies where they will be trained for certain period and based on their

competencies & employability, they should be absorbed by the company as employees. In fact we have already entered into MoUs with few academic institutions that are existing in Sikkim and recruiting the candidates from the relevant departments. But the number of institutions are not adequate enough to cater towards skill requirement of many pharma companies located in the state' (Glenmark).

Table 4.3 portrays talent shortage at various levels. Talent shortage is mostly prevalent at officers' level as indicated by (87.5%) respondents followed by executives (62.5%). The companies are also experiencing talent shortage for technicians as indicated by 50% of respondents. Two HR managers expressed that talent shortage exists at middle management and junior management level. One aspect is evident that talent shortage problem is present at all levels but varies in terms of intensity.

Table 4.3 Talent Shortage at Various Levels

Levels	Yes	No	Total
Senior management	1(12.5%)	7(87.5%)	8 (100%)
Middle management	2(25.0%)	6(75.0%)	8 (100%)
Junior management	2(25.0%)	6(75.0%)	8 (100%)
Executives	5(62.5%)	3(37.5%)	8 (100%)
Officers	7(87.5%)	1(12.5%)	8 (100%)
Technicians	4(50.0%)	4(50.0%)	8 (100%)
Contractual labour	1(12.5%)	7(87.5%)	8 (100%)
Note: Figures in the parentheses are on row percentage			
Source: Data analysis done by the researcher based on primary data collected.			

The major problem confronted by pharma companies in India is talent gap and one of the main reasons is due to high attrition rate. Based on the information provided by HR managers of eight pharma companies, it is implicit from Table 4.4 that on an average 26.75% of the employees are leaving the company. The figures are quite alarming when compared with average industry figures in India. In pharmaceutical industry in India, the average annual voluntary attrition rate is 16.1% (KPMG survey, 2017-18). The problem is more severe in few companies where the figures are touching 30% to 43%.

Table 4.4 Voluntary Attrition Rate

Sl. No.	Company	Percentage of employees leaving company on an average every year
1.	Company 1	25
2.	Company 2	16
3.	Company 3	30
4.	Company 4	40
5.	Company 5	20
6.	Company 6	43
7.	Company 7	10
8.	Company 8	30
	Average	26.75
Source: Data analysis done by the researcher based on primary data collected.		

The companies have to take cognizance of the fact and take appropriate measures to address the problem. To make sure that talent is retained by pharma companies in the long run, it is essential to meet the employee needs and expectations (Lorri & Freifield, 2013). In the competitive era, retaining talented people acts as a catalyst for achieving organisational excellence (Schuler et al., 2011; Aksakal et al., 2013; Gallardo-Gallardo et al., 2013; Jyoti & Rani, 2015).

On an average, the pharmaceutical companies have witnessed 26.75% of employees leaving the company, Furthermore level-wise rate of attrition in Table 4.5 is found to be highest at officers' level (23.29%), followed by executives' level (22.25%) and contractual labour (22.13%). Voluntary attrition rate is low at junior and middle level of management and very low at senior management level.

Table 4.5 Voluntary Attrition Rate at Various Levels

S. No.	Company	Percentage of Employees Leaving Organisation at Various Levels						
		Contractual Labour	Technician	Officers	Executives	Junior Level of Management	Middle level of Management	Senior level of Management
1.	Company 1	22	14	21	18	9	9	1
2.	Company 2	36	13	20	16	0	0	0
3.	Company 3	45	34	32	20	15	15	0
4.	Company 4	11	4	16	40	15	30	0
5.	Company 5	11	9	19	26	10	3	1
6.	Company 6	17	14	34	21	5	2	2
7.	Company 7	22	10	21	18	9	9	1
8.	Company 8	13	14	16	19	10	5	2
	Average	22.13	14.00	23.29	22.25	9.13	9.13	0.88

Source: Data analysis done by the researcher based on primary data collected.

Table 4.6 outlines the factors that are attributed to attrition of the work force. Lack of competitive compensation and rewards is the most prominent reason for voluntary attrition followed by challenges of Sikkim State like lack of better educational facilities for the children, lack of medical facilities, geographical challenges of Sikkim State which include vulnerability of earthquakes, landslides, etc. HR managers of seven companies expressed that they conduct exit interviews and use a formal approach to identify the reasons to quit the company. Though external factors cannot be regulated by the company, HR of 6 companies opine that attrition problem can be addressed through appropriate talent management strategies.

Table 4.6 Reasons for Voluntary Attrition of Employees

Reasons	Yes (%)	No (%)	Total (%)
Lack of inspirational, visionary, characteristic leadership	2 (25.0%)	6 (75.0%)	8 (100%)
Lack of challenging & supportive work environment	3 (37.5%)	5 (62.5%)	8 (100%)
Lack of growth & advancement opportunities	3 (37.5%)	5 (62.5%)	8 (100%)
Lack of competitive compensation & rewards	6 (75.0%)	2 (25.0%)	8 (100%)
External factors like lack of better educational facilities for the children, lack of better medical facilities, geographical challenges of the State, etc.	5 (62.5%)	3 (37.5%)	8 (100%)
Note: Figures in the parentheses are on row percentage Source: Data analysis done by the researcher based on primary data collected.			

4.1.2 Strategic Organisational Initiatives and HR Approaches used to Manage Talent (Objective 2)

In the study of Rani & Joshi (2012), it was established that talent management practices are significant and play a vital role in organisational performance. It was observed from the data collected that 75% of the respondents expressed that the company gives high degree of emphasis to talent management, 25% of respondents responded that the company assigns medium degree of emphasis to talent management as shown in Table 4.7 and it is quite obvious that no HR Manager has reported that they give less emphasis to talent management. The mounting interest in talent management is mainly due to growing recognition of the impact of talent management practices on business sustainability, growth and profitability. Another factor that can be attributed to the increasing focus on TM is the contribution of talent management in dealing with the scarcity of skilled workforce, this finding is also inline with study of Siresha & Ganapavarapu (2014).

Table 4.7 Importance Assigned to Talent Management

Degree	High	Medium	Low	Total
Degree of emphasis on talent management	6 (75%)	2 (25%)	0 (0%)	8 (100%)
Note: Figures in the parentheses are on row percentage Source: Data analysis done by the researcher based on primary data collected.				

It is observed from Table 4.8 that one company with less than 100 employees and one company with 100 -399 employees are giving medium emphasis to talent management, two companies with 100-399 employees are giving high importance and four companies with 400 and more employees are assigning high importance to talent management. It is quite obvious that the companies with more employees are giving relatively more focus to talent management as the talent issues are quite crucial for their functioning and organisational effectiveness.

Table 4.8 Size of the Organisation and Degree of Emphasis on Talent Management

Size of the organisation	Degree of emphasis on talent management		
	Medium	High	Total
Less than 100 employees	1	0	1
100-399 employees	1	2	3
400-699 employees	0	1	1
700-999 employees	0	2	2
Over 1000 employees	0	1	1
Total	2	6	8
Source: Data analysis done by the researcher based on primary data collected.			

Table 4.9 depicts that two companies have global operations, three companies have multinational operations and they are assigning higher emphasis to talent management. Two company's operations are confined to the national boundaries which are giving medium emphasis to talent management and one company whose operations are national in nature, is giving higher importance to talent management. It is quite natural that companies which are global and multinational in nature give more focus to talent management.

Table 4.9 Company’s Operations wise Degree of Emphasis on Talent Management

Operations of company	Degree of Emphasis On Talent Management		
	Medium	High	Total
Global (high level of global integration)	0	2	2
Multinational (national/regional operations act independently)	0	3	3
National (operations in one country only)	2	1	3
Total	2	6	8

Source: Data analysis done by the researcher based on primary data collected.

It is not surprising to see the results that all eight HR managers responded that talent management dimensions are aligned to support the growth strategy of the company as shown in Table 4.10. Stahl et al., (2012) also expressed in their study that designing & implementing best HR practices doesn’t confirm the competitiveness of firms rather it depends on the proper internal alignment of various elements of Talent Management system along with their links to business strategy.

Table 4.10 Alignment of Talent Management Dimension with Growth Strategy

Alignment of talent management dimension with growth strategy	Yes	No	Total
Talent management dimensions aligned to support growth strategy	8 (100%)	00 (0%)	8 (100%)

Note: Figures in the parentheses are on row percentage
Source: Data analysis done by the researcher based on primary data collected.

According to Mathew (2015), Talent management is an important component of business strategy where the top management and HR managers are keenly engaged to attain business outcomes. In addition to this, Hussain et al., (2013) elucidates that talent management can be a key success component for its human resource strategy and as segment of the business strategy to retain talented employees. As per the study of Kay & Moncarz (2004), when key employees leave the organisation, it results in losing critical skills, disrupting organisation’s operations and posing threat to the organisational growth.

It is observed from Table 4.11 that creating retention rich culture is accorded highest priority reflected by highest mean score assigned to the initiative. The major problem faced by pharmaceutical companies in India is talent gap and one of the dimensions include high attrition rate. Hence creating retention rich culture is a challenge for pharma industry in India in general and more in Sikkim. Second rank based on mean score is accorded to the alignment of employees with the vision, mission & strategy of the company.

Table 4.11 Strategic Talent Management Initiatives

S.No	Talent Management Initiatives	Mean score
1	Alignment of employees with the vision, mission and business strategy	4.69
2	Building successors	3.99
3	Creating retention culture	5.88
4	Creating attractive culture to join	4.25
5	Facilitating career growth and development of employees	4.42
6	Identifying vacancies in time as the company grows	2.44
7	Tapping the right kind of talent	3.16
8	Rewarding best performers	4.68
Source: Data analysis done by the researcher based on primary data collected.		

Singh et al., (2012) also emphasised on aligning human capital with corporate strategy and objectives. Rewarding best performers is ranked third, as one of the main motivating factors for the employees now-a-days is recognition of work. Rewarding the best performers, motivates the employees to perform better and is an incentive for the better performers to stay with the company. Identifying vacancies in time as the company grows, tapping the right kind of talent and building successors are assigned last three ranks connoting relatively lesser importance for these initiatives.

Regarding the perception of how strongly the employer brand acts as a tool in managing talent, eight HR managers opine that having a well-defined employer brand is advantageous in managing talent in the company as shown in Table 4.12.

Table 4.12 Employer Brand as a Tool for Managing Talent

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Employer brand acts as a tool in managing talent	0 (0%)	0 (0%)	0 (0%)	5(62.5%)	3(37.5%)	8(100%)
Note: Figures in the parentheses are on row percentage						
Source: Data analysis done by the researcher based on primary data collected.						

The organisations are investing substantial resources on strengthening employer branding as they consider the practice of employer branding valuable. Backhaus & Tikoo (2004) and Barrow & Mosley (2011) and claimed in their respective studies that if employer branding strategies are formulated and implemented effectively, they will have potential to provide competitive advantages to the companies. The company by focusing on employer branding will increase its capability of talent attraction, engagement and retention which in turn will positively influence its performance.

Campus recruitment, direct sourcing and referrals are considered to be the major sources of recruitment by the pharma companies followed by social networks; surprisingly mobile career site is not at all considered to be the source of recruitment as shown in Table 4.13 in this era where people are ‘tech savvy’ and mobile technology is on the rise.

Table 4.13 Sources of Recruitment

Sources of Recruitment	Frequency	Percent
Social networks	5	62.5%
Referrals	6	75.0%
Corporate career site	5	62.5%
Direct sourcing	6	75.0%
Mobile career site	0	0.0%
Campus recruitment	6	75.0%
Any other	0	0.0%
Source: Data analysis done by the researcher based on primary data collected.		

Companies use various HR approaches in managing the talent. The widely used HR interventions by the pharma companies in Sikkim as indicated by HR managers are Reward and compensation management, Leadership development and Learning & development (Table 4.14).

Table 4.14 HR Approaches to Manage Talent

HR Approaches	Yes	No	Total
Performance Management	7(87.5%)	1(12.5%)	8 (100%)
Reward & compensation management	8 (100%)	00(0%)	8 (100%)
Career management	5(62.5%)	3(37.5%)	8 (100%)
Workforce analytics & planning	5(62.5%)	3(37.5%)	8 (100%)
Leadership development	8(100%)	00(0%)	8 (100%)
Competency management	5(62.5%)	3(37.5%)	8 (100%)
Learning & development	8(100%)	00(0%)	8 (100%)
Deployment & redeployment strategies	5(62.5%)	3(37.5%)	8 (100%)
Succession Planning	6(75.0%)	2(25.0%)	8 (100%)
Note: Figures in the parentheses are on row percentage			
Source: Data analysis done by the researcher based on primary data collected.			

In this competitive environment, it is very essential to offer competitive compensation. As expressed by HR managers, job hopping is one of the main reasons for talent gap and in addition there is skill shortage. In order to address the problem, the companies have to offer lucrative compensation in order to retain the employees. There is a positive and significant relationship between employer brand and its dimensions: compensation, brand and reputation, authority, work environment, corporate social responsibility and employee retention. This findings are also inline with Khoshnevis & Gholipour (2017). One surprising result is that HR managers reported that compensation and reward management is extensively used in order to manage the talent. But on the other hand, they have responded that lack of competitive compensation and rewards is the most prominent reason for voluntary attrition (Table 4.6). In fact many cases it so happens that the management perceives that they know what the employees want and they think they are able to meet their expectations but in reality it may not be true. It is necessary

to know from the employees what they want so that there is no gap between what the employees want and what the management provides to the employees. Now-a-days, the employees have to be valued and rewarded for their contribution in order to make them engaged. Findings of Gakure et al., (2013) report also highlighted that there is a significant relationship between reward systems and talent management. Jeswani & Sarkar (2008) described that feeling valued by the employees is one of the important drivers of employee engagement.

Companies are recognising the importance of leadership development, learning & development of employees as it facilitates the company to become a learning organisation and thereby contribute to organisational effectiveness. Many companies are using performance management and succession planning as well. Companies are revisiting performance management in order to adapt to the changing requirements. Singh et al. (2012) has advocated in their study that for the better performance of an organisation, it needs to implement effective talent management strategies such as recognising, attracting, selecting and retaining talent and managing succession. Other HR interventions such as competency management, career management, HR analytics are also assuming significance as depicted in Table 4.14.

Succession Planning is considered as an integral component at top management, middle management, junior management levels and executives. For officers, 37.5% of respondents indicated that there is succession planning (Table 4.15). Succession planning is no longer confined to top management. In the present day scenario, companies are using succession planning for all levels of their companies as pointed out by Dehghanpour et al. (2011) and Kowalewski et al. (2011). The results of the present study are consistent with the findings of the previous studies. Dehghanpour et al. (2011) were also in the view that as employee empowerment is the order of the day

with distribution of decision making to empowered work force, the need for successor is felt for all jobs in the company especially with more employee involvement in the company. Perrenoud & Sullivan (2017) advocates that there is a strong positive correlation between the number of succession practices a company applies and the executive's level of satisfaction with the leadership transition.

Table 4.15 Succession Planning Considered as an Integral Component at Various Levels

Succession planning at various levels	Yes	No	Total
Senior management	7(87.5%)	1(87.5%)	8 (100%)
Middle management	7(87.5%)	1(12.5%)	8 (100%)
Junior management	6(75%)	2(25%)	8 (100%)
Executives	7(87.5%)	1(12.5%)	8 (100%)
Officers	3(37.5%)	5(62.5%)	8 (100%)
Note: Figures in the parentheses are on row percentage Source: Data analysis done by the researcher based on primary data collected.			

HR managers of the eight pharma companies assigned ranks based on the priority basis for the various retention strategies adopted by their respective companies. Accordingly all the responses given by the respondents are combined using Garrett Ranking technique.

Table 4.16 depicts that the most prioritised retention strategy is providing rewards for better performers followed by building open environment & good work culture and offering competitive remuneration package to the employees.

Table 4.16 Major Retention Strategies Adopted by the Company

Sl.No.	Retention Strategies	Rank
1.	Building an open environment & good work culture	2
2.	Giving competitive remuneration packages	3
3.	Clarifying job responsibilities	4
4.	Providing continuous training opportunities for skill up gradation	4
5.	Providing more benefits to the employees	6
6.	Providing more facilities to the employees	7
7.	Providing rewards for better performers	1

Source: Data analysis done by the researcher based on primary data collected.

4.1.3 Drivers of Talent Management (Objective 3)

Among various drivers of talent management identified from the literature reviewed, respondents were asked to assign degrees from very small degree (1) to very high degree (5) for the factors which drive the need to manage talent in a better way. Combining all the responses, factor wise points were calculated and accordingly rank was assigned as per the points scored by each factor/driver, in order to find out which factor is highly considered as driver of talent management by the respondents. It is evident from Table 4.17 that corporate culture is ranked 1st, then retention issues and diverse workforce as 2nd and 3rd followed by cost of human capital and new technologies to be 4th and 5th in the ranking. The last factor to drive talent management as indicated by the respondents is need for customer service and this could be due to the fact that the pharma companies in Sikkim do not deal with marketing of products.

Table 4.17 Factors Driving Talent Management

S.No.	Drivers	I	II	III	IV	V	Total	Points	Rank
1.	Talent & Skills shortages	1	2	1	1	3	8	27	6
2.	Business competition	2	0	2	2	2	8	26	7
3.	Retention issues	0	0	3	1	4	8	33	2
4.	Need for customer service	3	2	3	0	0	8	16	13
5.	Need for innovation	1	3	2	2	0	8	21	11
6.	Corporate culture	0	1	0	3	4	8	34	1
7.	Cost of human capital	0	0	4	2	2	8	30	4
8.	New technologies	0	1	3	3	1	8	28	5
9.	Global marketplace	3	2	2	0	1	8	18	12
10.	Diverse workforce	0	1	1	4	2	8	31	3
11.	Work/life balance issues	1	1	3	2	1	8	25	8
12.	Compliance and regulatory issues	1	1	4	1	1	8	24	9
13.	Outsourcing and/or off shoring	2	1	1	4	0	8	23	10
Source: Data analysis done by the researcher based on primary data collected.									

As perceived by HR managers, Talent management strongly enhances employee productivity and increases competitiveness of the company as reflected by the mean scores in Table 4.18. This confirms with the results of various studies that talent management enhances the productivity, influences organisational performance and provides competitive advantage to the company (Mathew, 2015; Hughes & Rog, 2008; Gronhaug & Nordhaug, 1992; Teece *et al.*, 1997; Anwar *et al.*, 2014; Hanif & Yunfei, 2013; Rani & Joshi, 2012)

Table 4.18 Talent Management and Organisational Performance

Organisational Performance	Mean score	SD
Talent management leads to increase employee productivity	6.1250	.83452
Talent management increases competitiveness of the company	6.0000	1.06904
Source: Data analysis done by the researcher based on primary data collected.		

4.2 Relationship between Talent Management and Intention to Stay – Direct Effect and Impact of Mediators

4.2.1 Testing of Hypotheses for Direct Effect (Objective 4)

The fourth objective of the study is to examine the direct effect of TM on EVP, EB, EE, IS; the direct effect of EVP on EB, EE, IS; the direct effect of EB on EE, IS; and the direct effect of EE on IS.

Null Hypothesis (H_{01a}): Talent Management has no effect on Employee Value Proposition.

Alternative Hypothesis (H_{11a}): Talent Management has a positive effect on Employee Value Proposition.

To test the hypothesis, a linear regression was run in SPSS version 23 with talent management as the independent variable and employee value proposition as the dependent variable. Table 4.19 demonstrates the results which indicates that talent management is moderately significant positive predictor of the employee value proposition ($b = .314$, $SE = .007$, $p < 0.001$). Since the coefficient is positive and significant, H_{01a} is rejected in favour of H_{11a} . These results indicate that good talent management practices in the organisation would lead to higher employee value proposition. This finding is consistent with prior studies (Tajuddin *et al.*, 2015; Taing, 2010; Tajuddin *et al.*, 2016) finding that talent Management is a significant predictor of Employee Value Proposition (EVP) which suggests that TM can facilitate EVP.

Null Hypothesis (H_{01a}): Talent Management has no effect on Employer Branding.

Alternative Hypothesis (H_{11a}): Talent Management has a positive effect on Employer Branding.

In order to test the hypothesis, a linear regression was run with talent management as the independent variable and employer branding as the dependent variable. The results of the study reveals that talent management is positively related to employer branding which is significant though the coefficient is less ($b=.277$, $SE=.009$, $p<0.001$). Since the coefficient is positive and significant, H_{01a} is rejected in favour of H_{11a} . It implies that effective talent management in the company would lead to a positive employer branding, supporting the positive effect hypothesis. This finding is in conformity with the study conducted by Tajuddin, *et al.*, (2015)

Null Hypothesis (H_{01a}): Talent Management has no effect on Employee Engagement.

Alternative Hypothesis (H_{11a}): Talent Management has a positive effect on Employee Engagement.

To test this hypothesis, a linear regression was run in SPSS version 23 with talent management as the independent variable and employee engagement as the dependent variable. The results indicate that talent management is a significant positive predictor of the employee engagement ($b=.295$, $SE=.010$, $p<0.001$). The coefficient is low and talent management accounts for 29.5% variation in employee engagement, hence H_{01a} is rejected in favour of H_{11a} . The findings of the study are slightly closer to the earlier studies. Talent management has positive consequences such as enhanced employee engagement and employee retention (Ballesteros & Inmaculada, 2010; Barkhuizen *et al.*, 2014; Srivastava & Bhatnagar, 2008; Hughes & Rog, 2008). Talent management is a significant predictor of employee engagement (Wahba, 2015).

Null Hypothesis (H_{01a}): Talent Management has no effect on Intention to Stay.

Alternative Hypothesis (H_{11a}): Talent Management has a positive effect on Intention to Stay.

To test the hypothesis, a linear regression was run with talent management as the independent variable and intention to stay as the dependent variable. The results connote that talent management is significant moderate positive predictor of the intention to stay ($b=.3060$, $SE=.009$, $p<0.001$). Since the coefficient is positive and significant, H_{01a} is rejected in favour of H_{11a} . These results indicate that good talent management practices in the organisation would lead to intention to stay by the employees thereby increase the retention rate. The results are in conformity with the earlier findings (Ballesteros & Inmaculada, 2010; Hughes & Rog, 2008; Heinen & O'Neill, 2004; McCauley & Wakefield, 2006) that good talent management practices increases intention to stay by the employees and leads to employee retention. Talent management practices are negatively related to employees' intention to quit the company (Darvish et al., 2012); Theron et al., 2014; Allen et al., 2003). The effective talent management strategies augment the retention rate in organisations. (Hughes & Rog, 2008; Hussain *et al.*, 2013; Deros *et al.*, 2009; Rani & Joshi 2012; Srivastava & Bhatnagar, 2008).

Table 4.19 Direct Effect Results

Direct Effect	B	SE	t	p
TM→ EVP	.314	.007	42.846	***
EVP→ EB	.785	.023	34.352	***
TM→ EB	.277	.009	31.232	***
EB→ EE	.791	.028	27.886	***
TM→ EE	.295	.010	30.615	***
EVP→ EE	.884	.022	39.959	***
EE→ IS	.771	.025	30.443	***
TM→ IS	.306	.009	33.122	***
EVP→ IS	.870	.023	37.050	***
EB→ IS	.851	.026	32.694	***
Notes: TM= Talent management, EVP= Employee value proposition, EB= Employer branding, EE= Employee engagement, and IS= Intention to stay, *** $p<0.001$.				
Abbreviations: b-unstandardised beta coefficient, SE- standard error, t- critical ratio.				
Source: Data analysis done by the researcher based on primary data collected.				

Null Hypothesis (H_{01b}): Employee Value Proposition has no effect on Employer Branding.

Alternative Hypothesis (H_{11b}): Employee Value Proposition has positive effect on Employer Branding.

To test this hypothesis, a linear regression was run in SPSS version 23 with employee value proposition as the independent variable and employer branding as the dependent variable. The results portrayed in Table 4.19 indicate that employee value proposition is a significant positive predictor of the employer branding ($b=.785$, $SE=.023$, $p<0.001$). Since the coefficient is positive and significant, H_{01b} is rejected in favour of H_{11b} . These results show that higher the employee value proposition in the organisation, better would be the employer branding. This finding is in line with previous studies that employee value proposition drives employer branding (Goswami, 2015; Pawar & Charak, 2015; Backhaus & Tikoo, 2004; Botha *et al.*, 2011; Eisenberg *et al.*, 2001; Fatima & Sheikh, 2017; Kochanski, 2004; Tajuddin *et al.*, 2015; Mossevelde, 2014; Elving *et al.*, 2013; Barrow & Mosley, 2011).

Null Hypothesis (H_{01b}): Employee Value Proposition has no effect on Employee Engagement.

Alternative Hypothesis (H_{11b}): Employee Value Proposition has positive effect on Employee Engagement.

The hypothesis is tested using regression analysis with employee value proposition as the independent variable and employee engagement as the dependent variable. The results of the study depict that employee value proposition is a significant positive predictor of the employee engagement and the coefficient is high. EVP accounts for 88.4% variation in employee engagement ($b=.884$, $SE=.022$, $p<0.001$). The results

indicate that higher employee value proposition would lead to more engaged employees and it is consistent with previous studies (Heger, 2007) that employee value proposition is a significant predictor of employee engagement hence H_{01b} is rejected in favour of H_{11b} .

Null Hypothesis (H_{01b}): Employee Value Proposition has no effect on Intention to Stay.

Alternative Hypothesis (H_{11b}): Employee Value Proposition has positive effect on Intention to Stay.

The hypothesis is tested using regression analysis with employee value proposition as the independent variable and intention to stay as the dependent variable. Table 4.19 demonstrates the results which indicates that employee value proposition is a significant positive predictor of the intention to stay ($b=.870$, $SE=.023$, $p<0.001$). As the coefficient is positive and significant, H_{01b} is rejected in favour of H_{11b} . These results denote that higher employee value proposition in the organisation would increase intention to stay by the employees, supporting the positive effect hypothesis. The results of the present study are in agreement with the findings of the earlier studies that EVP predicts retention (Heger, 2007; Sartain & Schumann, 2006). Firms with higher Employee Value Proposition had lower labour turnover (Botha *et al.*, 2011, Mani, 2016).

Null Hypothesis (H_{01c}): Employer Branding has no effect on Employee Engagement.

Alternative Hypothesis (H_{11c}): Employer Branding has positive effect on Employee Engagement.

The results of regression analysis with employer branding as the independent variable and employee engagement as the dependent variable portrays that employer branding is a significant positive predictor of the employee engagement and the coefficient is

high($b=.791$, $SE=.028$, $p<0.001$). As the coefficient is positive and significant, H_{01c} is rejected in favour of H_{11c} . It can be inferred that strong employer branding in the organisation would lead to more engaged employees, supporting the positive effect hypothesis. This is in line with the finding (Kunerth & Mosley, 2011) that the organisations are deploying employer brand management to facilitate internal employee engagement, as an add-on to its more general usage in fostering external image and acquisition of talent. ‘In companies which have developed employer brand, employees are more actively engaged’ (Kucherov & Zavyalova, 2012).

Null Hypothesis (H_{01c}): Employer Branding has no effect on Intention to Stay.

Alternative Hypothesis (H_{11c}): Employer Branding has positive effect on Intention to Stay.

To test this hypothesis, a linear regression was run in SPSS version 23 with employer branding as the independent variable and intention to stay as the dependent variable. The results indicate that employer branding is a significant positive predictor of the intention to stay ($b=.851$, $SE=.026$, $p<0.001$) and beta coefficient is also high. Employer branding accounts for 85.1% of variance in intention to stay by the employees. Since the coefficient is positive and significant, H_{01c} is rejected in favour of H_{11c} . These results depict that strong employer branding in the organisation would lead to higher intention to stay by the employees, supporting the positive effect hypothesis. The results of the study are consistent with previous studies findings that talent retention rests on the positive and strong employer branding of an organisation in an industry (Fitz-enz, 2003; Brewster *et al.*, 2005; Neal & Gebauer, 2006; Hughes & Rog, 2008; Mihalcea, 2017; Khoshnevis & Gholipour, 2017; Gilani & Cunningham, 2017). There is a positive and significant relationship between employer brand and employees’

intention to stay (Khoshnevis & Gholipour, 2017; Tanwar & Prasad, 2016; Cheese *et al.*, 2008; Crous, 2007; Minchington, 2010; Willock, 2005).

Null Hypothesis (H_{01d}): Employee Engagement has no effect on Intention to Stay.

Alternative Hypothesis (H_{11d}): Employee Engagement has positive effect on Intention to Stay.

The hypothesis is tested through a linear regression with employee engagement as the independent variable and intention to stay as the dependent variable. The results indicate that employee engagement is a significant positive predictor of the intention to stay and the coefficient is also high ($b=.771$, $SE=.025$, $p<0.001$), hence H_{01d} is rejected in favour of H_{11d}. The results of the study are in line with the findings of the previous studies that the major outcome of employee engagement includes intention to stay in the organisation and engaged employees have a lesser tendency to quit the organisation (Sonnentag, 2003; Saks, 2006; Du Plooy & Roodt, 2010; Robyn & Du Preez, 2013; Truss *et al.*, 2006; Shuck & Wollard, 2010; Wilson, 2009; Mendes & Stander, 2011; Harter *et al.*, 2002; Mortimer, 2010; Kumar & Swetha, 2011; Mehrzi & Singh, 2016; Kang, 2014; Schaufeli & Bakker, 2004; Takawira *et al.*, 2014; Gubman, 2003).

4.2.2 Testing of Hypothesis for Simple Mediating Effect (Objective 5)

The fifth objective of the study is to investigate the mediating effect of EVP on the relationship between TM & EB, TM & IS; the mediating effect of EB on the relationship between EVP & EE, TM & IS; the mediating effect of EE on the relationship between EB & IS, TM & IS.

Null Hypothesis (H_{02a}): Employee Value Proposition doesn't mediate the relationship between Talent Management and Employer Branding.

Alternative Hypothesis (H_{12a}): Employee Value Proposition mediate the relationship between Talent Management and Employer Branding.

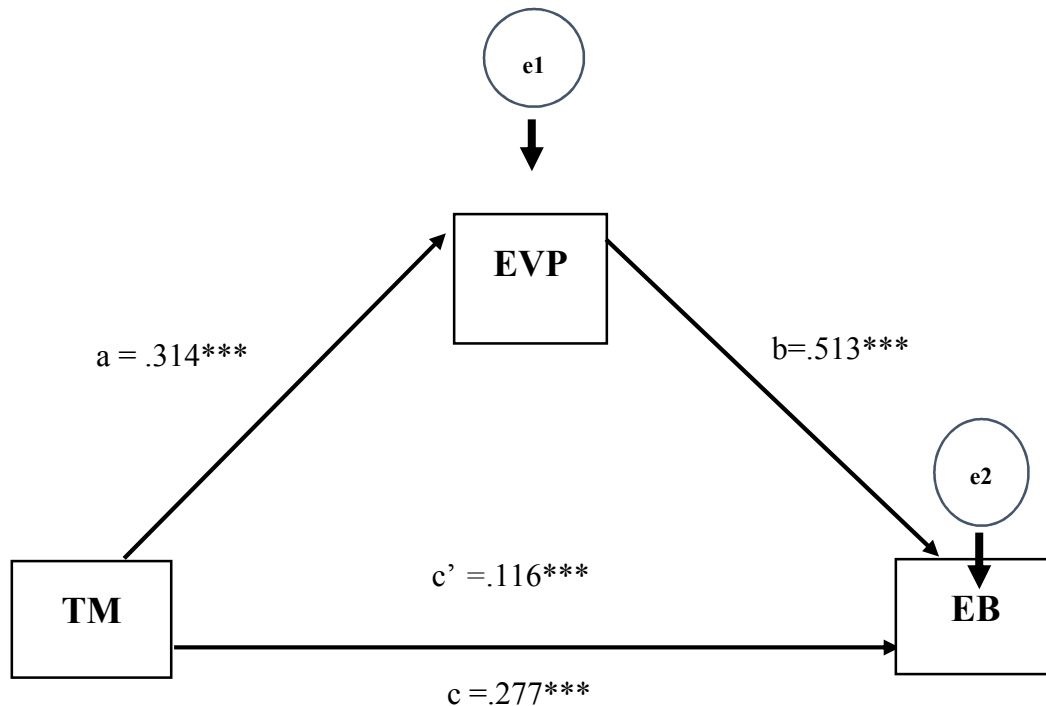


Figure 4.1: Mediation Model Indirect Effect of TM on EB through EVP

Model 4 of the PROCESS macro was used to test the hypothesis that employee value proposition mediates the effect of talent management on employer branding. In addition, model was also tested in AMOS for further validation of the result. Results depicted in Table 4.20 indicates that talent management is moderately significant positive predictor of employee value proposition ($b = .314$, $SE = .007$, $p < 0.001$), similarly employee value proposition is also a significant positive predictor of employer branding ($b = .513$, $SE = .043$, $p < 0.001$), hence H_{02a} is rejected in favour of H_{12a}.

The total effect (c) of talent management on employer branding is significant as well ($b = .2770$, $SE = .0089$, $p < 0.001$). The indirect effect was tested using 10000 bootstrap samples with results depicted in Table 4.21 indicating that the indirect effect is

significant ($b=.1613$, $SE= .0219$, $95\% CI =.1200,.2057$). If the indirect effect is significant, then it is deemed to be successful mediation. If the direct effect remains significant, then there is partial mediation (MacKinnon et al., 2007). As the direct effect (c') is significant ($b= .1157$, $SE= .0157$, $95\% CI = .0849, .1465$), it can be claimed that employee value proposition partially mediates the relationship between talent management and employer branding. These results do support the mediation hypothesis and are in conformity with the findings of the previous study that EVP partially mediates the relationship between TM practices and talent brand strategy and TM is a significant predictor of EVP & talent brand strategy (Tajuddin *et al.*, 2015).

Table 4.20 Mediation Model Results of Direct Effect of TM on EB

TM, EVP&EB	B	SE	T	p	CI (Lower)	CI (Upper)
TM→ EVP	.314	.007	42.846	***	.2998	.3286
TM→ EB	.116	.016	7.366	***	.0849	.1465
EVP→ EB	.513	.043	11.953	***	.4291	.5978

Notes: TM= Talent management, EVP= Employee value proposition, EB= Employer branding, *** $p<0.001$, CI (lower)- lower limit confidence interval; CI (upper)- upper limit confidence interval.
Abbreviations: b- unstandardised beta coefficient; SE-standard error; t- critical ratio; CI (lower)- lower limit confidence interval; CI (upper)- upper limit confidence interval.
Source: Data analysis done by the researcher based on primary data collected.

Table 4.21 Path Coefficients, Indirect Effects, And 95% Bias-Corrected Confidence Interval Predicting Employer Branding (N=653)

Path	Effect	SE	p-value	CI (Lower)	CI (Upper)
Total effect	.2770	.0089	***	.2596	.2944
Direct effect	.1157	.0157	***	.0849	.1465
Indirect effects				BootLLCI	BootULCI
TM→ EVP→EB	.1613	.0219	Significant	.1200	.2057

Notes: TM= Talent management, EVP= Employee value proposition, EB= Employer branding, *** $p<0.001$, CI (lower)- lower limit confidence interval, CI (upper)- upper limit confidence interval.
Abbreviations: CI (lower)- lower limit confidence interval; CI (upper)- upper limit confidence interval; BootLLCI- bootstrapping lower limit confidence interval; BootULCI- bootstrapping upper limit confidence interval; SE- standard error.
Source: Data analysis done by the researcher based on primary data collected.

Hypothesis

Null Hypothesis (H_{02a}): Employee Value Proposition doesn't mediate the relationship between Talent Management and Intention to Stay.

Alternative Hypothesis (H_{12a}): Employee Value Proposition mediate the relationship between Talent Management and Intention to Stay.

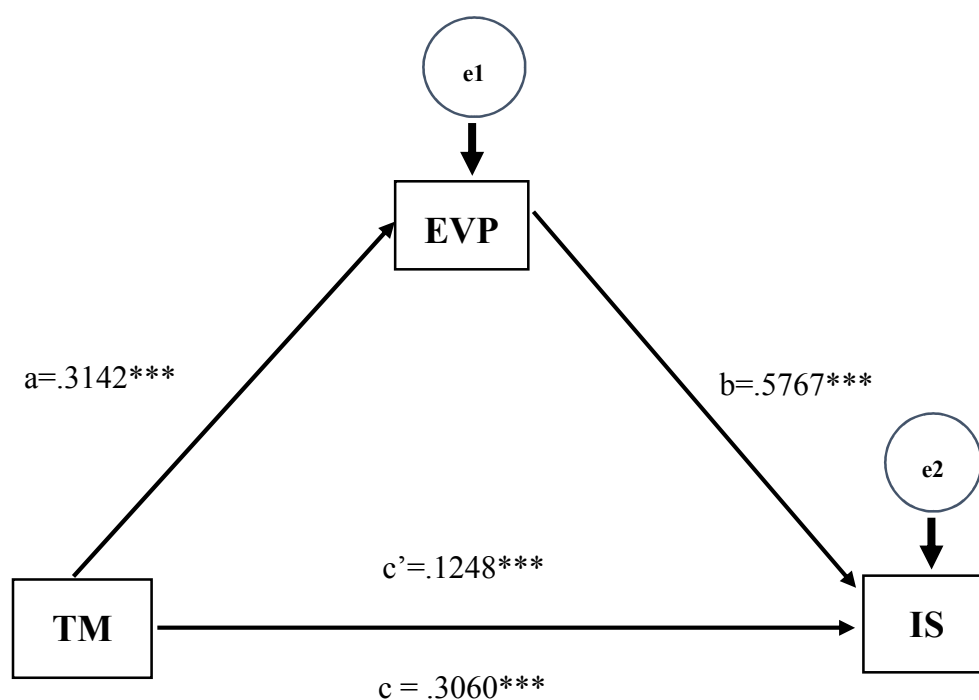


Figure 4.2: Mediation Model Indirect Effect of TM on IS through EVP

The PROCESS macro model 4 (Hayes, 2013) was used to test the proposed mediation. In addition, the model was also tested in AMOS for further validation of the result. Results depicted in Table 4.22 have been validated with both the softwares which indicate data to be consistent, i.e. TM impacts EVP ($b = .3142$, $SE = .0073$, $p < 0.001$) significantly. Similarly employee value proposition is also a significant positive predictor of intention to stay ($b = .5767$, $SE = .0439$, $p < 0.001$), hence H_{02a} is rejected in favour of H_{12a} .

The total effect (c) of talent management on intention to stay is significant as well (b=.3060, SE=.0092, p<0.001). The indirect effect was tested using 10000 bootstrap samples. The results depicted in Table 4.23 indicates that the indirect effect is significant and establishes mediation (b=.1812, SE=.0171, 95% CI =.1481, .2149). Nevertheless, to determine the degree to which the mediation process explains the relationship between the predicting variable X and the outcome variable Y, it is also essential to take into account the direct effect. The direct effect signifies the causal impact of X on Y which is not explained by the mediator (James & Brett 1984). It is also clear from the results that the direct effect (c') is significant and it establishes partial mediation (b= .1248, SE = .0161, 95% CI =.0932, .1563). Thus, it can be stated that employee value proposition partially mediates the relationship between talent management and intention to stay.

Table 4.22 Mediation Model Results of Direct Effect of TM on IS

TM, EVP & IS	B	SE	T	p	CI (Lower)	CI (Upper)
TM→ EVP	.3142	.0073	42.8456	***	.2998	.3286
TM→IS	.1248	.0161	7.7680	***	.0932	.1563
EVP→IS	.5767	.0439	13.1276	***	.4905	.6630
Notes: TM= Talent management, EVP= Employee value proposition, IS= Intention to stay, ***p<0.001. Abbreviations: b- unstandardised beta coefficient; SE-standard error; t- critical ratio; CI (lower)- lower limit confidence interval; CI (upper)- upper limit confidence interval. Source: Data analysis done by the researcher based on primary data collected.						

Table 4.23 Path Coefficients, Indirect Effects, And 95% Bias-Corrected Confidence Interval Predicting Intention to Stay (N=653)

Path	Effect	SE	P-value	CI (Lower)	CI (Upper)
Total effect	.3060	.0092	***	.2879	.3241
Direct effect	.1248	.0161	***	.0932	.1563
Indirect effects				BootLLCI	BootULCI
TM→EVP→IS	.1812	.0171	Significant	.1481	.2149

Notes: TM= Talent management, EVP= Employee value proposition, IS= Intention to stay, ***p<0.001.
Abbreviations: CI (lower)- lower limit confidence interval; CI (upper)- upper limit confidence interval; BootLLCI-bootstrapping lower limit confidence interval; BootULCI- bootstrapping upper limit confidence interval; SE- standard error.
Source: Data analysis done by the researcher based on primary data collected.

Hypothesis

Null Hypothesis (H_{02b}): Employer Branding doesn't mediate the relationship between Employee Value Proposition and Employee Engagement.

Alternative Hypothesis (H_{12b}): Employer Branding mediate the relationship between Employee Value Proposition and Employee Engagement.

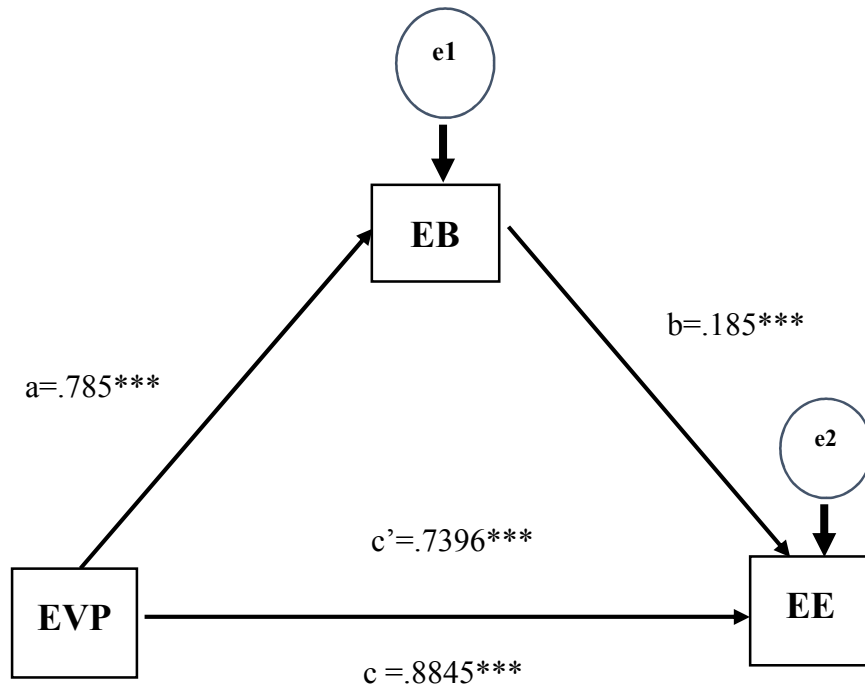


Figure 4.3: Mediation Model Indirect Effect of EVP on EE through EB

Model 4 of the PROCESS macro was used to test the hypothesis that EB mediates the effect of EVP on EE. In addition, model was also tested in AMOS for further validation of the result.

According to Baron & Kenny (1986) and Preacher & Hay (2004), in order to establish mediation, three conditions must be fulfilled. 1. The independent variable (EVP), is

directly related to mediating variable (EB); 2. The mediating variable (EB), is directly related to dependent variable (EE); 3. The independent variable (EVP), is directly related to dependent variable (EE).

Results presented in Table 4.24 have been validated with both the softwares which indicate that employee value proposition is a significant positive predictor of employer branding ($b=.785$, $SE=.023$, $p<0.001$), similarly employer branding is also a significant positive predictor of employee engagement though the beta coefficient is low ($b=.185$, $SE=.037$, $p<0.001$), hence H_{02b} is rejected in favour of H_{12b} .

The total effect (c) of employee value proposition on employee engagement is also significant and high ($b=.884$, $SE=.022$, $p<0.001$). The three conditions for mediation are met and in order to test the mediation hypothesis, interpreting the indirect effect is required. The indirect effect was tested using 10000 bootstrap samples and the results are depicted in Table 4.25 which indicate that the indirect coefficient is significant ($b=.1449$, $SE=.0443$, 95% CI = .0630, .2352) and this establishes mediation. In order to estimate whether it is full or partial mediation, interpreting direct effect is required. It is observed from the table that the direct effect (c') is significant and it establishes partial mediation ($b= .7396$, $SE= .0365$, 95% CI = .6679, .8112). The results do support the mediation hypothesis and therefore it can be asserted that employer branding partially mediates the relationship between employee value proposition and employee engagement.

Table 4.24 Mediation Model Results of Direct Effect of EVP on EE

EVP, EB &EE	B	SE	T	p	CI (Lower)	CI (Upper)
EVP→ EB	.7850	.0230	34.378	***	.7404	.8302
EVP→EE	.7396	.0221	39.9593	***	.8410	.9279
EB→EE	.1850	.037	4.957	***	.1113	.2577

Notes: EVP= Employee value proposition, EB= Employer branding, EE= Employee engagement, ***p<0.001.
Abbreviations: b- unstandardised beta coefficient; SE-standard error; t- critical ratio; CI (lower)- lower limit confidence interval; CI (upper)- upper limit confidence interval.
Source: Data analysis done by the researcher based on primary data collected.

Table 4.25 Path Coefficients, Indirect Effects, And 95% Bias-Corrected Confidence Interval Predicting Employee Engagement (N=653)

Path	Effect	SE	P-value	CI (Lower)	CI (Upper)
Total effect	.8845	.0221	***	.8410	.9279
Direct effect	.7396	.0365	***	.6679	.8112
Indirect effect				BootLLCI	BootULCI
EVP→EB→EE	.1449	.0443	Significant	.0630	.2352

Notes: EVP= Employee value proposition, EB= Employer branding, EE= Employee engagement, ***p<0.001.
Abbreviations: CI (lower)- lower limit confidence interval; CI (upper)- upper limit confidence interval. BootLLCI- bootstrapping lower limit confidence interval; BootULCI- bootstrapping upper limit confidence interval; SE- standard error.
Source: Data analysis done by the researcher based on primary data collected.

Hypothesis

Null Hypothesis (H_{02b}): Employer Branding doesn't mediate the relationship between Talent Management and Intention to Stay.

Alternative Hypothesis (H_{12b}): Employer Branding mediate the relationship between Talent Management and Intention to Stay.

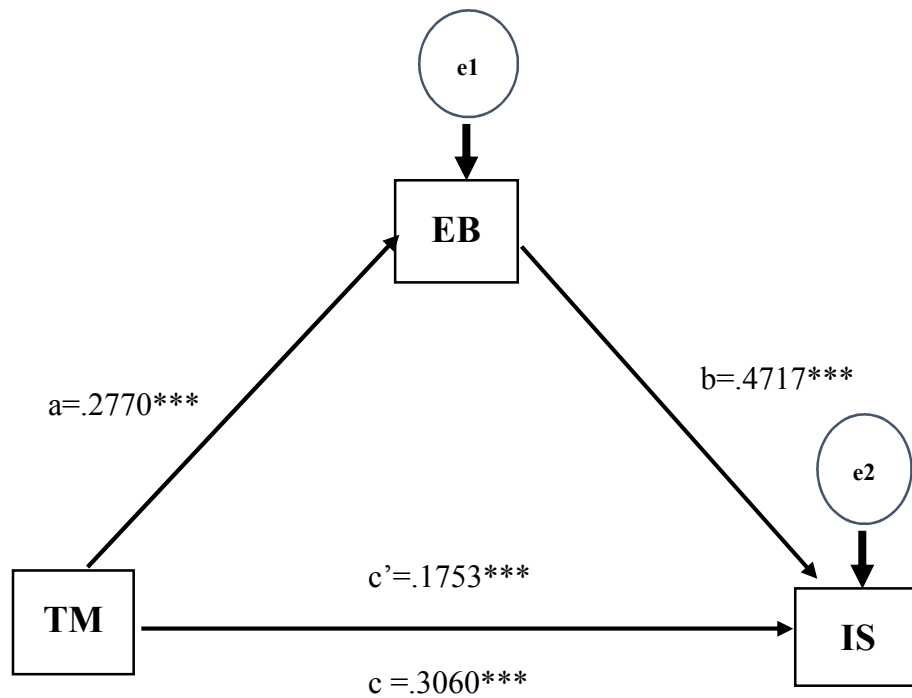


Figure 4.4: Mediation Model Indirect Effect of TM on IS through EB

The proposed mediation that Employer branding mediates the relationship between talent management and intention to stay was tested using PROCESS macro model 4 (Hayes, 2013). In addition, model was also tested in AMOS for further validation of the result. The results presented in Table 4.26 have been validated with both the softwares which indicate consistency in results. Talent management impacts employer branding ($b=.2770$, $SE=.0089$, $p<0.001$) significantly. Similarly employer branding is also a significant positive predictor of intention to stay ($b=.4717$, $SE=.0364$, $p<0.001$), hence and significant, H_{02b} is rejected in favour of H_{12b} .

The total effect (c) of talent management on intention to stay is significant ($b=.3060$, $SE=.0092$, $p<0.001$). The indirect effect was tested using 10000 bootstrap samples and the results are portrayed in Table 4.27. It is clear from the results that the indirect coefficient is significant ($b=.1307$, $SE=.0141$, 95% CI = .1043, .1591) and the direct

effect (c') is also significant (b=.1753, SE= .0130, 95% CI =.1498, .2009). This establishes partial mediation and it can be stated that employer branding partially mediates the relationship between talent management and intention to stay.

Table 4.26 Mediation Model Results of Direct Effect of TM on IS

TM, EB & IS	B	SE	T	p	CI (Lower)	CI (Upper)
TM→ EB	.2770	.0089	31.2317	***	.2596	.2944
TM→IS	.1753	.0130	13.4571	***	.1498	.2009
EB→IS	.4717	.0364	12.9492	***	.4001	.5432

Notes: TM= Talent management, EB= Employer Branding, IS= Intention to stay, ***p<0.001.
Abbreviations: b- unstandardised beta coefficient; SE- standard error; t- critical ratio; CI (lower)- lower limit confidence interval; CI (upper)- upper limit confidence interval.
Source: Data analysis done by the researcher based on primary data collected.

Table 4.27 Path Coefficients, Indirect Effects, And 95% Bias-Corrected Confidence Interval Predicting Intention to Stay (N=653)

Path	Effect	SE	p-value	CI (Lower)	CI (Upper)
Total effect	.3060	.0092	***	.2879	.3241
Direct effect	.1753	.0130	***	.1498	.2009
Indirect effect				BootLLCI	BootULCI
TM→EB→IS	.1307	.0141	Significant	.1043	.1591

Notes: TM= Talent management, EB= Employer branding, IS= Intention to stay, ***p<0.001.
Abbreviations: CI (lower)- lower limit confidence interval; CI (upper)- upper limit confidence interval; BootLLCI- Bootstrapping lower limit confidence interval; BootULCI- bootstrapping upper limit confidence interval; SE- standard error.
Source: Data analysis done by the researcher based on primary data collected.

Hypothesis

Null Hypothesis (H_{02c}): Employee Engagement doesn't mediate the relationship between Employer Branding and Intention to Stay.

Alternative Hypothesis (H_{12c}): Employee Engagement mediate the relationship between Employer Branding and Intention to Stay.

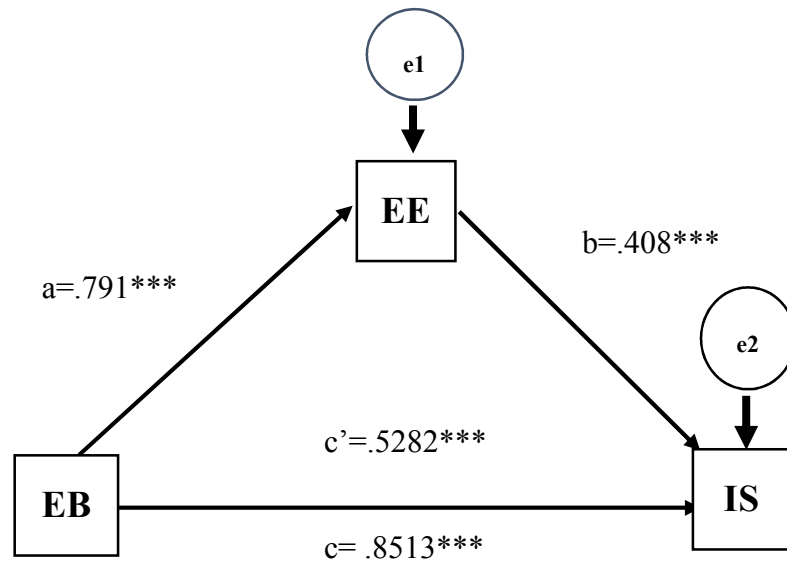


Figure 4.5: Mediation Model Indirect Effect of EB on IS through EE

The PROCESS macro model 4 (Hayes, 2013) was used to test the proposed mediation. In addition, the model was also tested in AMOS for further validation of the result. The results depicted in Table 4.28 reveals that EB impacts EE ($b = .791$, $SE = .028$, $p < 0.001$) significantly and beta coefficient is high. Similarly EE is also a significant positive predictor of IS ($b = .408$, $SE = .032$, $p < 0.001$).

The total effect (c) of EB on IS is also significant ($b = .8513$, $SE = .0260$, $p < 0.001$). The indirect effect was tested using 10000 bootstrap samples and the results are depicted in Table 4.29 which indicate that the indirect coefficient is significant ($b = .3231$, $SE = .0407$, 95% CI = .2446, .4021). Though a significant indirect effect of EB on IS through EE reveals that a proposed mediation exists, in order to understand to what extent the EE can explain the relationship between EB and IS, it is necessary to interpret the direct effect of EB on IS, which represents the influence of EB on IS that is unrelated to change in EE. The results portrayed in Table 4.28 show that the direct effect (c') is significant ($b = .5282$, $SE = .0346$, 95% CI = .4603, .5961) which establishes partial

mediation. Thus, results do support the mediation hypothesis and it can be claimed that employee engagement partially mediates the relationship between employer branding and intention to stay, H_{02c} is rejected in favour of H_{12c} .

Table 4.28 Mediation Model Results of Direct Effect of EB on IS

EB, EE & IS	B	SE	T	p	CI (Lower)	CI (Upper)
EB→EE	.791	.0284	27.8858	***	.7357	.8472
EB→IS	.528	.0346	15.2793	***	.4603	.5961
EE→IS	.408	.0322	12.6670	***	.3449	.4715

Notes: EB= Employer branding, EE= Employee Engagement, IS= Intention to stay, *** $p < 0.001$.
Abbreviations: b-unstandardised beta coefficient; SE-standard error; t- critical ratio; CI (lower)- lower limit confidence interval; CI (upper)-upper limit confidence interval.
Source: Data analysis done by the researcher based on primary data collected.

Table 4.29 Path Coefficients, Indirect Effects, And 95% Bias-Corrected Confidence Interval Predicting Intention to Stay (N=653)

Path	Effect	SE	p-value	CI (Lower)	CI (Upper)
Total effect	.8513	.0260	***	.8001	.9024
Direct effect	.5282	.0346	***	.4603	.5961
Indirect effects				BootLLCI	BootULCI
EB→EE→IS	.3231	.0407	Significant	.2446	.4021

Notes: EB= Employer branding, EE= Employee engagement, IS= Intention to stay, *** $p < 0.001$.
Abbreviations: CI (lower)- lower limit confidence interval; CI (upper)-upper limit confidence interval; BootLLCI - bootstrapping lower limit confidence interval; BootULCI - bootstrapping upper limit confidence interval; SE- standard error.
Source: Data analysis done by the researcher based on primary data collected.

Hypothesis

Null Hypothesis (H_{02c}): Employee Engagement doesn't mediate the relationship between Talent Management and Intention to Stay.

Alternative Hypothesis (H_{12c}): Employee Engagement mediate the relationship between Talent Management and Intention to Stay.

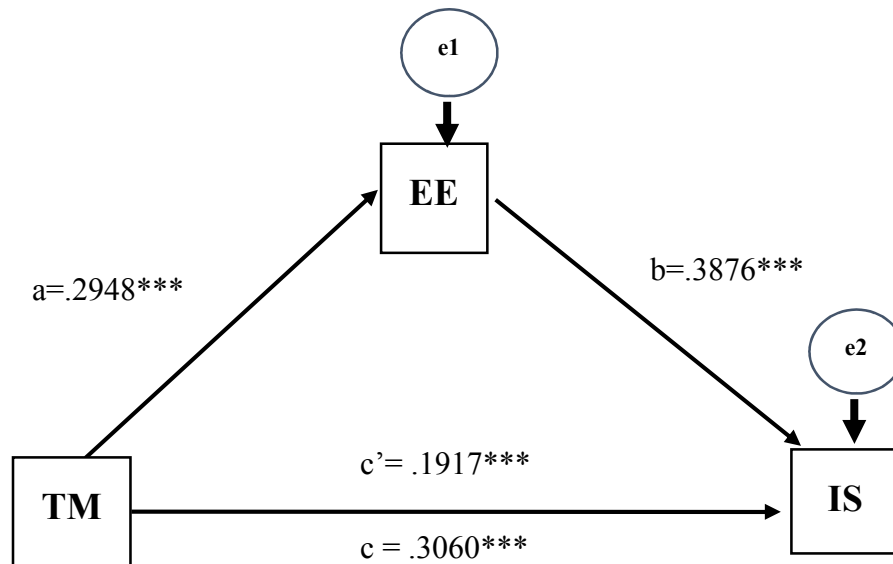


Figure 4.6: Mediation Model Indirect Effect of TM on IS through EE

The hypothesis stating that talent management (TM) would have an indirect impact on intention to stay (IS) through the mediator employee engagement (EE) is based on the premise that talent management practices affect employee engagement, which in turn affect employees' intention to stay in the company. In order to test the hypothesis, Model 4 of the PROCESS macro was used. The model was also tested in AMOS for further validation of the results. Results depicted in Table 4.30 have been validated with both the softwares which indicate that talent management is a significant positive predictor of employee engagement ($b=.2948$, $SE=.0096$, $p<0.001$), employee engagement is also a significant positive predictor of intention to stay ($b=.3876$, $SE=.0344$, $p<0.001$), hence H_{02c} is rejected in favour of H_{12c} .

The total effect (c) of talent management on intention to stay is also significant ($b=.3060$, $SE=.0092$, $p<0.001$). The indirect effect was tested using 10000 bootstrap samples and the results are depicted in Table 4.31. The indirect effect is significant and thereby establishes mediation ($b=.1143$, $SE=.0133$, $95\% CI = .0878, .1400$). In order to determine whether there is full mediation or partial mediation, the direct effect results

are interpreted. The direct effect (c') is significant ($b = .1917$, $SE = .0132$, $95\% CI = .1658, .2177$) which establishes partial mediation. Hence it can be claimed that employee engagement partially mediates the relationship between talent management and intention to stay. The results are closely in line with the findings of the study (Alias et al., 2014) that employee engagement mediates the relationship between talent management practices and employee retention.

Table 4.30 Mediation Model Results of Direct Effect of TM on IS

TM, EE & IS	B	SE	T	p	CI (Lower)	CI (Upper)
TM→EE	.2948	.0096	30.6154	***	.2759	.3137
TM→IS	.1917	.0132	14.5137	***	.1658	.2177
EE→IS	.3876	.0344	11.2600	***	.3200	.4552

Notes: TM= Talent Management, EE= Employee engagement, IS= Intention to stay, *** $p < 0.001$.
Abbreviations: b-unstandardised beta coefficient; SE- standard error; t- critical ratio; CI (lower)- lower limit confidence interval; CI (upper)- upper limit confidence interval.
Source: Data analysis done by the researcher based on primary data collected.

Table 4.31 Path Coefficients, Indirect Effects, And 95% Bias-Corrected Confidence Interval Predicting Intention to Stay (N=653)

Path	Effect	SE	P-value	CI (Lower)	CI (Upper)
Total effect	.3060	.0092	***	.2879	.3241
Direct effect	.1917	.0132	***	.1658	.2177
Indirect effects				BootLLCI	BootULCI
TM→EE→IS	.1143	.0133	Significant	.0878	.1400

Notes: TM= Talent management, EE= Employee engagement, IS= Intention to stay, *** $p < 0.001$.
Abbreviations: CI (lower)- lower limit confidence interval; CI (upper)- upper limit confidence interval; BootLLCI - bootstrapping lower limit confidence interval; BootULCI -bootstrapping upper limit confidence interval; SE- standard error.
Source: Data analysis done by the researcher based on primary data collected.

4.2.3 Testing of Hypothesis for Serial Mediation Effects- Two Variables Together (Objective 6)

The sixth objective of the study is to investigate the mediating effects of EVP & EB on the relationship between TM & IS; the mediating effects of EB & EE on the relationship between TM & IS.

Null Hypothesis (H_{03a}): Employee Value Proposition & Employer Branding do not mediate the relationship between Talent Management and Intention to Stay.

Alternative Hypothesis (H_{13a}): Employee Value Proposition & Employer Branding mediate the relationship between Talent Management and Intention to Stay.

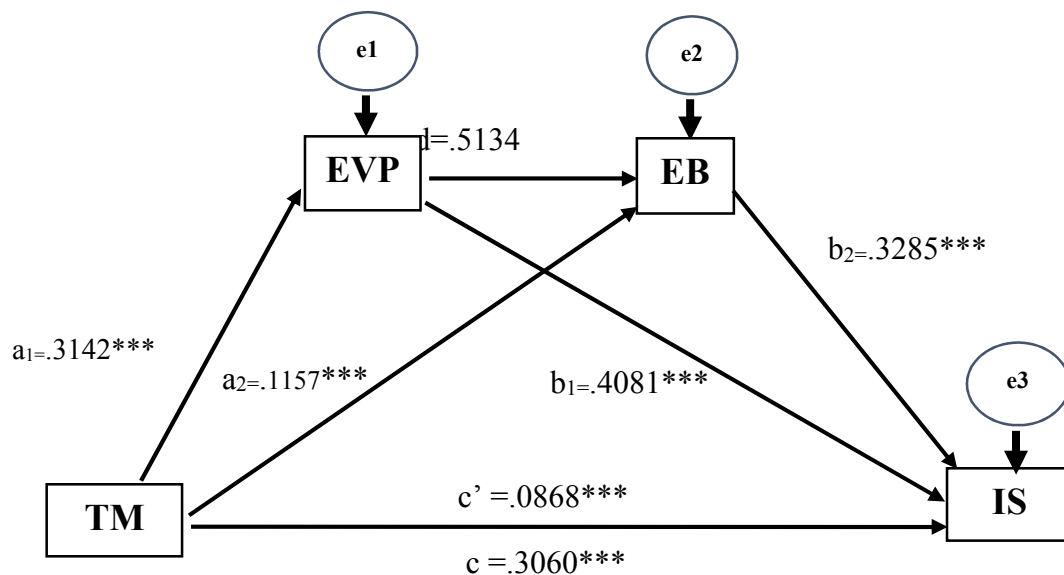


Figure 4.7: Serial Mediation Model Indirect Effect of TM on IS through EVP & EB

In this model there are two mediators – EVP and EB. Serial mediation is present in the model as two mediators – EVP and EB are causally related (i.e. one mediator leads to another and they form a causal chain). Serial mediation procedures are followed to test the interactions of variables. Several authors have emphasised that ‘the understanding of the mediating effects between variables provides important insights into the comprehension of their interactions and possible causal effects’ (Shrout & Bolger, 2002).

As can be observed in Table 4.32, total effect (c) of TM on IS was at a significant level ($b = .3060$, $SE = .0092$, $p < 0.001$) (Step 1). The direct effects of TM on EVP ($b = .3142$, $SE = .0073$, $t = 42.845$, $p < 0.001$) and EB ($b = .1157$, $SE = .0157$, $t = 7.3657$, $p = ***$) were at significant levels (Table 4.32). The direct effect of EVP as the first mediating variable on the second mediating variable of EB ($b = .5134$, $SE = .0430$, $t = 11.9525$, $p < 0.001$) was at significant level (Step 2).

Similarly, review of the direct effects of mediating variables on IS, showed that the effects of EVP ($b=.4081$, $SE=.0460$, $t= 8.8743$, $p<0.001$) and EB ($b=.3285$, $SE=.0380$, $t= 8.6392$, $p<0.001$) were also at significant levels (Step 3). When TM and all other mediating variables were simultaneously entered into the equation (Step 4), the relationship between TM and IS, in relation to direct effect (c') was reduced but was at significant level ($b=.0868$, $SE=.0158$, $p<0.001$). The indirect effect of TM on IS through EVP & EB in the current research is examined over 10000 bootstrap samples. Using the bootstrap sample distribution through PROCESS Macro model 6, the results are depicted in Table 4.33. As the 95% BCa confidence interval does not include zero, the total indirect effect (the difference between total and direct effects/ $c-c'$) of TM through EVP & EB on IS is statistically significant ($b = .2192$; $SE= .0179$, 95% CI= .1844, .2544).

Within the tested model, when considering the mediating variables separately and together in relation to the mediating indirect effects of TM on IS, single mediation of EVP ($b = .1282$; $SE= .0183$, 95% CI= .0914, .1634), serial-multiple mediation of EVP & EB ($b = .0530$, $SE=.0098$, 95% CI=.0356, .0742), and single mediation of EB ($b = .0380$, $SE=.0098$, 95% CI= .0203,.0587) were found statistically significant. The direct effect (c') was reduced but was at significant level ($b=.0868$, $SE=.0158$, $p<0.001$). Hence, it can be inferred that there is a significant partial mediation of talent management's effect on intention to stay through employee value proposition and employer branding at $\alpha=.05$. Based on these results, the mediating variables were observed to partially mediate between TM and IS, hence H_{03a} is rejected in favour of H_{13a} .

Table 4.32 Mediation Model Results of Direct Effect of TM on IS

TM, EVP, EB & IS	B	SE	T	p	CI (Lower)	CI (Upper)
TM→ EVP	.3142	.0073	42.8456	***	.2998	.3286
TM→ EB	.1157	.0157	7.3657	***	.0849	.1465
EVP→ EB	.5134	.0430	11.9525	***	.4291	.5978
TM→ IS	.0868	.0158	5.4763	***	.0557	.1179
EVP→ IS	.4081	.0460	8.8743	***	.3178	.4984
EB→ IS	.3285	.0380	8.6392	***	.2538	.4031

Notes: TM= Talent management, EVP= Employee Value Proposition, EB = Employer Branding, IS= Intention to stay, ***p<0.001.
Abbreviations: b- unstandardised beta coefficient; SE- standard error; t- critical ratio; CI (lower)- lower limit confidence interval; CI (upper)- upper limit confidence interval.
Source: Data analysis done by the researcher based on primary data collected.

Table 4.33 Path Coefficients, Indirect Effects, And 95% Bias-Corrected Confidence Interval Predicting Intention to Stay (N=653)

Path	Effect	SE	P-value	CI (Lower)	CI (Upper)
Total effect	.3060	.0092	***	.2879	.3241
Direct effect	.0868	.0158	***	.0557	.1179
				BootLLCI	BootULCI
Total Indirect effect	.2192	.0179	Significant	.1844	.2544
Indirect effects					
TM→EVP→ IS	.1282	.0183	Significant	.0914	.1634
TM→EB→ IS	.0380	.0098	Significant	.0203	.0587
TM→EVP→ EB→IS	.0530	.0098	Significant	.0356	.0742

Notes: TM= Talent management, EVP= Employee value proposition, EB= Employer branding, IS= Intention to stay, ***p<0.001.
Abbreviations: CI (lower)- lower limit confidence interval; CI (upper)- upper limit confidence interval; BootLLCI- bootstrapping lower limit confidence interval; BootULCI- bootstrapping upper limit confidence interval; SE- standard error.
Source: Data analysis done by the researcher based on primary data collected.

Hypothesis

Null Hypothesis (H_{03b}): Employer Branding & Employee Engagement do not mediate the relationship between Talent Management and Intention to Stay.

Alternative Hypothesis (H_{13b}): Employer Branding & Employee Engagement mediate the relationship between Talent Management and Intention to Stay.

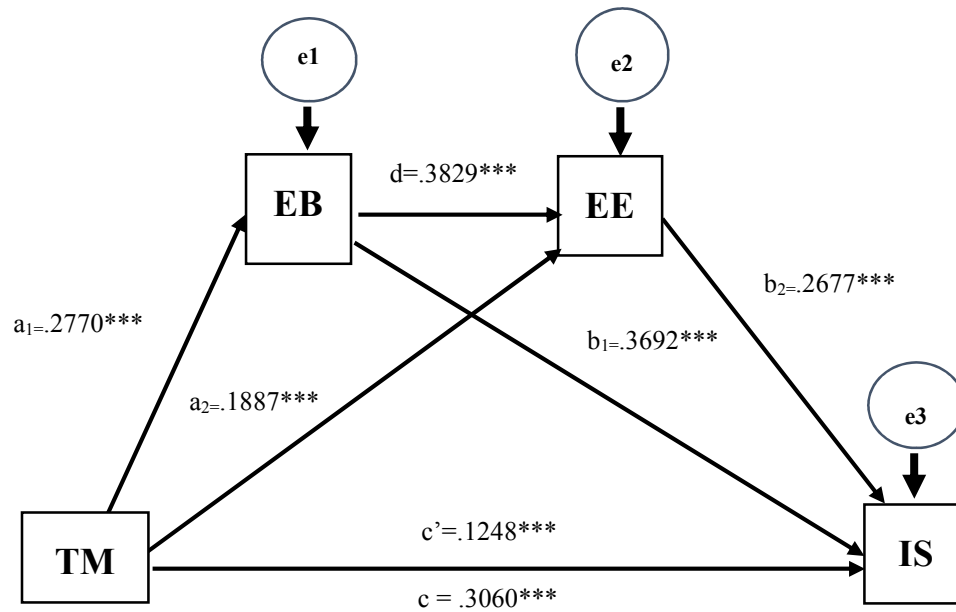


Figure 4.8: Serial Mediation Model Indirect Effect of TM on IS through EB& EE

In order to better understand the serial- multiple mediation of EB& EE in the relationship between TM and IS, the regression-based approach and bootstrap method as recommended by Hayes (2012; 2013) were used. Obtained results are presented in Figure 4.8, Table 4.34 and Table 4.35.

As can be seen in Table 4.35, total effect (c) of the TM on IS was significant ($b = .3060$, $SE = .0092$, $p < 0.001$) (Step 1). Table 4.34 reveals that the direct effects of TM on EB ($b = .2770$, $SE = .0089$, $t = 31.2317$, $p < 0.001$) and EE ($b = .1887$, $SE = .0143$, $t = 13.2414$, $p < 0.001$) were significant. The direct effect of EB as the first mediating variable on the second mediating variable of EE ($b = .3829$, $SE = .0398$, $t = 9.6102$, $p < 0.001$) was significant (Step 2). Similarly, review of the direct effects of mediating variables on IS, showed that the effects of EB ($b = .3692$, $SE = .0372$, $t = 9.9110$, $p < 0.001$) and EE ($b = .2677$, $SE = .0343$, $t = 7.8011$, $p < 0.001$) were also significant levels (Step 3). When TM and all other mediating variables were simultaneously entered into the equation (Step 4), the relationship between TM and IS, in relation to direct effect (c') was reduced but was significant ($b = .1248$, $SE = .0140$, $p < 0.001$).

Through PROCESS Macro model 6, a 95% bias-corrected confidence interval based on 10,000 bootstrap samples revealed that (Table 4.35), the total indirect effect of TM through EB & EE on IS was above zero and is statistically significant (b =.1812, SE=.0143, 95% CI=.1538, .2099). Within the tested model, when considering the mediating variables separately and together in relation to the mediating indirect effects of TM on IS, single mediation of EB (b =.1023, SE=.0140, 95% CI= .0767, .1320), serial-multiple mediation of EB& EE (b =.0284, SE=.0066, 95% CI= .0167, .0421), and single mediation of EE (b =.0505, SE=.0102, 95% CI= .0306, .0712) were found statistically significant. As the indirect effect was significant and the direct effect though reduced was significant, it can be inferred that there is a significant partial mediation of talent management's effect on intention to stay through employer branding and employee engagement at $\alpha=.05$. Based on these results, the mediating variables were observed to partially mediate between TM and IS, hence H_{03b} is rejected in favour of H_{13b} .

Table 4.34 Mediation Model Results of Direct Effect of TM on IS

TM, EB, EE & IS	b	SE	T	p	CI (Lower)	CI (Upper)
TM→ EB	.2770	.0089	31.2317	***	.2596	.2944
TM→ EE	.1887	.0143	13.2414	***	.1607	.2167
EB→ EE	.3829	.0398	9.6102	***	.3047	.4611
TM→ IS	.1248	.0140	8.8847	***	.0972	.1524
EB→ IS	.3692	.0372	9.9110	***	.2960	.4423
EE→ IS	.2677	.0343	7.8011	***	.2003	.3351

Notes: TM= Talent management, EB= employer branding, EE= Employee Engagement, IS= intention to stay, *** $p<0.001$.

Abbreviations: b- unstandardised beta coefficient; SE- standard error; t- critical ratio; CI (lower)- lower limit confidence interval; CI (upper)- upper limit confidence interval.

Source: Data analysis done by the researcher based on primary data collected.

Table 4.35 Path Coefficients, Indirect Effects, And 95% Bias-Corrected Confidence Interval Predicting Intention to Stay (N=653)

Path	Effect	SE	p-value	CI (Lower)	CI (Upper)
Total effect	.3060	.0092	***	.2879	.3241
Direct effect	.1248	.0140	***	.0972	.1524
				BootLLCI	BootULCI
Total Indirect effect	.1812	.0143	Significant	.1538	.2099
Indirect effects					
TM→EB→ IS	.1023	.0140	Significant	.0767	.1320
TM→EE→ IS	.0505	.0102	Significant	.0306	.0712
TM→EB→ EE→IS	.0284	.0066	Significant	.0167	.0421
<p>Notes: TM= Talent management, EB= Employer branding, EE= employee engagement, IS= Intention to stay, ***p<0.001.</p> <p>Abbreviations: CI (lower)- lower limit confidence interval; CI (upper)- upper limit confidence interval; BootLLCI- bootstrapping lower limit confidence interval; BootULCI- bootstrapping upper limit confidence interval; SE- standard error.</p> <p>Source: Data analysis done by the researcher based on primary data collected.</p>					

4.2.4 Testing of Hypothesis for Serial Mediation Effects- Three Variables Together (Objective 7)

The seventh objective of the study is to test the serial mediating effect of EVP, EB and EE on the relationship between TM & IS.

Null Hypothesis (H₀₄): Employee Value Proposition, Employer Branding, Employee Engagement do not mediate the relationship between Talent Management and Intention to Stay.

Alternative Hypothesis (H₁₄): Employee Value Proposition, Employer Branding, Employee Engagement mediate the relationship between Talent Management and Intention to Stay.

The serial multiple mediation analysis allows to explain and report multiple mediators and their individual as well as combined effects in the model. As depicted in Fig 4.9 framework, “a” paths represents the association between the predictor and mediating variables, a₁ to a₃. The “b” paths represents the association between mediating variables

and outcome variable, b_1 to b_3 . The “d” paths represents the association between the mediating variables, d_1 to d_3 . And finally the “c’ ” path represents the direct effect of talent management on intention to stay. The indirect/mediation effects are defined by “a” X “b” and “a” X “d” X “b”.

In this study, several indirect/mediation effects are defined such as: 1) Indirect effect of TM on IS through EVP only= a_1b_1 ; 2) Indirect effect of TM on IS through EB only= a_2b_2 ; 3) Indirect effect of TM on IS through EE only= a_3b_3 ; 4) Indirect effect of TM on IS through EVP & EB = $a_1d_1b_2$; 5) Indirect effect of TM on IS through EB & EE = $a_2d_2b_3$; 6) Indirect effect of TM on IS through EVP & EE = $a_1d_3b_3$; and 7) Indirect effect of TM on IS through EVP, EB & EE = $a_1d_1d_2b_3$, this is also called as total indirect effect represented by $(a_1Xd_1Xd_2Xb_3)$.

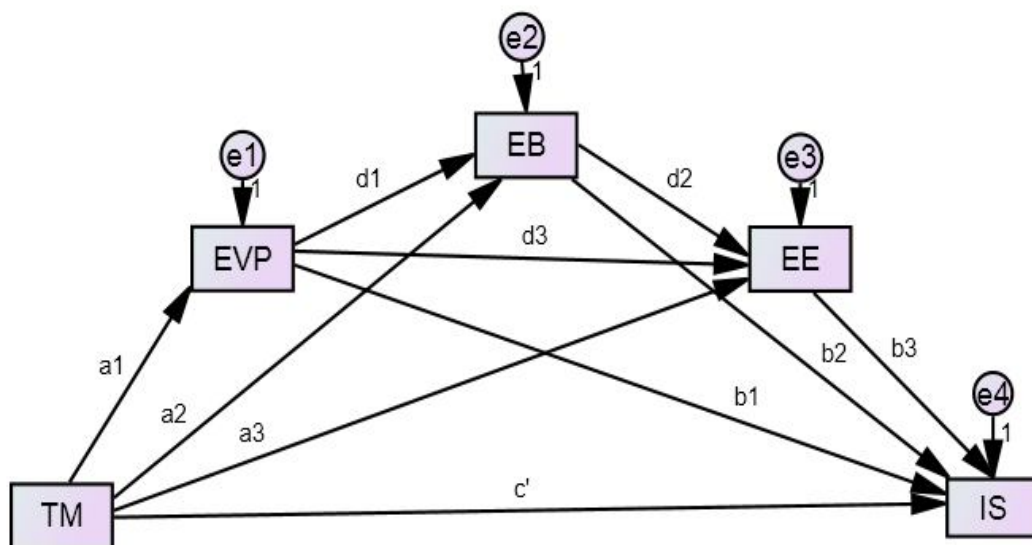


Figure 4.9: Serial Mediation Path- Analysis Model of TM on IS through EVP, EB & EE

- Indirect effect of TM on IS through EVP only= a_1b_1
- Indirect effect of TM on IS through EB only= a_2b_2
- Indirect effect of TM on IS through EE only= a_3b_3
- Indirect effect of TM on IS through EVP & EB = $a_1d_1b_2$
- Indirect effect of TM on IS through EB & EE = $a_2d_2b_3$
- Indirect effect of TM on IS through EVP & EE = $a_1d_3b_3$
- Indirect effect of TM on IS through EVP, EB & EE = $a_1d_1d_2b_3$
- Direct effect of TM on IS = c'

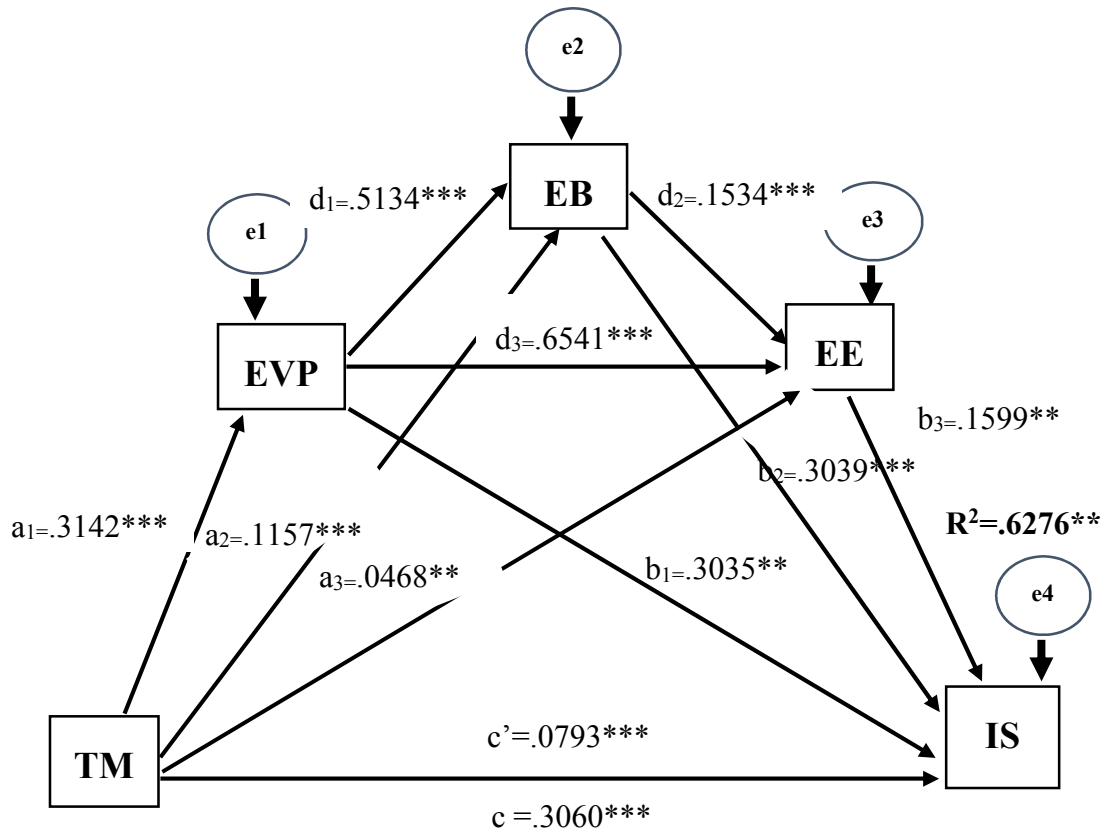


Figure 4.10: Serial Mediation Model Indirect Effects of TM on IS through EVP, EB & EE

As it was established based on literature review and the results of the study that TM leads to EVP, EVP leads to EB, EB leads to EE and EE leads to IS, serial mediation is adopted. In the model (Figure 4.10) there are three mediators – EVP, EB and EE and it is the case of serial multiple mediation model. In order to determine the serial- multiple mediation of EVP, EB & EE in the relationship between TM and IS, the regression-based approach and bootstrap method as recommended by Hayes (2012; 2013) were used. The bootstrap method which is considered to be the most effective method (Preacher & Hayes, 2008) was used for examining indirect effects. The results obtained are presented in Figure 4.10, Table 4.36 and Table 4.37.

Table 4.37, demonstrates the total effect (c) of TM on IS which is at a significant level ($b = .3060$, $SE = .0092$, $p < 0.001$) (Step 1). In addition as depicted in Table 4.36, the direct

effects of TM on EVP ($b=.3142$, $SE=.0073$, $t=42.8456$, $p<0.001$), EB ($b=.1157$, $SE=.0157$, $t=7.3657$, $p<0.001$) and EE ($b=.0468$, $SE=.0161$, $t=2.9100$, $p<0.001$) were at significant levels. The direct effect of EVP as the first mediating variable on the second mediating variable of EB ($b=.5134$, $SE=.0430$, $t=11.9525$, $p<0.001$) and EE ($b=.6541$, $SE=.0467$, $t=14.0140$, $p<0.001$) were significant. The direct effect of EB as the second mediating variable on the third mediating variable of EE ($b=.1534$, $SE=.0386$, $t=3.9748$, $p<0.001$) was also significant (Step 2).

Similarly, review of the direct effects of mediating variables on IS, showed that the effects of EVP ($b=.3035$, $SE=.0518$, $t=5.8564$, $p<0.001$), EB ($b=.3039$, $SE=.0380$, $t=7.9986$, $p<0.001$) and EE ($b=.1599$, $SE=.0382$, $t=4.1856$, $p<0.001$) were also significant (Step 3). When TM and all other mediating variables were simultaneously entered into the equation (Step 4), the relationship between TM and IS, in relation to direct effect (c') was reduced but was significant ($b=.0793$, $SE=.0158$, $p<0.001$).

The indirect effect of TM on IS through EVP, EB & EE in the current research is examined over 10000 bootstrap samples. Using the bootstrap sample distribution through PROCESS Macro model 6, the results are presented in Table 4.37. The total indirect effect (the difference between total and direct effects/ $c-c'$) of TM through EVP, EB& EE on IS is statistically significant ($b =.2267$, $SE= .0166$, 95% CI= .1950, .2608). Within the tested model, when considering the mediating variables separately and together in relation to the mediating indirect effects of TM on IS, single mediation of EVP ($b =.0954$, $SE=.0204$, 95% CI= .0564, .1366), single mediation of EB ($b =.0352$, $SE= .0094$, 95% CI= .0186, .0553), single mediation of EE ($b =.0075$, $SE= .0046$, 95% CI=.0001, .0180), serial-multiple mediation of EVP& EB ($b =.0490$, $SE= .0094$, 95% CI= .0320, .0687), serial-multiple mediation of EB & EE ($b =.0028$, $SE= .0016$, 95% CI= .0005, .0065), serial-multiple mediation of EVP & EE ($b =.0329$, $SE= .0111$, 95%

CI= .0110, .0552), and serial-multiple mediation of EVP, EB& EE (b =.0040, SE=.0021, 95% CI= .0008, .0089), were found statistically significant. The direct effect (c') of TM on IS was reduced to .0793 but it was significant. Therefore, it can be inferred that there is significant partial mediation of talent management's effect on intention to stay through employee value proposition, employer branding and employee engagement at $\alpha=.05$, hence H_{04} is rejected in favour of H_{14} . Since three mediators were considered for the study, six different causal order models were produced (Table 4.37). All six models were compared in terms of significant path created by each different causal order of the mediators. Based on these results, all three mediating variables were observed to partially mediate between TM and IS. The model explained 63% of total variance in intention to stay ($R^2=.63$).

Table 4.36 Mediation Model Results of Direct Effect of TM on IS

TM, EVP,EB, EE & IS	B	SE	T	p	CI (Lower)	CI (Upper)
TM→ EVP	.3142	.0073	42.8456	***	.2998	.3286
EVP→ EB	.5134	.0430	11.9525	***	.4291	.5978
TM→ EB	.1157	.0157	7.3657	***	.0849	.1465
EB→ EE	.1534	.0386	3.9748	***	.0776	.2291
TM→ EE	.0468	.0161	2.9100	**	.0152	.0784
EVP→ EE	.6541	.0467	14.0140	***	.5624	.7457
EE→ IS	.1599	.0382	4.1856	***	.0849	.2349
TM→ IS	.0793	.0158	5.0347	***	.0484	.1102
EVP→ IS	.3035	.0518	5.8564	***	.2018	.4053
EB→ IS	.3039	.0380	7.9986	***	.2293	.3785

Notes: TM= Talent management, EVP= Employee value proposition, EB= Employer branding, EE= Employee engagement, IS= intention to stay, *** $p<0.001$.

Abbreviations: b- unstandardised beta coefficient; SE-standard error; t- critical ratio; CI (lower)- lower limit confidence interval; CI (upper)- upper limit confidence interval.

Source: Data analysis done by the researcher based on primary data collected.

Table 4.37 Path Coefficients, Indirect Effects, And 95% Bias-Corrected Confidence Interval Predicting Intention to Stay (N=653)

Path	Effect	SE	p-value	CI (Lower)	CI (Upper)
Total effect	.3060	.0092	***	.2879	.3241
Direct effect	.0793	.0158	***	.0484	.1102
				BootLLCI	BootULCI
Total Indirect effect	.2267	.0166	Significant	.1950	.2608
Indirect effects					
TM→ EVP→ IS (a1b1)	.0954	.0204	Significant	.0564	.1366
TM→ EB→ IS(a2b2)	.0352	.0094	Significant	.0186	.0553
TM→ EE→ IS (a3b3)	.0075	.0046	Significant	.0001	.0180
TM→ EVP→ EB→ IS (a1d1b2)	.0490	.0094	Significant	.0320	.0687
TM→ EVP→EE→ IS (a1d3b3)	.0329	.0111	Significant	.0110	.0552
TM→ EB→EE→ IS (a2d2b3)	.0028	.0016	Significant	.0005	.0065
TM→ EVP→ EB→EE→ IS (a1d1d2b3)	.0040	.0021	Significant	.0008	.0089
<p>Notes: TM= Talent management, EVP= Employee value proposition, EB= Employer branding, EE= Employee engagement, IS= Intention to stay, ***p<0.001. Abbreviations: CI (lower)- lower limit confidence interval; CI (upper)- upper limit confidence interval; BootLLCI- bootstrapping lower limit confidence interval; BootULCI- bootstrapping upper limit confidence interval; SE- standard error. Source: Data analysis done by the researcher based on primary data collected.</p>					

4.3 Impact of Demographic Variables on Various Constructs

The eighth objective of the study is to determine the significant mean difference in employees' perception for TMP, EVP, EB, EE, IS & demographic variables such as age, gender, income, designation, etc. **(Objective 8)**

In order to find significant mean difference in demographic variables (Age, Gender, Marital Status, Education Qualification, Work Experience in Current Organisation, Overall Experience, Designation and Monthly Salary) with all the constructs used in the study (talent management, employee value proposition, employer branding, employee engagement and intention to stay), one way ANOVA has been computed.

4.3.1 Testing of Hypothesis for Mean Difference in Employee's Perception across Demographic Variables

Null Hypothesis (H_{05}): There is no significant mean difference in employees' perception of Talent Management practices, Employee Value Proposition, Employer Branding, Employee Engagement, Intention to Stay across the various demographic variables such as age, gender, income, designation, etc.

Alternative Hypothesis (H_{15}): There is a significant mean difference in employees' perception of Talent Management practices, Employee Value Proposition, Employer Branding, Employee Engagement, Intention to Stay across the various demographic variables such as age, gender, income, designation, etc.

In order to test this hypothesis ANOVA was performed and the results are shown in the Tables.

Age

The test of homogeneity of variance i.e. whether the variance in the age group are equal or not Levene's test was computed. It can be traced from Table 4.38, that the significance level $p > 0.05$ on TM is .418, on EVP is .440, on EB is .219, on EE is .143, and on IS is .671, which means that variance in the age group are equal on TM, EVP, EB, EE & IS.

Table 4.38 Age wise Test of Homogeneity of Variances for TM, EVP, EB, EE & IS

Variable	Levene test Statistics	Sign.
TM	.946	.418
EVP	.901	.440
EB	1.478	.219
EE	1.814	.143
IS	.517	.671
Source: Data analysis done by the researcher based on primary data collected.		

An analysis of variance showed in Table 4.39 that there is an insignificant mean difference between age of the employees and talent management, $F(3, 649) = 1.388$, $p = .245$, between age of the employees and employee value proposition, $F(3, 649) = 1.720$, $p = .162$, between age of the employees and employer branding, $F(3, 649) = .792$, $p = .498$, and finally between age and employee engagement, $F(3, 649) = .747$, $p = .524$. In contrast, the age group has significant mean difference with intention to stay, $F(3, 649) = 2.686$, $p = .046$.

Table 4.39 Age wise ANOVA Results for TM, EVP, EB, EE & IS

Dependent Variable	F Statistics	Sig.	Decision on Null Hypothesis
TM	1.388	.245	Not Rejected
EVP	1.720	.162	Not Rejected
EB	.792	.498	Not Rejected
EE	.747	.524	Not Rejected
IS	2.686	.046	Rejected
Source: Data analysis done by the researcher based on primary data collected.			

Post Hoc Tests

Post hoc analysis using Tukey Table 4.40 shows that there is a significant difference in case of intention to stay and employees with 20-30 years and 40 & above years of age group ($M = .474, SE = .184$).

Table 4.40 Multiple Comparisons

Dependent Variable: IS

Tukey HSD

(I) Age of the Respondent	(J) Age of the Respondent	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Below 20	20-30	-.08914	.15919	.944	-.4992	.3209
	30-40	-.19261	.16669	.655	-.6219	.2367
	40 & Above	-.56305	.23151	.072	-1.1594	.0333
20-30	Below 20	.08914	.15919	.944	-.3209	.4992
	30-40	-.10347	.09016	.660	-.3357	.1288
	40 & Above	-.47391	.18424	.050	-.9484	.0006
30-40	Below 20	.19261	.16669	.655	-.2367	.6219
	20-30	.10347	.09016	.660	-.1288	.3357
	40 & Above	-.37044	.19076	.212	-.8618	.1209
40 & Above	Below 20	.56305	.23151	.072	-.0333	1.1594
	20-30	.47391	.18424	.050	-.0006	.9484
	30-40	.37044	.19076	.212	-.1209	.8618

Source: Data analysis done by the researcher based on primary data collected.

Gender

The test of homogeneity of variance was conducted with Levene’s test and it was found that in Table 4.41, the significance level $p > 0.05$ of gender on TM is .118, on EVP is .881, on EB is .155, on EE is .532 and on IS is .179, which means that variance in the gender are equal on TM, EVP, EB, EE and IS.

Table 4.41 Gender wise Test of Homogeneity of Variances for TM, EVP, EB, EE & IS

Variable	Levene test Statistics	Sign.
TM	2.447	.118
EVP	.022	.881
EB	2.028	.155
EE	.391	.532
IS	1.812	.179

Source: Data analysis done by the researcher based on primary data collected.

The results from the one-way ANOVA (Table 4.42) indicated that the gender has significant mean difference with talent management, $F(1, 651) = 3.749, p = .053$. There

is no significant mean difference between gender and employee value proposition, $F(1, 651) = .179, p = .672$.

There is no significant mean difference between gender and employer branding, $F(1, 651) = 3.020, p = .083$. Gender has insignificant mean difference with employee engagement, $F(1, 651) = 2.780, p = .096$. Contradictorily, significant mean difference found between gender and intention to stay, $F(1, 651) = 7.196, p = .007$.

Table 4.42 Gender wise ANOVA Results for TM, EVP, EB, EE & IS

Dependent Variable	F Statistics	Sig.	Decision on Null Hypothesis
TM	3.749	.053	Rejected
EVP	.179	.672	Not Rejected
EB	3.020	.083	Not Rejected
EE	2.780	.096	Not Rejected
IS	7.196	.007	Rejected

Source: Data analysis done by the researcher based on primary data collected.

Marital Status

The test of homogeneity of variance was calculated with Levene's test and it was found that (Table 4.43), the significance level $p > 0.05$ on TM is .094, on EVP is .055, on EB is .092, on EE is .021 and on IS is .117, which means that variance in the marital status are equal on TM, EVP, EB, EE and IS.

Table 4.43 Marital Status wise Test of Homogeneity of Variances for TM, EVP, EB, EE & IS

Variable	Levene test Statistics	Sign.
TM	2.817	.094
EVP	3.689	.055
EB	2.850	.092
EE	5.342	.021
IS	2.464	.117

Source: Data analysis done by the researcher based on primary data collected.

An analysis of variance exhibited (Table 4.44) that there is no significant mean difference between marital status and talent management, $F(1, 651) = .484, p = .487$, between marital status and employee value proposition, $F(1, 651) = 1.628, p = .202$, between marital status and employer branding, $F(1, 651) = .106, p = .745$, between

marital status and employee engagement, $F(1, 651) = .000, p = .995$ and also between marital status and intention to stay, $F(1, 651) = .096, p = .756$.

Table 4.44 Marital Status wise ANOVA Results for TM, EVP, EB, EE & IS

Dependent Variable	F Statistics	Sig.	Decision on Null Hypothesis
TM	.484	.487	Not Rejected
EVP	1.628	.202	Not Rejected
EB	.106	.745	Not Rejected
EE	.000	.995	Not Rejected
IS	.096	.756	Not Rejected
Source: Data analysis done by the researcher based on primary data collected.			

Education Qualification

The test of homogeneity of variance with Levene's test was used and it was found that (Table 4.45), the significance level $p > 0.05$ on TM is .305, on EVP is .542, on EB is .225, on EE is .727 and on IS is .245, which means that variance in the educational qualifications are equal on TM, EVP, EB, EE & IS.

Table 4.45 Education Qualification wise Test of Homogeneity of Variances for TM, EVP, EB, EE & IS

Variable	Levene test Statistics	Sign.
TM	1.210	.305
EVP	.718	.542
EB	1.456	.225
EE	.437	.727
IS	1.389	.245
Source: Data analysis done by the researcher based on primary data collected.		

The results from the one-way ANOVA (Table 4.46) indicated that there is an insignificant mean difference between education qualification employees and talent management, $F(3, 649) = 1.705, p = .165$, between education qualification of the employees and employee value proposition, $F(3, 649) = .189, p = .904$, between education qualification and employee engagement, $F(3, 649) = .284, p = .837$, between education qualification and intention to stay, $F(3, 649) = 1.653, p = .176$. Employer

branding with education qualification of employees found to have insignificant mean difference, $F(3, 649) = .744, p = .526$.

Table 4.46 Education Qualification wise ANOVA Results for TM, EVP, EB, EE & IS

Dependent Variable	F Statistics	Sig.	Decision on Null Hypothesis
TM	1.705	.165	Not Rejected
EVP	.189	.904	Not Rejected
EB	.744	.526	Not Rejected
EE	.284	.837	Not Rejected
IS	1.653	.176	Not Rejected
Source: Data analysis done by the researcher based on primary data collected.			

Work Experience in Current Organisation

The test of homogeneity of variance with Levene's test was used and it was found that (Table 4.47), the significance level $p < 0.05$ of work experience of employees in current organisation on TM is .043, it means that variance in the work experience of employees in current organisation are unequal. On the other hand, the significance level $p > 0.05$ of work experience of employees in current organisation on EVP is .109, on EB is .223, on EE is .305, and on IS is .872, which means that variance in the work experience in current organisation of employees are equal on EVP, EB, EE and IS.

Table 4.47 Work Experience in Current Organisation wise Test of Homogeneity of Variances for TM, EVP, EB, EE & IS

Variable	Levene test Statistics	Sign.
TM	2.732	.043
EVP	2.029	.109
EB	1.464	.223
EE	1.212	.305
IS	.235	.872
Source: Data analysis done by the researcher based on primary data collected.		

An analysis of variance showed (Table 4.48) that there is a significant mean difference between work experience in current organisation of the employees and talent management, $F(3, 649) = 4.828, p = .002$. There is a significant mean difference

between work experience in current organisation by employees and employee value proposition, $F(3, 649) = 3.097, p = .026$. There is a significant mean difference between work experience in current organisation of the employees and employer branding, $F(3, 649) = 4.858, p = .002$. There is a significant mean difference between work experience in current organisation of the employees and intention to stay, $F(3, 649) = 3.240, p = .022$. However there is an insignificant mean difference between work experience in current organisation of the employees and employee engagement, $F(3, 649) = 2.055, p = .105$.

Table 4.48 Work Experience in Current Organisation wise ANOVA Results for TM, EVP, EB, EE & IS

Dependent Variable	F Statistics	Sig.	Decision on Null Hypothesis
TM	4.828	.002	Rejected
EVP	3.097	.026	Rejected
EB	4.858	.002	Rejected
EE	2.055	.105	Not Rejected
IS	3.240	.022	Rejected
Source: Data analysis done by the researcher based on primary data collected.			

Post Hoc Tests

Post hoc analysis using Tukey (Table 4.49) shows that there is a significant difference between less than one year and 1-3 years of work experience in current organisation ($M=1.02, SE=.29$).

Table 4.49 Multiple Comparisons

Dependent Variable: TM

Tukey HSD

(I) Experience in Current Organisation	Work (J) Experience in Current Organisation	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Less than 1 year	1-3 years	1.01858*	.28686	.002	.2797	1.7575
	3-5 years	.66609	.31153	.142	-.1363	1.4685
	5 years & above	.29103	.34155	.829	-.5887	1.1708
1-3 years	Less than 1 year	-1.01858*	.28686	.002	-1.7575	-.2797
	3-5 years	-.35249	.26713	.551	-1.0405	.3356
	5 years & above	-.72754	.30161	.076	-1.5044	.0493
3-5 years	Less than 1 year	-.66609	.31153	.142	-1.4685	.1363
	1-3 years	.35249	.26713	.551	-.3356	1.0405
	5 years & above	-.37506	.32516	.656	-1.2126	.4624
5 years & above	Less than 1 year	-.29103	.34155	.829	-1.1708	.5887
	1-3 years	.72754	.30161	.076	-.0493	1.5044
	3-5 years	.37506	.32516	.656	-.4624	1.2126

*. The mean difference is significant at the 0.05 level.
Source: Data analysis done by the researcher based on primary data collected.

Post Hoc Tests

Post hoc analysis using Tukey (Table 4.50) shows that there is a significant difference in case of employee value proposition and employees with less than one year and 1-3 years of work experience in current organisation (M=.313,SE=.105).

Table 4.50 Multiple Comparisons

Dependent Variable: EVP

Tukey HSD

(I) Work Experience in Current Organisation	(J) Work Experience in Current Organisation	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Less than 1 year	1-3 years	.31327*	.10531	.016	.0420	.5845
	3-5 years	.15828	.11437	.510	-.1363	.4529
	5 years & above	.14913	.12539	.634	-.1738	.4721
1-3 years	Less than 1 year	-.31327*	.10531	.016	-.5845	-.0420
	3-5 years	-.15499	.09807	.391	-.4076	.0976
	5 years & above	-.16414	.11073	.449	-.4493	.1211
3-5 years	Less than 1 year	-.15828	.11437	.510	-.4529	.1363
	1-3 years	.15499	.09807	.391	-.0976	.4076
	5 years & above	-.00915	.11937	1.000	-.3166	.2983
5 years & above	Less than 1 year	-.14913	.12539	.634	-.4721	.1738
	1-3 years	.16414	.11073	.449	-.1211	.4493
	3-5 years	.00915	.11937	1.000	-.2983	.3166

*. The mean difference is significant at the 0.05 level.
Source: Data analysis done by the researcher based on primary data collected.

Post Hoc Tests

Post hoc analysis using Tukey (Table 4.51) shows that there is a significant difference in case of employer branding and employees with less than one year and 1-3 years of work experience in current organisation (M=.357,SD=.103) and 1-3 years & 5 years and above work experience in current organisation (M=.282,SD=.108).

Table 4.51 Multiple Comparisons

Dependent Variable: EB

Tukey HSD

(I) Experience in Current Organisation	Work (J) Experience in Current Organisation	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Less than 1 year	1-3 years	.35664*	.10261	.003	.0924	.6209
	3-5 years	.17806	.11143	.380	-.1090	.4651
	5 years & above	.07473	.12217	.928	-.2399	.3894
1-3 years	Less than 1 year	-.35664*	.10261	.003	-.6209	-.0924
	3-5 years	-.17858	.09555	.242	-.4247	.0675
	5 years & above	-.28191*	.10788	.045	-.5598	-.0040
3-5 years	Less than 1 year	-.17806	.11143	.380	-.4651	.1090
	1-3 years	.17858	.09555	.242	-.0675	.4247
	5 years & above	-.10333	.11630	.811	-.4029	.1962
5 years & above	Less than 1 year	-.07473	.12217	.928	-.3894	.2399
	1-3 years	.28191*	.10788	.045	.0040	.5598
	3-5 years	.10333	.11630	.811	-.1962	.4029

*. The mean difference is significant at the 0.05 level.
Source: Data analysis done by the researcher based on primary data collected.

Post Hoc Tests

Post hoc analysis using Tukey (Table 4.52) shows that there is a significant difference in case of intention to stay and employees with 1-3 years and 5 years and above of work experience in current organisation (M=.341,SE=.117).

Table 4.52 Multiple Comparisons

Dependent Variable: IS

Tukey HSD

(I) Work Experience in Current Organisation	(J) Work Experience in Current Organisation	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Less than 1 year	1-3 years	.21756	.11120	.206	-.0689	.5040
	3-5 years	.05369	.12077	.971	-.2574	.3647
	5 years & above	-.12339	.13240	.788	-.4644	.2176
1-3 years	Less than 1 year	-.21756	.11120	.206	-.5040	.0689
	3-5 years	-.16386	.10356	.389	-.4306	.1029
	5 years & above	-.34094*	.11692	.019	-.6421	-.0398
3-5 years	Less than 1 year	-.05369	.12077	.971	-.3647	.2574
	1-3 years	.16386	.10356	.389	-.1029	.4306
	5 years & above	-.17708	.12605	.497	-.5017	.1476
5 years & above	Less than 1 year	.12339	.13240	.788	-.2176	.4644
	1-3 years	.34094*	.11692	.019	.0398	.6421
	3-5 years	.17708	.12605	.497	-.1476	.5017

*. The mean difference is significant at the 0.05 level.
Source: Data analysis done by the researcher based on primary data collected.

Overall Experience

The test of homogeneity of variance conducted with Levene’s test and it was found that (Table 4.53), the significance level $p < 0.05$ of overall work experience of employees on TM is .036, on EVP is .034, and on EB is .036, which means that variance in the overall work experience of employees are unequal on TM, EVP and EB. In contrary to this, the significance level $p < 0.05$ of overall work experience of employees on EE is .050, and on IS is .382, it means that variance in the overall experience are equal on EE and IS.

Table 4.53 Overall Experience wise Test of Homogeneity of Variances for TM, EVP, EB, EE & IS

Variable	Levene test Statistics	Sign.
TM	2.858	.036
EVP	2.906	.034
EB	2.874	.036
EE	2.624	.050
IS	1.023	.382
Source: Data analysis done by the researcher based on primary data collected.		

The results from the one-way ANOVA (Table 4.54) point out that the overall experience of employees has significant mean difference with talent management, $F(3, 649) = 7.048, p = .000$. The overall experience of employees has significant mean difference with employee value proposition, $F(3, 649) = 5.474, p = .001$. There is a significant mean difference between overall experience of employees and employer branding, $F(3, 649) = 8.872, p = .000$. The overall experience of employees has significant mean difference with employee engagement, $F(3, 649) = 2.653, p = .048$. The overall experience of employees is highly significant mean difference with employee engagement, $F(3, 649) = 6.782, p = .000$.

Table 4.54 Overall Experience wise ANOVA Results for TM, EVP, EB, EE & IS

Dependent Variable	F Statistics	Sig.	Decision on Null Hypothesis
TM	7.048	.000	Rejected
EVP	5.474	.001	Rejected
EB	8.872	.000	Rejected
EE	2.653	.048	Not Rejected
IS	6.782	.000	Rejected
Source: Data analysis done by the researcher based on primary data collected.			

Post Hoc Tests

Post hoc analysis using Tukey (Table 4.55) shows that there is a significant difference in case of talent management and employees with less than one year and 1-5 years

(M=1.06,SE=.34), 1-5 years & 10 years and above of overall work experience (M=1.30, SE=.33).

Table 4.55 Multiple Comparisons

Dependent Variable: TM

Tukey HSD

(I) Overall Experience	(J) Overall Experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Less than 1 year	1-5 years	1.06223*	.34032	.010	.1857	1.9388
	5-10 years	.55798	.35742	.402	-.3626	1.4786
	10 years & above	-.23673	.42369	.944	-1.3280	.8546
1-5 years	Less than 1 year	-1.06223*	.34032	.010	-1.9388	-.1857
	5-10 years	-.50426	.24137	.158	-1.1259	.1174
	10 years & above	-1.29896*	.33170	.001	-2.1533	-.4446
5-10 years	Less than 1 year	-.55798	.35742	.402	-1.4786	.3626
	1-5 years	.50426	.24137	.158	-.1174	1.1259
	10 years & above	-.79470	.34922	.105	-1.6942	.1048
10 years & above	Less than 1 year	.23673	.42369	.944	-.8546	1.3280
	1-5 years	1.29896*	.33170	.001	.4446	2.1533
	5-10 years	.79470	.34922	.105	-.1048	1.6942

*. The mean difference is significant at the 0.05 level.
Source: Data analysis done by the researcher based on primary data collected.

Post Hoc Tests

Post hoc analysis using Tukey (Table 4.56) shows that there is a significant difference in case of employee value proposition and employees with less than one year and 1-5 years of overall work experience (M=.385,SE=.125) and 1-5 years and 10 years & above overall work experience (M=.388,SE=.122).

Table 4.56 Multiple Comparisons

Dependent Variable: EVP

Tukey HSD

(I) Overall Experience	(J) Overall Experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Less than 1 year	1-5 years	.38500*	.12489	.011	.0633	.7067
	5-10 years	.22753	.13116	.306	-.1103	.5654
	10 years & above	-.00311	.15548	1.000	-.4036	.3974
1-5 years	Less than 1 year	-.38500*	.12489	.011	-.7067	-.0633
	5-10 years	-.15747	.08858	.285	-.3856	.0707
	10 years & above	-.38811*	.12173	.008	-.7016	-.0746
5-10 years	Less than 1 year	-.22753	.13116	.306	-.5654	.1103
	1-5 years	.15747	.08858	.285	-.0707	.3856
	10 years & above	-.23064	.12816	.274	-.5607	.0995
10 years & above	Less than 1 year	.00311	.15548	1.000	-.3974	.4036
	1-5 years	.38811*	.12173	.008	.0746	.7016
	5-10 years	.23064	.12816	.274	-.0995	.5607

*. The mean difference is significant at the 0.05 level.
Source: Data analysis done by the researcher based on primary data collected.

Post Hoc Tests

Post hoc analysis using Tukey HSD (Table 4.57) shows that there is a significant difference in case of employer branding and employees with less than one year and 1-5 years of overall work experience (M=.406, SE=.121), 1-5 years and 10 years & above of overall work experience (M=.534, SE=.118), 5-10 years and 10 years & above of overall work experience (M=.351, SE=.124).

Table 4.57 Multiple Comparisons

Dependent Variable: EB

Tukey HSD

(I) Overall Experience	(J) Overall Experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Less than 1 year	1-5 years	.40600*	.12124	.005	.0937	.7183
	5-10 years	.22331	.12733	.297	-.1047	.5513
	10 years & above	-.12800	.15094	.831	-.5168	.2608
1-5 years	Less than 1 year	-.40600*	.12124	.005	-.7183	-.0937
	5-10 years	-.18269	.08599	.146	-.4042	.0388
	10 years & above	-.53400*	.11817	.000	-.8384	-.2296
5-10 years	Less than 1 year	-.22331	.12733	.297	-.5513	.1047
	1-5 years	.18269	.08599	.146	-.0388	.4042
	10 years & above	-.35131*	.12441	.025	-.6718	-.0309
10 years & above	Less than 1 year	.12800	.15094	.831	-.2608	.5168
	1-5 years	.53400*	.11817	.000	.2296	.8384
	5-10 years	.35131*	.12441	.025	.0309	.6718

*. The mean difference is significant at the 0.05 level.
Source: Data analysis done by the researcher based on primary data collected.

Post Hoc Tests

Post hoc analysis using Tukey HSD (Table 4.58) shows that there is a significant difference in case of intention to stay and employees with 1-5 years and 10 years and above of overall work experience (M=.549,SE=.128).

Table 4.58 Multiple Comparisons

Dependent Variable: IS

Tukey HSD

(I) Overall Experience	(J) Overall Experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Less than 1 year	1-5 years	.25833	.13153	.203	-.0804	.5971
	5-10 years	.04268	.13814	.990	-.3131	.3985
	10 years & above	-.29062	.16375	.286	-.7124	.1312
1-5 years	Less than 1 year	-.25833	.13153	.203	-.5971	.0804
	5-10 years	-.21566	.09329	.096	-.4559	.0246
	10 years & above	-.54896*	.12820	.000	-.8792	-.2188
5-10 years	Less than 1 year	-.04268	.13814	.990	-.3985	.3131
	1-5 years	.21566	.09329	.096	-.0246	.4559
	10 years & above	-.33330	.13497	.066	-.6810	.0143
10 years & above	Less than 1 year	.29062	.16375	.286	-.1312	.7124
	1-5 years	.54896*	.12820	.000	.2188	.8792
	5-10 years	.33330	.13497	.066	-.0143	.6810

*. The mean difference is significant at the 0.05 level.
Source: Data analysis done by the researcher based on primary data collected.

Designation

The test of homogeneity of variance with Levene’s test was used and it was found that (Table 4.59), the significance level $p > 0.05$ of designation of employees on TM is .109, on EVP is .583, on EB is .150, on EE is .400 and on IS is .599, which means that variance in the designation are equal on TM, EVP, EB, EE and IS.

Table 4.59 Designation wise Test of Homogeneity of Variances for TM, EVP, EB, EE & IS

Variable	Levene test Statistics	Sign.
TM	1.897	.109
EVP	.714	.583
EB	1.693	.150
EE	1.012	.400
IS	.690	.599
Source: Data analysis done by the researcher based on primary data collected.		

The one way analysis of variance revealed (Table 4.60) that there is no significant mean difference between designation and talent management, $F(4, 648) = 1.165, p = .325$. There is an insignificant mean difference between designation of the employees and employee value proposition, $F(4, 648) = .729, p = .573$. The designation has no significant mean difference with employer branding, $F(4, 648) = .747, p = .560$. There is no significant mean difference between designation and employee engagement, $F(4, 648) = .147, p = .964$. There is no significant mean difference between designation and employee engagement, $F(4, 648) = .399, p = .810$.

Table 4.60 Designation wise ANOVA Results for TM, EVP, EB, EE & IS

Dependent Variable	F Statistics	Sig.	Decision on Null Hypothesis
TM	1.165	.325	Not Rejected
EVP	.729	.573	Not Rejected
EB	.747	.560	Not Rejected
EE	.147	.964	Not Rejected
IS	.399	.810	Not Rejected
Source: Data analysis done by the researcher based on primary data collected.			

Monthly Salary

The test of homogeneity of variance with Levene's test was used and it was found that (Table 4.61), the significance level $p > 0.05$ of monthly salary on TM is .418, on EVP is .856, on EB is .940, on EE is .413, and on IS is .834, which means that variance in the monthly salary are equal on TM, EVP, EB, EE and IS.

Table 4.61 Monthly Salary wise Test of Homogeneity of Variances for TM, EVP, EB, EE & IS

Variable	Levene test Statistics	Sign.
TM	.980	.418
EVP	.332	.856
EB	.197	.940
EE	.988	.413
IS	.365	.834
Source: Data analysis done by the researcher based on primary data collected.		

The results from the one-way ANOVA (Table 4.62) indicated that the monthly salary has insignificant mean difference with talent management, $F(4, 648) = .593, p = .668$. There is no significant mean difference between monthly salary and employee value proposition, $F(4, 648) = .940, p = .440$. There is an insignificant mean difference between monthly salary of the employees and employer branding, $F(4, 648) = .997, p = .408$. There is an insignificant mean difference between monthly salary of the employees and employee engagement, $F(4, 648) = .660, p = .620$. And finally, there is no significant mean difference between monthly salary of employees and intention to stay, $F(4, 648) = 1.547, p = .187$.

Table 4.62 Monthly Salary wise ANOVA Results for TM, EVP, EB, EE & IS

Dependent Variable	F Statistics	Sig.	Decision on Null Hypothesis
TM	.593	.668	Not Rejected
EVP	.940	.440	Not Rejected
EB	.997	.408	Not Rejected
EE	.660	.620	Not Rejected
IS	1.547	.187	Not Rejected
Source: Data analysis done by the researcher based on primary data collected.			

Table 4.63 Demographic Variables and Their Impact

	p value	Significant/Insignificant
Age & TM	.245	Insignificant
Gender & TM	.053	Significant
Marital status & TM	.487	Insignificant
Education qualification & TM	.165	Insignificant
Work Experience in Current Organisation & TM	.002	Significant
Overall work experience & TM	.000	Significant
Designation & TM	.325	Insignificant
Monthly salary & TM	.668	Insignificant
Age & EVP	.162	Insignificant
Gender & EVP	.672	Insignificant
Marital status & EVP	.202	Insignificant
Education Qualification & EVP	.904	Insignificant
Work Experience in Current Organisation & EVP	.026	Significant
Overall experience & EVP	.001	Significant
Designation & EVP	.573	Insignificant
Monthly salary & EVP	.440	Insignificant
Age & EB	.498	Insignificant
Gender & EB	.083	Insignificant
Marital Status	.745	Insignificant
Education Qualification & EB	.526	Insignificant
Work Experience in Current Organisation & EB	.002	Significant
Overall experience & EB	.000	Significant
Designation & EB	.560	Insignificant
Monthly Salary & EB	.408	Insignificant
Age & EE	.524	Insignificant
Gender & EE	.096	Insignificant
Marital Status & EE	.995	Insignificant
Education qualification & EE	.837	Insignificant
Work Experience in Current Organisation & EE	.105	Insignificant
Overall experience	.048	Significant
Designation & EE	.964	Insignificant
Monthly salary	.620	Insignificant
Age & IS	.046	Significant
Gender & IS	.007	Significant
Marital Status & IS	.756	Insignificant
Education Qualification & IS	.176	Insignificant
Work Experience in Current Organisation & IS	.022	Significant
Overall experience & IS	.000	Significant
Designation & IS	.810	Insignificant
Monthly Salary & IS	.187	Insignificant

Source: Data analysis done by the researcher based on primary data collected.

Serial Mediation with Covariates

Covariates are generally considered to control the influence of other variables in the model. Demographic variables may influence the variables in the model and hence they are accounted for as covariates. Data set with control variables were included by which the impact of demographic variables such as age, gender, marital status, education qualification, work experience in current organisation, overall experience, designation, and monthly salary was controlled.

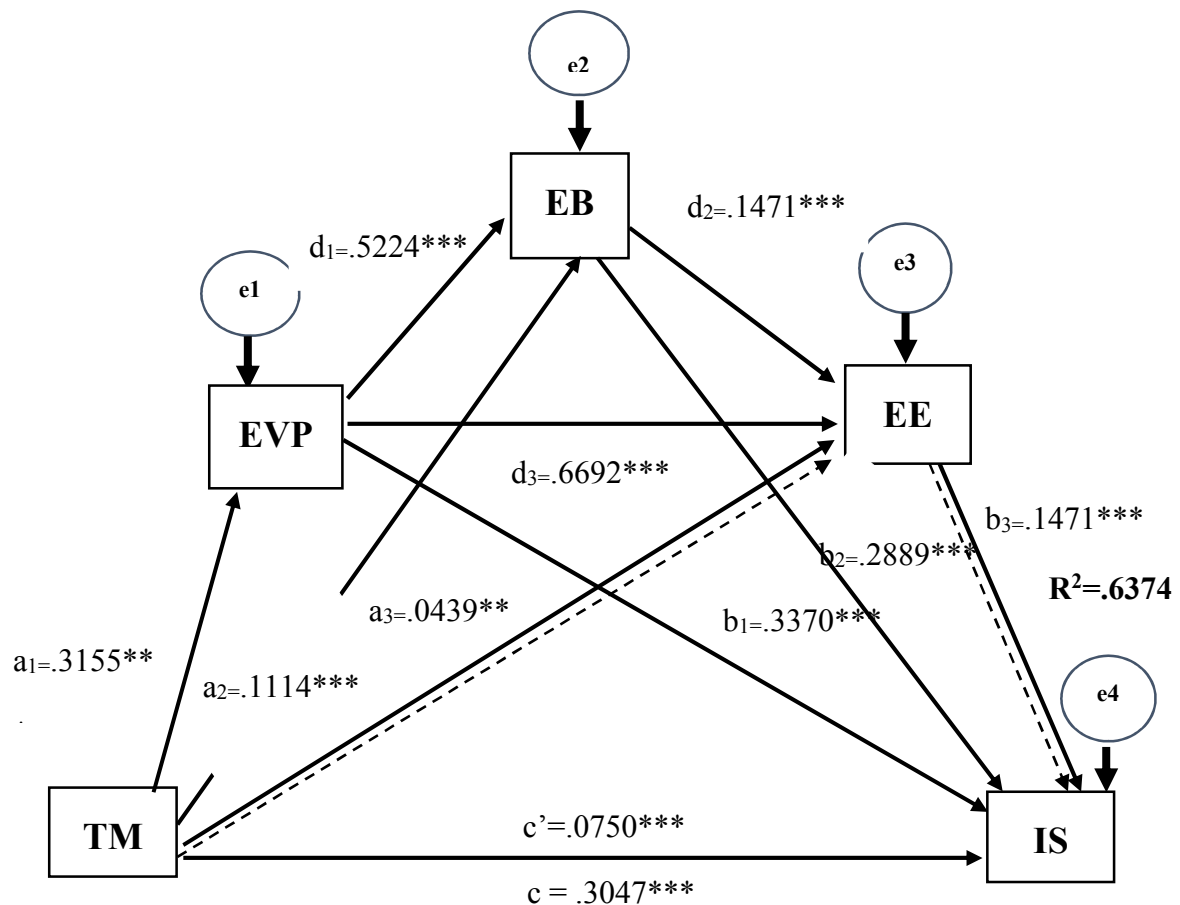


Figure 4.11: Serial Mediation Model Indirect Effects of TM on IS through EVP, EB & EE

Table 4.65, demonstrates the total effect (c) of the TM on IS which is significant ($b = .3047$, $SE = .0093$, $p < 0.001$) (Step 1). In addition, Table 4.64 shows that the direct effects of TM on EVP ($b = .3155$, $SE = .0074$, $t = 42.6630$, $p < 0.001$), EB ($b = .1114$,

SE=.0159, $t=7.0098$, $p<0.001$) and EE ($b=.0439$, SE=.0162, $t=2.7192$, $p<.01$) are significant. The direct effect of EVP as the first mediating variable on the second mediating variable of EB ($b=.5224$, SE=.0433, $t=12.0616$, $p<0.001$) and on the third mediating variable of EE ($b=.6692$, SE=.0470, $t=14.2454$, $p<.001$) are significant and high. This implies that EVP significantly predicted both employer branding and employee engagement. The direct effect of EB as the second mediating variable on the third mediating variable of EE ($b=.1471$, SE=.0387, $t=3.8046$, $p<.001$) is significant but the degree of impact is low (Step 2).

Similarly, review of the direct effects of mediating variables on IS, showed that the effects of EVP ($b=.3370$, SE=.0519, $t=6.4866$, $p<.001$), EB ($b=.2889$, SE=.0377, $t=7.6702$, $p<.001$) and EE ($b=.1471$, SE=.0381, $t=3.8643$, $p<.001$) are also at significant levels (Step 3). When TM and all other mediating variables were simultaneously entered into the equation (Step 4), the relationship between TM and IS with the control variables (covariates), in relation to direct effect (c') was reduced but was at a significant level ($b=.0750$, SE=.0157, $p<.001$).

The indirect effect of TM on IS through EVP, EB & EE is examined over 10000 bootstrap samples. The demographic variables are considered as covariates in order to control the influence of demographic variables on the model. Using the bootstrap sample distribution through PROCESS Macro model 6, it can be observed from Table 4.65 that the total indirect effect (the difference between total and direct effects/ $c-c'$) of TM through EVP, EB& EE on IS is statistically significant ($b =.2297$, SE= .0168, 95% CI= .1970, .2636).As total indirect effect is significant and direct effect of TM on IS with mediation was reduced but was significant, this indicates that there is partial mediation.

Table 4.64 Mediation Model Results of Direct Effect of TM on IS in the Presence of Demographic Variables

TM, EVP,EB, EE & IS	B	SE	T	P	CI (Lower)	CI (Upper)
TM→ EVP	.3155	.0074	42.6630	***	.3010	.3301
EVP→ EB	.5224	.0433	12.0616	***	.4373	.6074
TM→ EB	.1114	.0159	7.0098	***	.0802	.1427
EB→ EE	.1471	.0387	3.8046	***	.0712	.2230
TM→ EE	.0439	.0162	2.7192	**	.0122	.0757
EVP→ EE	.6692	.0470	14.2454	***	.5770	.7615
EE→ IS	.1471	.0381	3.8643	***	.0723	.2218
TM→ IS	.0750	.0157	4.7920	***	.0443	.1058
EVP→ IS	.3370	.0519	6.4866	***	.2350	.4390
EB→ IS	.2889	.0377	7.6702	***	.2150	.3629

Notes: TM= Talent management, EVP= Employee value proposition, EB= Employer branding, EE= Employee engagement, IS= Intention to stay, **p<0.01, ***p<0.001.
Abbreviations: b- Unstandardised beta coefficient; SE- Standard error; t- critical ratio; CI (lower)- Lower limit confidence interval; CI (upper)- Upper limit confidence interval.
Source: Data analysis done by the researcher based on primary data collected.

Table 4.65 Path Coefficients, Indirect Effects, And 95% Bias-Corrected Confidence Interval Predicting Intention to Stay (N=653)

Path	Effect	SE	P-value	CI (Lower)	CI (Upper)
Total effect	.3047	.0093	***	.2865	.3229
Direct effect	.0750	.0157	***	.0443	.1058
				BootLLCI	BootULCI
Total Indirect effect	.2297	.0168	Significant	.1970	.2636
Indirect effects					
TM→ EVP→ IS (a1b1)	.1063	.0202	Significant	.0671	.1466
TM→ EB→ IS(a2b2)	.0322	.0093	Significant	.0159	.0521
TM→ EE→ IS (a3b3)	.0065	.0042	Insignificant	-.0001	.0162
TM→ EVP→ EB→ IS (a1d1b2)	.0476	.0093	Significant	.0307	.0672
TM→ EVP→EE→ IS (a1d3b3)	.0311	.0113	Significant	.0090	.0536
TM→ EB→EE→ IS (a2d2b3)	.0024	.0014	Significant	.0003	.0059
TM→ EVP→ EB→EE→ IS (a1d1d2b3)	.0036	.0020	Significant	.0006	.0081

Notes: TM= Talent management, EVP= Employee value proposition, EB= Employer branding, EE= Employee engagement, IS= Intention to stay, **p<0.01, ***p<0.001.
Abbreviations: CI (lower)- Lower limit confidence interval; CI (upper)- Upper limit confidence interval; BootLLCI- Bootstrapping lower limit confidence interval; BootULCI- Bootstrapping upper limit confidence interval; SE- Standard error.
Source: Data analysis done by the researcher based on primary data collected.

Thus, it can be concluded that there is a significant partial mediation of talent management's effect on intention to stay through employee value proposition,

employer branding and employee engagement at $\alpha=.05$. Since three mediators were considered for the study, six different causal order models were produced (Table 4.65). All six models were compared in terms of significant path created by each different causal order of the mediators. Based on these results, two out of three mediating variables were observed to partially mediate between TM and IS. The mediating effect of TM on IS through single mediator EE was found to be insignificant. Without the covariates, the effect of TM on IS through EE was significant. The variation in the result is due to the impact of demographic variables. But as the mediating indirect effects of TM on IS in serial-multiple mediation of EVP, EB& EE ($b = .0036$, $SE = .0020$, 95% $CI = .0006, .0081$), were statistically significant, the overall model was significant.

As observed from the results that there is partial mediation in the model TM-EVP-EB-EE-IS, in order to find the possible omitted variable, the serial multiple mediation model is run for three dimensions of talent management construct which include talent attraction, talent development and talent retention using Process macro model 6. The impact of demographic variables such as age, gender, marital status, education qualification, work experience in current organisation, overall experience, designation, and monthly salary were controlled.

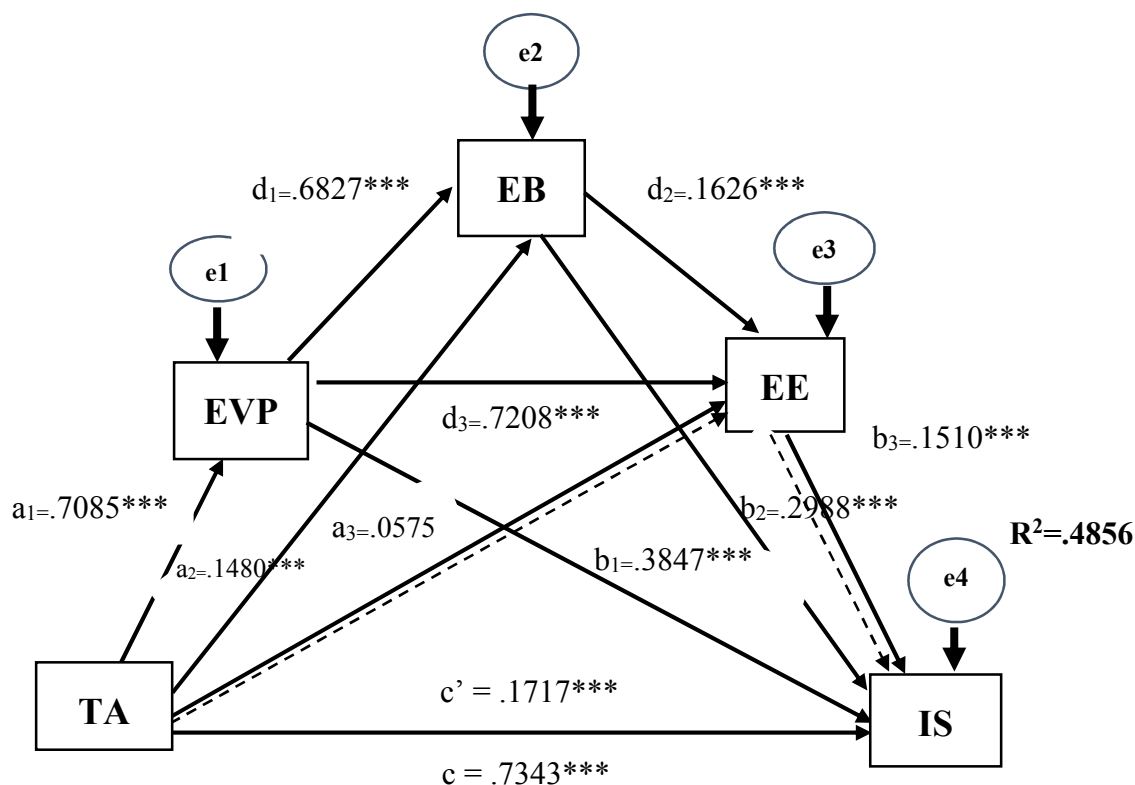


Figure 4.12: Serial Mediation Model Indirect Effects of TA on IS through EVP, EB & EE

In order to determine the serial- multiple mediation of EVP, EB & EE in the relationship between TA and IS, the regression-based approach and bootstrap method as recommended by Hayes (2012; 2013) were used. For examining indirect effects, the bootstrap method which is considered to be the most effective method (Preacher & Hayes, 2008) was used and the results are presented in Figure 4.12, Table 4.66 and Table 4.67.

Table 4.67 portrays the total effect (c) of TA on IS which is at a significant level (b=.7343, SE=.0307, p<.001) (Step 1). It is observed that the direct effects of TA on EVP (b=.7085, SE=.0290, t=24.4617, p<.001), EB (b=.1480, SE=.0320, t=4.6212, p<.001) and EE are significant (b=.0575, SE=.0313, t=1.8367, p>.05). The direct effect of EVP as the first mediating variable on the second mediating variable of EB (b=.6827,

SE=.0314, $t=21.7524$, $p<.001$) and on the third mediating variable of EE ($b=.7208$, SE=.0398, $t=18.1054$, $p<.001$) are significant and the degree of impact is high. The direct effect of EB as the second mediating variable on the third mediating variable of EE ($b=.1626$, SE=.0380, $t=4.2796$, $p<.001$) is also significant though the degree of impact is low (Step 2).

Similarly, review of the direct effects of mediating variables on IS, showed that the effects of EVP ($b=.3847$, SE=.0467, $t=8.2429$, $p<.001$), EB ($b=.2988$, SE=.0367, $t=8.1323$, $p<.001$) and EE ($b=.1510$, SE=.0377, $t=4.0076$, $p<.001$) are also significant (Step 3). When TA and all other mediating variables were simultaneously entered into the equation (Step 4), the relationship between TA and IS, in relation to direct effect (c') was reduced but remained significant ($b=.1717$, SE=.0300, $p<.001$).

The indirect effect of TA on IS through EVP, EB & EE is examined over 10000 bootstrap samples. The results obtained using the bootstrap sample distribution through PROCESS Macro model depicted in Table 4.67 show that the total indirect effect (the difference between total and direct effects/ $c-c'$) of TA through EVP, EB& EE on IS is high and statistically significant ($b =.5626$, SE= .0364, 95% CI= .4934, .6380). The mediating indirect effects of TA on IS through single mediation of EVP ($b =.2726$, SE=.0435, 95% CI= .1925, .3612), single mediation of EB ($b =.0442$, SE= .0168, 95% CI= .0144, .0802), serial-multiple mediation of EVP& EB ($b =.1445$, SE= .0244, 95% CI= .0990, .1941), serial-multiple mediation of EB & EE ($b =.0036$, SE= .0023, 95% CI= .0005, .0094), serial-multiple mediation of EVP & EE ($b =.0771$, SE= .0276, 95% CI= .0239, .1327), and serial-multiple mediation of EVP, EB& EE ($b =.0119$, SE=.0060, 95% CI= .0023, .0255), are found statistically significant. Single mediation of EE on the relationship between talent attraction and intention to stay found to be insignificant ($b =.0087$, SE= .0077, 95% CI= -.0039, .0261).

If the indirect effect is significant, then it is deemed to be successful mediation. If the direct effect remains significant, then there is partial mediation (MacKinnon et al., 2007). As total indirect effect is significant and the direct effect of TA on IS is significant with mediation, it can be inferred that there is significant partial mediation of talent attraction's effect on intention to stay through employee value proposition, employer branding and employee engagement at $\alpha=.05$. Since three mediators were considered for the study, six different causal order models were produced (Table 4.67). All six models were compared in terms of significant path created by each different causal order of the mediators. Barring TA → EE → IS (a3b3), the remaining paths are significant. Of all the paths, the indirect effect of TA → EVP → IS (a1b1) is relatively high.

Table 4.66 Mediation Model Results

TA, EVP,EB, EE & IS	b	SE	T	P	CI (Lower)	CI (Upper)
TA → EVP	.7085	.0290	24.4617	***	.6516	.7653
EVP → EB	.6827	.0314	21.7524	***	.6210	.7443
TA → EB	.1480	.0320	4.6212	***	.0851	.2109
EB → EE	.1626	.0380	4.2796	***	.0880	.2372
TA → EE	.0575	.0313	1.8367	.0667	-.0040	.1191
EVP → EE	.7208	.0398	18.1054	***	.6426	.7990
EE → IS	.1510	.0377	4.0076	***	.0770	.2249
TA → IS	.1717	.0300	5.7312	***	.1129	.2305
EVP → IS	.3847	.0467	8.2429	***	.2931	.4764
EB → IS	.2988	.0367	8.1323	***	.2266	.3709
<p>Notes: TA= Talent attraction, EVP= Employee value proposition, EB= Employer branding, EE= Employee engagement, IS= Intention to stay, ***p<0.001. Abbreviations: b- Unstandardised beta coefficient; SE- Standard error; t- critical ratio; CI (lower)- Lower limit confidence interval; CI (upper)- Upper limit confidence interval. Source: Data analysis done by the researcher based on primary data collected.</p>						

Table 4.67 Path Coefficients, Indirect Effects, and 95% Bias-Corrected Confidence Interval Predicting Intention to Stay (N=653)

Path	Effect	SE	P-value	CI (Lower)	CI (Upper)
Total effect	.7343	.0307	***	.6740	.7945
Direct effect	.1717	.0300	***	.1129	.2305
				BootLLCI	BootULCI
Total Indirect effect	.5626	.0364	Significant	.4934	.6380
Indirect effects					
TA→ EVP→ IS (a1b1)	.2726	.0435	Significant	.1925	.3612
TA→ EB→ IS(a2b2)	.0442	.0168	Significant	.0144	.0802
TA→ EE→ IS (a3b3)	.0087	.0077	Insignificant	-.0039	.0261
TA→ EVP→ EB→ IS (a1d1b2)	.1445	.0244	Significant	.0990	.1941
TA→ EVP→EE→ IS (a1d3b3)	.0771	.0276	Significant	.0239	.1327
TA→ EB→EE→ IS (a2d2b3)	.0036	.0023	Significant	.0005	.0094
TA→ EVP→ EB→EE→ IS (a1d1d2b3)	.0119	.0060	Significant	.0023	.0255
<p>Notes: TA= Talent attraction, EVP= Employee value proposition, EB= Employer branding, EE= Employee engagement, IS= Intention to stay, ***p<0.001.</p> <p>Abbreviations: CI (lower)- Lower limit confidence interval; CI (upper)- Upper limit confidence interval; BootLLCI- Bootstrapping lower limit confidence interval; BootULCI- Bootstrapping upper limit confidence interval; SE- Standard error.</p> <p>Source: Data analysis done by the researcher based on primary data collected.</p>					

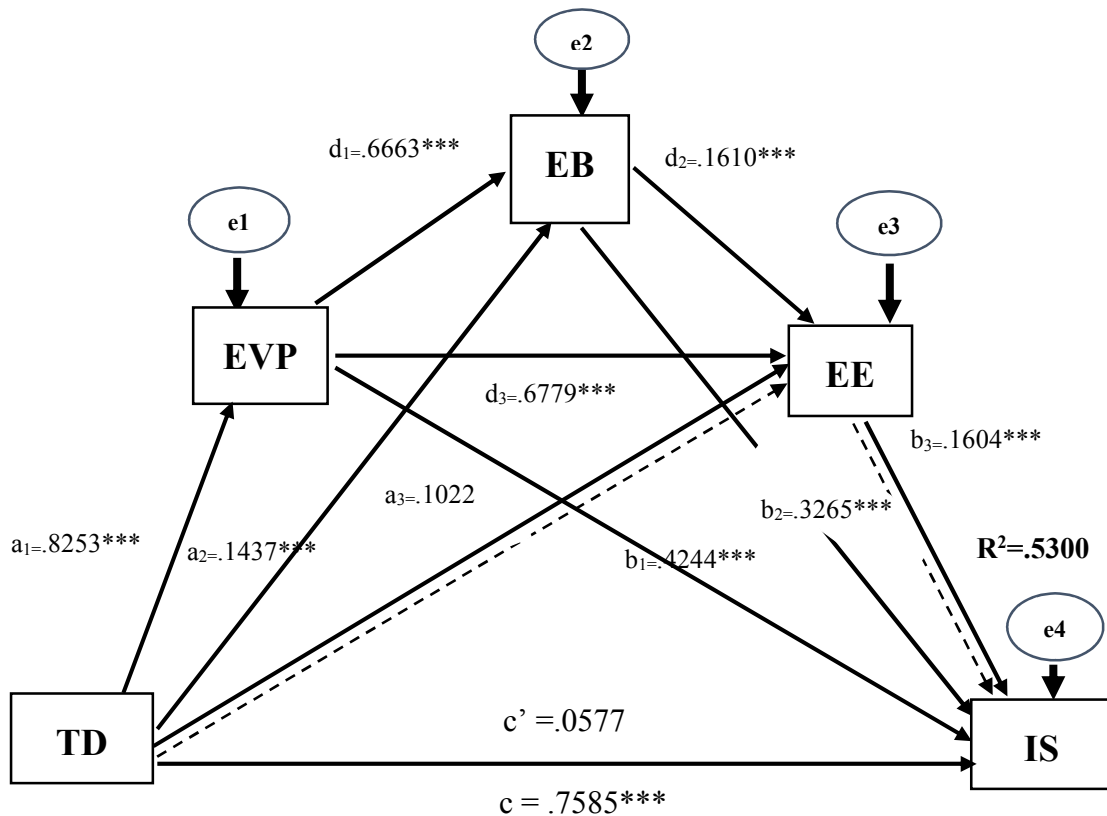


Figure 4.13: Serial Mediation Model Indirect Effects of TD on IS through EVP, EB & EE

In order to determine the serial- multiple mediation of EVP, EB & EE in the relationship between TD and IS, the regression-based approach and bootstrap method as recommended by Hayes (2012, 2013) were used. The results are presented in Figure 4.13, Table 4.68 and Table 4.69.

Table 4.69 portrays that the total effect (c) of the TD on IS which is high and is significant (b=.7585, SE=.0289, p<.001) (Step 1). This shows that talent development significantly predicts intention to stay by the employees. It is understood from Table 4.68 that the direct effects of TD on EVP (b=.8253, SE=.0227, t=36.3088, p<.001) and EB (b=.1437, SE=.0400, t=3.5946, p=***) and EE are significant (b=.1022, SE=.0385, t=2.6561, p<.01). The direct effect of EVP as the first mediating variable on the second

mediating variable of EB ($b=.6663$, $SE=.0397$, $t=16.7843$, $p<.001$) and on the third mediating variable of EE ($b=.6779$, $SE=.0454$, $t=14.9265$, $p<.001$) are significant. The direct effect of EB as the second mediating variable on the third mediating variable of EE ($b=.1610$, $SE=.0376$, $t=4.2789$, $p<.001$) is on significant level (Step 2).

Similarly, review of the direct effects of mediating variables on IS, showed that the effects of EVP ($b=.4244$, $SE=.0516$, $t=8.2241$, $p<.001$), EB ($b=.3265$, $SE=.0374$, $t=8.7398$, $p<.001$) and EE ($b=.1604$, $SE=.0387$, $t=4.1496$, $p<.001$) are also significant (Step 3). When TD and all other mediating variables were simultaneously entered into the equation (Step 4), the relationship between TD and IS, in relation to direct effect (c') reduced drastically and became insignificant level ($b=.0577$, $SE=.0379$, $p>.05$) which implies that there is full mediation of EVP, EB and EE on the relationship between TD and IS.

The indirect effect of TD on IS through EVP, EB & EE is examined over 10000 bootstrap samples using the bootstrap sample distribution through PROCESS Macro model 6. The results presented in Table 4.69 shows that the total indirect effect (the difference between total and direct effects/ $c-c'$) of TD through EVP, EB& EE on IS is high and is statistically significant ($b =.7008$, $SE= .0415$, 95% CI= .6194, .7826).

The mediating indirect effects of TD on IS through single mediation of EVP ($b =.3502$, $SE=.0561$, 95% CI= .2418, .4600), single mediation of EB ($b =.0469$, $SE= .0204$, 95% CI= .0114, .0911), serial-multiple mediation of EVP& EB ($b =.1796$, $SE= .0283$, 95% CI= .1275, .2382), serial-multiple mediation of EB & EE ($b =.0037$, $SE= .0026$, 95% CI= .0004, .0103), serial-multiple mediation of EVP & EE ($b =.0897$, $SE= .0298$, 95% CI= .0322, .1493), and serial-multiple mediation of EVP, EB& EE ($b =.0142$, $SE=.0072$, 95% CI= .0030, .0310), are found statistically significant. Whereas

relationship between TD and IS through mediation of EE ($b = .0164$, $SE = .0107$, 95% $CI = -.0002, .0409$), is insignificant.

It can be inferred that there is a significant mediation of talent development's effect on intention to stay through employee value proposition, employer branding and employee engagement at $\alpha = .05$. Since three mediators were considered for the study, six different causal order models were produced (Table 4.69). All six models were compared in terms of significant path created by each different causal order of the mediators. $TD \rightarrow EVP \rightarrow IS$ (a_1b_1) path has relatively more impact. Other than $TD \rightarrow EE \rightarrow IS$ (a_3b_3), all other paths are significant.

As serial-multiple mediation of EVP, EB & EE on the relationship between TD and IS ($b = .0142$, $SE = .0072$, 95% $CI = .0030, .0310$) was significant and direct effect (c') and became insignificant with mediation ($b = .0577$, $SE = .0379$, $p > .05$), it reveals that there is full mediation of EVP, EB and EE on the relationship between TD and IS.

Table 4.68 Mediation Model Results

TD, EVP, EB, EE & IS	B	SE	T	p	CI (Lower)	CI (Upper)
TD → EVP	.8253	.0227	36.3088	***	.7806	.8699
EVP → EB	.6663	.0397	16.7843	***	.5884	.7443
TD → EB	.1437	.0400	3.5946	***	.0652	.2221
EB → EE	.1610	.0376	4.2789	***	.0871	.2350
TD → EE	.1022	.0385	2.6561	.0081	.0267	.1778
EVP → EE	.6779	.0454	14.9265	***	.5887	.7671
EE → IS	.1604	.0387	4.1496	***	.0845	.2363
TD → IS	.0577	.0379	1.5237	.1281	-.0167	.1321
EVP → IS	.4244	.0516	8.2241	***	.3231	.5257
EB → IS	.3265	.0374	8.7398	***	.2532	.3999

Notes: TD= Talent development, EVP= Employee value proposition, EB= Employer branding, EE= Employee engagement, IS= Intention to stay, *** $p < 0.001$.
Abbreviations: b- Unstandardised beta coefficient; SE- Standard error; t- critical ratio; CI (lower)- Lower limit confidence interval; CI (upper)- Upper limit confidence interval.
Source: Data analysis done by the researcher based on primary data collected.

Table 4.69 Path Coefficients, Indirect Effects, and 95% Bias-Corrected Confidence Interval Predicting Intention to Stay (N=653)

Path	Effect	SE	p-value	CI (Lower)	CI (Upper)
Total effect	.7585	.0289	***	.7017	.8153
Direct effect	.0577	.0379	.1281	-.0167	.1321
				BootLLCI	BootULCI
Total Indirect effect	.7008	.0415	Significant	.6194	.7826
Indirect effects					
TD→ EVP→ IS (a1b1)	.3502	.0561	Significant	.2418	.4600
TD→ EB→ IS (a2b2)	.0469	.0204	Significant	.0114	.0911
TD→ EE→ IS (a3b3)	.0164	.0107	Insignificant	-.0002	.0409
TD→ EVP→ EB→ IS (a1d1b2)	.1796	.0283	Significant	.1275	.2382
TD→ EVP→EE→ IS (a1d3b3)	.0897	.0298	Significant	.0322	.1493
TD→ EB→EE→ IS (a2d2b3)	.0037	.0026	Significant	.0004	.0103
TD→ EVP→ EB→EE→ IS (a1d1d2b3)	.0142	.0072	Significant	.0030	.0310
<p>Notes: TD= Talent development, EVP= Employee value proposition, EB= Employer branding, EE= Employee engagement, IS= intention to stay, ***p<0.001.</p> <p>Abbreviations: CI (lower)- Lower limit confidence interval; CI (upper)- Upper limit confidence interval; BootLLCI- Bootstrapping lower limit confidence interval; BootULCI- Bootstrapping upper limit confidence interval; SE -Standard error.</p> <p>Source: Data analysis done by the researcher based on primary data collected.</p>					

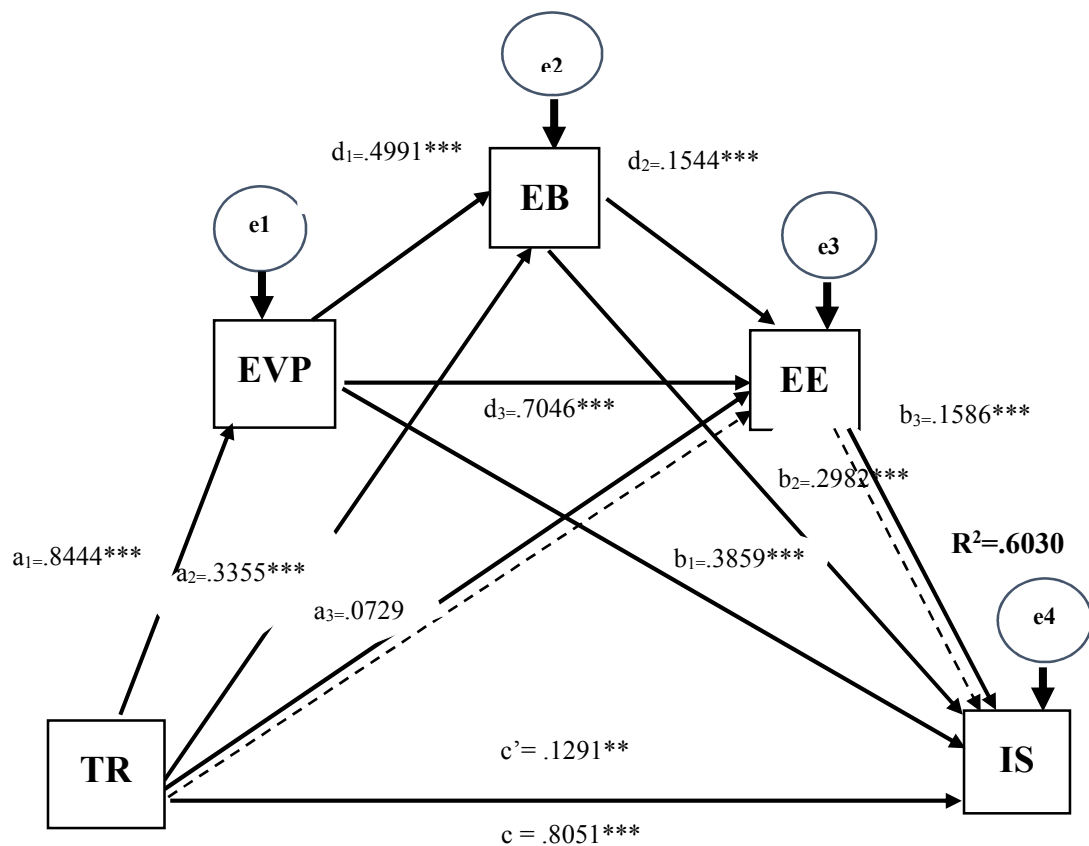


Figure 4.14: Serial Mediation Model Indirect Effects of TR on IS through EVP, EB & EE

By controlling the impact of demographic variables on the variables in the model, the serial- multiple mediation of EVP, EB & EE in the relationship between TR and IS was run using the regression-based approach and bootstrap method as recommended by Hayes (2012, 2013). The results are presented in Figure 4.14, Table 4.70 and Table 4.71.

It is evident from Table 4.71 that the total effect (c) of the TR on IS is very high and is significant ($b = .8051$, $SE = .0264$, $p < 0.001$). It is quite obvious that talent retention practices significantly predict intention to stay by the employees. Table 4.70 shows that the direct effects of TR on EVP ($b = .8444$, $SE = .0210$, $t = 40.1788$, $p < 0.001$) and EB ($b = .3355$, $SE = .0409$, $t = 8.2124$, $p < 0.001$) are at significant levels, but with EE ($b = .0729$, $SE = .0428$, $t = 1.7054$, $p > .005$) it is insignificant. The direct effect of EVP as

the first mediating variable on the second mediating variable of EB ($b=.4991$, $SE=.0409$, $t=12.1975$, $p<0.001$.) and on the third mediating variable of EE ($b=.7046$, $SE=.0452$, $t=15.5793$, $p<0.001$.) are significant. The direct effect of EB as the second mediating variable on the third mediating variable of EE ($b=.1544$, $SE=.0393$, $t=3.9295$, $p<0.001$.) is also significant level.

Similarly, review of the direct effects of mediating variables on IS, showed that the effects of EVP ($b=.3859$, $SE=.0515$, $t=7.4905$, $p<0.001$), EB ($b=.2982$, $SE=.0386$, $t=7.7292$, $p<0.001$) and EE ($b=.1586$, $SE=.0383$, $t=4.1383$, $p<0.001$) are also at significant levels. When TR and all other mediating variables were simultaneously entered into the equation, the relationship between TR and IS, in relation to direct effect (c') is reduced but remained significant ($b=.1291$, $SE=.0416$, $p<0.001$).

It is observed from Table 4.71 that the total indirect effect (the difference between total and direct effects/ $c-c'$) of TR through EVP, EB& EE on IS is high and is statistically significant ($b =.6760$, $SE= .0459$, 95% CI= $.5857$, $.7660$).

Within the tested model, when considering the mediating variables separately and together in relation to the mediating indirect effects of TR on IS single mediation of EVP ($b =.3258$, $SE=.0516$, 95% CI= $.2244$, $.4262$), single mediation of EB ($b =.1001$, $SE= .0252$, 95% CI= $.0562$, $.1544$), serial-multiple mediation of EVP& EB ($b =.1257$, $SE= .0240$, 95% CI= $.0821$, $.1766$), serial-multiple mediation of EB & EE ($b =.0082$, $SE= .0046$, 95% CI= $.0015$, $.0191$), serial-multiple mediation of EVP & EE ($b =.0943$, $SE= .0321$, 95% CI= $.0323$, $.1590$), and serial-multiple mediation of EVP, EB& EE ($b =.0103$, $SE=.0053$, 95% CI= $.0020$, $.0226$), are found statistically significant. Whereas with single mediation of EE ($b =.0116$, $SE= .0115$, 95% CI= $-.0075$, $.0380$), it was found to be insignificant.

If the bootstrapping upper limit confidence interval and lower limit confidence interval do not contain zero, then indirect effect is considered significant. In this study also as within the 95% confidence interval does not include zero, it can be inferred that there is a significant mediation of talent management's effect on intention to stay through employee value proposition, employer branding and employee engagement at $\alpha=.05$. Since three mediators were considered for the study, six different causal order models were produced (Table 4.71). All six models were compared in terms of significant path created by each different causal order of the mediators. Excluding TR → EE → IS (a3b3) all other paths are significant.

As the serial-multiple mediation of EVP, EB& EE in the relationship between TR and IS is significant and the direct effect with mediation is significant, it implies that there is partial mediation.

Table 4.70 Mediation Model Results

TR, EVP,EB, EE & IS	B	SE	T	p	CI (Lower)	CI (Upper)
TR → EVP	.8444	.0210	40.1788	***	.8031	.8856
EVP → EB	.4991	.0409	12.1975	***	.4188	.5795
TR → EB	.3355	.0409	8.2124	***	.2553	.4158
EB → EE	.1544	.0393	3.9295	***	.0773	.2316
TR → EE	.0729	.0428	1.7054	.0886	-.0110	.1569
EVP → EE	.7046	.0452	15.5793	***	.6158	.7934
EE → IS	.1586	.0383	4.1383	***	.0833	.2338
TR → IS	.1291	.0416	3.1044	***	.0474	.2108
EVP → IS	.3859	.0515	7.4905	***	.2847	.4870
EB → IS	.2982	.0386	7.7292	***	.2225	.3740
<p>Notes: TR= Talent retention, EVP= Employee value proposition, EB= Employer branding, EE= Employee engagement, IS= Intention to stay, ***p<0.001. Abbreviations: b- Unstandardised beta coefficient; SE- Standard error; t- critical ratio; CI (lower)- Lower limit confidence interval; CI (upper)- Upper limit confidence interval. Source: Data analysis done by the researcher based on primary data collected.</p>						

Table 4.71 Path Coefficients, Indirect Effects, and 95% Bias-Corrected Confidence Interval Predicting Intention to Stay (N=653)

Path	Effect	SE	P-value	CI (Lower)	CI (Upper)
Total effect	.8051	.0264	***	.7534	.8569
Direct effect	.1291	.0416	***	.0474	.2108
				BootLLCI	BootULCI
Total Indirect effect	.6760	.0459	Significant	.5857	.7660
Indirect effects					
TR→ EVP→ IS (a1b1)	.3258	.0516	Significant	.2244	.4262
TR→ EB→ IS (a2b2)	.1001	.0252	Significant	.0562	.1544
TR→ EE→ IS (a3b3)	.0116	.0115	Insignificant	-.0075	.0380
TR→ EVP→ EB→ IS (a1d1b2)	.1257	.0240	Significant	.0821	.1766
TR→ EVP→EE→ IS (a1d3b3)	.0943	.0321	Significant	.0323	.1590
TR→ EB→EE→ IS (a2d2b3)	.0082	.0046	Significant	.0015	.0191
TR→ EVP→ EB→EE→ IS (a1d1d2b3)	.0103	.0053	Significant	.0020	.0226
<p>Notes: TR= Talent retention, EVP= Employee value proposition, EB= Employer branding, EE= Employee engagement, IS= intention to stay, ***p<0.001. Abbreviations: CI (lower)- Lower limit confidence interval; CI (upper)- Upper limit confidence interval; BootLLCI- Bootstrapping lower limit confidence interval; BootULCI- Bootstrapping upper limit confidence interval; SE- Standard error. Source: Data analysis done by the researcher based on primary data collected.</p>					

Discussion

The current research study examined the relationship between talent management, employee value proposition, employer branding, employee engagement and intention to stay. The results revealed that talent management is a moderately significant positive predictor of the employee value proposition (b= .3142, p <.001). This implies that a company by investing in effective talent management practices relating to talent acquisition, talent development and talent retention will enjoy better EVP. Employee Value Proposition (EVP) term is extensively being used to explain the overall

experience perceived by an employee in terms of working conditions, recognition & rewards, career development opportunities, benefits etc., derived in the organisation. EVP refers to ‘the value or benefit an employee perceives by serving as a member of the organisation and should manifest the organisational uniqueness and the values it bestows (Heger, 2007; Backhaus & Tikoo, 2004). Few examples of EVP features from which the employee perceives value relate to talent management practices such as ‘job security, interesting work, career prospects, pay, training and developmental opportunities, job autonomy, flexible working hours, etc.’ (Baum & Kabst, 2013; Berthon *et al.*, 2005; Chhabra & Mishra, 2008; Srivastava & Bhatnagar, 2010). Hence, it is quite apparent that effective talent management practices will lead to higher EVP. The results of the present study are in conformity with the earlier findings that Talent management is a significant predictor of Employee Value Proposition (EVP) (Tajuddin *et al.*, 2015).

The findings also depicted that employee value proposition is a significant positive predictor of the employer branding ($b=.5134$, $SE=.0430$, $p<0.001$). If the existing employees perceive that they are deriving better value or benefits by serving as a member of the organisation, it leads to higher internal employer branding and when this is communicated externally it leads to building external employer branding. The previous studies also established similar results that if employees perceive higher EVP, it leads to better employer branding (Goswami, 2015; Pawar & Charak, 2015; Backhaus & Tikoo, 2004; Botha *et al.*, 2011; Eisenberg *et al.*, 2001; Fatima & Sheikh, 2017; Kochanski, 2004; Tajuddin *et al.*, 2015; Mossevelde, 2014; Elving *et al.*, 2013; Barrow & Mosley, 2011).

It is observed from the study that employer branding significantly predicts employee engagement though the degree of impact is low ($b=.1534$, $p<.001$). The companies by

strengthening employer branding enhance employee engagement. Employee engagement in turn enhance the employees' intention to stay with the company ($b=.1599, p<.001$). The findings supports previous research (Sonnetag, 2003; Saks, 2006; Du Plooy & Roodt, 2010; Robyn & Du Preez, 2013;Truss *et al.*, 2006; Shuck & Wollard, 2010;Wilson, 2009; Mendes & Stander, 2011;Harter *et al.*, 2002; Mortimer, 2010; Kumar & Swetha, 2011; Mehrzi & Singh, 2016; Kang, 2014; Schaufeli & Bakker, 2004; Takawira et al., 2014; Gubman, 2003). Hence it can inferred that employees will rely on employee value proposition derived from talent management practices adopted by the company, employer branding, conducive environment facilitating better engagement levels in order to decide whether to remain in the same company or move to other company.

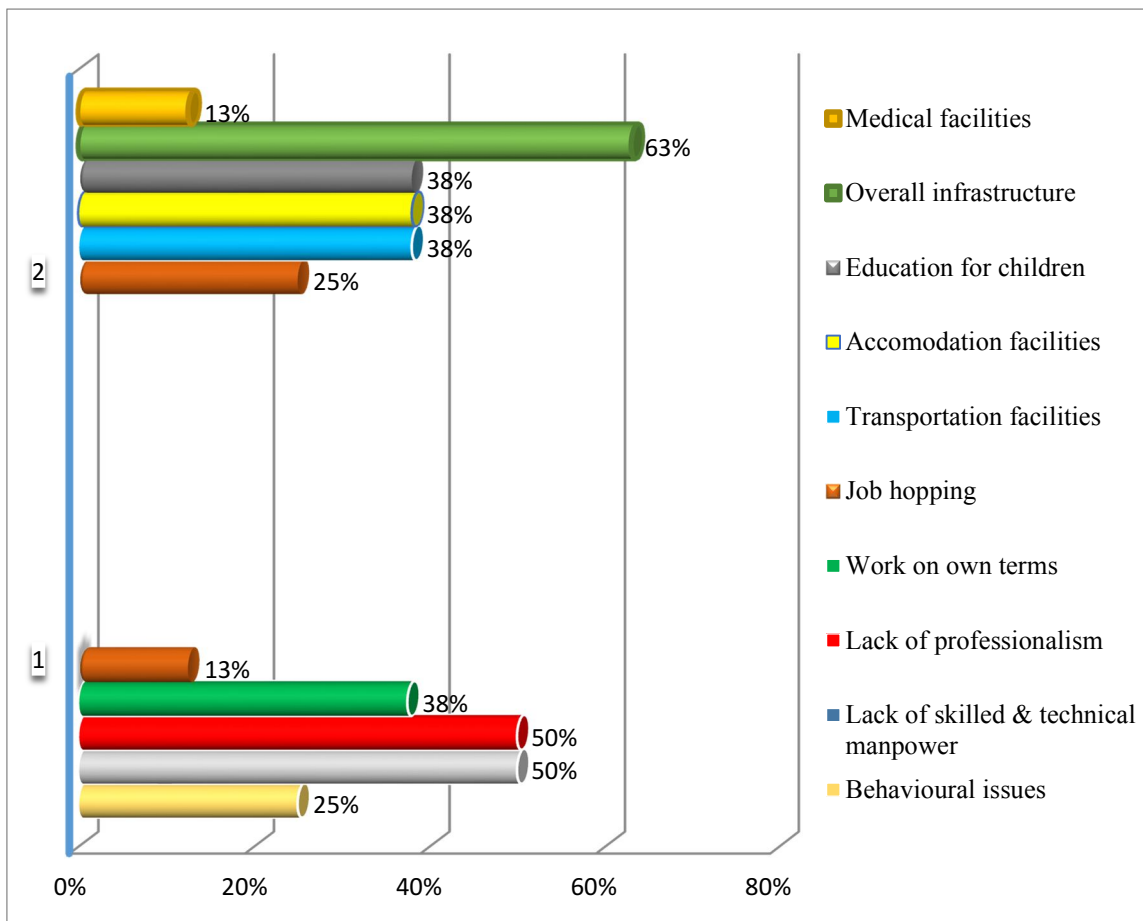
Based on the findings that TM leads to EVP, EVP leads to EB, EB leads to EE and EE affects Intention to stay, serial mediation model was developed. In terms of the extent of the impact of mediators on the relationship between talent management and intention to stay, it is observed from the results depicted in Table 4.37 that in simple mediation model with single mediator the employee value proposition had relatively higher impact on the relationship between talent management and intention to stay as compared to other mediators (employer branding, employee engagement). In case of two serial mediators influencing the effect of talent management on intention to stay, employee value proposition and employer branding found to be relatively stronger predictors for the indirect effect of talent management on intention to stay.

The aim of the current research study was also to examine the relationship between talent management, employee value proposition, employer branding, employee engagement and intention to stay by controlling the impact of demographic variables. Testing the model with covariates revealed that employee engagement as a single

mediator in relationship between talent management and intention to stay, talent attraction and intention to stay, talent development and intention to stay and talent retention and intention to stay was not significant. Moreover, among the three sub-constructs of talent management i.e. talent attraction, talent development and talent retention, in case of talent development, there is full mediation of three mediators employee value proposition, employer branding and employee engagement in the relationship between TD and IS. Whereas in the case of TA and TR, there is partial mediation.

4.4 Challenges of Talent Management

The ninth objective of the study is to investigate the challenges of talent management in pharmaceutical industry in Sikkim (**Objective 9**)



Note: 1 represents challenges faced by company in case of local employees
2 represents challenges faced by company in case of non-local employees

Figure 4.15 Challenges Faced by Companies in Case of Local and Non-Local Employees

The HR managers were requested to mention the challenges faced by the company in case of local and non-local employees in the open ended form based on the responses, the results are portrayed in Figure 4.15. 50% of respondents indicated lack of skilled and technical manpower, lack of professionalism to be the major challenges with local employees. On the other hand, 63.3% of the respondents considered poor overall infrastructure facilities to be the major challenge in order to attract and retain non-local employees.

The results also revealed that there are consistent behavioural issues and the disposition of localism among local employees which makes the task difficult for the superiors to manage them in the company. In case of non-local employees, other challenges relating to lack of better educational facilities for their children, problems in availability of proper housing facility, transporting issues are the hurdles in retaining the non-local employees.

When HR managers were asked about what do they do in order to handle the behavioural issues of the employees, the following responses were provided by them:

For example, one of the HR managers said:

'We conduct psychological test for employees which has been appreciated by Times Group recently in 2016 and give training to the employees accordingly'
(Company 1)

'Yoga training, meditation programmes like Brahma Kumaris are facilitated by our company for top level employees' **(Company 2)**

Furthermore, one of the common challenges faced by the companies in case of both local and non-local employees was job hopping. In order to address this problem, one HR manager suggested as follows:

'In order to decrease or control job hopping and poaching practices, at the time of candidates joining the company, an agreement has to be entered with a clause to serve the company for minimum period of 2- 3 years' (Company 3).

Table 4.72 demonstrates the major challenges faced by pharma companies in respect of talent management, where sourcing (attracting), retaining the employees and developing talent capable of building competitive capacity are considered to be the top most challenges. It implies that the three dimension of talent management – talent attraction, talent development and talent retention are considered to be the challenges by the companies.

Table 4.72 Challenges of Talent Management

Sl.No.	Talent Management Challenges	Rank
1.	Sourcing talent in emerging market	1
2.	Predicting both short & long term talent requirements	4
3.	Developing a cadre of talent capable of driving growth	5
4.	Developing a cadre of talent capable of building a competitive capacity throughout the company	3
5.	Retaining the employees in the company	2
Source: Data analysis done by the researcher based on primary data collected.		

On the perception of how strongly the employees feels the importance of various factors such as type of work, job security, compensation, recognition for work, company culture, quality of supervision, working hours, working conditions, career advancement opportunities, inter-personal relationships, company prestige, family support initiatives, benefits, education facilities for children, appropriate medical facilities and rewards, majority of them believed recognition for work followed by type of work, job security, career advancement opportunities to be the most important factors. It is interesting to note that the level of satisfaction of employees on factors like career advancement opportunities (1.05), rewards (0.85), recognition for work (0.72), and education facilities for children (0.70), seems to have significant gap as shown in above

Table 4.73. More or less every other factors has gap in respect of degree of importance and level of satisfaction derived by employees in their respective organisations.

Here, every other factor which depends on company's policies and practices are not being satisfied to the level of which employees feel its importance, as getting proper satisfaction can boost and make a significant difference as a competitive advantage in not only attracting but developing and retaining the efficient and effective talent which is scarce in labour market. Therefore, it is advisable for the company to consider the factors which are important for their employees while working in their organisation.

Table 4.73 Gap Analysis

Sl. No	Factors	Degree of Importance(Mean Score)	Degree of Satisfaction(Mean Score)	Gap
1.	Type of Work	4.42	4.19	0.23
2.	Job security	4.35	3.97	0.38
3.	Compensation	4.11	3.5	0.61
4.	Recognition for work	4.59	3.87	0.72
5.	Company culture	4.19	3.92	0.27
6.	Quality of supervision	4.23	3.93	0.3
7.	Working hours	4.21	3.81	0.4
8.	Working conditions	4.16	3.89	0.27
9.	Career advancement opportunities	4.30	3.25	1.05
10.	Inter-personal relationships	3.99	3.81	0.18
11.	Company prestige	4.11	3.96	0.15
12.	Family support initiatives	4.17	3.90	0.27
13.	Benefits	4.07	3.69	0.38
14.	Education facilities for children	4.28	3.58	0.70
15.	Appropriate Medical facilities	4.16	3.50	0.66
16.	Rewards	4.02	3.17	0.85
Source: Data analysis done by the researcher based on primary data collected.				

Based on the mean score of talent management constructs (in Table 4.74, Table 4.75, & Table 4.76), it is found that employees are relatively less satisfied with career development aspects encompassing career counselling, employee growth &

progression, coaching by line managers, regular assessment of competencies and opportunities to learn and reap the full potentiality.

Employees also are also not fully contended with compensation and reward management items relating to rewards, recognition for work, external parity of compensation, performance based incentives and compensation in relation to their efforts and competencies

Table 4.74 Descriptive statistics for Talent Attraction

Talent Attraction	Mean	Std. Deviation
Company strives to build good brand image to attract talents	5.1420	1.33486
Company's good working conditions & fair remuneration enabled to attract right talent	5.0629	1.25259
Company values talent search matrix during selection	5.3671	1.18693
Company assures employees job security to attract right talent	5.3962	1.23052
Company ensures good organisational climate to attract right talent	5.4620	1.27790
Average score	5.2860	
Source: Data analysis done by the researcher based on primary data collected.		

Table 4.75 Descriptive statistics for Talent Development

Talent Development	Mean	Std. Deviation
Factor 1: Career Development		
Competency profiles of employees are regularly assessed	4.8026	1.36236
Company provides opportunities to learn and re-learn and experiment to the fullest potentialities of employees	4.9308	1.25110
Employees are selected for training based on skill gap & training need assessment	5.0599	1.27049
There is coaching by the Line Managers in the company	4.8527	1.28542
Company offers career counselling	4.6735	1.36817
Company plans employee growth & progression	4.8343	1.39078
Average score	4.8590	
Factor 2: Leadership Development		

Leadership development practices help employee to become high performing employee	5.2297	1.29389
Leadership development practices enhance employee satisfaction with their job	5.3078	1.23914
Leadership development practices are consistent with employees' personal values	5.3017	1.20044
Average score	5.2797	
Source: Data analysis done by the researcher based on primary data collected.		

Table 4.76 Descriptive statistics for Talent Retention

Talent Retention	Mean	Std. Deviation
Factor 1: Compensation & Reward Management		
Employees get regular feedback for their performance	5.1603	1.32562
Company identifies talented employees based on results of performance	5.1721	1.34676
Compensation is commensurate with employees' effort & competencies	4.9669	1.36387
Performance based incentives are given	4.9531	1.43717
Fringe benefits provided by company are good	5.2067	1.32640
Excellence in performance & achievement of results are rewarded in time	4.7093	1.36201
Compensation paid to employees is more or equal to the prevailing market value	4.7516	1.35211
Average score	4.9885	
Factor 2: Work Environment & Systems		
Performance Management System is clearly defined in organisation	5.0175	1.34935
Employees clearly knows what is expected from them	5.2196	1.27567
Work culture is good	5.4585	1.23027
Company provides safer & good working environment	5.4309	1.23972
Average score	5.2816	
Source: Data analysis done by the researcher based on primary data collected.		

From Table 4.77 it can be seen that in the bellicose competition to acquire the right talent for the organisation, majority of Pharma companies treats brand images as a

cornerstone for retention strategy which is why it is quite obvious to accept the fact that same amount of Pharma companies are not considered to be ‘employer by choice’.

Table 4.77 Descriptive Statistics for Employer Branding

Employer branding values	Mean	Std. Deviation
Brand images as a cornerstone for retention strategy	5.5222	1.09581
Empowerment to take decisions pertaining to job	5.2649	1.29010
Organisation's initiatives & leadership branding lead to creation of corporate brand image	5.3354	1.20680
Organisation considered as an 'employer by choice'	5.2450	1.29107
Company brand image communicates leadership branding that differentiates from competitors	5.3997	1.30870
Average score	5.3534	
Source: Data analysis done by the researcher based on primary data collected.		

Companies’ various policies and practices has been reflected in employee’s positive feeling towards their work, proper utilisation of their respective interests, skills & abilities, along with transparency, consistency & effective functioning of management (Table 4.78). While on the other hand, rewards & recognition policy of the companies perceived to be disappointing by the employees.

Table 4.78 Descriptive Statistics for Employee Value Propositions

Factor 1: Sustainability Employee Value Proposition	Mean	Std. Deviation
Rewards & recognition policy promotes effectiveness & creativity of employees	4.9507	1.32964
Due acknowledgement to employees' contribution	5.0135	1.25710
Incentive scheme suitable designed & implemented	5.0231	1.36275
The company is responsive towards individual's needs & expectation	5.2251	1.40218

Individual's involvement & opinions are solicited	5.1914	1.39074
Communication channel is open, transparent & consistent	5.2665	1.33478
Company promotes work life balance through appropriate employee engagement	5.2374	1.35676
Company's management & leadership in creating brand is trustworthy	5.2848	1.34701
Competitive benefits & facilities	5.0864	1.34840
Transparent, consistent & effective functioning of management	5.3002	1.37192
Delegation of work	5.2894	1.28601
Reward & promotion policy	4.9802	1.34399
Opportunities to socialise with other employees	5.3905	1.32659
Interests, skills & abilities utilisation	5.4043	1.26009
Average score	5.1889	
Factor 2: Contextual Employee Value Proposition		
Feeling responsible towards work	5.7351	1.06042
Feeling emotionally connected with company, leaders and other employees	5.1420	1.39002
Work environment- team oriented & collaborative	5.4028	1.24774
Average score	5.427	
Source: Data analysis done by the researcher based on primary data collected.		

Table 4.79 depicts that companies' mission/purpose makes employees feel importance of their job and keeps them highly committed and engaged but not finding opportunities at work to learn and grow affects them adversely.

Table 4.79 Employee Engagement

Employee Engagement	Mean	Std. Deviation
At work, I have the opportunity to do what I do best every day	5.4191	1.21784
My supervisor, or someone at work seems to care about me as a person	5.1538	1.35058

There is someone at work who encourages my development	5.2089	1.34747
At work, my opinion seems to count	5.3844	1.34559
Mission or purpose of my organisation makes me feel my job important	5.4334	1.28724
My associates or fellow employees are committed to doing quality work	5.4329	1.22132
This last year, I have had opportunities at work to learn and grow	5.0415	1.30410
Average score	5.2963	
Source: Data analysis done by the researcher based on primary data collected.		

The incongruous opinions found when employees were asked about their intention to stay in current organisation, which can be traced from Table 4.80. Here, loyalty towards organisation found to be rated highest but when asked whether they want to serve this company for next 5years, the response was at the lowest. Which can be concluded as though employees want to show that they are loyal towards their company, they are still looking for the better opportunity outside the company.

Table 4.80 Intention to Stay

Intention to Stay	Mean	Std. Deviation
Loyal towards organisation	5.1686	1.31451
Organisation considered as an 'employer by choice'	5.1450	1.39551
Feeling emotionally connected with company, leaders and other employees	5.1420	1.29107
Want to serve this company for next 5years	5.0603	1.39002
Average score	5.1290	
Source: Data analysis done by the researcher based on primary data collected.		

The performance of an organisation and its competitive advantage relies on talented workforce. It is becoming essential for the organisations to tackle the issues and formulate appropriate talent management strategies (Abbasi *et al.*, 2010). Various strategies are considered to be important by HR managers in order to strengthen talent

management as indicated in Table 4.81. Among all strategies, effectively communicating the importance of talent management (M=4.5) and improving quality of all components of talent management (M=4.5) are considered to be more important as reflected by the mean scores. It is essential to effectively communicate the importance of talent management given by the company to both current employees and the prospective employees and at the same time improving all components of talent management encompassing talent attraction, talent development and talent retention practices will lead to good Employee Value Proposition and helps in building good employer brand. Talent Management has been observed to be significant predictor of Employee Value Proposition (EVP) which suggests that TM can facilitate EVP (Tajuddin *et al.*, 2015). EVP can be tapped as a valuable means for employment branding as it delineates the preferred and suitable prerequisites of employees concerning employment (Goswami, 2015). The organisation leaders and the human resource professionals are assigning excessive premium to employer branding as a key success factor for the companies in the pursuit to gain winning advantage in the context of talent war (Cheese *et al.*, 2008; Crous, 2007; Minchington, 2006).

Table 4.81 Strategies to Improve Talent Management

Strategies	Mean	Std. Deviation
More effectively communicate the importance of talent management	4.50	.535
Improve quality of all components of talent management	4.50	.756
More closely integrate the various components of talent management	4.13	.835
Improve metrics associated with talent management	4.00	.756
Expand the number of talent management initiatives	4.13	.835
Improve the return on investment associated with talent management	4.25	.707
Use new technologies to improve talent management	4.00	.535
Make talent management processes more cost-effective	4.00	.756
Eliminate redundant technology platforms used for talent management	3.75	1.165
Source: Data analysis done by the researcher based on primary data collected.		

CHAPTER 5. FINDINGS, RECOMMENDATIONS & CONCLUSIONS

5.1 Findings of the Study

Objective 1: To study various dimensions of talent gap in pharmaceutical companies in Sikkim

HR managers expressed difficulty faced by the companies in filling positions due to talent shortage. This finding is also supported by Boshard & Louw, (2010) who elucidated that the problem cannot be ignored as the impact of persisting talent shortage could leave organisations unable to grow, derail from their efficiency in obtaining or maintaining competitive edge. Such problems should draw the focus of companies on talent issues.

The major problem confronted by pharma companies in India is talent gap and the problem is more intense in pharma industry, Sikkim. HR managers responded that due to reasons like frequent job hopping and poaching, the companies are facing talent gap. As Sikkim is a hub for pharma companies, the reasons of job hopping and poaching are quite obvious. Another major problem in Sikkim is that there is skill shortage locally. The pool of talent with the requisite skills and experience is very low. Due to this pharma companies are struggling to find competent staff and are competing in attracting the limited talent available in labour market and the same is also endorsed by Anand & Lopes (2015).

Talent shortage is mostly prevalent at officers' level followed by executives and technicians. At middle management, junior management and senior management level, the problem is relatively less. Based on the information provided by HR managers of 8 pharma companies, on an average 26.75% of the employees are leaving the company. The figures are quite alarming when compared with average industry figures in India.

In pharmaceutical industry in India, the average annual voluntary attrition rate is 16.1% (KPMG survey, 2017-18). The problem is more severe in few companies where the figures are touching 30% to 43%. Furthermore level-wise rate of attrition is found to be highest at officers' level (23.29%), followed by executives' level (22.25%) and contractual labour (22.13%). Voluntary attrition rate is low at junior and middle level of management and very low at senior management level.

Lack of competitive compensation and rewards is the most prominent reason for voluntary attrition followed by challenges of Sikkim State like lack of better educational facilities for the children, lack of medical facilities, geographical challenges of Sikkim State which include vulnerability of earthquakes, landslides, etc.

Objective 2: To study strategic organisational initiatives and HR approaches used to manage talent.

Creating retention rich culture is accorded highest priority by the companies. The major problem faced by pharmaceutical companies in India is talent gap and one of the dimensions include high attrition rate. Hence creating retention rich culture is a challenge for pharma industry in India in general and more in Sikkim. Second rank based on mean score is accorded to the alignment of employees with the vision, mission & strategy of the company. Rewarding best performers is ranked 3, as one of the main motivating factors for the employees now-a-days is recognition of work. Rewarding best performers motivates the employees to perform better and is an incentive for the better performers to stay with the company. Identifying vacancies in time as the company grows, tapping the right kind of talent and building successors are assigned last three ranks connoting relatively lesser importance for these initiatives.

The HR managers expressed & considered the practice of employer branding valuable. Companies use various HR approaches in managing the talent. The widely used HR interventions by the pharma companies in Sikkim as indicated by HR managers are Reward and compensation management, Leadership development and Learning & development. In this competitive environment, it is very essential to offer competitive compensation.

Objective 3: To study the drivers of talent management

Among various drivers of talent management identified from the literature reviewed, respondents were asked to assign degrees from very small degree (1) to very high degree (5) for the factors which drive the need to manage talent in a better way. Combining all the responses, factor wise points were calculated and accordingly rank was assigned as per the points scored by each factor/driver, in order to find out which factor is highly considered as driver of talent management by the respondents. Corporate culture is ranked 1st, followed by retention issues and diverse workforce as 2nd and 3rd and cost of human capital and new technologies to be 4th and 5th. The last factor to drive talent management as indicated by the respondents is need for customer service and this could be due to the fact that the pharma companies in Sikkim do not deal with marketing of products.

As perceived by HR managers, Talent management strongly enhances employee productivity and increases competitiveness of the company. This confirms with the results of various studies that talent management enhances the productivity, influences organisational performance and provides competitive advantage to the company (Grønhaug & Nordhaug, 1992; Teece *et al.*, 1997; Hughes & Rog, 2008; Rani & Joshi 2012; Hanif & Yunfei, 2013; Anwar *et al.*, 2014; Mathew, 2015)

Objective 4: To examine the direct effect of TM on EVP, EB, EE, IS; the direct effect of EVP on EB, EE, IS; the direct effect of EB on EE, IS; the direct effect of EE on IS.

Table 5.1 Hypotheses Result

Null Hypotheses	Decision	Result
H _{01a} : Talent management has no effect on employee value proposition, employer branding, employee engagement, and intention to stay.	Rejected	Positive Effect
H _{01b} : Employee value proposition has no effect on employer branding, employee engagement, and intention to stay.	Rejected	Positive Effect
H _{01c} : Employer branding has no effect on employee engagement, and intention to stay.	Rejected	Positive Effect
H _{01d} : Employee engagement has no effect on intention to stay.	Rejected	Positive Effect
H _{02a} : Employee value proposition doesn't mediate the relationship between talent management and employer branding; between talent management and intention to stay.	Rejected	Mediates
H _{02b} : Employer branding doesn't mediate the relationship between employee value proposition and employee engagement; between talent management and intention to stay.	Rejected	Mediates
H _{02c} : Employee engagement doesn't mediate the relationship between employer branding and intention to stay; between talent management and intention to stay.	Rejected	Mediates
H _{03a} : Employee value proposition & employer branding do not mediate the relationship between talent management and intention to stay.	Rejected	Mediates
H _{03b} : Employer branding & employee engagement do not mediate the relationship between talent management and intention to stay.	Rejected	Mediates
H ₀₄ : Employee value proposition, employer branding, employee engagement do not mediate the relationship between talent management and intention to stay.	Rejected	Mediates
H ₀₅ : There is no significant mean difference in employees' perception of talent management practices, employee value proposition, employer branding, employee engagement, intention to stay across the various demographic variables such as age, gender, income, designation, etc.	Rejected	Supported

The linear regression results revealed that there is a significant positive relationship between all the constructs and the degree of impact is more in the case of EVP→EE (b=.884), EVP→IS (b=.870), EB→IS (b=.851), EB→EE (b=.791), EVP→EB (b=.785), EE→IS (b=.771).

Objective 5: To investigate the mediating effect of EVP on the relationship between TM & EB, TM & IS; the mediating effect of EB on the relationship between EVP & EE, TM & IS; the mediating effect of EE on the relationship between EB & IS, TM & IS

Model 4 of the PROCESS macro developed by Hayes (2013) was used to test the simple mediation hypotheses from H_{02a} to H_{02c}, the indirect effect was tested using 10000 bootstrap samples and the results revealed that the indirect effect indicating the existence of mediation effect. With mediation, the direct effect was reduced but remained significant establishing partial mediation.

Objective 6: To investigate the mediating effects of EVP & EB on the relationship between TM & IS; the mediating effects of EB & EE on the relationship between TM & IS.

Model 6 of the PROCESS macro developed by Hayes (2013) was used to test the serial mediation hypotheses H_{03a} and H_{03b}. Serial mediation is present in the model as there are two mediators which are causally related (i.e. one mediator leads to another and they form a causal chain). Serial mediation procedures are followed to test the interactions of variables. In order to do the serial- multiple mediation, regression-based approach and bootstrap method as recommended by Hayes (2012; 2013) were used. As the indirect effect was significant and the direct effect though reduced was significant, it can be inferred that there is a significant partial mediation of talent management's effect on intention to stay through two mediators at $\alpha=.05$. Based on these results, the mediating variables were observed to partially mediate between TM and IS.

Objective 7: To test the serial mediating effect of EVP, EB and EE on the relationship between TM & IS.

Using Model 6 of PROCESS macro, it was found that serial mediation is present in the model as there are three mediators which are causally related. In this model, several indirect/mediation effects are defined such as: 1) Indirect effect of TM on IS through EVP only= a_1b_1 ; 2) Indirect effect of TM on IS through EB only= a_2b_2 ; 3). Indirect effect of TM on IS through EE only= a_3b_3 ; 4) Indirect effect of TM on IS through EVP & EB = $a_1d_1b_2$; 5) Indirect effect of TM on IS through EB & EE = $a_2d_2b_3$; 6) Indirect effect of TM on IS through EVP & EE = $a_1d_3b_3$; and 7) Indirect effect of TM on IS through EVP, EB & EE = $a_1d_1d_2b_3$, this is also called as total indirect effect represented by $(a_1Xd_1Xd_2Xb_3)$.

The bootstrap method which is considered to be the most effective method (Preacher & Hayes, 2008) was used for examining indirect effects. Serial-multiple mediation of EVP, EB& EE was found statistically significant.

The direct effect (c') of TM on IS was reduced to .0793 but it was significant. Therefore, it can be inferred that there is significant partial mediation of talent management's effect on intention to stay through employee value proposition, employer branding and employee engagement at $\alpha=.05$. The impact of $TM \rightarrow EVP \rightarrow IS$ (a_1b_1) in mediation was relatively higher when compared to other indirect effects. The model explained 63% of total variance in intention to stay ($R^2=.63$).

Relationship between TM & IS with Mediators and Covariates

Using Model 6 of PROCESS macro it was found that serial mediation is present in the model as there are three mediators which are causally related. The bootstrap method which is considered to be the most effective method (Preacher & Hayes, 2008) was used for examining indirect effects. Serial-multiple mediation of EVP, EB& EE ($b=.0036$, $SE=.0020$, 95% CI= .0006, .0081), were statistically significant.

The direct effect (c') relationship between TM and IS with the control variables (covariates) was reduced but was at a significant level. This indicates that there is partial mediation of talent management's effect on intention to stay through employee value proposition, employer branding and employee engagement at $\alpha=.05$. Based on these results, two out of three mediating variables were observed to partially mediate between TM and IS. The mediating effect of TM on IS through single mediator EE was found to be insignificant. Without the covariates, the effect of TM on IS through EE was significant. The variation in the result may be due to the impact of demographic variables. The impact of $TM \rightarrow EVP \rightarrow IS$ (a_1b_1) in mediation was relatively higher when compared to other indirect effects. The model explained 64% of total variance in intention to stay ($R^2=.64$), hence the overall model was significant.

Relationship between TA & IS with Mediators and Covariates

Using Model 6 of PROCESS macro it was found that serial mediation is present in the model as there are three mediators which are causally related. The bootstrap method and serial-multiple mediation of EVP, EB& EE were statistically significant.

The direct effect (c') the relationship between TA and IS, was reduced but remained significant.

This indicates that there is partial mediation of talent attraction's effect on intention to stay through employee value proposition, employer branding and employee engagement at $\alpha=0.05$. Based on these results, two out of three mediating variables were observed to partially mediate between TA and IS. The mediating effect of TA on IS through single mediator EE was found to be insignificant. Without the covariates, the effect of TA on IS through EE was significant. The variation in the result is due to the impact of demographic variables. The impact of $TA \rightarrow EVP \rightarrow IS$ (a_1b_1) in

mediation was relatively higher when compared to other indirect effects. The model explained 49% of total variance in intention to stay ($R^2=0.49$), hence the overall model can be considered as significant.

Relationship between TD & IS with Mediators and Covariates

Using Model 6 of PROCESS macro it was found that serial mediation is present in the model as there are three mediators which are causally related. Serial-multiple mediation of EVP, EB& EE were statistically significant.

The direct effect (c') the relationship between TD and IS, was reduced drastically and became insignificant level which implies that there is full mediation of EVP, EB and EE on the relationship between TD and IS.

Based on these results, two out of three mediating variables were observed to partially mediate between TD and IS. The mediating effect of TD on IS through single mediator EE was found to be insignificant. Without the covariates, the effect of TD on IS through EE was significant. The variation in the result is due to the impact of demographic variables. The impact of TD → EVP → IS (a_1b_1) in mediation was relatively higher when compared to other indirect effects. The model explained 53% of total variance in intention to stay ($R^2=0.53$), hence the overall model can be considered as significant.

Relationship between TR & IS with Mediators and Covariates

Using Model 6 of PROCESS macro it was found that serial mediation is present in the model as there are three mediators which are causally related. Serial-multiple mediation of EVP, EB& EE were statistically significant.

The direct effect (c') the relationship between TR and IS, was reduced but remained at significant level. This indicates that there is partial mediation of talent retention's effect

on intention to stay through employee value proposition, employer branding and employee engagement at $\alpha=0.05$.

Based on these results, two out of three mediating variables were observed to partially mediate between TR and IS. The mediating effect of TR on IS through single mediator EE was found to be insignificant. Without the covariates, the effect of TR on IS through EE was significant. The variation in the result is due to the impact of demographic variables. The impact of TR \rightarrow EVP \rightarrow IS (a_1b_1) in mediation was relatively higher when compared to other indirect effects. The model explained 60% of total variance in intention to stay ($R^2 = .60$), hence the overall model can be considered as significant.

Objective 8: To determine the significant mean difference in employees' perception of TMP, EVP, EB, EE, IS across the various demographic variables such as age, gender, income, designation, etc.

- Based on the result of ANOVA, there is a significant mean difference in employees' perception of TMP, EVP and EB across work experience in current company and overall experience of employees. But across other demographic variables- age, gender, marital status, education qualification, designation and monthly salary the relationship is not significant.
- There is no significant relationship in employee engagement across all the demographic variables.
- There is significant mean difference in intention to stay across age, gender, work experience in current company, overall experience of employees. But across other demographic variables- marital status, education qualification, designation and monthly salary the mean difference is not significant.

Objective 9: To investigate the challenges of talent management in pharmaceutical industry in Sikkim.

- 50% of respondents indicated lack of skilled and technical manpower, lack of professionalism to be the major challenges with local employees. On the other hand, 63.3% of the respondents considered poor overall infrastructure facilities to be the major challenge in order to attract and retain non-local employees.
- The results also revealed that there are consistent behavioural issues and the disposition of localism among local employees which makes the task difficult for the superiors to manage them in the company. In case of non-local employees, other challenges relating to lack of better educational facilities for their children, problems in availability of proper housing facility, transporting issues are the hurdles in retaining the non-local employees.
- Sourcing (attracting), retaining the employees and developing talent capable of building competitive capacity are considered to be the top most challenges. It implies that the three dimensions of talent management – talent attraction, talent development and talent retention are considered to be the challenges by the companies.
- The gap analysis based on the difference between the degrees of importance assigned to a factor and the level of satisfaction with the factor on a rating scale of 1-5 revealed that the level of satisfaction of employees with factors like career advancement opportunities (1.05), rewards (0.85), recognition for work (0.72), and education facilities for children (0.70), have significant challenge in pharma companies in Sikkim.

- Based on the mean score of talent management constructs, it is found that employees are relatively less satisfied with career development aspects encompassing career counselling, employee growth & progression, coaching by line managers, regular assessment of competencies and opportunities to learn and reap the full potentiality.
- Employees also are not fully contented with compensation and reward management items relating to rewards, recognition for work, external parity of compensation, performance based incentives and compensation in relation to their efforts and competencies.

5.2 Contribution to the Existing Research

There are studies on examining the direct effects of talent management practices, EVP, EB, EE and the relationship between talent management and intention to stay. Few studies on talent management and intention to stay have considered the mediating impact of affective commitment (Oehley, 2007), Organisational commitment and employee engagement (Juhdi et al., 2013) organisational commitment, employee engagement, and job satisfaction (Ncube, 2016), perceived organisational support (Meyer & Smith, 2000; Allen et al., 2003; Plessis, 2010; Plessis et al., 2015), perceived supervisor support (Kahumuza & Schlechter, 2008; Plessis, 2010; Plessis et al., 2015), employee engagement (Alias et al., 2014) burnout and organisational citizenship behaviour (Du Plooy & Roodt, 2010). But there is a paucity of studies examining the mediating effects of EVP, EB on the relationship between TM and IS. The serial multiple mediation model TM-EVP-EB-EE-IS has not been studied by the earlier researchers and the current research has contributed to the existing body of knowledge in this way.

5.3 Recommendations

The performance of an organisation and its competitive advantage relies on talented workforce. It is becoming essential for the organisations to tackle the issues and formulate appropriate talent management strategies. It is essential to effectively communicate the importance of talent management given by the company to both current employees and the prospective employees and at the same time improving all components of talent management encompassing talent attraction, talent development and talent retention practices that will lead to good Employee Value Proposition and helps in building good employer brand. Talent Management has been observed to be significant predictor of Employee Value Proposition (EVP) which suggests that TM can facilitate EVP. EVP can be tapped as a valuable means for employment branding as it delineates the preferred and suitable prerequisites of employees concerning employment. The organisation leaders and the human resource professionals are assigning excessive premium to employer branding as a key success factor for the companies in the pursuit to gain winning advantage in the context of talent war (Minchington, 2006; Cheese *et al.*, 2008; Crous, 2007).

The companies by strengthening employer branding enhance employee engagement. Employee engagement in turn enhance the employees' intention to stay with the company ($b=.1599$, $p<.001$). The existing research has established that good talent management practices will increase the intention to stay by the employees directly as well as indirectly through EVP, EB and EE. It is very important for pharma companies in Sikkim to emphasize on good talent management practices as the attrition rate is quite high. By improving on talent management practices by addressing grey areas, the employees will enjoy better value proposition which in turn strengthen employer

branding and promote employee engagement. When the employees are engaged, they would like to continue with the company thereby it addresses the attrition rate problem.

One surprising result is that HR managers reported that compensation and reward management is extensively used in order to manage the talent. But on the other hand, they have responded that lack of competitive compensation and rewards is the most prominent reason for voluntary attrition. In fact many cases it so happens that the management perceives that they know what the employees want and they think they are able to meet their expectations but in reality it may not be true. It is necessary to know from the employees what they want so that there is no gap between what the employees want and what the management provided to the employees.

From the employees' point of view, when compared with the degree of importance assigned to the factor, the level of satisfaction of employees with factors like career advancement opportunities, rewards, recognition for work, and education facilities for children, have significant importance. Now-a-days, the employees have to be valued and rewarded for their contribution in order to make them engaged.

5.4 Scope for Further Research

1. One of the limitations involved in this study is cross-sectional design of the study. As data for this study were collected from individual respondents at a single point in time, the causal relationships between the variables are prone to biases. Therefore, in future research, it is recommended to use longitudinal designs and other methods to reduce such biases to further validate the relationships found in this study; such longitudinal studies would allow a stronger causal inference to be established.
2. This study was carried out in the pharma industry in Sikkim. The generalizability of the findings to other contexts may be limited. In this regard, it would be useful to

replicate this study under different settings in other parts of the country where the challenges are different to establish the validity and generalizability of the present findings.

3. In case of full mediation, complementary partial mediation and competitive partial mediation, the results will be consistent with proposed model. In case of full mediation, the question of finding another mediator does not arise. But in case of partial mediation there is a need to find other mediator(s) that has not been taken into consideration or rather omitted in the proposed model. It is likely to find an omitted mediator in case of complementary partial mediation and competitive partial mediation.

4. In the present study, there is significant partial mediation of EVP, EB and EE on the relationship between TM and IS. The results revealed that it is case of complementary partial mediation as indirect effect and direct effect have same sign. Though the results will be consistent with the model, in case of partial mediation there is a need to find other mediator(s) that has not been taken into consideration or rather omitted in the proposed model. It is likely to find an omitted mediator in case of complementary partial mediation. The future researchers can work on the omitted mediator.

5. Another finding of the study is that there is significant partial mediation of EVP, EB and EE on the relationship between TA and IS and the relationship between TR and IS. Whereas there was full mediation of EVP, EB and EE on the relationship between TD and IS. In case of full mediation, the question of finding another mediator does not arise. In other two cases where there is complementary partial mediation, the future research can focus on exploring the omitted mediator.

5.5 Conclusion

Sikkim has been the attraction for pharmaceutical companies mainly due to the benefits provided by North-East Industrial & Investment Promotion Policy (NEIIPP), 2007. On the other hand there are many challenges due to lack of infrastructure, shortage of skilled manpower, inadequate facilities and location of the place which is more prone to earth quakes, landslides, etc. Due to the lack of potential manpower supply these companies are bound to attract human resources from outside the state. The companies face different challenges in attracting and retaining the talent. As such, talent management issues are a matter of great concern for the companies. Talent management is very important for any organisation as they affect employee value proposition, employer branding and employee engagement. When employees are engaged employee retention will be high. In order to attract and retain the best talent, the companies have to formulate and implement good talent management strategies.

References

1. Abbasi, M. U., Sohail, M., & Syed, N. A. (2010). Talent management as success factor for organizational performance: A case of pharmaceutical industry in Pakistan. *Journal of Management and Social Sciences*, 6(2), 74-83.
2. Achoui, M., & Mansour, M. (2007). Employee turnover and Retention strategies: Evidence from Saudi companies. *International Review of Business Research Paper*, 3(3), 1-163.
3. Aggerholm, H. K., Andersen, S. E., & Thomsen, C. (2011). Conceptualising employer branding in sustainable organisations. *Corporate Communications: An International Journal*, 16(2), 105-123.
4. Agrawal, S. (2016). Factors influencing employee engagement. Retrieved June 06, 2018, from https://www.researchgate.net/publication/307477735_Factors_influencing_employee_engagement_a_study_of_diverse_workforce.
5. Aguinis, H., Gottfredson, R. K., & Joo, H. (2012). Using performance management to win the talent war. *Business Horizons*, 55, 609-616.
6. Ahmad, N. A., & Daud, S. (2016). Engaging people with employer branding. *7th International Economics & Business Management Conference*. 35, pp. 690-698. Procedia Economics and Finance.
7. Ahmadi, S. A., Sarlak, M. A., Mahdavi, M., Daraei, M. R., & Vahidi, T. (2012). Role of social capital on improving talent management at the Southern Khorasan Electric Energy Distribution Company. *International Business Management*, 6 (2), 233-241.
8. Ahmed, H. K. (2016). The impact of talent management on the competitive advantage in the organizations. *International Journal of Management and Applied Science*, 2(8), 67-75.
9. Aksakal, E., Dağdeviren, M., Eraslan, E., & Yüksel, I. (2013). Personnel selection based on talent management. *Procedia - Social and Behavioral Sciences*, 73, 68-72.
10. Alias, N.E., Noor, N.M., Hassan, R. (2014) Examining the Mediating Effect of Employee Engagement on the Relationship between Talent Management Practices and Employee Retention in the Information and Technology (IT)

- Organisations in Malaysia. *Journal of Human Resources Management and Labor Studies*, 2(2), 227-242.
11. Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The role of perceived organisational support and supportive human resource practices in the turnover process. *Journal of Management*, 29(1), 99-118.
 12. Alniacik, E., & Alniacik, U. (2012). Identifying dimensions of attractiveness in employer branding: Effects of age, gender, and current employment status. *Procedia- Social and Behavioral Sciences*, 58, 1336-1343.
 13. Ambler, T., & Barrow, S. (1996). The employer brand. *The Journal of Brand Management*, 4(3), 185-206.
 14. Amoah, J. A., & Debrah, Y. A. (2011). Competing for scarce talent in a liberalised environment: evidence from the aviation industry in Africa. *The International Journal of Human Resource Management*, 22(17), 3565-3581.
 15. Anand, P., & Sharma, P. C. (2015). Employee profile & perception of talent management in Indian organizations. *IOSR Journal of Humanities and Social Science*, 20(11), 84-94.
 16. Anand, R., & Lopes, C. (2015). The talent acquisition war in pharmaceutical sector. *IOSR Journal of Business and Management*, 1-7. Indian Education Society's Management College and Research Centre.
 17. Anderson, J. C., & Gerbing, D. W. (1988, January 1). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103(3), pp. 411-423.
 18. Anis, A., Rehman, K., Rehman, I., Khan, M. A., & Humayoun, A. A. (2011). Impact of organizational commitment on job satisfaction and employee retention in pharmaceutical industry. *African Journal of Business Management*, 5 (17), 7316-7324.
 19. Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance, *International Journal of Productivity and Performance Management*, 63 (3), 308-323.
 20. Annakis, D., Dass, D. M., & Isa, A. (2014). Exploring Factors that Influence Talent Management Competency of Academics in Malaysian GLC'S and Non-Government Universities. *Journal of International Business and Economics*, 2 (4), 163-185.

21. Anwar, A., Nisar, Q. A., Khan, N. A., & Sana, A. (2014). Talent management: Strategic priority of organizations. *International Journal of Innovation and Applied Studies*, 9(3), 1148-1154.
22. App, S., Merk, J., & Buttgen, M. (2012). Employer branding: Sustainable HRM as a competitive advantage in the market for high-quality employees. *Management Revue*, 23(3), 262-278.
23. Ariss, A. A., Cascio, W. F., & Paauwe, J. (2014). Talent management: Current theories and future research directions. *Journal of World Business*, 173-179.
24. Armstrong, M. (2006). *A Handbook of Human Resource Management Practice*. London: Kogan Page.
25. Arnold, H. J., & Feldman, D. C. (1982). A multivariate analysis of the determinants of job turnover. *Journal of Applied Psychology*, 67(3), 350-360.
26. Ashton, C., & Morton, L. (2005). Managing talent for competitive advantage. *Strategic HR Review*, 4(5), 28–31.
27. Aslam, U., Ilyas, M., Imran, M. K., & Rahman, U. U. (2016). Detrimental effects of cynicism on organizational change: An interactive model of organizational cynicism (a study of employees in public sector organizations). *Journal of Organizational Change Management*, 29(4), 580-598. Retrieved from <https://doi.org/10.1108/JOCM-12-2014-0231>.
28. Åteg, M., Andersson, I. M., & Rosén, G. (2009). Change processes for attractive work in small manufacturing companies. *Human Factors and Ergonomics in Manufacturing & Service Industries*, 19(1), 35-63.
29. Athey, R. (2004). *Deloitte Research – It's 2008: Do You Know Where Your Talent Is?* Deloitte Development LLC.
30. Avery, D. R., McKay, P. F., & Wilson, D. C. (2007). Engaging the aging workforce: The relationship between perceived age similarity, satisfaction with coworkers and employee engagement. *Journal of Applied Psychology*, 92, 1542-1556.
31. Avey, J.B., Luthans, F., & Youssef, C.M. (2010). The additive value of positive psychological capital in predicting work attitudes and behaviors. *Journal of Management*, 36, 430–452.
32. Aybas & Acar (2017). The Effect of Human Resource Management Practices on Employees' Work Engagement and the Mediating and Moderating Role of

- Positive Psychological Capital. *International Review of Management & Marketing*, 7(1), 363-372.
33. Backhaus, K. B. (2004, April). An exploration of corporate recruitment descriptions on Monster. com. *International Journal of Business Communication*, 41(2), 115-136.
 34. Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career Development International*, 9(5), 501–517.
 35. Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science*, 16(1), 74-94.
 36. Bakker, A., Schaufeli, W., Leiter, M. and Taris, T. (2008). Work engagement: an emerging concept in occupational health psychology. *Work and Stress*, 22(3), 187-200.
 37. Bali, M., & Dixit, S. (2016). Employer brand building for effective talent management. *International Journal of Applied Sciences and Management*, 2(1), 183-191.
 38. Ballesteros, S. R., & Inmaculada, D. F. (2010). Talents- the key for successful organization. *Unpublished thesis, Linnaeus School of Business & Economics*. Linnaeus University.
 39. Bano, S., Khan, M. A., Rehman, Q. H., & Humayoun, A. A. (2011). Schematizing talent management, a core business issue. *Far East Journal of Psychology and Business*, 2 (1), 4-16.
 40. Barkhuizen, N. (2014). How relevant is talent management in South African local government institutions? *Mediterranean Journal of Social Sciences*, 5(20), 2223-2230.
 41. Barkhuizen, N., Welby-Cooke, G., Schutte, N., & Stanz, K. (2014). Talent management and leadership Reciprocity: the case of the South African Aviation Industry. *Mediterranean Journal of Social Sciences*, 5 (9), 11-17.
 42. Barnett, R., & Davis, S. (2008, October). Creating greater success in succession planning. *Advances in Developing Human Resources*, 10(5), 721-739.
 43. Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 109-114.
 44. Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and

- statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173-1182.
45. Barron, M. (2007). Analyzing Critical Positions for Talent Needs. *Organization Development Journal*, 25, 115–118.
 46. Barrow, S., & Mosley, R. (2011). *The employer brand: Bringing the best of brand management to people at work*. John Wiley & Sons.
 47. Baum, M., & Kabst, R. (2013). Conjoint implications on job preferences: The moderating role of involvement. *The International Journal of Human Resource Management*, 24(7), 1393–1417.
 48. Baumgartner, H., & Homburg, C. (1996). Applications of structural equation modeling in marketing and consumer research: A review. *International Journal of Research in Marketing*, 13(2), 139-161.
 49. Baumruk, R. (2004). The missing link: the role of employee engagement in business success. *Workspan*, 47, 48-52.
 50. Baumruk, R. (2006). Why managers are crucial to increasing engagement: Identifying steps managers can take to engage their workforce, *Strategic HR Review*, 5(2), 24-27.
 51. Becker, B. E., Huselid, M. A. & Beatty, R. W. (2009). *The Differentiated Workforce: Transforming Talent Into Strategic Impact*, Boston: MA: Harvard Business Press.
 52. Beheshtifar, M., Nasab, H. Y., & Moghadam, M. N. (2012). Effective talent management: a vital strategy to organizational success. *International Journal of Academic Research in Business and Social Sciences*, 2(12), 227-234.
 53. Bentler, P. M. (1990). Comparative fit indexes in structural models. *Psychological Bulletin*, 107(2), pp. 238-246.
 54. Bentler, P. M., & Bonnet, D. C. (1980). Significance tests and goodness of fit in the analysis of covariance structures. *Psychological Bulletin*, 88(3), pp. 588-606.
 55. Bersin, J. (2013). Predictions for 2013: Corporate Talent, Leadership and HR-Nexus of Global Forces Drives New Models for Talent. *Bersin by Deloitte*. Retrieved from <http://www.ihrc.ch/wp-content/uploads/2013/03/predictions-2013-final-1.pdf>.

56. Berthon, P., Ewing, M., & Hah, L.L. (2005). Captivating company: Dimensions of attractiveness in employer branding. *International Journal of Advertising*, 24(2), 151–172.
57. Bethke-Langenegger, P. (2012). The differentiated workforce: Effects of categorization in talent management on workforce level. Unpublished working paper, No. 18. Switzerland: Department of Business Administration, University of Zurich.
58. Bethke-Langenegger, P., Mahler, P. & Staffelbach, B. (2011). Effectiveness of talent management strategies, *European Journal of International Management*, 5(5), 524-539.
59. Bevan, S. (1997, November). Quit stalling. *People Management*, 32-35.
60. Bhatnagar, J. (2007). Talent management strategy of employee engagement in Indian ITES employees: key to retention. *Employee Relations*, 29(6), 640-663.
61. Bhatnagar, J., & Srivastava, P. (2008, July). Strategy for staffing : Employer branding & person organisation fit. *Indian Journal of Industrial Relations*, 44(1), 35-48.
62. Biswas, M., & Suar, D. (2013). Which employees' values matter most in the creation of employer branding? *Journal of Marketing Development and Competitiveness*, 7(1), 93-102.
63. Bjorkman, I., & Lervik, J.E. (2007). Transferring HR practices within multinational corporations. *Human Resource Management Journal*, 17(4), 320-335. <http://dx.doi.org/10.1111/j.1748-8583.2007.00048.x>.
64. Blankertz, L., & Robinson, S. (1997). Turnover intentions of community mental health workers in psychosocial rehabilitation services. *Community Mental Health Journal*, 33(6), 517-529.
65. Blass, E. (2007). Talent Management: Maximizing Talent for Business Performance. *Chartered Management Institute and Ashridge Consulting*.
66. Bobko, P., & Stone-Romero, E. F. (1998). Meta-analysis may be another useful research tool, but it is not a panacea. In G. R. Ferris, *Research in personnel and human resources management* (Vol. 16, pp. 359-397). US: Elsevier Science/JAI Press.
67. Bollen, K. A. (1989). *Structural equations with latent variables*. New York: Wiley.

68. Booz & Company. (2013). Pharma emerging markets. Retrieved from http://www.strategyand.pwc.com/media/file/Strategyand_Pharma-Emerging-Markets-2.0.pdf
69. Boshard, D., & Louw, A. (2010). Talent – trends impacting its availability and what business should do about it. Retrieved May 19, 2018, from http://www.humancapitalreview.org/content/default.asp?Article_ID=943.
70. Botha, A., Bussin, M., & De Swardt, L. (2011). An employer brand predictive model for talent attraction and retention. *SA Journal of Human Resource Management*, 9(1), 1-12.
71. Boudreau, J. W. & Ramstad, P. M. (2004, September). Talentship and the evolution of human resource management: from professional practices to strategic talent decision science. *Center of Effective Organizations*, Los Angeles, CA.
72. Boxall, P. & Purcell, P. (2008). *Strategy and Human Resource Management*. Basingstoke: Palgrave Macmillan.
73. Brewster, C., Sparrow, P., & Harris, H. (2005). Towards a new model of globalizing HRM. *International Journal of Human Resource Management*, 16, 949-970.
74. Brown, D. (2014). The future of reward management: From total reward strategies to smart rewards. *Compensation & Benefits Review*, 46(3), 147-151.
75. Brown, M. W., & Cudeck, R. (1993). Alternative ways of assessing model fit. In K. A. Bollen, & J. S. Long, *Testing structural equation models* (pp. 136-162). Newbury Park, CA: Sage.
76. Browne, R. (2012). Employee value proposition. *Beacon Management Review*, 29-36.
77. Bryan, L., Joyce, C. and Weiss, L. (2006). Making a market in talent. *McKinsey Quarterly*, 2(2), 98–109.
78. Bryant, P. C., & Allen, D. G. (2013). Compensation, benefits and employee turnover: HR strategies for retaining top talent. *Compensation & Benefits Review*, 45(3), 171-175.
79. Buckingham, M. (2001, October). What a waste. *People Management*, 11, 36–39.

80. Buckingham, M., & Vosburgh, R. M. (2001). The 21st century human resources function: It's the talent, stupid! *Human Resource Planning*, 24(4), 17–23.
81. Burawat, P. (2015). The relationships among perceived employer branding, employee engagement and employee expectation in service industry. *International Business Management*, 9(4), 554-559.
82. Burkus, D. (2010). Developing the next generation of leaders: How to engage Millennials in the workplace. *Leadership Advance Online*, issue 19.
83. Cable, D. M., & Turban, D. B. (2003). The value of organizational reputation in the Recruitment context: A brand-equity perspective. *Journal of Applied Social Psychology*, 33(11), 2244-2266.
84. Cappelli, P. (2008). Talent management for the twenty-first century, *Harvard Business Review*, 86(3).
85. Cappelli, P., & Keller, J. R. (2014). Talent management: Conceptual approaches and practical challenges. *Annual Review of Organizational Psychology and Organizational Behavior*, 1, 305-331.
86. Carlucci, D., Marr, B., & Schiuma, G. (2004). The knowledge value chain – how intellectual capital impacts business performance. *International Journal of Technology Management*, 27(6/7), 575-90.
87. Cascio, W. F. (1991). *Costing human resources: The financial impact of behaviour in organizations* (3rd ed.). Boston, MA: PWS-Kent Publishing.
88. Chadee, D. & Raman, R. (2012). External knowledge and performance of offshore it service providers in India: mediating role of talent management, *Asia Pacific Journal of Human Resources*, 50(4), 459-482.
89. Chambers, E., G., Foulton, M., Handfield-Jones, H., Hankin, S. M., & Michaels, E. G. (1998). *The War for Talent*. *McKinsey Quarterly*, 3, 44-57.
90. Chaudhary, R., & Rangnekar, S. (2017). Socio-demographic factors, contextual factors, and work engagement: Evidence from India. *Emerging Economy Studies*, 3(1), 1-18.
91. Chaudhary, R., Rangnekar, S. & Barua, K. (2012). HRD climate, occupational self-efficacy and work engagement: a study from India. *The Psychologist-Manager Journal*, 15 (2), 86-105.
92. Cheese, P. (2008). Talent a prerequisite for high performing companies. *Management Today*, March, 38–42.

93. Cheese, P., Thomas, R. J., & Craig, E. (2008). *The talent powered organization: Strategies for globalization, talent management and high performance*. London: Kogan Page.
94. Chhabra, N.L., & Mishra, A. (2008). Talent management and employer branding: Retention battle strategies. *Icfai University Press*, 7(11), 50–61.
95. Chuai, X., Preece, D., & Iles, P. (2008). Is talent management just “old wine in new bottles”? The case of multinational companies in Beijing. *Management Research News*, 31(12), 901–911.
96. CIPD (2006). *Talent management: Understanding the dimensions*. London: Chartered Institute of Personnel and Development.
97. CIPD (2007). *Talent: Strategy, Management, Measurement*. London: Chartered Institute of Personnel and Development.
98. CIPD. (2008). *Talent Management: An Overview*. London: CIPD.
99. Clark, A. E. (1996). Job satisfaction in Britain. *British Journal of Industrial Relations (in press)*.
100. Coca-Cola Hellenic (2009) Annual Report, *Shaping our Future Success*.
101. Coetzee, M., & de Villiers, M. (2010). Sources of job stress, work engagement and career orientations of employees in a South African financial institution. *Southern African Business Review*, 14(1), 27–57.
102. Coetzee, S. E., & Rothmann, S. (2005). Work engagement of employees at a higher education institution in South Africa. *Southern African Business Review*, 9(3), 23–34.
103. Coffman, C., & Gonzalez-Molina, G. (2002). *Follow this path, how the world's greatest organizations drive growth by unleashing human potential?* Warner Books.
104. Collings, D. G. & Mellahi, K. (2009). Strategic Talent Management: A Review and Research Agenda, *Human Resource Management Review*, 19(4), 304-313.
105. Collings, D. G. & Scullion, H. (2008). Resourcing international assignees. In: A. Dickman, C. Brewster, & P. Sparrow, *International Human Resource Management: A European Perspective*, 87-106, Abingdon: Routledge.
106. Collings, D. G. (2015). The contribution of talent management to organisation success. In J. Passmore, K. Kraiger, & N. Santos, *The Wiley Blackwell*

handbook of the psychology of training, development and feedback. London: Wiley Blackwell.

107. Collings, D.G., Scullion, H., & Morley, M.J. (2007). Changing patterns of global staffing in the multinational enterprise: Challenges to the conventional expatriate assignment and emerging alternatives. *Journal of World Business*, 42, 198–213.
108. Conference Board, (2001). Engaging employees through your brand. *The Conference Board*, New York, NY.
109. Connor, H., & Shaw, S. (2008). Graduate training and development: current trends and issues. *Education and Training*, 50(5), 357-365.
110. Corporate Leadership Council (2006). Attracting and Retaining Critical Talent Segments: Building a Competitive Employment Value Proposition. *Corporate Executive Board*.
111. Corporate Leadership Council. (2002). *Employee preferences survey*. Washington DC: The Corporate Advisory Board.
112. Crous, S. (2007). Talent makes the rules now. *Corporate Research Foundation*, 33, 4–7.
113. D'Aveni, R. A. (1994). Hyper-Competition. New York: *The Free Press*.
114. Darvish, H., Moogali, A., Moosavi, M., & Panahi, B. (2012). An empirical study on human resource competencies and its relationship with productivity. *Management Science Letters*, 2, 2615-2624.
115. Das, V. T., & Amala, G. (2016, October). Factors influencing talent management practices: A comparative study. *EPRA International Journal of Economic and Business Review*, 4(10), 117-127.
116. Das, V. T., & Vijayalakshmi, C. (2015). Employee attrition and retention in life insurance sector: An empirical study. *Indian Journal of Research*, 4 (2), 79-85.
117. De Long, D. W., & Davenport, T. (2003, Fall). Better practices for retaining organizational knowledge: Lessons from the leading edge. *Employee Relations Today*, 30(3), 51-63.
118. Deepa, R. and Baral, R. (2017). A comprehensive framework for implementing an effective employer brand strategy. *Global Business Review*, 18(3) 75–94.

119. Deery, M., & Jago, L. (2015). Revisiting talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management*, 27(3), 453-472.
120. Dehghanpour, A., Nasehifar, V., & Karahrudi, A. S. (2011, May). Succession planning and its effects on employee career attitudes: Study of Iranian governmental organizations. *African Journal of Business Management*, 5(9), 3605-3613.
121. Dell, D., & Ainspan, N. (2001), Engaging Employees Through Your Brand, *Conference Board Report No. R-1288-01 RR*, April. Washington, D.C: Conference Board.
122. Deloitte Consulting LLP. (2010). Talent edge 2020: Blueprints for the new normal. Retrieved May 19, 2018, from http://www.deloitte.com/assets/Dcom-UnitedStates/Local%20Assets/Documents/IMOs/Talent/us_talentedge2020_121710.pdf
123. Deloitte, & NHRDN. (2017). *Deloitte Human Capital Trends 2017 India Report*. Deloitte Touche Tohmatsu India LLP.
124. Deloitte. (2017). *Deloitte Global Human Capital Trends Rewriting the rules for the digital age*. Deloitte University Press .
125. Demerouti, E., & Bakker, A. B. (2007). The job demands-resources model: state of the art. *Journal of Managerial Psychology*, 22(3), 309-328.
126. Demming, C. L., Jahn, S., & Boztug, Y. (2017). Conducting mediation analysis in marketing research. *Journal of Research and Management*, 39(3), 76-93.
127. Deros, B. M., Rahman, N., Rahman, M. A., Ismail, A. R., & Said, A. H. (2009). Application of quality function deployment to study critical service quality characteristics and performance measures. *European Journal of Scientific Research*, 33(3), 398-410.
128. Devi, R. V. (2009). Employee engagement is a two-way street. *Human Resource Management International Digest*, 17(2), 3-4.
129. Devi, V. R., & Vandana, P. (2013). Talent management in business schools. *Proficient International Refereed Journal of Management*, 3, 51-63.
130. Devins, D., & Gold, J. (2014). Re-conceptualising talent management and development within the context of the low paid. *Human Resource Development International* , 17 (5), 514-528.

131. Dhanabhakyaam, M., & Kokilambal, K. (2014). A study on existing talent management practices and its benefits across industries. *International Journal of Research in Business Management*, 2 (7), 23-36.
132. Diamantopoulos, A., & Siguaw, J. A. (2000). *Introducing LISREL*. London: Sage Publications.
133. Doh, J. P., Stumpf, S. A., & Tymon Jr., W. G. (2011). Responsible leadership helps retain talent in India. *Journal of Business Ethics*, 98(1), 85-100.
134. Dose, J.J. (1997). Work values: an integrative framework and illustrative application to organizational socialization. *Journal of Occupational Organizational Psychology*, 70, 219–240.
135. Dries, N. (2013). The psychology of talent management: a review and research agenda. *Human Resource Management Review*, 23 (4), 272-285.
136. Dries, N., Vantilborgh, T. and Pepermans, R. (2012). The role of learning agility and career variety in the identification and development of high potential employees. *Personnel Review*, 41(3), 340-358.
137. Du Plooy, J., & Roodt, G. (2010). Work engagement, burnout and related constructs as predictors of turnover intentions. *SA Journal of Industrial Psychology*, 36(1), 1-13.
138. Dube, P., & Verma, S. (2015). Study of Attrition Trend and Influencing Factor in the Sectors of IT (Service) and Pharma (Manufacturing). *International Journal of Social Science and Humanities Research*, 3 (1), 388-393.
139. Duncan, T., & Moriarty, S.E. (1998). A communication-based marketing model for managing relationships. *Journal of Marketing*, 62(2), 1–13.
140. Duttagupta, R. (2005). *Identifying and Managing Your Assets: Talent Management*, London, UK: PricewaterhouseCoopers.
141. Edwards, M.R. (2010). An integrative review of employer branding and OB theory. *Personnel Review*, 39(1), 5–23.
142. Ehrhart, K. H., & Ziegert, J. C. (2005). Why are individuals attracted to organizations?. *Journal of Management*, 31(6), 901-919.
143. Eisenberg, B., Kilduff, C., Burleigh, S., Wilson, K. (2001). The role of the value proposition and employment branding in retaining top talent. *Society for Human Resource Management*, Alexandria.

144. Eisner, S. P. (2005). Managing Generation Y. *Sam Advanced Management Journal*, 70(4) 4-15.
145. Elving, W, Westhoff, J, Meeusen, K, & Schoonderbeek, J (2013). The war for talent? The relevance of employer branding in job advertisements for becoming an employer of choice, *Journal of Brand Management*, 20 (5), 355-373.
146. Express Pharma. (2012). HR issues could trip pharmaceutical sector in India. <http://archivepharma.financialexpress.com/20120331/pharmalife01.shtml>. Accessed on 13th May, 2017.
147. Farndale, E., Scullion, H., & Sparrow, P. (2010). The role of the corporate HR function in global talent management. *Journal of World Business*, 45, 161–168.
148. Fatima, A., & Sheikh, M. (2017). Employer branding: what it takes to be a successful brand. *International Journal of Management and Applied Science*, 3 (2), 26-30.
149. Fegley, S. (2006, January). 2006 talent management survey report. *Alexandria, VA: Society for Human Resource Management*.
150. Fitz-enz, J. (2003). *Human capital branding: the new organizational effectiveness model. Heads Count: An anthology of the competitive enterprise*. Peoplesoft, Inc., Pleasanton, CA.
151. Fornell, C. G., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50.
152. Frank, F. D., & Taylor, C. R. (2004). Talent management: Trend that will shape the future. HR. *Human Resources Planning*, 27(1), 33-42.
153. Frank, F. D., Finnegan, R. P., & Taylor, C. R. (2004). The race for talent: Retaining and engaging workers in the 21st century. *Human Resource Planning*, 27(3), 12-25.
154. Frenkel, S., Sanders, K., & Bednall, T. (2013). Employee perceptions of management relations as influences on job satisfaction and quit intentions. *Asia Pacific Journal of Management*, 30(1), 7-29.
155. Gagné, F. (2000). Understanding the complex choreography of talent development through DMGT-Based analysis. In K. A. Heller, F. J. Mönks, R. Subotnik, Robert J. Sternberg, *International handbook of giftedness and talent* (2nd ed.). *Oxford: Elsevier. International Handbook of Giftedness and Talent*.

156. Gakure, R. W., Kamau, A. W., & Waititu, A. G. (2013, November-December). Reward systems as determinant of talent management in public universities in Kenya. *IOSR Journal of Humanities and Social Science*, 18(2), 41-47.
157. Gallardo-Gallardo, E., & Thunnissen, M. (2016). Standing on the shoulders of giants? A critical review of empirical talent management research. *Employee Relations*, 38(1), 31-56.
158. Gallardo-Gallardo, E., Dries, N., & Gonzalez-Cruz, T. (2013). What is the meaning of "talent" in the world of work? *Human Resource Management Review*, 23(4), 290-300.
159. Garavan, T. (2012). Global talent management in science-based firms: an exploratory investigation of the pharmaceutical industry during the global downturn. *The International Journal of Human Resource Management*, 23(12), 2428-2449.
160. Garavan, T. N., Carbery, R., & Rock, A. (2012). Mapping talent development: definition, scope and architecture. *European Journal of Training and Development*, 36(1), 5-24.
161. Gardner, T. M. (2002). In the trenches at the talent wars: competitive interaction for scarce human resources. *Human Resources Management, Wiley periodicals*, 41, 225-237.
162. Garg, N. (2014). Employee engagement and individual differences: A study in Indian context. *Management Studies and Economic Systems (MSES)*, 41-50.
163. Garrow, V., and Hirsh, W. (2008). Talent management: Issues of focus and fit. *Public Personal Management*, 37, 389-402.
164. Gary, A., & Phillips, V. (1994). Turnover, age and length of service: A comparison of nurses and other staff in the National Health Service. *Journal of Advanced Nursing*, 19(4), 819-827.
165. Gberevbie, D. E. (2010). Organizational retention strategies and employee performance of Zenith Bank in Nigeria. *African Journal of Economic and Management Studies*, 1(1), 61-74.
166. Gelens, J., Dries, N., Hofmans, J., & Pepermans, R. (2013). The role of perceived organizational justice in shaping the outcomes of talent management: A research agenda. *Human Resource Management Review*, 23, 341-353.

167. Gibson, J. L., & Klein, S. M. (1970, December). Employee attitudes as a function of age and length of service: A re-conceptualization. *Academy of Management Journal*, 13, 411-425.
168. Gilani, H., & Cunningham, L. (2017, August). Employer branding and its influence on employee retention: A literature review. *The Marketing Review*, 17(2), 239-256.
169. Glaister, A. J., Karacay, G., Demirbag, M., & Tatoglu, E. (2018). HRM and performance—The role of talent management as a transmission mechanism in an emerging market context. *Human Resource Management Journal*, 28, 148-166.
170. Glen, C. (2007). Fostering talent opportunity: Getting past first-base. *Strategic Direction*, 23(10), 3–5.
171. González-Cruz, T., Martínez-Fuentes, C., & Pardo-del-Val, M. (2009). La gestión del talento en la empresa industrial española. *Economía Industrial*, 374, 21–35.
172. Goswami, P. (2015). Employee value proposition: A tool for employment branding. *International Journal of Scientific and Research Publications*, 5 (12), 263 -264.
173. Grobler, P. A., & Diedericks, H. (2009). Talent management: An empirical study of selected South African hotel groups. *Southern African Business Review*, 13(3), 1-27.
174. Gronhaug, K., & Nordhaug, O. (1992). International Human Resource Management: An Environmental Approach. *International Journal of Human Resource Management*, 3, 1-14.
175. Gubman, E. (July, 2003). Engaging talent. *Executive Excellence*, 20, 7-11.
176. Gunlu, E., Aksarayli, M. and Sahin, P. N. (2010). Job satisfaction and organizational commitment of hotel managers in Turkey. *International Journal of Contemporary Hospitality Management*. 22(5), 693-717.
177. Gursoy, D., Chi, C. Q., & Karadag, E. (2013). Generational differences in work values and attitudes among frontline and service contract employees. *International Journal of Hospitality Management*, 32, 40-48.
178. Guthridge, M., Komm, A. B., & Lawson, E. (2008). Making talent a strategic priority. *McKinsey Quarterly*, 1, p. 48.

179. Hafez, E., AbouelNeel, R., & Elsaid, E. (2017). An exploratory study on how talent management affects employee retention and job satisfaction for personnel administration in Ain Shams University Egypt. *Journal of Management and Strategy*, 8(4), 1-17.
180. Hair, J. F., Anderson, R., Tatham, R. L., & Black, W. C. (1998). *Multivariate data analysis* (4th ed.). New Jersey: Prentice Hall.
181. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis* (7th ed.). NJ, USA: Englewood Cliffs: Printice Hall.
182. Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate data analysis* (6th ed.). NJ: Pearson/Prentice Hall.
183. Hair, J. F., Marko, S., Christian, M. R., & Jeannette, A. M. (2012). An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal of the Academy of Marketing Science*, 40(3), 414-433.
184. Hair, J. F., Marko, S., Torsten, M. P., & Christian, M. R. (2012b). The use of partial least squares structural equation modeling in strategic management research: A review of past practices and recommendations for future applications. *Long Range Palnning*, 45(5-6), 320-340.
185. Halbesleben, J.R.B. (2010). A meta-analysis of work engagement: Relationships with burnout, demands, resources, and consequences'. In: A.B. Bakker and M.P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research*, New York: Psychology Press, 2010, 102-17.
186. Hale, J. (1998). Strategic rewards [R]: Keeping your best talent from walking out the door. *Compensation and benefits management*, 14, 39-50.
187. Hanif, M. I., & Yunfei, S. (2013). The role of talent management and HR generic strategies for talent retention. *African Journal of Business Management*, 7(29), 2827-2835.
188. Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A metaanalysis. *Journal of Applied Psychology*, 87(2), 268-279.

189. Hartmann, E., Feisel, E., & Schober, H. (2010). Talent management of western MNCs in China: Balancing global integration and local responsiveness. *Journal of World Business, 45*(2), 169-178.
190. Hatum, A. (2007). *Adaptation or Expiration in Family Firms: Organizational Flexibility in Emerging Economies*. Cheltenham: Edward Elgar.
191. Hatum, A. (2010). *Next Generation Talent Management*. New York: Palgrave macmillan.
192. Hayes, A. F. (2009). Beyond Baron and Kenny: Statistical mediation analysis in the new millennium. *Communication Monographs, 76*, 408-420.
193. Hayes, A. F. (2012). Process: A versatile computational tool for observed variable mediation, moderation, and conditional process modeling. Retrieved from <http://www.afhayes.com/public/process2012.pdf>.
194. Hayes, A. F. (2013). *Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach*. New York, NY: Guilford Press.
195. Hayes, A. F., & Rockwood, N. J. (2017). Regression-based statistical mediation and moderation analysis in clinical research: Observations, recommendations, and implementation. *Behaviour Research and Therapy, 98*, 39-57.
196. Hayes, A. F., & Scharkow, M. (2013, August). The relative trustworthiness of inferential tests of the indirect effect in statistical mediation analysis: Does method really matter? *Psychological Science, 24*(10), 1918-1927.
197. Heger, B.K. (2007). Linking the employment value proposition (EVP) to employee engagement and business outcomes: Preliminary findings from a linkage research pilot study. *Organization Development Journal, 25*(1), 121-132.
198. Heidrick, & Struggles. (2011). *Global talent info graphic index*. Retrieved January 24, 2016, from <http://www.heidrick.com/WEF2011/Documents/GTI.htm>[Retrieved January, 24, 2016]
199. Heilmann, P. (2010). To have and to hold: Personnel shortage in a Finnish healthcare organisation. *Scandinavian Journal of Public Health, 38*, 518-523.

200. Heimen, S. J., & Colleen, O. N. (2004). *Managing talent to maximize performance*. Retrieved May 14, 2018, from Wiley inter science: www.intersciencewiley.com.
201. Heinen, J. S., & O'Neill, C. (2004). Managing talent to maximize performance. *Employment Relations Today*, 31(2), 67-82.
202. Hejase, H. J., Hejase, A. J., Mikdashi, G., & Bazeih, Z. F. (2016). Talent management challenges: An exploratory assessment from Lebanon. *International Journal of Business Management and Economic Research*, 7(1), 504-520.
203. Helm, S. (2013). A matter of reputation and pride: Associations between perceived external reputation, pride in membership, job satisfaction and turnover intentions. *British Journal of Management*, 24, 542-556.
204. Hicks, R., O'Reilly, G. and Bahr, M. (2014). Organizational engagement and its driving forces: a case study in a retail travel organization with international outreach. *International Journal of Management Cases*, 16 (3), 4-19.
205. Hinrichs, J. R. (1966). High-talent personnel: Managing a critical resource. Vermont: American Management Association.
206. Hitt, M. A., Bierman, L., Shimizu, K., & Kochhar, R. (2001). Direct and moderating effects of human capital on strategy and performance in professional service firms: A resource-based perspective. *Academy of Management Journal*, 44(1), 13-16.
207. Holbeche, L. and Springett, N. (2004). *In Search of Meaning at Work*, Roffey Park Institute, Horsham.
208. Holland, P., Sheehan, C., and De Cieri, H. (2007). Attracting and Retaining Talent: Exploring Human Resources Development Trends in Australia. *Human Resource Development International*, 10, 247-262.
209. Horvathova, P., & Durdova, I. (2010). The level of talent management usage at human resources management in organizations of the Moravian-Silesian Region. *Business and Economic Horizons*, 3(3), 58-67.
210. Hughes, J. C., & Rog, E. (2008). Talent management: A strategy for improving employee recruitment, retention and engagement within hospitality

- organizations. *International Journal of Contemporary Hospitality Management*, 20(7), 743-757.
211. Huselid, M. A., Beatty, R. W. & Becker, B. E. (2005) 'A Player' or 'A Positions'? The strategic logic of workforce management. *Harvard Business Review*, December, 110- 117.
212. Hussain, A., Yunus, N., Ishak, N., & Daud, N. (2013). The influence of intentions to leave towards employment engagement among young bankers in Malaysia. *International Journal of Business and Management*, 8 (14) 89-97.
213. Iacobucci, D. (2008). *Mediation analysis (quantitative application in the social sciences)* (Vol. 20). London: SAGE.
214. Iles, P., Chuai, X., & Preece, D. (2010). Talent Management And HRM In Multinational Companies In Beijing: Definitions, Differences And Drivers. *Journal of World Business*, 45(2), 179-189.
215. Iles, P., Preece, D., & Chuai, X. (2010). Talent Management As A Management Fashion In HRD: Towards a Research Agenda. *Human Resource Development International*, 13(2), 125-145.
216. IMD World Competitive Centre. (2014). *IMD world talent report*. Lausanne: Institute of Management Development.
217. India Skill Report 2017, People partner, Wheel box, CII.
218. Ingham, J. (2006). Closing the talent management gap: Harnessing your employees' talent to deliver optimum business performance. *Strategic HR Review*, 5(3), 20-23.
219. Ingram, T., & Glod, W. (2016). Talent management in healthcare organizations - qualitative research results. *Procedia Economics and Finance*. 39, pp. 339-346. Rome: Elsevier.
220. Irtaimeh (2016) The Mediating Role of Service Quality in the Relationship between Talent Management Strategies and Patients' Satisfaction of Jordan Healthcare Sector. *International Journal of Management*, 7(7), 39-52.
221. Isfahani & Boustani (2014) Effects of talent management on employees retention: The mediate effect of organizational trust. *International Journal of Academic Research in Economics and Management Sciences*, 3(5), 114-128.
222. James, L. R., & Brett, J. M. (1984). Mediators, moderators, and tests for mediation. *Journal of Applied Psychology*, 69, 307-321.

223. Janardhanam, K., Nirmala, M., & Pandey, P. (2011). Talent management practices in IT sector. *International Journal of Research in Commerce, IT & Management*, 1(2), 36-40.
224. Jericó, P. (2001). La gestión del talento: Enfoque conceptual y empírico. *Boletín de Estudios Económicos*, LVI (174), 423–441.
225. Jerusalem, R. S., & Hausdorf, P. A. (2007). Managers' justice perceptions of high potential identification practices. *The Journal of Management Development*, 26(10), 933–950.
226. Jeswani, S., & Sarkar, S. (2008, October-December). Integrating talent engagement as a strategy to high performance and retention. *Asia-Pacific Business Review*, IV(4), 14-23.
227. Jinnett, K., & Alexander, J. (1999). The influence of organizational context on quitting intentions: An examination of treatment staff in long-term mental healthcare settings. *Research on Aging*, 21(2), 176-204.
228. Jiří, B. (2016), The Employees of Baby Boomers Generation, Generation X, Generation Y and Generation Z in Selected Czech Corporations as Concoivers of Development and Competitiveness in their Corporation. *Journal of Competitiveness*, 8(4), 105-123. Check on net
229. Johari, J., Yean, T. F., Adnan, Z., Yahya, K. K., & Ahmad, M. N. (2012). Promoting employee intention to stay: Do human resource management practices matter. *International Journal of Economics and Management*, 6(2), 396-416.
230. Johnson, M. (2004, May 12). Gallup study reveals workplace disengagement in Thailand. *The Gallup Management Journal*. Retrieved from <http://gmj.gallup.com/content/16306/3/Gallup-Study-Reveals-Workplace-Disengagement.in.aspx>.
231. Joo, B., & Mclean G.N. (2006). Best employer studies: A conceptual model from a literature review and a case study. *Human Resource Development Review*, 5(2), 228-257.
232. Joshi, A. A., & Agarwal, P. (2011). Talent a critical driver of corporate performance and competitive advantage. *International Conference on Technology and Business Management*, 28, 30.

233. Joyner, T. (2000). Gen X-ers focus on life outside the job fulfilment. *Xecured Lender* 56:64–68.
234. Juhdi, N., Pa'wan, F., & Hansaram, R. K. (2013). HR practices and turnover intention: The mediating roles of organizational commitment and organizational engagement in a selected region in Malaysia. *The International Journal of Human Resource Management*, 24(15), 3002-3019.
235. Jung, K., Moon, M. J., & Hahm, S. D. (2007), —Do age, gender and sector affect job satisfaction: results from Korean labour and income panel data, *Review of Public Personnel Administration*, 27, 125-146.
236. Jyoti, J., & Rani, R. (2014). Exploring talent management practices: Antecedents and Consequences. *International Journal of Management Concepts and Philosophy*, 8(4), 220-248.
237. Jyoti, J., & Rani, R. (2015). Factors affecting talent retention: Evidence from empirical study, *Contemporary Issues in People Management*, 58-64.
238. Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724.
239. Kahumuza, J., & Schlechter, A. F. (2008). Examining the direct and some mediated relationships between perceived support and intention to quit. *Management Dynamics: Journal of the Southern African Institute for Management Scientists*, 17(3), 2-19.
240. Kaliprasad, M. (2006). The human factor: Attracting, retaining, and motivating capable people. *Cost Engineering*, 48(6), 20-26.
241. Kang, H. J. (2014). A model of hospitality employee engagement. (Doctoral dissertation, University of Nevada). Retrieved from <http://digitalscholarship.unlv.edu/>
242. Kareem, A.A. (2016). Best practices for talent management: Critical drivers for organisational success and survival. *European Journal of Business and Management*. 8 (25).
243. Karthika, M., & Latha, V. (2017). A study on employer branding with special reference to Hirotec India Private Ltd. *International Journal of Research-Granthaalayah*, 5(6), 527-543.

244. Kashyap, V., & Rangnekar, S. (2016). The mediating role of trust: Investigating the relationships among employer brand perception and turnover intentions. *Global Business Review*, 17(3S), 64S-75S.
245. Kay, C., & Moncarz, E. (2004). Knowledge, skills, and abilities for lodging management success. *Cornell Hotel and Restaurant Administration Quarterly*, 45 (3), 285-298.
246. Kaye, B., & Jordan-Evans, S. (2005). Retaining Talent. *Leadership Excellence Essentials*, 22(8), 12.
247. Kehinde, J. S. (2012). Talent management: Effect on organisational performance. *Journal of Management Research*, 4 (2), 178-186.
248. Khatri, P., Gupta, S., Gulati, K., & Chauhan, S. (2010, December). Talent management in HR. *Journal of Management and Strategy*, 1(1), 39-46.
249. Khoshnevis, M., & Gholipour, A. (2017). Exploring the relationship between employer brand and employees' retention. *International Journal of Scientific & Engineering Research*, 8(10), 141-151.
250. Kim, S., Froese, F. J., & Cox, A. (2012). Applicant attraction to foreign companies: The case of Japanese companies in Vietnam. *Asia Pacific Journal of Human Resources*, 50(4), 439-458.
251. Kimani, S. M., & Waithaka, S. M. (2013). Factors Affecting Implimentation of Talent Management in State Corporations: A Case Study of Kenya Broadcasting Corporation. *International Journal of Business and Social Research (IJBSR)*, 3 (4), 42-49.
252. Kline, R. B. (1998). *Principles and practice of structural equation modelling*. New York: Guilford.
253. Knowles, E. (Ed.). (2005). *The Oxford Dictionary of Phrase and Fable* (2nd ed.). Oxford: Oxford University Press.
254. Kochanski, J.T. (2004). How business operating models drive talent development. *World at Work Journal*, Third Quarter, 26-33.
255. Kocketso, L. P., & Braam Rust, A. A. (2012, February). Perceived challenges to talent management in the South African public service: An exploratory study of the City of Cape Town municipality. *African Journal of Business Management*, 6(6), 2221-2233.
256. Kong, Y. (2009). A study on the job engagement of company employees. *International Journal of Psychological Studies*, 1(2), 65-68.

257. Kontoghiorghes, C. (2016). Linking high performance organizational culture and talent management: Satisfaction/motivation and organizational commitment as mediators. *The International Journal of Human Resource Management*, 27(16), 1833-1853.
258. Kowalewski, S. J., Moretti, L., & McGee, D. (2011). Succession planning: Evidence from best companies in New York. *International Journal of Management and Marketing Research*, 4(2), 99-107.
259. KPMG in India -Annual Compensation Trends Survey Report 2017-18, <https://assets.kpmg.com/content/dam/kpmg/in/pdf/2017/03/KPMG-Annual-Compensation-Trends-Survey-2017.pdf> retrieved on June 9th, 2018.
260. Kucherov, D., & Zavyalova, E. (2012). HRD practices and talent management in the companies with the employer brand. *European Journal of Training and Development*, 36(1), 86-104.
261. Kumar, A. A., Kishore, M., & Jahangir, Y. (2014). A study on talent management practices in pharmaceutical sector in Telangana. *Jamshedpur Research Review*, III(IX).
262. Kumar, D. P., & Swetha, G. (2011). A prognostic examination of employee engagement from its historical roots. *International Journal of Trade, Economics and Finance*, 2(3), 232-241.
263. Kumar, M. (2007). Explaining entrepreneurial success: A conceptual model. *Academy of Entrepreneurship Journal*, 13(1), 57-77.
264. Kumar, S. R. (2013). A study on talent acquisition in sierra Atlantic. *Advances in Management*, 6(9), 27-31.
265. Kunerth, B., & Mosley, R. (2011). Applying employer brand management to employee engagement. *Strategic HR Review*, 10(3), 19-26.
266. Lancaster, L., & Stillman, D. (2002), *“When generations collide”*, Harper Business, New York, NY.
267. Latukha, M. (2011). To stay or leave: Motives behind the decisions of graduate programs’ trainees in European and Russian Companies. *Journal for East European Management Studies*, 16, 140–161.
268. Latukha, M. (2015). Talent management in Russian companies: domestic challenges and international experience. *The International Journal of Human Resource Management*, 26 (8), 1051-1075.

269. Latukha, M. (2018). Talent development and a firm's performance: Evidence from Russian companies. *Journal of General Management*, 43(2), 51-62.
270. Lawler, E. E. (2008). *Talent: Making people your competitive advantage*. San Francisco: Jossey-Bass.
271. Lepak D.P., & Snell S.A. (1999). The human resource architecture: toward a theory of human capital allocation and development. *Acad. Manag. Rev.* 24(1), 31–48
272. Lepak, D.P. and Snell, S.A. (2002). Examining the human resource architecture: the relationship among human capital, employment and human resource configurations. *Journal of Management*. 28, (4), 517-543.
273. Lewis, R. E., & Heckman, R. J. (2006). Talent Management: A critical review. *Human Resource Management Review*, 16(2), 139-154.
274. Leyhausen, F. (2009). An ageing workforce: a major challenge to German SMEs. *International Journal of Human Resources Development and Management*, 9(2-3), 312-315.
275. Li, W., Liu, X., & Wan, W. (2008). Demographic effects of work values and their management implications. *Journal of Business Ethics*, 81(4), 875-885.
276. Li, Y., & Zhang, X. (2014). Research on the innovative talent management based on risk management theory. *Journal of Chemical and Pharmaceutical Research*, 6(4), 413-419.
277. Lievens, F. & House, S.H. (2003). The relation of instrumental and symbolic attributes to a company's attractiveness as an employer. *Personnel Psychology*, 56, 75-102.
278. Liu, Y., & Pearson, C. A. L. (2014). The importance of talent management: A study of Chinese organisations. *Journal of Chinese Economic and Foreign Trade Studies*, 7(3), 153-172.
279. Lockwood, D., & Ansari, A. (1999). Recruiting and retaining scarce information technology talent: a focus group study. *Industrial Management & Data Systems*, 99(6), 251-256.
280. Lockwood, N. R. (2006, June). Talent management: Driver for organization success. *Research Quarterly*, pp. 1-13. Retrieved May 17, 2018, from <http://www.shrm.org>.

281. Lockwood, R. (2007). Leveraging employee engagement for competitive advantage: HR's strategic role. *HR Magazine*, 52 (3), 1-11.
282. Longman Dictionary of Contemporary English 5th ed. (2009, January): *Pearson Education Limited*.
283. Lorri & Freifield. (2013, January). Talent acquisition, development, and retention in emerging markets. Retrieved from <https://trainingmag.com/content/talent-acquisition-development-and-retention-emerging-markets/>.
284. Love, L. F., & Singh, P. (2011). Workplace Branding: Leveraging human resources management practices for competitive advantage through "Best Employer" surveys. *Journal of Business Psychology*, 26, 175-181.
285. Low, P. (2010). Talent management, the Confucian way. *Leadership & Organizational Management Journal*, 2010(3), 28- 37.
286. Lusch, R. F., Vargo, S. L., & O'Brien, M. (2007). Competing through service: Insights from service-dominant logic. *Journal of Retailing*, 83(1), 5-18.
287. Luthans, F., Youssef, C.M., Avolio, B.J. (2007), Psychological Capital: Developing the Human Competitive Edge. *Oxford, UK: Oxford University Press*.
288. MacCallum, R. C., Browne, M. W., & Sugawara, H. M. (1996). Power analysis and determination of sample size for covariance structure modeling. *Psychological Methods*, 1(2), 130-149.
289. MacKinnon, D. P., Fairchild, A. J., & Fritz, M. S. (2007). Mediation analysis. *Annual Review of Psychology*, 58, 593-614.
290. Maitra, R., & Dissanayake, D. R. (2015). Employer branding practices: Case review on IT sector companies in India. *Scientific Research Journal (SCIRJ)*, III(VIII), 21-26.
291. Makela, K., Bjorkman, I. and Ehrnrooth, M. (2010). How do MNCs establish their talent pools? Influences on individuals' likelihood of being labeled as talent. *Journal of World Business*, 45(2), 134-142.
292. Malhotra, N. K., & Dash, S. (2011). *Marketing research: An applied orientation* (6th ed.). Upper Saddle River, NJ: Pearson Education.
293. Malik, H. (2013). Relationship between leader behaviors and employees' job satisfaction: a path-goal approach. *Pakistan Journal of Commerce and Social Sciences*, 7 (1), 209-222.

294. Mani, V. (2016, March). Analyzing the impact of employee value proposition on labor turnover. *Great Lakes Herald*, 10(1), 70-87.
295. Manlove, E., & Guzell, J. (1997). Intention to leave, anticipated reasons for leaving and 12-month turnover of child care centre staff. *Early Childhood Research Quarterly*, 12(2), 145-167.
296. Manpower Group. (2013). *Talent shortage survey*. Milwaukee: Manpowergroup. Retrieved from https://www.manpowergroup.com/wps/wcm/connect/587d2b45-c47a-4647-a7c1-e7a74f68fb85/2013_Talent_Shortage_Survey_Results_US_high+res.pdf?MOD=AJPERES
297. Manpower Group. (2015). *Annual Talent Shortage Survey*. Retrieved May 17, 2018, from <https://www.manpowergroup.com/wps/wcm/connect>
298. Marcus, A., & Gopinath, N. M. (2017, May). Impact of the demographic variables on the employee engagement- an analysis. *Ictact Journal on Management Studies*, 3(2), 502-510.
299. Marjani, A. B., & Safaee, N. (2016). Ranking the driving affecting factors on talent management. *Journal of Administrative Management, Educating and Training*, 12(3), 300-306.
300. Marriott, J.W. (2000, October). Our competitive strength: human capital. *Executive Speeches; Michigan* 67(6), 165-168.
301. Martin, G., & Hetrick, S. (2006). *Corporate Reputations, Branding and People Management: A Strategic Approach to HR*, Oxford, UK: Butterworth-Heinemann.
302. Martin, J. & Schmidt, C. (2010). How to keep your top talent. *Harvard Business Review*. 88(5), 54–61.
303. Maslach, C., & Leiter, M. P. (2008). Early predictors of job burnout and engagement. *Journal of Applied Psychology*, 93, 498-512.
304. Mathew, A. (2012). Expanding competencies in Indian management. *Global Business Review*, 13(1), 69–88.
305. Mathew, A. (2015). Talent management practices in select organisations in India. *Global Business Review*, 16 (1), 137-150.

306. Mathieu, J. E., & Zajac, D. M. (1990). Review and meta-analysis of the antecedents, correlates and consequences of organisational commitment. *Psychological Bulletin*, 108 (2), 1-194.
307. Maya, M., & Thamilselvan, R. (2012). A study on association between works related demographic variables and talent management practices in information technology companies. *Data Mining Knowledge Engineering*, 4(10), 519-523.
308. McCartney, C., & Garrow, V. (2006). *The talent management journey*. Horsham: Roffey Park Institute.
309. McCauley, C., & Wakefield, M. (2006). Talent management in the 21st century: Help your company find, develop, and keep its strongest workers. *Journal for Quality and Participation*, 29(4), 4-7.
310. McDonnell, A., Collings, D. G., & Burgess, J. (2012). Guest editors' note: Talent management in the Asia Pacific. *Asia Pacific Journal of Human Resources*, 50(4), 391-398.
311. McDonnell, A., Gunnigle, P., Lavelle, J., & Lamare, R. (2015). Beyond managerial talent: 'key group' identification and differential compensation practices in multinational companies. *The International Journal of Human Resource Management*, 1-20.
312. McGuire, S. (2005). Talent contest. *Medical Marketing and Media*, 40(9), 36-41.
313. McKinsey & Company, Inc. (2015). Indian pharma 2020: Propelling access and acceptance, realizing true potential. www.mckinsey.com/.../mckinsey%20offices/india/.../india_pharma_2020_. Accessed on 13th May, 2017.
314. Mehrzi, N. A., & Singh, S. K. (2016). Competing through employee engagement: a proposed framework. *International Journal of Productivity and Performance Management*, 65(6), 831-843.
315. Mehta, M., Kurbetti, A., & Dhankhar, R. (2014, February). Study on employee retention and commitment. *International Journal of Advanced Research in Computer Science and Management Studies*, 2(2), 154-164.
316. Mellahi, K., & Collings, D.G. (2010). The barriers to effective global talent management: the example of corporate élites in MNEs. *Journal of World Business*, 45(2), 143-49.

317. Mendes, F., & Stander, M.W. (2011). Positive organization: The role of leader behaviour in work engagement and retention. *South African Journal of Industrial Psychology*, 37(1), 1-13.
318. Meyer, J. P. and Herscovite, L. (2001). Commitment in the workplace: toward a general model. *Human Resource Management Review*. 11(3), 299-326.
319. Meyer, J. P., & Smith, C. A. (2000). HRM practices and organisational commitment: Test of a mediation model. *Canadian Journal of Administrative Sciences/ Revue canadienne des sciences de l'administration*, 17(4), 319-331.
320. Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002, August). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61(1), 20-52.
321. Meyers, M. C., & van Woerkom, M. (2014). The influence of underlying philosophies on talent management: Theory, implications for practice and research agenda. *Journal of World Business*, 49(2), 192-203.
322. Michaels, E., Handfield-Jones, H., & Axelrod, B. (2001). *The war for talent*. Boston: *Harvard Business School Press*.
323. Mihalcea, A. D. (2017). Employer branding and talent management in the digital age. *Management Dynamics in the Knowledge Economy*, 5(2), 289-306.
324. Minbaeva, D., & Collings, D. G. (2013). Seven myths of global talent management. *The International Journal of Human Resource Management* , 24(9),1762-1776.
325. Minchington, B. (2006). *Your employer brand*. Torrensville: Hyde Park Press.
326. Minchington, B. (2010). *Employer brand leadership - A global perspective*. Collective Learning Australia, Torrensville.
327. Minchington, B. (2010). *The employer brand manager's handbook*. Torrensville: Collective Learning.
328. Mishra, S. (2014). HR Issues and Challenges in Pharmaceuticals with special reference to India. *Review of International Comparative Management* , 15 (4), 423-430.
329. Misra, S. B. (2014). Executive commentary on "talent accelerator: understanding how talent delivers performance for Asian firms". *South Asian Journal of Human Resources Management*, 1(1), 109-111.

330. Mobley, W.H., Griffeth, R.W., Hand, H.H., & Meglino, B.M. (1979). Review and conceptual analysis of the employee turnover process. *Psychological Bulletin*, 86(3), 493-522.
331. Mohapatra, M., & Sharma, B. R. (2010). Study of employee engagement and its predictors in an Indian public sector undertaking. *Global Business Review*, 11(2), 281-301.
332. Mortimer, D. (2010). Employee engagement: 5 factors that matter to employees. Retrieved from <http://www.hrreview.co.uk/analysis/analysiswellbeing/employee-engagement-5-factors-that-matter-to-employees/8221>.
333. Mostert, K., & Rothmann, S. (2006). Work-related wellbeing in the South African police service. *Journal of Criminal Justice*, 34(5), 479–491.
334. Mowday, R. T., Porter, L. W. and Steers, R. M. (1981). Organizational linkage: the psychology of commitment, absenteeism and turnover (organizational and occupational psychology). New York: *Academic Press*.
335. Mulki, J. P., Jaramillo, F., & Locander, W. B. (2006). Effects of ethical climate and supervisory trust on salesperson's job attitudes and intentions to quit. *Journal of Personal Selling & Sales Management*, 26(1), 19-26. doi:<http://dx.doi.org/10.2753/PSS0885-3134260102>.
336. Munsamy, M., & Venter, A.B. (2009). Retention factors of management staff in the maintenance phase of their careers in local government. *SA Journal of Human Resource Management/SA Tydskrif vir Menslikehulpbronbestuur*, 7(1), 1–9.
337. Naqvi, F. (2009). Competency mapping and managing talent. *The Icfaiian Journal of Management Research*, VIII(1), 85-94.
338. Narayanan, A. (2016, June). Talent management and employee retention: Implications of job embeddedness- A research agenda. *Journal of Strategic Human Resource Management*, 5(2), 34-40.
339. Naumann, E. (1993). Antecedents and consequences of satisfaction and commitment among expatriate managers. *Group, Organization Management*, 18: 153-187.
340. Ncube, C. M. (2016). Mediating the relationship between talent management practices and intention to quit. Johannesburg: University of the Witwatersrand.

341. Neal, S., & Gebauer, J. (2006). Talent management in the 21st century: Attracting, retaining and engaging employees of choice. *World at Work*, 15(1), 6 – 17.
342. Newstrom, J. W. (2007). *Organizational behaviour-human behaviour at work* (12th ed.). New York: McGraw Hill.
343. Ng, E. W., & Burke, R. J. (2005). Person-organization fit and the war for talent: does diversity management make a difference? *The International Journal of Human Resource Management*, 16(7), 1195-1210.
344. Nilsson, S., & Ellstrom, P. E. (2012). Employability and talent management: challenges for HRD practices. *European Journal of Training and Development*, 36(1), 26-45.
345. Nobarieidishe, S., Chamanifard, R., & Nikpour, A. (2014). The relationship between talent management and organizational commitment in international division of Tejarat Bank, Iran. *European Online Journal of Natural and Social Sciences*, 3(4), 1116-1123.
346. Nunnally, J. C. (1978). *Psychometric Theory* (2nd ed.). New York, NY: McGraw-Hill.
347. Oehley, A. M. (2007). The development and evaluation of a partial talent management competency model. *Unpublished thesis*. Stellenbosch: University of Stellenbosch.
348. Oladapo, V. (2014). The impact of talent management on retention. *Journal of Business Studies Quarterly*, 5(3), 19-36.
349. Oltra, V., & Lopez, S. V. (2013). Boosting organizational learning through team-based talent management: what is the evidence from large Spanish firms? *The International Journal of Human Resource Management*, 24(9), 1853-1871.
350. Paauwe, J. (2007). *HRM and performance: In search of balance*. Netherlands: Tilburg University.
351. Pablos, M. O. (2004). *Winning strategies for a global workforce: Attracting, retaining, and engaging employees for competitive advantage*. Stamford, CT: Towers Perrin.
352. Pandita, D. (2011, September). The employee value proposition- A key to attract performers. *Symbiosis Institute of Business Management- SIBM, III*, 56-61.

353. Pascal, C. (2004). Foreword. In: A. Schweyer, *Talent Management Systems: Best Practices in Technology Solutions for Recruitment, Retention and Workforce Planning*, P.9. San Francisco: CA: John Wiley & Sons.
354. Pawar , A. (2016). Employee value proposition: A collaborative methodology for strengthening employer brand strategy. *Journal of Resources Development and Management*, 16, 56-62.
355. Pawar, A. & Charak, K.S. (2015). Employee value proposition leading to employer brand: the Indian organizations outlook. *International Journal of Management Research & Review*, 5(12), 1195-1203.
356. Pawar, A. (2016). Study on employee value proposition for emerging employer brand: Case of asiatic manufacturing. *International Journal of Research and Development- A Management Review*, 5(1), 27-32.
357. People Strong, Wheebox, & CII. (2014). *The India skills report*. Retrieved 30 January 2017, from <https://wheebox.com/logo/FullVersion.pdf>.
358. Pepermans, R., Vloeberghs, D., & Perkisas, B. (2003). High potential identification policies: An empirical study among Belgian companies. *The Journal of Management Development*, 22(8), 660–678.
359. Perrenoud, A. J., & Sullivan, K. T. (2017). Analysis of executive succession planning in 12 construction companies. *International Journal of Construction Education and Research*, 13(1), 64-80.
360. Perrin, T. (2007). Largest Ever Study of Global Workforce Finds Senior Management Holds Trigger to Unleash Talent Potential, Press Releases/2007/20071022/2007_10_22. Htm & country =global.
361. Perrine, P. (2005). *Integrating Talent Management*. Retrieved June 3, 2018, from http://www.shrm.org/hrresources/whitepapers_published/CMS_013288.asp.
362. Phillips, J. M., & Gully, S. M. (2015, July). Multilevel and strategic recruiting: Where have we been, where can we go from here? *Journal of Management*, 41(5), 1416-1445.
363. Piansoongnern, O. and Anurit, P. (2010). Talent management: quantitative and qualitative studies of HR practitioners in Thailand. *The International Journal of Organizational Innovation*, 3(1), 280–302.

364. Piansoongnern, O., Anurit, P., & Kuyawattananonta, S. (2011). Talent management in Thai cement companies: A study of strategies and factors influencing employee engagement. *African Journal of Business Management*, 5(5), 1578-1583.
365. Ping, R. A. (2004). On assuring valid measures for theoretical models using survey data. *Journal of Business Research*, 57, 125-141.
366. Plessis, L. D. (2010). The relationship between perceived talent management practices, perceived organizational support, perceived supervisor support and intention to quit amongst generation y employees in the recruitment sector. *Faculty of Economic and Management Sciences*. University of Pretoria.
367. Plessis, L. D., Barkhuizen, N., Stanz, K., & Schutte, N. (2015, September/October). The management side of talent: Causal implications for the retention of generation Y employees. *The Journal of Applied Business Research*, 31(5).
368. Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879-903. doi:<http://dx.doi.org/10.1037/0021-9010.88.5.879>.
369. Poole, S. W. (1997). The relationship of job satisfaction with substitutes of leadership, leadership behaviour and work motivation. *Journal of Psychology*, 131 (3), 271-284.
370. Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behaviour Research Methods Instrument Computation*, 36(4), 717-731. Retrieved from <http://www.ncbi.nlm.nih.gov/pubmed/15641418>.
371. Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, 40(3), 879-891.
372. Preacher, K. J., (2011). Multilevel SEM strategies for evaluating mediation in three-level data. *Multivar. Behav. Res.* 46, 691–731.
373. Punia, B. K. (2004). Employee empowerment and retention strategies in diverse corporate culture: A prognostic study. *The Journal of Business Perspective*, 81-91.

374. Puvitayaphan, A. (2008). Talent management practices in selected companies listed on the stock exchange of Thailand, *Educational Journal of Thailand*, 2(1), 1-9.
375. Rabbi, F. (2015). Talent management as a source of competitive advantage. *Journal of Asian Business Strategy*, 5(9), 208-214.
376. Rani, A., & Joshi, U. (2012). A study of talent management as a strategic tool for the organization in selected Indian IT companies. *European Journal of Business and Management*, 4(4), 20-28.
377. Rastgoo, P. (2016). The relationship of talent management and organizational development with job motivation of employees. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*, 64(2), 653-662.
378. Rathee, V., & Sharma, R. (2015). Impact of employer branding on employees' attitude. *Indore Management Journal*, 7(2), 14-21.
379. Rhodes, S. R. (1983). Age related differences in work attitudes and behaviour: A review and conceptual analysis. *Psychological Bulletin*, 93(2), 328-367.
380. Richman, A. (2006). Everyone wants an engaged workforce how can you create it?. *Work span*, 49, 36-39.
381. Robinson, D., Hooker, H., and Hayday, S. (2007). Engagement: The continuing story. Report No. 447, Institute for Employment Studies.
382. Robinson, D., Perryman, S., & Hayday, S. (2004). The drivers of employee engagement. Brighton: Institute for Employment Studies.
383. Robyn, A., & Du Preez, R. (2013). Intention to quit amongst Generation Y academics in higher education. *SA Journal of Industrial Psychology*, 39(1), 1-14. Retrieved from <http://dx.doi.org/10.1042/sajip.v39i1.1106>.
384. Rose, S., & Raja, K. G. (2012). Business transformation management- The role of talent management with special reference to service sectors. *Advances in Management*, 5(2), 61-63.
385. Rothbard, N. (1999). Enriching or depleting? The dynamics of engagement in work and family. *Dissertation Abstracts*. International US: University Microfilms International.
386. Roy, G. S., & Devi, V. R. (2016, December). Talent management Issues of pharmaceutical companies. *SAMVAD: SIBM Pune Research Journal*, XII, 23-28.

387. Rucker, D. D., Preacher, K. J., Tormala, Z. L., & Petty, R. E. (2011, June). Mediation analysis in social psychology: Current practices and new recommendations. *Social and Personality Psychology Compass*, 5(6), 359-371.
388. Rudhumbu, N., Chikari, G., Sivotwa, D., & Lukusa, J. P. (2014). Use of employer branding as a tool for attracting and retaining talent: Evidence from private higher education institutions (PHEIs) in Botswana. *Journal of Education and Practice*, 5(28), 61-71.
389. Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.
390. Salami, S. O. (2008). Demographic and psychological factors predicting organizational commitment among industrial workers. *The Anthropologist*, 10(1), 31-38.
391. Samantara, R., & Sharma, N. (2014). Talent management at Tesco HSC- A case study. *Management and Labour Studies*, 39(4), 477-485.
392. Sartain, L., & Schumann, M. (2006). *Brand from the inside: Eight essentials to emotionally connect your employees to your business*. San Francisco: Jossey-Bass.
393. Schaufeli, W. B., Bakker, A. B. and Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66, (4), 701-716.
394. Schaufeli, W.B. and Bakker, A.B. (2004) Job demands, job resources and their relationship with burnout and engagement: a multi-sample study. *Journal of Organizational Behavior*, 25, 293–315.
395. Schiemann, W.A. (2014). From talent management to talent optimization. *Journal of World Business*, 49, 281–288.
396. Schlechter, A., Hung, A., & Bussin, M. (2014). Understanding talent attraction: The influence of financial rewards elements on perceived job attractiveness. *SA Journal of Human Resource Management*, 12(1), 1-13.
397. Schuler, R. S., Jakson, S. E., & Tarique, I. (2011). Framework for global talent management: HR actions for dealing with global talent challenges. In H. Scullion, & D. Collings, *Global Talent Management* 17-36.

398. Schuler, R.S., Jackson, S.E. and Tarique, I. (2011, October) Global talent management and global talent challenges: strategic opportunities for IHRM, *Journal of World Business*, 46(4), 506–516.
399. Schumacker, R., & Lomax, R. (2004). *A beginner's guide to structural equation modeling* (2nd ed.). NJ: Lawrence Erlbaum.
400. Schweyer, A. (2004). *Talent Management Systems: Best Practices in Technology Solutions for Recruitment, Retention, and Workforce Planning*. Canada: Wiley.
401. Scullion, H. and Starkey, K. (2000). In search of the changing role of the corporate human resource function in international firms. *International Journal of Human Resource Management*, 11(6), 1061-81.
402. Scullion, H., & Collings, D. (2011). *Global Talent Management*. New York: Routledge.
403. Scullion, H., Collings, D. G. & Caligiuri, P. (2010). Global Talent Management, *Journal of World Business*, 45(2), 105-196.
404. Scullion, H., Collings, D. G., & Gunnigle, P. (2007). International human resource management in the 21st century: Emerging themes and contemporary debates. *Human Resource Management Journal*, 17(4), 309-319.
405. Segbenya, M. (2014). The effects of demographic variables on employees' decisions to stay or quit in Ghana commercial bank, Kumasi. *European Journal of Business and Management*, 6(12), 145-153.
406. Sengupta, A., Bamel, U., & Singh, P. (2015, September). Value proposition framework: implications for employer branding. *Decision*, 42(3), 307-323.
407. Shaikh, M. R. (2007, August). The war for talent: Strategies for employee retention in the BPO industry. *Management & Labour Studies*, 32(3), 335-346.
408. Sharda, K. (2016). Talent management systems in Indian pharmaceutical firms: Exploring an emerging typology. *W.P. No. 2016-03-52*. Indian Institute of Management, Ahmedabad.
409. Sharma, S., & Gangwani, S. (2017, May). The impact of demographic variables on employee engagement in public and private service sector in India. *International Journal of Research in Economics and Social Sciences*, 7(5), 299-313.

410. Shaw, K. (2005). An engagement strategy process for communicators, *Strategic Communication Management*, 9(3), 26-29.
411. Shaw, S., & Fairhust, D. (2008). Engaging a new generation of graduates. *Education and Training*, 50(5), 366-378.
412. Shrimali, H., & Giwani, B. (2012). Role of talent management in sustainable competitive advantage: Rising to meet business challenge. *Pacific business review international*, 4(3), 29-33.
413. Shrout, P. E., & Bolger, N. (2002). Mediation in experimental and non-experimental studies: New procedures and recommendations. *Psychological Methods*, 7, 422-445.
414. Shuck, B., & Wollard, K. (2010, March). Employee engagement and HRD: A seminal review of th foundations. *Human Resource Development Review*, 9(1), 89-110.
415. Shukla, K., Shahane, S., & D'Souza, W. (2017, Jan-Mar). Role of demographic and job-related variables in determining work-related quality of life of hospital employees. *Journal of Postgraduate Medicine*, 63(1), 4-10.
416. Silverthorne, C. (2001). A test of the path-goal leadership theory in Taiwan. *Leadership and Organization Development Journal*, 22 (4), 151-158.
417. Silzer, R., & Church, A.H. (2009). The pearls and perils of identifying potential. *Ind. Organ. Psychol.* 2(4), 377–412.
418. Silzer, R., & Dowell, B. E. (2010). Strategic talent management matters. In R. Silzer, & B. E. Dowell (Eds.), *Strategy-driven talent management: A leadership imperative*, 3–72. San Francisco, CA: Jossey-Bass.
419. Singh, K., Sharma, S., & Garg, B. (2012). Driving forces and emerging challenges in talent management: A pathway to organisational success. *International Journal of Advanced Research in Computer Science and Software Engeering*, 2(6), 117-121.
420. Sireesha, P., & Ganapavarapu, L. K. (2014). Talent management: A critical review. *IOSR Journal of Business and Management*, 16(9), 50-54.
421. Sloan, E. B., Hazucha, J. F. & Van Katwyk, P. T. (2003). Strategic Management of Global Leadership Talent. In: W. H. Mobley, & P. W. Dorfman, *Advances In Global Leadership*, 3, 235-274. New York: NY: JAI.

422. Smart, B. D. (2005). *Top grading: How leading companies win by hiring, coaching, and keeping the best people* (Rev. ed.) New York: *Portfolio, Penguin Group*.
423. Smith, R. (2009). Greed is good. *Wall Street Journal*, W1.
424. Smola, K. W., & Sutton, C. (2002). Generational differences: Revisiting generational work values for the new millennium. *Journal of Organizational Behavior*, 23(4), 363-382.
425. Sojka, L. (2010). Analýza konvergentných a divergentných trendov v systémoch riadenia ľudských zdrojov v EÚ. *Journal of management: research and practice*. 2(1-2), 91-101.
426. Sokro, E. (2012). Impact of employer branding on employee attraction and retention. *European Journal of Business and Management*, 4(18), 164-173.
427. Somers, M. (1995). Organizational commitment, turnover and absenteeism: An examination of direct and interaction effects. *Journal of Organizational Behavior*, 16(1), 49-58.
428. Somers, M. (1996). Modeling employee withdrawal behaviour over time: A study of turnover using survival analysis. *Journal of Occupational and Organizational Psychology*, 69(4), 315-326.
429. Sonnentag, S. (2003). Recovery, work engagement, and proactive behaviour: A new look at the interface between nonwork and work. *Journal of Applied Psychology*, 88, 518-528.
430. Sparrow, P., Farndale, E., & Scullion, H. (2013). An Empirical study of the role of the corporate HR function in global talent management in professional and financial service firms in the global financial crisis. *The International Journal of Human Resource Management*, 24(9), 1777-1798.
431. Srinivasan, M. S. (2011, September). An integral approach to talent management. *Vilakshan, The XIMB Journal of Management*, 8(2), 81-90.
432. Srivastava, P., & Bhatnagar, J. (2008). Talent acquisition due diligence leading to high employee engagement: case of Motorola India MDB. *Industrial and Commercial Training*, 40(5), 253-260.
433. Srivastava, P., & Bhatnagar, J. (2010). Employer brand for talent acquisition: An exploration towards its measurement. *VISION—The Journal of Business Perspective*, 14(1-2), 25-34.

434. Stahl, G. K., Björkman, I., Farndale, E., Morris, S. S., Paauwe, J., Stiles, P., et al. (2007). Global talent management: How leading multinationals build and sustain their talent pipeline. *INSEAD Faculty and Research Working Papers*, 2007/24/OB.
435. Stahl, G., Bjorkman, I., Farndale, E., Morris, S. S., Paauwe, J., Stiles, P., et al. (2012). Six principles of effective global talent management. *Sloan Management Review*, 53 (2), 25-42.
436. Stalcup, L. D., & Pearson, T. A. (2001). A model of the causes of management turnover in hotels. *Journal of Hospitality & Tourism Research*, 25(1), 17-30.
437. Steers, R. M. (1977). Antecedents and outcomes of organizational commitment. *Administrative Science Quarterly*, 22(1): 46 – 5655.
438. Steinweg, S. (2009). Systematisches Talent management: Kompetenzen strategischeinsetzen. Stuttgart: Schäffer-Poeschel.
439. Stevenson, A. (Ed.). (2010). Oxford Dictionary of English (3th ed.). *Oxford: Oxford University Press*.
440. Stokes, P., Liu, Y., Smith, S., Leidner, S., Moore, N., & Rowland, C. (2015). Managing talent across advanced and emerging economies: HR issues and challenges in a Sino-German strategic collaboration. *The International Journal of Human Resource Management*, 1-29.
441. Stokes, S. (2000). Attracting and keeping IT Talent. *Information Systems Management*, 17 (3), 8-16.
442. Sullivan, D.J. (2014, November 14). *Building an employment 'brand'*. Retrieved 19 January 2018, from <https://drjohnsullivan.com/uncategorized/building-an-employment-brand-2>.
443. Sullivan, J. (2002), "Crafting a lofty employment brand: a costly proposition" *ER Daily*, November 25, available at: www.erexchange.com/articles/db/9856ED899A524B8A8C61146906E21331.asp (accessed June 4, 2018).
444. Sumardi, W. A. & Othman, R. (2009). The three faces of talent management in Malaysia, *International Journal of Business Research*, 10(1), 181-185.
445. Swaminathan, J., & Ananth, A. (2012). Impact of demographic factors on employee engagement- A study with reference to Vasan Publications Private

- Limited, Chennai. Retrieved from <http://mpra.ub.uni-muenchen.de/39768/>
MPRA Paper No. 39768.
446. Swapna, R., and Raja, K.G., (2012). Business transformation management- The role of talent management with special reference to service sectors. *Advances in Management*, 5 (2), 61-63.
447. Tabachnick, B. G., & Fidell, L. S. (2001). *Using multivariate statistics* (4th ed.). Boston: Allyn & Bacon.
448. Taing, A. (2010). Random thought: Demand for talent in banking sector heating up. *The Edge*.
449. Tajuddin, D., Ali, R., & Kamaruddin, B. H. (2014). The need of talent management as a business strategy for Malaysian banking institutions. *Australian Journal of Basic and Applied Sciences*, 8(5), 69-74.
450. Tajuddin, D., Ali, R., & Kamaruddin, B. H. (2015). Using talent strategy as a hedging strategy to manage banking talent risks in malaysia. *International Business Management*, 9 (4), 372-376.
451. Tajuddin, D., Hassan, R., Nasir, S. J., & Ali, R. (2016, February). Investment in human capital for sustainable growths and profits: The need of talent management framework for Malaysian banks. *GE- International Journal of Management Research*, 4(2), 1-18.
452. Tajuddin, D., Rosalan, A., & Hassan, R. (2016). Turning local SMEs into global: A talent framework analysis. *Proceedings of 10th International Conference on Economics and Social Sciences (ICESS-2016)*.
453. Takawira, N., Coetzee, M., & Schreuder, D. (2014, January). Job embeddedness, work engagement and turnover intention of staff in a higher education institution: an exploratory study. *SA Journal of Human Resource Management*, 12(1), 1-10.
454. Tansley, C. (2011). What do we mean by the term “talent” in talent management? *Industrial and Commercial Training*, 43(5), 266–274.
455. Tansley, C., Harris, L., Stewart, J., Turner, P., Foster, C., & Williams, H. (2006). *Talent management: Understanding the dimensions change agenda*. London: Chartered Institute of Personnel and Development (CIPD). <http://derby.openrepository.com/derby/handle/10545/621016>

456. Tansley, C., Turner, P., Foster, C., Harris, L.M., Stewart, J., Sempik, A., & Williams, H. (2007). *Talent: Strategy, management, measurement*. London: Chartered Institute of Personnel and Development (CIPD).
457. Tanwar, K. & Prasad, A. (2016). Exploring the relationship between employer branding and employee retention. *Global Business Review*, 17(3), 1-21.
458. Tarique, I., & Schuler, R. S. (2010). Global talent management: Literature review, integrative framework, and suggestions for further research. *Journal of World Business*, 45(2), 122-133.
459. Taylor, C.R. (2002, December). Focus on talent. *Training and Development*, 56(12), 26-31.
460. Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic Capabilities and Strategic Management. *Strategic Management Journal*, 18(7), 509-533.
461. Teixeira, D. S., & Palmeira, A. L. (2016, October- December). Needs satisfaction effect on exercise emotional response: A serial mediation analysis with motivational regulations and exercise intensity. *Motriz: Revista de Educacao Fisica*, 22(4).
462. Theron, M., Barkhuizen, N., & Du Plessis, Y. (2014). Managing the academic talent void: Investigating factors in academic turnover and retention in South Africa. *SA Journal of Industrial Psychology*, 40(1), 1-14.
463. Thunnissen, M., Boselie, P., & Fruytier, B. (2013). A review of talent management: Infancy or adolescence?. *The International Journal of Human Resource Management*, 24(9) 1744-1761.
464. Tiwari, U., & Shrivastava, D. (2013). Strategies and practices of talent management and their impact on employee retention and effectiveness. *The International Journal of Management*, 2 (4), 1-10.
465. Tlaiss, H. A., Martin, P., & Hofaidhllaoui, M. (2017). Talent retention: Evidence from a multinational firm in France. *Employee Relations*, 39(4), 426-445.
466. Todd, C., & Deery-Schmitt, D. (1996). Factors affecting turnover among family child care providers: A longitudinal study. *Early Childhood Research Quarterly*, 11(3), 351-376.
467. Truss, C., Soane, E., Edwards, C., Wisdom, K., Croll, A. and Burnett, J. (2006). *Working Life: Employee Attitudes and Engagement*, London: CIPD.

468. Tucker, E., Kao, T., & Verna, N. (2005). Next-generation talent management: Insights on how workforce trends are changing the face of talent management. Retrieved May 17, 2018, from <http://www.hewitt.com>.
469. Tucker, L. R., & Lewis, C. (1973). A reliability coefficient for maximum likelihood factor analysis. *Psychometrika*, 38, 1-10.
470. Tüzüner, V. L., & Yüksel, C. A. (2009, March). Segmenting potential employees according to firm's employer attractiveness dimensions in the employer branding concept. *Journal of Academic Research in Economics*, 1(1), 47-62.
471. Tymon Jr., W. G., Stumpf, S. A., & Doh, J. P. (2010). Exploring talent management in India: The neglected role of intrinsic rewards. *Journal of World Business*, 45, 109-121.
472. Ulrich, D. (2007). The talent trifecta. *Workforce Management*, 86(15).
473. Ulrich, D., & Smallwood, N. (2012). What is talent? *Leader to Leader*, 63, 55–61.
474. Unnikrishnan, C. H. (2008). Attrition rate among highest in pharma companies. <http://www.livemint.com/2008/10/27205907/Attrition-rate-among-highest-i.html>. Accessed 13th May, 2017.
475. Vaiman, V., Scullion, H., & Collings, D. (2012). Talent management decision making. *Management Decision*, 50(5), 925-941.
476. van Mossevelde, V. C (2014b) BCG Belgium Presents How Companies Should Engage with Students. Retrieved May 18, 2018, from <http://universumglobal.com/articles/2014/03/bcgs-commitment-to-supporting-sos-childrens-villages-helping-families-care-for-their-children/>
477. Vandenberg, R. J., & Nelson, J. B. (1999). Disaggregating the motives underlying turnover intentions: When do intentions predict turnover behaviour? *Human Relations*, 52(10), 1313-1336.
478. VanDijk, H. (2008). The talent management approach to human resource management: Attracting and retaining the right people, *Journal of Public Administration*, 43(1), 385-395.
479. Vos, A. D., & Dries, N. (2013). Applying a talent management lens to career management: the role of human capital composition and continuity. *The International Journal of Human Resource Management*, 24(9), 1816-1831.

480. Wahba, M. (2015). Talent management practices effect on employee engagement: Applied in logistics sector in Egypt. *Annual Paris Business Research Conference*. Paris.
481. Wahyuningtyas, R. (2015). An integrated talent management system: Challenges for competitive advantage. *International Business Management*, 9(4), 384-390.
482. Wallace, J. E. (1997). Becher's side bet theory of commitment revisited: Is it time for a moratorium or a resurrection? *Human Relations Journal*, 50, 727-49.
483. Wallace, M., Lings, I., Cameron, R., & Sheldon, N. (2014). Attracting & retaining staff: role of branding and industry image. In R. Harris, & T. Short, *Workforce Development* (pp. 19-36). Singapore: Springer Science+Business Media.
484. Wallbott, H. G., & Scherer, K. R. (1989). Assessing emotion by questionnaire. In R. Plutchik, & H. Kellerman, *Emotion: Theory, research and experience* (Vol. 4, pp. 55-82). New York: Academic Press.
485. Warren, C. (2006). Curtain Call: Talent Management, *People Management*, 24-29.
486. Wellins, Richard S., Liu, Louis, & Qiuyong, Tang (2010). The Talent Management Imperative Fueling China's Business Growth. Retrieved June 3, 2018, from http://www.ddiworld.com/ddi/media/trendresearch/chinatalentmanagementimperative_mis_ddi.pdf?ext=.pdf.
487. Wilden, R., Gudergan, S., & Lings, I. (2010). Employer branding: Strategic implications for staff recruitment. *Journal of Marketing Management*, 26(1), 56-73.
488. Williams, M. (2000). *The war for talent: Getting the best from the best*. London: Chartered Institute of Personnel and Development (CIPD).
489. Williams-Lee, A. (2008). Accelerated leadership development: tops the talent Management. Menu at McDonald's, *Global Business and International Excellence*, 15-31.
490. Willock, R. (2005, May). Employer branding is key in fight for talent. *Personnel Today*, p. 4.

491. Wilson, K. (2009). A survey of employee engagement. (Doctoral dissertation, University of Missouri). Retrieved from <https://mospace.umsystem.edu/xmlui/bitstream/handle/10355/6137/research.pdf?sequence=3>.
492. Wubbe, E. (2015). Attracting and retaining top talent. *The Secured Lender*, 71(4), 20-23.
493. Xu, J., & Cooper-Thomas, H. D. (2011). How can leaders achieve high employee engagement?. *Leadership and Organization Development Journal*, 32(4), 399–416.
494. Yaqub, B., & Khan, M. A. (2011). The role of employer branding and talent management for organizational attractiveness. *Far East Journal of Psychology and Business*, 5(1), 57-65.
495. Yildirim, I. (2008). Relationships between burnout, sources of social support and socio demographic variables. *Social Behavior and Personality*, 36, 603-616.
496. Zhao, X., Lynch, J. G., & Chen, Q. (2010, August). Reconsidering Baron and Kenny: Myths and truths about mediation analysis. *Journal of Consumer Research*, 37, 197–206. doi:10.1086/651257.

Appendices

Questionnaire for HR

Dear Sir/ Madam,

I am pursuing Ph.D under the guidance of Prof. V. Rama Devi, Department of Management, Sikkim University. I am working on the topic “**Talent Management Strategies of Pharmaceutical Industry in Sikkim**”. The success of the study depends on your cooperation. Enclosed questionnaire aims at seeking information regarding Talent Management practices adopted by the Pharmaceutical Companies in Sikkim. Kindly give the objective responses to the questionnaire. Your responses to this survey will be kept strictly confidential. Responses from all participants will be combined, analysed and the findings will be reported only in the aggregate form. The data gathered will be used only for my academic research.

Your co-operation is solicited.

Yours sincerely,

Geeta Shree Roy
Research Scholar
Sikkim University

A. Company Information:

- i) Name of the company:
- ii) Size of the Organisation (✓ Tick appropriately)
 - a) Less than 100 employees
 - b) 100-399 employees
 - c) 400-699 employees
 - d) 700-999 employees
 - e) Over 1000 employees
- iii) Number of local employees:
Number of non-local employees:
- iv) On the basis of turnover the company is a (✓ Tick appropriately)
 - Small scale organisation
 - Medium scale organisation
 - Large scale organisation
- v) Please identify your organisation by type of operations (✓ Tick appropriately)

- a. Global (high level of global integration)
- b. Multinational (national/regional operations act independently)
- c. National (operations in one country only)
- d. Regional (operations in region only)

B. Respondent Information:

Please indicate a tick mark (✓) against the appropriate option:

- i) **Age (in Years)** (✓ Tick appropriately)
 - a) Below 20
 - b) 20-30
 - c) 30-40
 - d) 40 & above

- ii) **Gender** (✓ Tick appropriately)
 - a) Male
 - b) Female

- iii) **Marital status** (✓ Tick appropriately)
 - a) Single
 - b) Married

- iv) **Educational qualifications :**
- v) **Work experience in current organization**(✓ Tick appropriately)
 - a) Less than 1 year
 - b) 1-3 years
 - c) 3-5 years
 - d) 5 years & above

- vi) **Overall work experience** (✓ Tick appropriately)
 - a) Less than 1 year
 - b) 1-5 years
 - c) 5-10 years
 - d) 10 years & above

- vii) **Designation :**

C. Talent Gap Dimensions:

Please indicate a tick mark (✓) against the appropriate option

Q.1. Do you find difficulty in filling positions due to talent shortage?

Q.7. What are the reasons that employees state when they leave organisation? (✓ Tick appropriately)

- a. Lack of inspirational, visionary, characteristic leadership
- b. Lack of challenging and supportive work environment
- c. Lack of growth and advancement opportunities
- d. Lack of competitive compensation and rewards
- e. Lack of career development
- f. Lack of good education facilities for children
- g. Lack of appropriate medical facilities
- h. Lack of good work culture
- i. Work pressure
- j. Geographical disadvantages
- k. Any other please specify

D. Talent Management Drivers and Approaches:

Please indicate a tick mark (✓) against the appropriate option

Q.1. To what degree do the following factors drive the need to manage talent in a better manner? (1- very small degree; 5-very high degree)

	Factors	Scale				
a.	Talent and skills shortages	1	2	3	4	5
b.	Business competition	1	2	3	4	5
c.	Retention issues	1	2	3	4	5
d.	Need for customer service	1	2	3	4	5
e.	Need for innovation	1	2	3	4	5
f.	Corporate culture	1	2	3	4	5
g.	Cost of human capital	1	2	3	4	5
h.	New technologies	1	2	3	4	5
i.	Global marketplace	1	2	3	4	5
j.	Diverse workforce	1	2	3	4	5

k.	Work/life balance issues	1	2	3	4	5
l.	Compliance and regulatory issues	1	2	3	4	5
m.	Outsourcing and/or offshoring	1	2	3	4	5

Q.2. Rank the following in the order of their importance that an organization needs in terms of talent management initiatives. The first priority has to be assigned Rank 1 and so on.

- a) Aligning employees with the mission and vision of your organization
- b) Building a deeper reservoir of successors at every level
- c) Creating a culture that makes employees want to stay with the organization
- d) Creating a culture that makes individuals want to join the organization
- e) Creating policies that encourage career growth and development opportunities
- f) Identifying vacancies that will be created as the company advances and expands
- g) Locating the kind of qualified professionals needed
- h) Rewarding best performing employees
- i) Other (please specify) _____

Q.3. Do you agree that employer brand acts as a tool in managing talent which includes attracting and retaining employees?

- a) Strongly Disagree b) Disagree c) Neutral d) Agree e) Strongly Agree

Q.4. What are the strategic HR approaches used to manage talent? Please tick mark the appropriate options.

a.	Performance management	
b.	Reward and compensation management	
c.	Career management	
d.	Workforce analytics & planning	
e.	Leadership development	
f.	Recruiting	

g.	Competency management	
h.	Learning & development	
i.	Deployment and redeployment strategies	
j.	Succession planning	
k.	Any other please specify	

Q.5. Is succession planning an integral component at various levels?

	Levels	Yes	No
a.	Senior management		
b.	Middle management		
c.	Junior management		
d.	Executives		
e.	Officers		

Q.6. What are the major retention strategies adopted by the company? (Please rank the options in the order of priority as 1, the next as 2, the third as 3, so on.)

- a. Building an open environment and good work culture
- b. Giving competitive remuneration packages
- c. Clarifying job responsibilities
- d. Providing continuous training opportunities for skill up gradation
- e. Providing more benefits to the employees
- f. Providing more facilities to the employees
- g. Providing rewards for better performers
- h. Any other please specify

Q.7. What is the degree of emphasis on talent management in your organisation?

- a. Low
- b. Medium
- c. High

Q.8. Are the talent management programmes aligned to support organisations' growth strategy for the future?

- a) Yes
- b) No
- c) Do not know

Q.9. How would you rate your organisation's ability to manage talent?

- a. very poor

- b. poor
- c. average
- d. good
- e. excellent

E. Talent Management Strategies

Below listed are statements illustrating Talent Management Strategies. For each statement, please tick mark (✓) the response that best describes the strategy adopted by the company using the scale provided.

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree

1.	Talent Attraction	Scale						
a.	The company strives to build a good brand image to attract talented employees	1	2	3	4	5	6	7
b.	The company's good working conditions and fair remuneration has enabled it to attract the right talent	1	2	3	4	5	6	7
c.	The company values talent search matrix during selection in order to get experienced, qualified, expertise, and potential employees	1	2	3	4	5	6	7
d.	The company assures employees job security in order to attract the right talent	1	2	3	4	5	6	7
e.	The company ensures good organisational climate in order to attract the right talent.	1	2	3	4	5	6	7

Q1.1. What are the major sources of recruitment? (✓ Tick appropriately)

- a. Social networks
- b. Referrals
- c. Corporate career site
- d. Direct sourcing
- e. Mobile career site
- f. Campus recruitment

g. Any other please specify

2.	Talent Development	Scale						
a.	The competency profiles of employees in the organisation are regularly assessed	1	2	3	4	5	6	7
b.	My organization provides opportunities to learn and re-learn and experiment to harness employee's fullest potentialities	1	2	3	4	5	6	7
c.	Employees are selected for training based on skill gap and training need assessment	1	2	3	4	5	6	7
d.	There is coaching by the Line Managers in the company	1	2	3	4	5	6	7
e.	Training programmes are regularly conducted to impart technical skills to the employees.	1	2	3	4	5	6	7
f.	There is emphasis on developmental programmes that will bring positive attitude and personality development for the employees.	1	2	3	4	5	6	7
g.	My organization does provide regular opportunities for personal and career development	1	2	3	4	5	6	7
h.	The company offers career counselling	1	2	3	4	5	6	7
i.	The company plans on employee growth and progression	1	2	3	4	5	6	7
j.	The company believes that career planning and development of employees facilitates expansion and growth of the company.	1	2	3	4	5	6	7
k.	The management views employee experience as important factor in delivering performance results.	1	2	3	4	5	6	7
l.	The management and employees know well about the succession planning	1	2	3	4	5	6	7
m.	The management knows what is critical position differentiate the organizational performance	1	2	3	4	5	6	7
n.	The management develops a program for high potential employees and build the critical talent pool	1	2	3	4	5	6	7
o.	The leadership development practices in this organization help the employee to become a high performing employee	1	2	3	4	5	6	7
p.	The leadership development practices in this organization	1	2	3	4	5	6	7

	enhance employees' satisfaction with their job							
q.	The leadership development practices are consistent with the Employees/ personal values	1	2	3	4	5	6	7
r.	The leadership development practices make a positive contribution to the overall effectiveness of the organization	1	2	3	4	5	6	7
s.	The team leaders are recognized for promotion and development	1	2	3	4	5	6	7

3.	Talent Retention	Scale						
a.	Performance Management System is clearly defined in the organisation	1	2	3	4	5	6	7
b.	Employees clearly know what is expected from them by the organisation	1	2	3	4	5	6	7
c.	Goals set for personal evaluation are mutually decided.	1	2	3	4	5	6	7
d.	Best performance is well recognised.	1	2	3	4	5	6	7
e.	Job description clearly defines Key Result Areas (KRAs) on which the performance is rated.	1	2	3	4	5	6	7
f.	Employees get regular feedback for their performance	1	2	3	4	5	6	7
g.	The company identifies talented employees based on results of performance.	1	2	3	4	5	6	7
h.	Work culture is good	1	2	3	4	5	6	7
i.	The company provides a safer and good working environment	1	2	3	4	5	6	7
j.	The employees are treated with dignity and respect	1	2	3	4	5	6	7
k.	Working hours are reasonable	1	2	3	4	5	6	7
l.	Compensation paid to the employees is commensurate with their effort and competencies	1	2	3	4	5	6	7
m.	Performance based incentives are given to the employees	1	2	3	4	5	6	7

n.	Fringe benefits provided by the company are good	1	2	3	4	5	6	7
o.	Excellence in performance and achievement of results are rewarded in time	1	2	3	4	5	6	7
p.	Compensation paid to the employees is more or equal to the prevailing market rate.	1	2	3	4	5	6	7

F. Company Performance

1. To what extent do you agree with the following statements relating to the effects of talent management on company performance?

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree

Sl. No	Statements	Scale						
a.	In this company we believe talent management increases our competitiveness	1	2	3	4	5	6	7
b.	Talent management in the organization lead to increased employee productivity.	1	2	3	4	5	6	7
c.	Talent management in this organisation has led to increase in profitability.	1	2	3	4	5	6	7

G. Challenges of Talent Management

Q.1. In case of local employees, what are the challenges faced by the company?

.....
.....
.....

Q.2. In case of non-local employees, what are the challenges faced by the company?

.....
.....

.....

 Q.3. Rank your talent management challenges, placing your organisation's top challenge as #1, the next as #2, the third as #3, so on.

- a. Sourcing talent in emerging market.
- b. Predicting both short and long term talent requirements
- c. Developing a cadre of talent capable of driving growth
- d. Developing a cadre of talent capable of building a competitive capacity throughout our company.
- e. Retaining the employees in the company.

Q.4. To what extent is your organisation implementing or planning to implement the following strategies to improve your talent management? (1-not at all; 5-very high)

Sl. No	Strategies	Scale				
		1	2	3	4	5
a.	More effectively communicate the importance of talent management	1	2	3	4	5
b.	Improve the quality of all components of talent management	1	2	3	4	5
c.	More closely integrate the various components of talent management	1	2	3	4	5
d.	Improve metrics associated with talent management	1	2	3	4	5
e.	Expand the number of talent management initiatives	1	2	3	4	5
f.	Improve the return on investment associated with talent management	1	2	3	4	5
g.	Use new technologies to improve talent management	1	2	3	4	5
h.	Make talent management processes more cost-effective	1	2	3	4	5
i.	Eliminate redundant technology platforms used for talent management	1	2	3	4	5

Thank you for your kind support and cooperation

Questionnaire for Employees

Dear Sir/ Madam,

I am pursuing Ph.D under the guidance of Prof. V. Rama Devi, Department of Management, Sikkim University. I am working on the topic “**Talent Management Strategies of Pharmaceutical Industry in Sikkim**”. The success of the study depends on your cooperation. Enclosed questionnaire aims at seeking information regarding Talent Management practices adopted by the Pharmaceutical Companies in Sikkim. Kindly give the objective responses to the questionnaire. Your responses to this survey will be kept strictly confidential. Responses from all participants will be combined, analysed and the findings will be reported only in the aggregate form. The data gathered will be used only for my academic research.

Your co-operation is solicited.

Yours sincerely,

Geeta Shree Roy
Research Scholar
Sikkim University

B. Background Information:

1. Respondent Information

Please indicate a tick mark (√) against the appropriate option

- i) **Age (in Years)** (√ Tick appropriately)
- a) Below 20
 - b) 20-30
 - c) 30-40
 - d) 40 & above
- ii) **Gender** (√ Tick appropriately)
- a) Male
 - b) Female
- iii) **Marital status** (√ Tick appropriately)
- a) Single
 - b) Married
- iv) **Educational qualifications :**

v) **Work experience in current organization**(√ Tick appropriately)

- a) Less than 1 year
- b) 1-3 years
- c) 3-5 years
- d) 5 years & above

vi) **Overall work experience** (√ Tick appropriately)

- a) Less than 1 year
- b) 1-5 years
- c) 5-10 years
- d) 10 years & above

vii) **Designation :**

viii) **Monthly Salary (Rs)** (√ Tick appropriately)

- a) less than 15,000;
- b) 15,000-30,000
- c) 30,000-45,000
- d) 45,000-60,000
- e) 60,000 and above

B. Talent Management Constructs (I-Talent Management Practices)

Below listed are phrases illustrating Talent Management Practices. For each question below, please tick mark (√) the response that best describes using the scale provided

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree

1.	Talent Attraction	Scale						
a.	The company strives to build a good brand image to attract talented employees	1	2	3	4	5	6	7
b.	The company's good working conditions and fair remuneration has enabled it to attract the right talent	1	2	3	4	5	6	7
c.	The company values talent search matrix during selection in order to get experienced, qualified, expertise, and potential employees	1	2	3	4	5	6	7
d.	The company assures employees job security in order to attract the right talent	1	2	3	4	5	6	7

e.	The company ensures good organisational climate in order to attract the right talent.	1	2	3	4	5	6	7
----	---	---	---	---	---	---	---	---

Q.1.1 Indicate five major factors that attracted you to join the organisation. (✓ Tick appropriately)

- a. Salary
- b. Career Development
- c. Working hours & Conditions
- d. Recognition & reward
- e. Job security
- f. Benefits
- g. Company image in the society
- h. Facilities
- i. Location of the company
- k. Any other please specify

2.	Talent Development	Scale						
a.	The competency profiles of employees in the organisation are regularly assessed	1	2	3	4	5	6	7
b.	My organization provides opportunities to learn and re-learn and experiment to harness employee's fullest potentialities	1	2	3	4	5	6	7
c.	Employees are selected for training based on skill gap and training need assessment	1	2	3	4	5	6	7
d.	There is coaching by the Line Managers in the company	1	2	3	4	5	6	7
e.	Training programmes are regularly conducted to impart technical skills to the employees.	1	2	3	4	5	6	7
f.	There is emphasis on developmental programmes that will bring positive attitude and personality development for the employees.	1	2	3	4	5	6	7
g.	My organization does provide regular opportunities for personal and career development	1	2	3	4	5	6	7
h.	The company offers career counselling	1	2	3	4	5	6	7
i.	The company plans on employee growth and progression	1	2	3	4	5	6	7

j.	The company believes that career planning and development of employees facilitate expansion and growth of the company.	1	2	3	4	5	6	7
k.	The management views employee experience as important factor in delivering performance results.	1	2	3	4	5	6	7
l.	The management and employees know well about the succession planning	1	2	3	4	5	6	7
m.	The management knows what is critical position differentiate the organizational performance	1	2	3	4	5	6	7
n.	The management develops a program for high potential employees and build the critical talent pool	1	2	3	4	5	6	7
o.	The leadership development practices in this organization help the employee to become a high performing employee	1	2	3	4	5	6	7
p.	The leadership development practices in this organization enhance employee satisfaction with their job	1	2	3	4	5	6	7
q.	The leadership development practices are consistent with the Employees' personal values	1	2	3	4	5	6	7
r.	The leadership development practices make a positive contribution to the overall effectiveness of the organization	1	2	3	4	5	6	7
s.	The team leaders are recognized for promotion and development	1	2	3	4	5	6	7

3.	Talent Retention	Scale						
a.	Performance Management System is clearly defined in the organisation	1	2	3	4	5	6	7
b.	Employees clearly know what is expected from them by the organisation	1	2	3	4	5	6	7
c.	Goals set for personal evaluation are mutually decided.	1	2	3	4	5	6	7
d.	Best performance is well recognised.	1	2	3	4	5	6	7
e.	Job description clearly defines Key Result Areas (KRAs) on which the performance is rated.	1	2	3	4	5	6	7

f.	Employees get regular feedback for their performance	1	2	3	4	5	6	7
g.	The company identifies talented employees based on results of performance.	1	2	3	4	5	6	7
h.	The work area/department is maintained neat and clean	1	2	3	4	5	6	7
i.	The company provides a safer and good working environment	1	2	3	4	5	6	7
j.	The employees are treated with dignity and respect	1	2	3	4	5	6	7
k.	Working hours are reasonable	1	2	3	4	5	6	7
l.	Compensation paid to the employees is commensurate with their effort and competencies	1	2	3	4	5	6	7
m.	Performance based incentives are given to the employees	1	2	3	4	5	6	7
n.	Fringe benefits provided by the company are good	1	2	3	4	5	6	7
o.	Excellence in performance and achievement of results are rewarded in time	1	2	3	4	5	6	7
p.	Compensation paid to the employees is more or equal to the prevailing market rate.	1	2	3	4	5	6	7

C- Employer Branding

Below listed are phrases illustrating Employer Branding. For each question below, please tick mark (✓) the response that best describes using the scale provided

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree

Sl. No	Statements	Scale						
		1	2	3	4	5	6	7
a.	I wish to continue with the job and remain loyal to the organization	1	2	3	4	5	6	7
b.	I have the opportunities to do what I do best in my work	1	2	3	4	5	6	7

c.	Brand images are the cornerstone of the retention strategy of the organization	1	2	3	4	5	6	7
d.	Good work culture is created for employees.	1	2	3	4	5	6	7
e.	The company empowers employees to take their own decision on matters pertaining to their jobs	1	2	3	4	5	6	7
f.	My Organization's initiatives and implementation of Leadership Branding activities can facilitate in its sustainable development and creation of corporate brand image	1	2	3	4	5	6	7
g.	My organization is to be considered as an 'employer by choice' amongst employees	1	2	3	4	5	6	7
h.	My organization's current brand image communicates the leadership branding that helps differentiate it from its competitors	1	2	3	4	5	6	7

D. Employee Value Proposition

Below listed are phrases illustrating Employee Value Proposition. For each question below, please tick mark (✓) the response that best describes using the scale provided

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree

Sl. No	Statements	Scale						
		1	2	3	4	5	6	7
a.	I am given the full responsibility to do my work	1	2	3	4	5	6	7
b.	The organization gives enough recognition to those who do their work well	1	2	3	4	5	6	7
c.	I feel 'like of the family' at my organization including the relations between leaders and employees	1	2	3	4	5	6	7
d.	Organization's scheme for rewards and recognition promotes effectiveness and creativity of employee	1	2	3	4	5	6	7
e.	My Organization acknowledges employees' contribution and synchronizes the goals and the objectives of the organization with the career growth prospects and aspiration of the employees	1	2	3	4	5	6	7

f.	The incentive scheme is suitably designed and implemented to promote a culture of collective responsibility and individual contribution towards increasing the level of production and productivity in the organization	1	2	3	4	5	6	7
g.	The company is responsive towards employee's individual needs and expectations from the organization	1	2	3	4	5	6	7
h.	Employee involvement and opinions are solicited in the organization while making important decisions concerning the larger interest	1	2	3	4	5	6	7
i.	Communication channel is open, transparent and consistent and the employees are kept abreast of the happenings and development in other departments in the organization	1	2	3	4	5	6	7
j.	The company promotes work life balance as a means of appropriate engagement of employees	1	2	3	4	5	6	7
k.	The employees trust the management and organization's leadership in creating the brand view in the organization	1	2	3	4	5	6	7
l.	Good benefits & facilities are provided by the company	1	2	3	4	5	6	7
m.	The functioning of the management is transparent, consistent and effective	1	2	3	4	5	6	7
n.	Management accords proper delegation of work in the organization and there is clarity on role and responsibility	1	2	3	4	5	6	7
o.	The employees are rewarded & promoted based on their achievements	1	2	3	4	5	6	7
p.	Working environment is conducive and favourable to work	1	2	3	4	5	6	7
q.	The company provides opportunities to socialize with other employees	1	2	3	4	5	6	7
r.	The work environment is team oriented & collaborative	1	2	3	4	5	6	7
s.	The job responsibilities match our interests, skills & abilities	1	2	3	4	5	6	7
t.	Employees are involved in the decisions that affect their job & career	1	2	3	4	5	6	7
u.	Competitive pay is provided by the company	1	2	3	4	5	6	7
v.	The work is challenging & interesting	1	2	3	4	5	6	7

E. Employee Engagement

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree

Sl. No	Statements	Scale						
		1	2	3	4	5	6	7
1)	I know what is expected of me at work.	1	2	3	4	5	6	7
2)	I have the materials and equipment I need to do my work right.	1	2	3	4	5	6	7
3)	At work, I have the opportunity to do what I do best every day.	1	2	3	4	5	6	7
4)	In the last seven days, I have received recognition or praise for doing good work.	1	2	3	4	5	6	7
5)	My supervisor, or someone at work, seems to care about me as a person.	1	2	3	4	5	6	7
6)	There is someone at work who encourages my development.	1	2	3	4	5	6	7
7)	At work, my opinions seem to count.	1	2	3	4	5	6	7
8)	The mission or purpose of my organization makes me feel my job is important.	1	2	3	4	5	6	7
9)	My associates or fellow employees are committed to doing quality work.	1	2	3	4	5	6	7
10)	I have a best friend at work.	1	2	3	4	5	6	7
11)	In the last six months, someone at work has talked to me about my progress.	1	2	3	4	5	6	7
12)	This last year, I have had opportunities at work to learn and grow.	1	2	3	4	5	6	7

F. Intention to Stay

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Agree	Strongly Agree

Sl. No.	Statements	Scale						
		1	2	3	4	5	6	7
1)	I wish to be loyal towards the organisation							
2)	My organisation is considered as an 'employer by choice'							
3)	I feel emotionally connected with company, leaders and other employees							
4)	I want to serve this company for next 5years							
5)	I feel very attached with the organisation and consider myself as a part of it.							

G. Factors of Talent Management

1. To what extent the following factors are important for you to continue your current job in existing organization. Please put a tick mark against the appropriate response

Sl. No.	Factor	Very Important	Important	Fairly Important	Slightly Important	Not important
1.	Type of Work					
2.	Job security					
3.	Compensation					
4.	Recognition for work					
5.	Company culture					
6.	Quality of supervision					
7.	Working hours					
8	Working conditions					
9	Career advancement opportunities					
10	Inter-personal relationships					
11.	Company prestige					

12.	Family support initiatives					
13.	Benefits					
14.	Education facilities for children					
15.	Appropriate Medical facilities					
16.	Rewards					

2. Please indicate your level of satisfaction with the following factors in the existing organization through a tick mark against the appropriate response

Sl. No.	Factor	Very Satisfied	Satisfied	Fairly Satisfied	Slightly Satisfied	Not Satisfied
1.	Type of Work					
2.	Job security					
3.	Compensation					
4.	Recognition for work					
5.	Company culture					
6.	Quality of supervision					
7.	Working hours					
8.	Working conditions					
9.	Career advancement opportunities					
10.	Inter-personal relationships					
11.	Company prestige					
12.	Family support initiatives					
13.	Benefits					

14.	Education facilities for children					
15	Appropriate Medical facilities					
16	Rewards					

Thank you for your kind support and cooperation