

TALENT MANAGEMENT IN THE DIGITAL ERA OF PACKAGED FOOD INDUSTRY

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Abstract

Talent Management has been considered an essential tool to bring consistency in internal business operations to seek aid from the external environment. Considering the critical evaluation of the selected topic, the literature has revealed five potential Talent Management outcomes (Employee Motivation, Employee Satisfaction, Employee Commitment, Employee Engagement, and Perceived Organizational Support). The present study has followed a cross-sectional design with deductive reasoning and a quantitative approach. The data of 303 participants have been collected through an electronic survey (questionnaire) from the employees representing packaged food industry of Pakistan. The data has been analyzed through SPSS (correlation and regression). The empirical findings of the research revealed that Talent Management tactics positively influence all of its outcomes. However, Talent Management outcomes greatly influence Employee Motivation. Therefore, it is recommended that packaged food industry should focus on relevant Tactics through which Talent Management Tactics can facilitate and maximize organizational productivity, and the forthcoming researcher should also transcript Organizational Outcomes and Productivity in relation to Talent Management Tactics in the context of packaged food industry of Pakistan.

Keywords: Talent Management, Employee Motivation, Employee Satisfaction, Employee Commitment, Employee Engagement, Perceived Organizational Support, and Organizational Outcomes and Productivity

INTRODUCTION

Organizations are striving to accomplish sustainable competitive advantage in order to ensure consistent performance in the long run because of severe competition in the industry. Research witnessed that organizations that were focusing on the external environment to bring fruitful outcomes that can be easily imitated by rivals have transformed their focus to a knowledge-based view to improving the internal environment in the current era (Hasanpour, Abdollahi, Jafarinia, & Memari, 2019; Whysall, Owtram, M., & Brittain, 2019). It implies that focusing on a knowledge-based view means having appropriate Tactics for the induction of talented individuals and retaining them in the organization for a longer period. Talent Management tactics have been considered significantly important to ensure individuals have a high commitment to the organization and contribute to the organizational performance (Pandita & Ray, 2018). For this, it is

essential for organizations to ensure that each individual's interest is appropriately linked with the organizational objective to dominate the market. Talent Management outcomes can be directly linked to organizational performance because when an individual is highly motivated, encouraged, and engaged in his work, then his performance is consequently contributing to organizational performance (Anlesinya & Amponsah-Tawiah, 2020; Mensah, 2019). Considering this, it becomes essential to determine the appropriate Talent Management outcomes based on the organizational Tactics.

Problem Statement

In this digitally advanced era, it is essential for companies to focus on their internal environment in order to ensure a long-term competitive position in the external environment such as in industry and market (Ansar & Baloch, 2018). For this purpose, organizations are highly involved in focusing on the resource-based as well as knowledge-based view (Caputo, Garcia-Perez, Cillo & Giacosa, 2019). However, the present research has argued that the knowledge-based view is essentially contributing to improving an individual's contribution to organizational performance. Accordingly, several prior research studies have revealed that Talent Management means developing appropriate Human Resource Tactics through which Talented individuals can be retained in the long run (De Boeck, Meyers, & Dries, 2018). Whereas, in contrast, Al-Hussaini, Turi, Altamimi, Khan, & Ahmad, (2019) study revealed that investment in individuals can be led to produce positive outcomes in Talent Management, while such outcomes could be positively related to Employee Commitment, Employee Satisfaction, Employee Engagement, Employee Motivation, and Perceived Organizational Support. It implies that this research is contributing to filling the gap that states how Talent Management tactics can produce Talent Management outcomes in terms of Employee Commitment, Employee Satisfaction, Employee Engagement, Employee Motivation, and Perceived Organizational Support.

Research Questions

1. What are those potential Talent Management outcomes and productivity that can contribute to organizational performance in the packaged food industry of Pakistan?
2. Do Talent Management Tactics substantially influence the Talent Management outcomes in the digital age of packaged food industry of Pakistan?
3. What Talent Management tactics progress the Talent Management outcomes in the digital age of packaged food industry of Pakistan?

Research Objectives

1. To examine the potential Talent Management outcomes to drive consistency in organizational performance in the packaged food industry of Pakistan.
2. To evaluate the influence of Talent Management Tactics on Talent Management outcomes in the digital age of packaged food industry of Pakistan.

3. To present appropriate implications for the packaged food industry of Pakistan to practice effective Talent Management tactics.

Scope of the Research

The scope of research can be determined by considering the target population and geographical boundary in which the study is conducted. However, the target population for this research is employees working in the packaged food industry of Pakistan. It also implies that the geographical boundary of this research is limited to the context of Pakistan only.

Significance of the Research

The significance of the research can be highlighted by determining its potential contribution to theory and practice. This research is measuring the influence of Talent Management tactics on Talent Management outcomes and productivity which will consequently improve the understanding of theories. It will improve Human Resource literature to ensure that organizations have an appropriate understanding of the context. In contrast, the contribution of this research to practice includes managerial implications for the packaged food industry of Pakistan based on the empirical outcomes of this research. As a result, the packaged food industry will be enabled to take appropriate internal Talent Management tactics in order to ensure consistent Organizational Performance.

LITERATURE REVIEW

Talent Management Tactics

Talent Management is one of the top-discussed phenomena in the field of Human Resources in the recent past. The potential reason behind the improved discussion of Talent Management is to ensure that an organization has appropriate skillful employees that can provide a competitive edge in the market and lead to ensure long-term performance (Poisat, Mey & Sharp, 2018). Considering this, it becomes essential for companies to pay substantial focus on the recruitment and selection process through which skillful employees can be inducted. Marinakou and Giousmpasoglou (2019) have explained that Talent Management tactics lead to developing constructive Human Resource practices through which an organization can attract and retain talented individuals. Whereas, Talent Management pays substantial focus on the internal environment of an organization to be benefited from the external environment. However, Talent Management Tactics can influence Performance Management, Organizational Culture, Communication, Reward and Recognition, and Employee Development (Luna-Arocas, Danvila-Del Valle, I., & Lara, 2020; Shaemi, Allameh, & Bajgerani., 2011; Shet, 2020).

- 1) Here, Performance Management means that an organization has to practice an appropriate Performance Appraisal mechanism through which the performance of each employee is evaluated fairly and improved, and consequently, it will enable

employees to feel motivated at the workplace leading to a stronger intention of staying in the company for a longer period (Shet, 2020).

- 2) Organizational Culture where each employee is motivated and encouraged by the company to demonstrate appropriate behavior in terms of improved performance (Shaemi et al., 2011).
- 3) Communication can be described as a key component, while supportive communication from top Management has been considered a substantial source of motivating employees to perform efficiently at the workplace (Luna-Arocas et al., 2020).
- 4) Reward and Recognition have been considered an essential tool to motivate employees, while offering constructive rewards and recognition for the work done by employees can consequently lead to them ensuring that organizational behavior is in their favor and they have to be consistent in performing effectively for a longer period (Shet, 2020).
- 5) Employee Training and Development (T&D) is another tool of Talent Management tactics because when an organization offers constructive T&D opportunities to employees, it reflects in employee's performance and leads them to stay for a longer period (Shaemi et al., 2011).

Talent Management Outcomes and Productivity

In this competitive environment, effective Human Resource practices have been considered an essential tool to retain Talented and skillful employees for a longer period through which an organization can accomplish sustainable competitive advantage (Narayanan, Rajithakumar & Menon, 2019). In this regard, Talent Management Outcomes and Productivity are positively linked with Organizational Performance (Anlesinya et al., 2019). It implies that when an organization constructively practices Talent Management tactics, it consequently generates positive Talent Management Outcomes and Productivity. However, the key Talent Management outputs include Employee Engagement, Employee Commitment, Employee Satisfaction, Employee Motivation, and Perceived Organizational Support (Al-Hussaini et al., 2019; Dalal & Akdere, 2020; Mensah, 2019).

- 1) Talent Management is not only linked with the induction of talented individuals, but it also means retaining talented individuals for a longer period. Malik and Singh (2020) claimed that when an organization is practicing effective Talent Management Tactics, it encourages employees to be committed to the business operations. Therefore, Employee Commitment can lead to the individual's intention to be committed to the company for a longer period ensuring to have consistent performance in the workplace.
- 2) Employee Engagement as a Talent Management Outcome and Productivity brings consistency to an individual's performance because when individuals are engaged

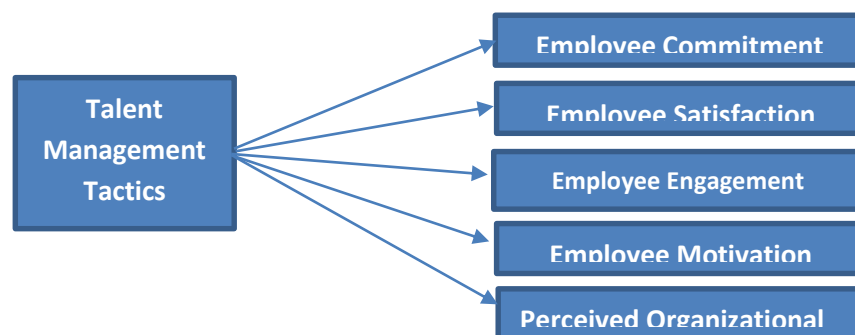
in their work, it tends to encourage them to demonstrate high productivity in the workplace (Dalal & Akdere, 2020).

- 3) Employee Satisfaction as an outcome of Talent Management means that individuals are satisfied at the workplace, while individual satisfaction has a positive association with their performance and organization performance, and such satisfaction comes from the effective organizational practices to support employees (Altındağ et al., 2018).
- 4) Employee Motivation has been considered an essential tool for improved performance it comes from Reward and Recognition and resulting to have increased performance in the workplace (Damarasri & Ahman, 2020).
- 5) Perceived Organizational support has been considered as a strategy tool to provide appropriate support to individuals in terms of appropriate T&D that can consequently encourage them to demonstrate higher performance at the workplace by staying for a longer period (Gupta, 2019).

Research Framework

Rapid technological advancement is enabling companies to significantly improve their internal environment in order to sustain competitive advantage for a longer period (Gupta, 2019). It ensures consistency in performance in the long run. Considering this, the rapid changes in technology are encouraging companies to improve their internal environment such as Human Resources. In this regard, the theory of reasoned action has explained that individuals tend to demonstrate a specific kind of behavior in response to the behavior of subjective norms (Acikgoz, 2019). Therefore, it has been considered that when an organization practices effective Human Resource Management activity, it attracts employees to demonstrate constructive behavior at the workplace in terms of improved performance (Mensah, 2019). From this perspective, it would be essential to consider that Talent Management tactics can produce constructive Talent Management Outcomes and Productivity in terms of Employee Commitment, Employee Satisfaction, Employee Engagement, Employee Motivation, Employee Engagement, and Perceived Organizational Support. Based on the arguments, the following research framework has been developed.

Figure 1: Conceptual Framework



Hypotheses Development

H₁: Talent Management tactics are positively influencing Employee Commitment in the packaged food industry of Pakistan.

H₂: Talent Management tactics are positively influencing Employee Satisfaction in the packaged food industry of Pakistan.

H₃: Talent Management tactics are positively influencing Employee Engagement in the packaged food industry of Pakistan.

H₄: Talent Management tactics are positively influencing Employee Motivation in the packaged food industry of Pakistan.

H₅: Talent Management tactics are positively influencing Perceived Organizational Support in the packaged food industry of Pakistan.

RESEARCH METHODOLOGY

The Cross-sectional design has been used as the current research is not aiming to determine the change in behavior, the cross-sectional design is pretending to present accurate outcomes that can be significantly important for theory and practice. The present research has a deductive approach as it is aiming to assess the existing body of knowledge rather than produce a new body of knowledge.

This research has employed a snowball sampling technique adapting the measurement scales from the previously published research studies and used such scales to develop an online survey questionnaire on Google Documents. The link to the survey questionnaire has been shared over different platforms where employees of the packaged food industry can be located in the form of groups. It took around 3 months and 12 days to gather responses from 303 employees of the packaged food industry of Pakistan.

The details of the scale, number of questions, and sources of scales have been mentioned in the following table.

Table 1 Instrument Selection

Construct	Number of Questions	Sources
Talent Management Tactics (TMT)	5	Teo et al., (2020)
Employee Motivation (TM)	3	Paais and Pattiruhu (2020)
Employee Satisfaction (TS)	4	Paais and Pattiruhu (2020)
Employee Engagement (EE)	3	Teo et al., (2020)
Employee Commitment (EC)	3	Teo et al., (2020)
Perceived Organizational Support (POS)	3	Teo et al., (2020)

Reliability

The subsequent table is indicating the Cronbach Alpha of each construct, indicating that each construct has more than 0.7 Cronbach Alpha's value. Based on such a threshold level, it should be appropriate to state that selected measurement scales have appropriate internal consistency and are valid for further analysis.

Table 2 Reliability Statistics

Construct	Number of Questions	Cronbach Alpha
Talent Management Tactics (TMT)	5	0.732
Employee Motivation (EM)	3	0.718
Employee Satisfaction (ES)	4	0.794
Employee Engagement (EE)	3	0.810
Employee Commitment (EC)	3	0.747
Perceived Organizational Support (POS)	3	0.710

DATA ANALYSIS AND FINDINGS

Demographic Analysis

Descriptive statistics have been described as a strategic source to pinpoint the demographic profile of the respondents from whom the data have been gathered by the researcher. Accordingly, the following figure is reporting that there are 63.04% of males and 36.96% of respondents are female. It implies that data is averagely distributed among the constructs.

Table 3: Descriptive Analysis

		Percentage
Gender	Male	63.04
	Female	36.96
	Total	100
Age	18-24	33
	25-30	47.85
	31 and above	19.14
	Total	100
Education	Matric	1.98
	Intermediate	7.921
	Bachelors	40.26
	Masters	41.25
	Professional Certifications	2.310
	PhD	6.271
	Total	100
Technical Experience	1 – 3 years	51.82
	4 – 7 years	34.98
	8 – 10 years	9.571
	11 and above	3.63
	Total	100

This research has proposed three age groups wise distribution. Accordingly, it has been indicated that most of the respondents of this study such as 47.85% have an age group between 25 to 30 years. Whereas 33% and 19.14% fall in the age group of 18 to 24 years and more than 30 years respectively. It is indicating that most of the respondents are youth indicating talented individuals.

The table has reported that most of the respondents such as 41.23% are masters, and 40.26% have bachelor's degrees. In addition, 1.980% have matriculation, 7.921% have intermediate, 6.271% are Ph.D. and 2.310% have professional certification. It implies that most of the respondents are graduates and therefore, Talent Management Tactics can be practiced for such highly qualified individuals.

Where the technical experience of the respondents in the packaged food industry of Pakistan is concerned, the data indicated that 51.82% of the respondents have working experience in the packaged food industry from 1 to 3 years. In contrast, 34.98%, 9.571%, and 3.63% have working experience in the packaged food industry for 4 to 7 years, 8 to 10 years, and more than 10 years respectively. From this perspective, it would be crucial to indicate that most of the respondents have an average work experience of 1 to 7 years. Therefore, Talent Management tactics for such individuals should be appropriate to determine fruitful outcomes.

Correlation Coefficients

The current research study has applied a two-tailed Pearson correlation with the objective to determine the level and kind of link among the constructs of this study. The following table reported that all of the constructs are positively linked to each other, while there is a moderate and strong correlation existed.

The table is indicated that Talent Management Tactics are moderately highly linked with employee motivation and employee satisfaction at $r = 0.763$ and 0.75 respectively. Whereas, it is moderately linked with employee engagement, employee commitment, and perceived organizational support at $r = 0.649$, $r = 0.683$, and 0.690 respectively. Employee engagement is strongly linked with employee satisfaction at $r = 0.75$, while moderately linked with employee engagement, employee commitment, and perceived organizational support at $r = 0.637$, $r = 0.672$, and $r = 0.666$ respectively. Similarly, employee satisfaction has strong correlation with employee engagement, commitment, and perceived organizational support at $r = 0.70$, $r = 0.762$, and $r = 0.709$ respectively. However, employee engagement is moderately associated with employee commitment and perceived organizational support at $r = 0.66$ and $r = 0.59$ respectively. Lastly, employee commitment is strongly associated with perceived organizational support at $r = 0.709$.

Table 4: Correlation

Variable	1	2	3	4	5	6
TMT	1					
EM	0.763	1				
ES	0.750	0.750	1			
EE	0.649	0.637	0.700	1		
EC	0.683	0.672	0.762	0.660	1	
POS	0.690	0.666	0.709	0.590	0.709	1
** means $P < 0.01$						

Regression Analysis

Regression means the measurement of the influence of an independent construct on a dependent construct. Accordingly, this research has employed linear regression in SPSS to measure the influence of Talent Management Tactics on its outcomes in the packaged food industry of Pakistan. The following table is report in the model summary which is used to assess the model fit indices. In this table, the value R square is reported that Talent Management Tactics have predicted a 68% variation in Talent Management outcomes and productivity. Collectively, it can consider that the proposed model is an appropriate fit to support the objectives of this research.

Table 5 Model Summary of Regression Analysis

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	0.825	0.680	0.675	0.35

Predictor: Talent Management Tactics

The following table includes regression coefficients extracted from the regression analysis. The data is indicating that Talent Management Tactics have measured a 35.4% variation in employee motivation, 19.4% variation in employee satisfaction, 22.3% variation in employee engagement, 28.7% variation in employee commitment, and 18.3% variation in perceived organizational support. However, the significance value is supporting the empirical findings because $p < 0.05$.

Table 6 Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
TMS→EM	0.296	0.046	0.354	6.474	0.000
TMS→ES	0.163	0.054	0.194	3.020	0.003
TMS→EE	0.199	0.039	0.223	2.530	0.002
TMS→EC	0.262	0.040	0.287	1.542	0.004
TMS→POS	0.149	0.042	0.183	3.561	0.000

FINDINGS AND DISCUSSION

Table 7 Hypotheses Summary

Hypotheses		Findings
H1	Talent Management tactics are positively influencing employee commitment in the packaged food industry of Pakistan.	Accepted
H2	Talent Management tactics are positively influencing employee satisfaction in the packaged food industry of Pakistan.	Accepted
H3	Talent Management tactics are positively influencing employee engagement in the packaged food industry of Pakistan.	Accepted
H4	Talent Management tactics are positively influencing employee motivation in the packaged food industry of Pakistan.	Accepted
H5	Talent Management tactics are positively influencing perceived organizational support in the packaged food industry of Pakistan.	Accepted

DISCUSSION

This research has gathered primary data from employees of the packaged food industry of Pakistan by using an electronic survey questionnaire. The statistical analysis of the gathered data has revealed that all the hypotheses of this research are supported as Talent Management Tactics are positively influencing Talent Management outcomes.

This research has found that Talent Management Tactics are positively influencing employee commitment. The critical evaluation of the existing literature has revealed that employees tend to be committed when they perceive that organization is substantially supporting them in terms of offering a fair workplace and supportive leadership (Vural, Vardarlier, & Aykir, 2012). However, Talent Management Tactics are not only a means to induct Talented individuals, but also aim to retain the Talented individuals as loyal to the organizations based on the competitive Tactics through which employees are encouraged to perform high in the workplace (Dalal & Akdere, 2020). Doing so can help employees to be committed to the organization and demonstrate constructive behavior at the workplace. Therefore, it would be fruitful to indicate that Talent Management Tactics can improve employee commitment as found in the present research. Talent Management Tactics are a substantial source of improving employee satisfaction in the packaged food industry of Pakistan. The research has witnessed that an improved organizational concern to manage Talent within the organization ultimately requires substantial efforts to support such Talent through training and development (Mensah, 2019). Doing so, consequently maximizes employee satisfaction.

Therefore, it can consider that the finding of the present research is significantly supported by the existing literature. This research has also found that Talent Management Tactics are positively influencing employee engagement in the packaged food industry of Pakistan. In this regard, Dalal & Akdere, (2020) has claimed that employees are engaged in business operations when an organization creates a favorable work environment and provides significant support to them. Therefore, it would be fruitful to indicate that the finding of this research is significantly supported by the existing literature and it can state that Talent Management Tactics are assisting to maximize the employee engagement.

Talent Management research is positively influencing employee motivation in the packaged food industry of Pakistan. Accordingly, Al-Hussaini et al., (2019) have claimed that Talent Management Tactics mean maximizing the well-being interest of human resources through which employees are encouraged to demonstrate higher performance. However, employees usually demonstrate constructive behavior when they perceive to have higher motivation to work in the workplace.

Lastly, this research has found that Talent Management Tactics are substantially maximizing perceived organizational support. For example, organizations are encouraged to retain employees in order to accomplish competitive advantage based on internal resources; therefore, such organizational Tactics are consequently improving organizational support for employees (Khoreva, Vaiman, & Van Zalk, 2017). From this viewpoint, it would be crucial to indicate that existing literature is supporting to the findings

of this research. Therefore, it can conclude that Talent Management Tactics are producing fruitful outcomes in the context of packaged food industry of Pakistan.

Conclusion

In such a competitive environment of globalization, organizations have been encouraged to demonstrate effective practices through which unique values in the business operations can be created that can consequently encourage accomplishing sustainable competitive advantage. For this objective, the most important thing for an organization is to ensure that the internal environment is significantly practicing unique values. However, the internal environment can create value when talented individuals are remaining loyal to the company. Therefore, this research is primarily designed to evaluate the influence of Talent Management Tactics on Talent Management outcomes and productivity in the packaged food industry of Pakistan. In order to locate the potential outcomes of managing Talent within an organization, the present research has made a critical evaluation of the existing literature and found that there are five potential outcomes of managing Talent. While such Talent Management outcomes include employee engagement, commitment, satisfaction, motivation, and perceived organizational support. Data revealed that Talent Management Tactics have a positive influence on Talent Management outcomes such as employee engagement, commitment, satisfaction, motivation, and perceived organizational support. It would be essential to indicate that all of the hypotheses of this research are supported by empirical analysis. Therefore, it would be essential for the packaged food industry of Pakistan to practice effective Talent Management Tactics that can consequently maximize Talent Management outcomes to accomplish competitive advantage.

Research Recommendations

Based on the empirical outcomes of this research, the following recommendations are listed for the packaged food industry to gain benefits from Talent Management Tactics.

This research has found that Talent Management Tactics have positively influenced Talent Management outcomes. In this regard, the most important thing for the packaged food industry is to practice effective Talent Management Tactics that can consequently encourage employees to demonstrate higher engagement in the workplace and contribute to organizational performance. For this purpose, Talent Management programs should be monitored by the packaged food industry to monitor organizational efforts in managing Talent within the organization. This research has found that Talent Management Tactics have a greater influence on employee motivation among all of its outcomes. However, increased employee motivation can bring positive outcomes in terms of improved individual and organizational performance. Therefore, it is recommended that packaged food industry of Pakistan should conduct different surveys to evaluate the level of employee motivation. If motivation is found to be low, then it would be appropriate to conduct different programs through which effective practices of Talent Management Tactics can maximize employee satisfaction and generate fruitful outcomes for the packaged food industry in terms of increased organizational performance.

Research Limitations and Future Roadmap

The findings of this research are generalizable, while this research still comprises some limitations that can be used to develop a future roadmap for the upcoming researchers in this field. Firstly, this research has employed a cross-sectional research design which has been considered an ultimate limitation of a research study because it is unable to determine patterns in the respondent's behavior. However, a longitudinal design is a strategic source to evaluate the patterns in respondents' behavior because it is gathering responses in two different durations (Hair, Page and Brunsveld, 2019). Therefore, it would be essential that upcoming researchers in the field have to conduct a longitudinal design because it will enable them to find the effectiveness of Talent Management Tactics over time. In addition, Collings and Mellahi (2009) have stated that effective practice of Talent Management Tactics can produce organizational outcomes such as increased organizational performance. While the present research has not paid any attention to organizational performance. Therefore, it would be fruitful the recommend that forthcoming researchers in this field also require to evaluate patterns in employee behavior as a response to Talent Management Tactics. In doing so, it will improve their study's application in the packaged food industry of Pakistan.

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