
Connecting Talent Management and Employees' Retention: A Mediating Role of Organizational Justice

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ABSTRACT

Keywords:

Talent Management, Organizational Justice, Employees' Retention

This study aimed to investigate the nature of association between talent management and employee's retention in hospital of District Dera Ismail Khan Khyber Pakhtunkhwa, Pakistan. Specifically, study aimed to test out the mediating role of organizational justice in between talent management and employee retention relationship. Quantitative nature of the study came with survey to collect data from the doctors to test study hypotheses. Bunch of statistical techniques like correlation and regression specifically process model were applied to investigate the mediating effect of organizational justice. Empirical findings showcased positive nature of relationship between talent management and employee's retention. Study results also verified mediation effect of organizational justice in between the relationship of talent management and employee's retention. It was crystal clear that connecting justice within health circle tie talent to working intention to keep work behaviours. Our study contributed to the literature of employee's retention under the influence of organizational justice and talent management. The study findings opened door way for the health sector of the province to emphasize on internal work expertise along with fair conduct to ensure employee confidence that ultimately generate work security and organizational belonging.

INTRODUCTION

Human resource is a competitive edge in achieving success by putting hard work and striving full efforts to catch organizational objectives. Questionably turnover is purely an associated factor which restricts productivity, effectiveness and organizational operations (Rasoulzadeh & Samri, 2020). Organizations are immensely engaged to employ, control and retain the top talents to cope endure business challenges under competitive surroundings. Efficient talent management approaches have been viewed as a strategic tool to acquire, develop and retain best talent for sustainability of organization (Akram et al., 2020). Organizations accepted that talent is vital strategic resource and also irresistible challenge (Gezgin, 2020). The strong belief of practitioners and academicians reported talent management in recent research works. Talent management has major effect on organizations because the business surroundings are changing, talent shortages, competition increased in global

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markets (Bhatia & Baruah, 2020). Change from product-based to knowledge-based markets need workers to handle difficult and complicated work assignments, quantity, quality and characteristics organizational belief (Podder & Rahman, 2020).

Different studies revealed execution of talent management is significant challenge for the organization and professionals requiring certain administrative procedures irrespective of business type and scope (Gu et al., 2020). Previous research on organizational justice has pointed impact on turnover intentions. Different facets within the organization can influence retention of talented workforce. One of the significant aspects within the organization are emotional state and justice. Workers are likely to be retained within the organization where they sense paybacks impartially (Srihandayani & Kusnendi, 2020). Organizational justice has strong impact on the shifting of talented employees. Organizational justice has become a leading interest to many scholars due to solid association with different variables. Earlier literature illustrated that organizational justice explains different behavioral results within the organization (Asplund, 2020). Employees are likely to be retained with an organization where they observe fair treatment and contribution in rewards. Organizational justice has a central impact on employee's turnover intents. When the employees perceive justice in organization, the chance retention increased (Daruka & Padar, 2020).

Studies argued the association between talent management and employees' retention and defined how talent management impacts employees' retention, using emotional commitment as mediator in western settings (Khurram et al., 2020; Chami & Garavan, 2013). These studies confined with psychological areas like emotions, commitment, loyalty and other dimensions in connection to talent management. Therefore, organizational dimensions like justice are the prominent characteristics to consider for rational human system of operations. The study of Irshad (2018) reported talent management contributing factors in response to medical and engineering institutes of KP to suggest organizational response. The study of Narayanan et al. (2019) proposed model to see the insight of talent management, employees' retention along with organizational justice. Their work theorized significance of rational pathways of generating floor of employees' retention. Our study worked on the gap of both studies to investigate the causal relation of talent management and employees' retention, specifically, the mediation effect of organizational justice under quantitative methods to test theorized model in respect to doctors working in public sector hospitals Dera Ismail Khan, KP, Pakistan.

LITERATURE REVIEW

Talent Management

Talent referred to particular person who holds certain characteristics, expertise, intelligence, understanding, point of view, judgment, potential and impact (Wilska, 2014). Talent is the collection of understanding, expertise, abilities, ethics, understandings, customs, and particular actions of the workforces (Schiemann, 2014). Researchers indicated that talent is concerned with person's exceptional individualities to do extraordinary at current and give an explanation for upcoming difficulties of organization (Cooke, Saini, & Wang, 2014; Frank & Taylor, 2004; Stuart-Kotze & Dunn, 2008). Scholars additional emphasized the phenomena being encountered by numerous organizations, i.e., how to distinguish talent (Iles, 2013; Tansley, 2011), the organization consider which employees as talented, what are the expertise and skills of talented employees (Dries, 2013; Gallardo-Gallardo, Dries, & Gonzalez-Cruz, 2012; Tansley, 2011; Thunnissen et al., 2013).

Talent management focused on the improvement of the particular employee for the particular job with particular expertise at a particular period (Njoroge, 2012). Researchers further added new viewpoints

to talent management (Collings et al., 2011) and increase the experienced human resource management practices to talent management (Cooke et al., 2014; Thunnissen et al., 2013). Talent management narrow down the supply and demand gap by focusing on the attainment of organizations quantitative and qualitative human resource pre-requisites (Thunnissen et al. 2013). Researchers further added that talent management consists of identification, acquisition, professional advancement, performance evaluation and 360-degree feedback (Bhatnagar, 2007; Cappelli, 2008b; Cooke et al., 2014; Iles, Preece & Chuai 2010; Lewis & Heckman, 2006; McCauley & Wakefield 2006; Schweyer, 2004; Stewart, 2008). Talent management entirely concerned with extraordinary performers and extraordinary prospective workforces strengthen by research findings (Blass, Knights, & Orbea, 2006; Iles et al., 2010), and organizational strategies to acquire, develop, engage and retain such talented workforces (Iles et al., 2010; Areiqat, Abdelhadi & AlTarawneh, 2010; Piansoongnern, Anurit & Kuyawattananonta, 2011), to sort out different occupational existing complications also professionally accept upcoming tests (Fawzi, 2013; Frank & Taylor 2004; Iles et al., 2010; Piansoongnern & Anurit, 2010; Schuler et al., 2011).

Talent management is a continuous practice consists of detailed and inseparable group of business actions such as talent pool identification, acquisition, development, engagement and retaining the top talent of surroundings also advanced their skills for extraordinary competitive place (Figliolini, Hofmann, & Kanjirath, 2008; Thunnissen et al., 2013; Valverde, Scullion, & Ryan, 2013), also to enhance their offerings and business results to attain goals (Bano, Khan, Rehman, & Humayoun, 2010; Beechler et al., 2009; Davies & Davies, 2010; Nankervis, 2013). Talent Acquisition is the process of finding and attracting the people which organization needs. The concept of sourcing and recruiting use the term talent acquisition (Thorne & Pellant, 2007). Talent engagement is the positive approach with respect to organizational ethics and performance observed by the workers whereas it is obvious that being more careful to occupational surroundings and association with fellow workers, organizations should involve in creating an environment for the engagement of talented employees to be successful in the business marketplace (Robinson et al. 2004).

Social exchange theory has been frequently used in the talent management studies to describe the impact on emotional agreement gap, observed organizational justice, and employment satisfaction (Gallardo-Gallardo et al., 2015; Gelens et al. (2013). SET is considered to be one of the most noticeable models in administrative behavior grounded on three basic concepts, specifically, guidelines and standards of discussion, resources exchanged, and associations that arise, (Cropanzano & Mitchell, 2005). When organizations give attention to the workers, exchange associations develop. This takes to optimistic correspondence from the workers, leading to valuable outcomes. Further specifically, workers might feel pleased to respond to the benefits and incentives acquired from the organization (Narayanan et al., 2019). Worker respond with positive attitudes like emotional commitment, fewer intent of exit the occupation, better work performance (Kuvaas & Dysvik, 2010). According to Gould-Williams and Davies (2005), SET structure utilizes to forecast workers' outcome levels like worker commitment, motivation and intent to stay. Social exchange theory highlighted roots of retaining workers in exchange of social justice practices and returns that bring behavioral shifts in management and subordinate to learn and upgrade working knowledge and operational skills.

Talent management is being reported contributing factor of uplifting financial and non-financial performance, satisfaction, productivity in South Asian countries (Ali & Guha, 2018). Scholarly work reported talent management is a strategic fit of organization paving employees' retention (Awan & Farhan, 2016; Puvitayapha, 2008). The study of Asrar-Ul-Haq (2015) highlighted the significance phase of talent management practices as emerging economical tool in Pakistan. He further emphasized talent management as solution to the most critical social disease called drain brain to secure talented workforce as a part of domestic organizational setting. The study in pharmaceutical industry of

Pakistan followed the path of talent management as a predictor of employee attraction, development and retention. Their findings declared talent management as a sophisticated tool of individual and organizational outcomes (Abbasi et al., 2010). Bayyurt & Rizvi (2015) reported talent management role in capital development of service sector as volatile market strategy to gain competitiveness.

Organizational Justice

Organizational justice is the perception of workforce that what is impartial and partial within their organizations (Colquitt, 2001). Organizational justice is being defined as the level to which the workforce considers their association with the organization is impartial, unbiased and ethical (Cropanzano et al. 2007; Greenberg 1990; Malik & Singh 2014). Adams' (1963) equity theory raised the concept of organizational justice. There have been multiple ways justice is being represented as distributive, procedural and interactional under justice judgement model (Greenberg 1990; Leventhal, 1976).

Distributive justice examines the standard to which the supply, or distribution, of end results (such as advancements, benefits) is impartial (Adams 1963; Colquitt 2001; Hofmans 2012). Procedural justice is the supposed justice and fair allocation of process, expands the research of distributive justice (Greenberg & Folger 1983; Leventhal 1980). Study has shown that the supply of results is not permanently as significant as the impartial procedures of the results (Cohen Charash and Spector 2001; Wan et al. 2012). Lastly, interactional justice (Bies 1987; Bies & Moag 1986) is grounded on the perceived standards of the relational behavior individuals get while practices are being performed. Interactional justice work on the assumption that workers' views of impartiality take into consideration the way of announcement and information distribution and are the combination of two distinct forms of justice (Greenberg 1990; Colquitt 2001): interpersonal justice, involving dignity and respect workers get from the authority and informational justice, involving information about matters that affect them. Justice or equity in organizations may comprise concerns related with views of impartiality in compensation, equal chances for advancement and employee's selection process (Tabibnia, Satpute, & Lieberman, 2008).

The study of Alvi and Abbasi (2012) ensured sustainable career development in banking sector by the means of justice in corporate sector of Pakistan. Moreover the study of Iqbal (2013) also reported organizational justice as a tool to capture job satisfaction in education sector of Pakistan. These studies structured a road map in organizational diversification with the help of realistic organizational justice in practice.

Employees' Retention

Retention is the extent of an organization to retain talented workers who provide accomplishment to organization for as long as the association is mutually beneficial (Al- Jarradi, 2011). Employees' retention is an employer's attempt to motivate workers to carry on work for the organization (Mandhanya, 2015). It is a discretionary move that includes providing working conditions capable of retaining workers for the longer period of time (Chaminade, 2007). Different scholars have highlighted that employees' retention approaches should be determined exactly on talented workers to avoid dropping the most experienced and talented workers to the occupational rival (Pilbeam & Corbridge, 2010). Employees' retention is mandatory for organizations to retain their best employees. Employees' retention is essential for the organization to retain high prospective employees in order to stand reliable to the organization and its work. This should be executed by every organization properly and rightly so that the performance of every employee is getting better and also employees' retention can minimize

employees' turnover. If the organization fails in accomplishing this strategy, then the performance of employees will drop and badly affect the output of the organization.

Considerable research on employees' retention mentions Herzberg's two-factor theory (1964), which distributes the job-related aspects influencing workers, into two core categories (Holston-Okae & Mushi, 2018). The first category is hygiene aspects, including pay, respectable association with superior and fellow-workers, pleasant working atmosphere, etc., the second category is instigators, including authority and chance for involvement into assigned work tasks, chance for development, etc.). Another theory frequently quoted in the area of employees' retention is Maslow's pyramid of needs (1943), an idea that describes the intrinsic human essentials and motivations from the maximum fundamental, physical needs to a person's need for self-actualization. One essential suggestion for mutually these theories suggest that money is not the only reason to influence, and that money alone is not adequate to regularly encourage employees. Financial satisfaction reaches only an individual's common needs; it does not discourse that individual's communal needs, need for self-respect and esteem, or need for self-fulfillment. In order to please, inspire, and eventually retain workers, organizations must recognize that a worker wants to feel that he/she is doing a meaningful job that tests him/her and is valued by others (Ramlall, 2003). Also, a pay, workers need space for entertainment, originality, policymaking, responsibility, and success (Gawel, 1997).

Employees' retention is as a firm's efforts to inspire workers to carry on work for the organization (Mandhanya, 2015). It is a mandatory phase that comprises providing a work setting capable of retaining workers for longer period of time (Chaminade, 2007). Doing this successfully, the organization must make policies and procedures carefully (Gberevbie, 2008). Some investigators have stressed that employees' retention approaches should be concentrated exactly on talented workers to avoid dropping the organization's most extremely experienced workers to their occupational rival (Pilbeam & Corbridge, 2010). Managing compensation plays a critical and operational part in human resource management. Managing compensation is one of the most testing and vital issue in the area of human resources management. For organizations to attain its assumed aims there is the need to effectively manage the human resources characteristics of the organization. Odunlami and Matthew (2014). According to (Hausknecht, Rodda, & Howard, 2009), they established that job satisfaction was the key reason for retention of workers. Job satisfaction is attained when the expectation of workers equals with the certainty (B. L. Das & Baruah, 2013). It is found that there is a strong association between job satisfaction and retention of workers giving the organization a suggestion to retain their satisfied workforce (Terera & Ngirande, 2014).

The study of Shoaib et al. (2009) revealed that supervisor support, rewards, working environment and career advancement opportunities have positive influence on retention of workforce in telecom sector Pakistan. Hassan et al. (2011) explored the factors like career outlook, job security and employers attitude and revealed that these factors have positive impact on employee retention in leather industry of Pakistan. Nawaz et al. (2012) identified different factors that influence the turnover intentions and retention in Pakistan International Airlines including organizational prestige, incentives and work settings and revealed that these factors have positive impact on retention of workforce.

Talent Management, Organizational Justice and Employees' Retention

Talent development chances and mentoring have an immediate impact on employees' retention (Hassan et al., 2013). Talent development is a factor for revealing talent engagement and trustworthiness (Bhatnagar, 2007). A study conducted for the telecommunication area of Pakistan to explore the impact of talent development chances on retention of workers, which revealed a solid optimistic association between them (Kim, 2005). The supply of talent opportunities powerfully

impacts employees' faithfulness and retention (Vos & Meganck, 2009). One of the substantial advantages of talent management is its impact on the acquisition and retention of potential and appreciated workers. Retention of essential employees is an important part of organizational planning. Application of such strategies makes an organization capable to manage its talent pool (Lockwood, 2006). The talent accessible at different stages within the organization observes different factors of organizational practices and arrangements and then chooses whether to work within the organization or leave the organization (Hausknecht et al., 2009). Available literature identifies different factors that impacts employees' retention comprising human resource practices (Walia & Bajaj, 2012), job satisfaction and working situations (Akila, 2012), talent development (Eyster et al., 2008), reward (Feldman, 2015), employee retention, talent management (Chitsaz-Isfahani & Boustani, 2014) and organizational justice (Karatepe & Shahriari, 2012; Kumar, 2014).

Organizational justice of both types (distributive justice of what incentives or results you get from organization and procedural justice of what is the procedure of quantifying performance or giving any extrinsic incentive) is found noteworthy in retaining workers (Ahmad et. al., 2010). For IT expert study demonstrates that organizational justice is considered as one of the ideal approaches for employees' retention (Bashir & Ramay, 2008). The organizations which are effective in generating a perception among their workers that they are compensated impartially and equitably are able to develop a workforce that is pleased, have higher performance and remain retained with the organization (Al-Zu'bi, 2010). The probability that workers will retain with their organizations will rise if they observed that they are impartially treated (Yao et al., 2004). Organizational justice has a strong influence on retaining valuable workers (Bakhshi et al., 2009).

H₁: Talent management and Organizational justice have positive relationship with employees' retention.

Mediating Role of Organizational Justice

Talent management is differential tool for the employees holding high or low in terms of system fairness. The way talent management captures employee attitude leading towards intention to turnover and better understood under the theory of organizational justice (Gelens et al., 2013). Studies settled significant connection of organizational justice in prediction of employee turnover having justice perception laid by the talent management (Aquino et al., 1997; Colquitt et al., 2001). Justice is being studied mediation level of association in relation to talent management and employees' retention. Employee received different outcomes like recognition, career growth, opportunities laid on foundation expertise. Talent also sums up justice in procedures and information determining interactional association of employees' retention (Gelens et al., 2013).

Referent cognitions model of Aquino et al. (1997) connected justice concepts with employees' turnover procedure and reported the significance of justice for in actual job leaving context. This gave opportunities for the academics and researchers to work on this operational concept Justice achieving employees' retention behaviors at workplace. The realistic practices of justice take less intention to leave in organizational setup (Parker & Kohlmeyer, 2005; Pare & Tremblay, 2007; Nadiri & Tanova, 2010; DeConinck & Johnson, 2009). Trust, job attitude and satisfaction are he influential factors under organizational justice along with organizational citizenship behavior and connectivity with job, securing employees and neglects turnover intentions. (Nadiri & Tanova, 2010; Colquitt et al., 2001; DeConinck, 2010; Colquitt et al., 2001; Wong, Ngo, & Wong, 2006). The work in the literature reported organizational support, commitment and trust have attachment of justice perceived and employees' retention (DeConinck & Johnson, 2009; Bal, de Lange et al., 2011),

Employees' retention is a challenging job that HR managers need to tackle in modern economic

system. There have certain strategies to apply like talent management, branding exist interview. The success is elemental for the organization to retain best talent to improve output having shifting hiring practices (Lalitha, 2012). Studies of concluded the influence of talent management to retain employees, relating efficient talent management under increased employee rate and commitment together with ultimate goals of enriched performance (Christensen & Rog, 2008). The overall plan implementing is associated with talent management to attract and retain ideal workforce that will improve organizational productivity under updated talent (Oladapo, 2014). Studies of concluded the influence of talent management to retain employees, relating efficient talent management under increased employee rate and commitment together with ultimate goals of enriched performance (Christensen & Rog, 2008). The overall plan implementing is associated with talent management to attract and retain ideal workforce that will improve organizational productivity under updated talent (Oladapo, 2014).

According to Lalitha (2012) retention of workforce is the main test faced by human resource in the present economy. The author proposed some operational retention approaches and techniques i.e., firm branding, changing acquisition practices, talent management. The success of organizations based on employees' retention and supports the organization in decreasing the intent of employee's turnover and increases production. Christensen Hughes and Rog (2008) remarks the effects of talent management towards employees' retention. The study reveals that the benefits of professionally carry out talent management methodology include improve service and retention proportions, and increase workers' commitment at the same time. These effects have been associated with enriched output and monetary performance. Oladapo (2014) established that talent management is the accomplishment of inclusive strategies or techniques to enhance organization worth by better growth for attraction and retention of employees with the important talents and talent to attain organization's objectives. In Oladapo's study (2014), he established that retain expert workers is grounded on the organizational strategies to implement talent management process and make workers learned and believed the vital facts of talent management. Organizations give the impression of being employee intention to leave connects talent in competitive edge and well thought activity of HR practices to sort labor issues. the perception of talent hunting practices rises secure intention to stay and remain satisfied. Hiring talent signals of job security for the labor and maximum work for the organization (Sonnenberg, 2011; Oehley & Theron, 2010). The work in literature showcased organizational justice led employee psychology to be the part or organizational perceived by management of talent to apply work expertise (Colquitt et al., 2001). The supposition results in mediational role of justice in connection to talent management and employees' retention association. Aggregate procedural and distributive justice potentially more of job satisfaction, and work oriented (Gelens et al., 2013-14). Mediating variable is being reported by scholars with best exploratory power between the causal relationship of exogenous and endogenous variables. The study of Anoop et al. (2019) theorized model explaining the mediational role of organizational justice in between the causal relationship of talent management and employees' retention. Studies of organizational environment highlighted the mediational capacity of organizational justice in connection to human resource management and capacity building (Farid et al., 2019; Sarfraz et al., 2018; Eghbal et al., 2017).

H₂: Talent management has significantly positive impact on employees' retention.

H₃: Talent management has significantly positive impact on organizational justice.

H₄: Organizational justice has significantly positive impact on employees' retention.

H₅: Organizational justice mediates the path between talent management and employees' retention.

METHODS

Health sector is the backbone of physical and psychological wellbeing of the society which ensure nations' prosperity. A developing country like Pakistan health status of the people is at stake and death rate is growing faster due to numerous reasons like food, imbalance diet, lack health awareness, lack of medical infrastructure, shortage of doctors and also brain-drain of the medical experts (Elegbe, 2010). This gave rise to study organizational factor that facilitate to employee retain best talent under fair work conduct in health sector. Study at hand contains 166 doctors as the population under consideration reported on DGHS KP online source, while convenient sampling technique is being applied in sample selection-based Yamane (1967) formula of non-probability sampling on in public sector hospitals of district Dera Ismail Khan, KP, Pakistan. Survey contains 117 questionnaires distributed online and physical interaction with the study respondents and 100 are being the part of study sample as complete response and 17 are being eliminated due to missing response. We used adapted scale with 5-point likert-scale to record response. Our study is based on exploratory factor analysis (EFA) to validate the adapted nature of scale in our study setting to ensure generalizable conclusions along with inferential statistics like correlation, regression to test study hypothesis using SPSS-20. Hays and Preacher (2013) process model-4 is being the part of our study to investigate mediation effect of organizational justice on the relationship between talent management and employees' retention.

Yamane formula: $N/1+N(e)^2$
 $166/1+166(0.05)^2 = 117$

Table.1 Study Scale

Construct	Items	Reference
Talent management	Q1-Q5	Onyando, 2018; Waithiegeni Kibui, 2015
Organizational justice	Q6-Q11	Moorman et al., 1993; Moorman, 1991
Employees' retention	Q12-Q17	Kumar & Santhosh, 2014

FINDINGS

Reliability: is the internal consistency, stability and accuracy of items in terms of segments (Moser & Kalton 1989). The basic objective of reliability estimation is to see the how consistent answers obtained from the respondents in different settings or interval of time in same study area.

Table.2 Reliability Analysis

S.NO	Construct	Items	Cronbach Alpha
1	Talent Management	Five	0.70
2	Organizational Justice	Six	0.88
3	Employees' Retention	Six	0.86

Our study results indicate good reliability as the values of Cronbach's alpha meet the condition of good reliability equals and higher than 0.60 (Pallant, 2013). Talent management contain 5-items reports reliable with Cronbach's alpha value=0.70, organizational justice contains 6-items with Cronbach's alpha value=0.88 and employees' retention contain 6-items with Cronbach's alpha value=0.86. All of the three variables are well above the cutoff value and secure items reliability (see table.2).

Table.3 Exploratory Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.768
	Approx. Chi-Square	1034.981
Bartlett's Test of Sphericity	Df	136
	Sig.	.000

Table.3 our study employs exploratory factor analysis (EFA) to validate adapted scale to explore factors of investigation in our study model. Based on EFA, the value of Kaiser-Myer-Olkin (KMO)= 0.768 that is greater than the cut-off value of 0.60 and secured sample adequacy as per the provision of (Kaiser, 1974). Bartlett's Test of Sphericity also found significant as p-value=.000 less than 0.05 (Bartlett's, 1954).

Table.4 Principle Component Analysis (PCA)

Rotated Component Matrix^a					
	Component				
	1	2	3	4	5
OJ1	.800				
OJ2	.767				
OJ3	.742				
OJ4	.694				
OJ5	.692				
OJ6	.681				
JS1		.834			
JS2		.811			
JS3		.734			
TA1			.880		
TA2			.826		
TA3			.628		
CMP1				.774	
CMP2				.720	
CMP3				.698	
TE1					.880
TE2					.765

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

We explored five factors in total variance (see table.4) having eigen-value >1. Principle component analysis (PCA) indicated items factor loading >0.4 as per (Field, 2013), to be retained. We retained two facets of talent management that are talent acquisition and talent engagement under 5-items. We retained organizational justice with 6-items and two facets of employees' retention that are job satisfaction and compensation having 6-items.

Table. 5 Confirmatory Factor Analysis

Variables	Constructs	Average variance extracted (AVE)	Square root of AVEs	Correlation
Talent Management	Talent Acquisition	0.617	0.785	0.118
	Talent Engagement	0.679	0.824	
Employees' Retention	Job satisfaction	0.630	0.794	0.516
	Compensation	0.534	0.731	
Organizational Justice		0.562		

Convergent validity verifies the items measuring same construct using Average Variance Extraction (AVE). Here, average variance extraction for talent management (talent acquisition: AVE= 0.617 and talent engagement: AVE= 0.679), organizational justice AVE= 0.562 and employees' retention (job satisfaction: AVE= 0.630 and compensation: AVE= 0.534) revealed greater than 0.5 cut-off value given by (Pavlou and Fygeson, 2006).

Discriminant validity showcase degree of construct's differentiation by the items verified by the $\sqrt{AVE} > \text{inter-correlation of constructs}$. Firstly, talent management (talent acquisition: $\sqrt{AVE}=0.785$ and talent engagement: $\sqrt{AVE}=0.824$) is greater than their correlation ($r=0.118$). Secondly, employees' retention (job satisfaction: $\sqrt{AVE}=0.794$ and compensation: $\sqrt{AVE}=0.731$) is greater than their correlation ($r=0.516$). Since organizational justice is composite variable in this study so not having an issue of discriminant validity (see table.5).

Correlation analysis: Based on the conditions given by Field (2013), data normality led researcher to employ Bivariate correlation analysis to measure the nature of association between independent and dependent variables. The value of correlation coefficient lay in between -1 to +1 to pose negative and positive nature of association between the quantitative variables (Hinkle et al., 2003).

Table.6 Correlation Analysis

		Correlations				
		Mean	SD	1	2	3
1.Talent Management	Pearson Correlation	3.8460	.76587	1		
	Sig. (2-tailed)					
	N			100		
2.Organizational Justice	Pearson Correlation			.456**	1	
	Sig. (2-tailed)	3.4667	.92872	.000		
	N			100	100	
3.Employees' Retention	Pearson Correlation			.469**	.649**	1
	Sig. (2-tailed)	3.5117	.90399	.000	.000	
	N			100	100	100

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

The study hypothesis indicated correlation of talent management, organizational justice and employees' retention. We run correlation analysis and the study results showed significant positive

relationship of talent management (Mean=3.85, SD=0.76, $r=0.47$, $p=0.000<0.05$), and organizational justice (Mean=3.47, SD=0.93, $r=0.65$, $p=0.000<0.05$) with employees' retention respectively (see table.6). These results revealed how talent management and organizational justice correlate and contribute towards employees' retention: meaning that provision of proper acquisition and engagement roots ideal work environment to retain workforce within organization circle. The results also communicated the beneficial supply of justice is retaining tool for management to design optimistic strategy in connection with workforce retention.

Table.7 Mediation Analysis

Direct path	Path relationship	B-value	t	Std.error	Sig
Path C	TM→ER	.552	5.257	.105	.000
Path a	TM→OJ	.552	5.067	.109	.000
Path b	OJ→ER	.534	6.551	.082	.000
Path C'	TM→ER	.258	2.600	.099	.010
			Std.error	LLCI	ULCI
Indirect path	TM→OJ→ER	.296	.084	.1533	.4934

Note: TM: Talent Management, OJ: Organizational Justice, ER: Employees' Retention

The study relies on Hays and Preacher (2013) model-4 following Baron and Kenny (1986) steps of mediation to investigate mediation effect of organizational justice (OJ) on the relationship between talent management (TM) and employees' retention (ER).

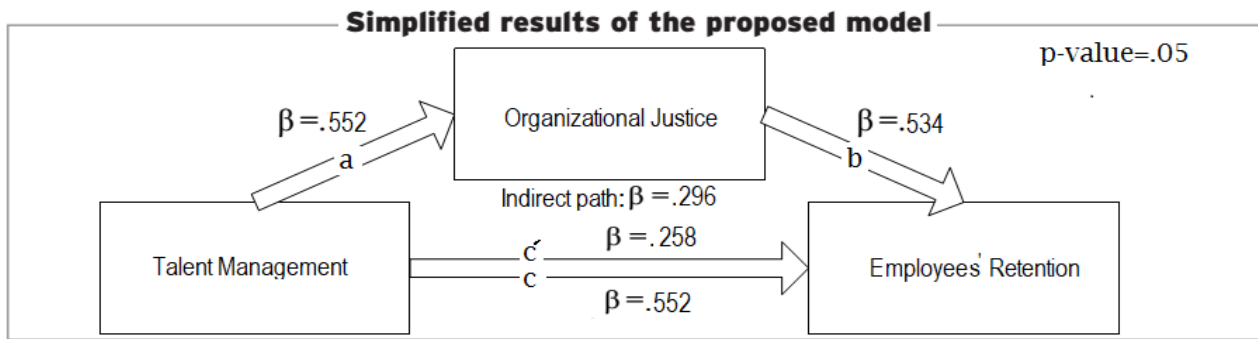
The study results came with $R^2=0.220$, $F=27.635$ with p -value=0.000, indicates 22% of variance in employees' retention based on talent management. The empirical results, got significant effect of talent management on employees' retention having Beta-score=0.5536, $t=5.257$ and p -value=0.000< 0.05, satisfying the condition of total effect: path-c which represents impact of talent management on employees' retention without putting mediator in the model. The study results indicate 55-unit variance in employee retention under one-unit change in talent management supporting H₂.

The results showcase path-a presenting impact of talent management on organizational justice. The study results came with $R^2=0.207$, $F=25.680$ with p -value=0.000, indicates 20% of variance in organizational justice based on talent management. The empirical results, we got significant effect of talent management on organizational justice with Beta-score=0.5526, $t=5.067$ and p -value=0.000< 0.05, supporting H₃ (see table.7). The study results indicate 55-unit variance in organizational justice under one-unit change in talent management.

Study result indicates $R^2=0.459$, $F=41.193$ with p -value=0.000, indicates 41% of variance in employees' retention based on organizational justice. We got significant effect of organizational justice on employees' retention having Beta-score=0.534, $t=6.551$ and p -value=0.000< 0.05, satisfying the significance of path-b. The study results indicate 53-unit variance in employees' retention under one-unit change in organizational justice supporting H₄. The results revealed talent management having Beta-score=0.2956, $t=2.60$ and p -value=0.000< 0.05, satisfying path-c'. Here, 29-unit variance in employees' retention under one-unit change in talent management in the presence of mediator organizational justice.

We also followed Preacher and Hayes (2013) conditions of indirect effect to be significant. Here indirect effect is significant having Beta-value= 0.2956 and value of lower-level confidence interval (LLCI)= 0.1533 and upper-level confidence interval (ULCI)= 0.4934. Since both values are non-zero, meaning significance of indirect effect of talent management on employees' retention through organizational justice supporting H₅. So, based on change in Beta-value and significant p -value, we got

partial mediation.



DISCUSSION

Studies synthesized talent management in different perspective reported by the work of Rowley et al. (2016) and Yukongdi (2016) and no inclusive academic investigation has been conducted in the perspective of Khyber Pakhtunkhwa, Pakistan. Workers may shift occupations if they do not find convincing explanations to stay and become an active job seeker during their occupation (Khan et al., 2020). Studies are necessary to inspect the phenomena of talent management in different perspectives e.g., areas and geographical settings. These studies concentrated on employees, employers and/or managers/CEOs of large and well-established organizations (Khurram et al., 2020; Rowley et al., 2016).

Empirical findings of our study pointed positive relation of talent management and organizational justice on employees' retention supported the findings of (Wiradendi, 2020). Meaning that proper talent treatment with justice system in organization, there would be flourishing behavior of employee working with commitment and satisfaction. Our study findings revealed significant association of talent management with organizational justice. The positive nature of results aligns the work of Kravariti and Johnston (2020), those in support of fair management of working during their career and personal growth. It came to know from the quantitative facts that how critical justice in terms of procedures, systems and opportunities to gain employee commitment and evolution of behavior to stay with the organization linking the study of (Al-Zu'bi, 2010). Finally, the study showcases mediating role of organizational justice in relationship between talent management and employees' retention. The indirect path provided significant evidence of how important organizational justice is to maintain correction between talent management decisions that ultimately help to retain workforce matching the findings of (Oladapo, 2014). Upon the empirical work of this study, the research gains critical path connecting talent management, organizational justice and employees' retention. Meaning that, there would be collaborative decisions to sag talent acquisition with justice system to have competitive workforce.

CONCLUSION

This Study aimed to investigate the nature of association and also mediating role of organizational justice in relation to talent management and employees' retention. Firstly, empirical findings revealed positive association of talent management and organizational justice with employees' retention. Secondly, the positive impact of talent management is being revealed on employees' retention. Thirdly, results declared positive impact of talent management on organizational justice. Finally, organizational justice posed mediating effect on the relationship between talent management and employees' retention. Empirical work of the study achieved study objectives and concluded that talent

management and organizational justice are the vital drivers of employees' retention in public sector hospitals of District Dera Ismail Khan, KP Pakistan. To cut in short talent management along with organizational justice are ideal practice to execute decision of workforce management and change employees' intention to leave the organization. Moreover, talent management explains the way organizational justice is positioned and results in best organizational framework for the management and employees to understand their value during work life.

IMPLICATIONS

Theoretically: The study at hand sees insight body of knowledge accumulating talent management from scholarly foundation in assessing employee retention that extended position on talent management. Study also exposed critical path of justice to reach strategic fit of employee retention support in literature in developing organizational environment.

Practically: The study discovered doctor's perception in Public Sector Hospitals, Khyber Pakhtunkhwa about talent management, organizational justice and employees' retention. Firstly, this inquiry might be valuable in giving practical recommendations to administration of the Public Sector Hospitals, Khyber Pakhtunkhwa to take definite optimistic actions regarding talent management strategies to resolve existing concerns under considerations. Based on study empirical findings the framework of the study is guideline for district health department to start trainings to develop organization environment to achieve workforce diversity and viability during work life. The facets of the talent management and justice is proved key to secure the motivational behavior of the doctors and lead intentional way of working behavior under study objectives of the respondents themselves.

FUTURE CONTRIBUTION

This study based social exchange theory to induct acquisition and engagement together as the facets of talent management in connection to organizational justice and employees' retention. The study proposed ideal model suggesting future researchers to extend sample size that is the basic limitation here along with longitudinal approach to extend study findings in other industries. Empirical work is required to explore the influence of organizational trust, organizational culture and talent perception congruence in relation to employees' retention in future studies to understand organizational working.

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