

Building Bridges to Employee Productivity: Investigating the Interplay of Talent Management Practices, Psychological Safety, Person-Organization Fit, and Employee Performance in the Hospitality Sector of Pakistan



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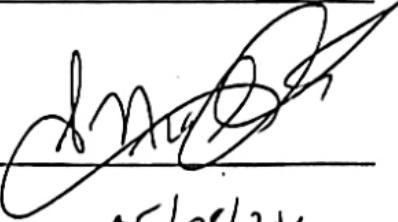
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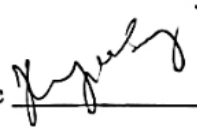
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ABSTRACT

The dynamic nature of jobs and consistent fluctuations in the hospitality sector call for researchers to examine the management practices impacting employees' performance in this industry. The current study aims to draw on the RBV perspective and analyze the effect of talent management practices on employee performance, this study has taken TM into account as a multi-dimensional phenomenon rather than a single practice. Therefore, the study aims to analyze the impact of talent development, engagement, and retention on psychological safety and employee performance. Moreover, this study also examines the mediating role of psychological safety between talent development, talent engagement, talent retention, and employee performance, and the moderating role of person-organization fit. The study utilized a quantitative research design, and cross-sectional data for this questionnaire-based study was collected from 381 frontline employees working in the hospitality sector of Pakistan. Furthermore, PLS-SEM was used for statistical analyses of this study. The results revealed that talent development and talent retention are significantly positively related to psychological safety. In contrast, talent engagement demonstrated a non-significant relationship with psychological safety in the hospitality sector. Results also showed a positive impact of psychological safety on employee performance, and psychological safety mediated the relationship between talent development, talent retention, and employee performance but not the relationship between talent engagement and employee performance. The fascinating findings revealed in this study are the significant negative role of person-organization fit as a moderating variable between psychological safety and employee performance. These findings contributed to the theoretical knowledge gap and entered into one of the initial studies utilizing these constructs in a single framework in light of RBV. While filling the existing literature gaps, this study also paved the way for practitioners and organizations to overpower the substantial challenge faced by the hospitality sector in implying effective TM practices and enhancing employees' performance. The research work provokes that in an evolutionary modern world, organizations should focus on providing a supportive, interactive, and competitive work environment to retain their high-performing employees and to gain competitive advantage.

Key Words: Talent development, talent engagement, talent retention, psychological safety, person-organization fit, RBV, hospitality sector, talent pool, Pakistan.

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LIST OF ACRONYMS

Talent Management Practices (TMPractices)
Talent Development (TD)
Talent Engagement (TE)
Talent Retention (TR)
Psychological Safety (PS)
Employee Performance (EP)
Person-organization Fit (POF/ PO-fit)
Resource-Based View (RBV)
Value, rarity, imitability, and organization (VRIO)

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CHAPTER 1: INTRODUCTION

1.1 Introduction

This chapter assesses the background of the current topic and also states the relevant problem statement and research gap from the literature. Along with these research objectives and questions are also highlighted. Additionally, a research rationale covering the relevance of this study with global and national needs, the significance and scope of the study, and the advantages of TM in organizations is provided. Lastly, this chapter concludes with the thesis structure.

1.2 Background of the Study

Amid the global organization's adaptation to the COVID-19 pandemic, investigating the perspectives on talent management (TM), the relevant possibilities, and, the obstacles it faces is essential for the hospitality industry's long-term viability (Brouder et al., 2020 & Baum et al., 2020). Ever since the team of strategists at McKinsey first used the term "the war for talent" in 1997, the increased interest in TM practices has been seen due to its potential to enhance talent capability development. In the past several decades (Kravariti and Johnston, 2020; Aljbour et al., 2021). According to Golubovskaya et al. (2019) since the year 2000, a significant surge in the research and application of talent management (TM) has been noticed. As, a sharp rise in searches on Google for the field has been seen, reaching six million hits in 2007 and approximately 600 million searches in 2018. In modern businesses, talent management has remained a major concern thus far, particularly in light of several major trends, and because of this the field of human resource management has been disrupted and altered altogether (Collings et al., 2022; Vaiman et al., 2021). Additionally, the transformed variation of Talent strategies and practices by the COVID-19 pandemic, specifically has questioned several presumptions about handling human resources and engaging with employees in global businesses (Harney and Collings, 2021; Lazarova et al., 2023).

The recent global crises have demonstrated the requirement for a talented workforce to hold crucial positions and be managed well for an organization to be resilient and reactive to shifting corporate objectives (Kravariti et al., 2022). Furthermore, the research in the talent management area is increasing, frequently by contextualizing TM (Gallardo-Gallardo et al., 2019). Therefore,

over time, the field of TM developed into a multidisciplinary, multilevel realm thus now including almost all industries (Golubovskaya et al., 2019). Kwon & Jang (2021) suggested that talent management (TM) is a multifaceted field and in literature, there are four primary channels of research on talent management. First of all, findings highlight and prioritize external hiring, secondly the emphasis on internal growth and development such as succession planning for high-potential employees. Thirdly, the streams highlight TM as a general talent administration that addresses the management of high achievers. And last one highlights the top high-potential positions which are valuable assets for the organization. Similarly, we structure our study around these streams to reflect upon the TM mechanism.

Literature has provided many concepts of talent management, but there still exists a lack of consensus on the nature and definition of talent management (Kwon & Jang, 2021; Tlaiss, 2020 & Gallardo-Gallardo and Thunnissen, 2016). In the late 1990s, McKinsey and Company employed Talent management for the first time and explained it as “the totality of people’s experiences, competencies, capabilities, attitudes and behavior that can be turned into organizational performance” (Gupta, 2019).

Talent management (TM) is still a top priority for organizations globally, according to practitioners and scholars, because it can be a source of sustained competitive edge in the highly changing and frequently unpredictable marketplace of the twenty-first century (Khoreva et al., 2017 & Cascio and Boudreau, 2016). Gupta, (2019) stated that talent management is a vast concept comprising various dimensions such as attraction, development, engagement, and retention, therefore the present study focuses on three of the dimensions, i.e. talent development, talent engagement, and talent retention.

Developing, acquiring, engaging, and retaining competent employees in the hospitality sector is an ongoing issue for organizations and a subject of continual inquiry for hospitality academics (Gupta, 2019). For a considerable time now, many difficulties have been faced by the hospitality and tourism sector due to significant circumstances like the pandemic (Giousmpasoglou and Marinakou, 2021). Dragging the hospitality businesses to the verge of bankruptcy is one of the many unprecedented impacts (Baum et al., 2020; Gössling et al., 2021). Mentioning other impacts, ILO (2020) reported that in 2019 the hospitality sector's share of global labour was higher than 10%. However, by 2020, this percentage had dropped to half, with over 60% of workers, employed in the hotel and food and beverage sectors—losing their jobs (ILO, 2022).

These impacts further lead to declined psychological well-being, and perceived psychological safety in employees (Frazier et al., 2017). The aforementioned challenges raise major concerns regarding the sector's firm's TM strategies, and how organizations will realign their practices to open opportunities on a wider scale, then attract talent and subsequently fulfill critical roles (ILO, 2020). In this regard, Birtch et al. (2021) suggested organizations restructure their talent management strategies to offer consistency and job possibilities to prospective workers. Post-pandemic similar issues of talent shortage has been noticed in the hospitality industry of Pakistan, they are unable to acquire talented individuals and develop talent pools and also turnover increased in this sector (Baum et al., 2020). The services industry including hospitality sector is one of the primary engines of development in Pakistan, which has grown at a rate of about 6.2% (Iips, 2022) and according to An article titled State of Labour in Hospitality Sector in Pakistan Hit Hard (2023) by Pakistan observer 3.8 million jobs were created in this sector . However, the pandemic situation drastically impacted the working routines and business structures.

Moreover, the research has shown that the performance of competent employees is essential for preserving the organization's competitive edge in difficult circumstances (Bibi, 2018 & Mkamburi & Kamaara, 2017). This performance of employees depends on various factors such as organizational culture, alignment of employee values with that of an organization, HR practices, etc., amongst which are effective TM practices. Another factor is psychological safety, which has been thoroughly studied in terms of its causes and effects at different stages, notably individual, group, and organizational in different studies (Kwon et al., 2020; Newman et al., 2017). Lee et al., (2020) & Li et al., (2018) explained that instead of being afraid of probable service interruptions, employees with a greater sense of psychological safety may feel secure about the choices they make when addressing the varied demands of consumers. Though the number of research in the field has increased over the past 20 years, talent management is still a comparatively unexplored issue in hospitality and tourist research. There needs to be more theoretical advancement (Baum, 2008; Kravariti et al., 2022 & Kravariti et al., 2023). It may serve as the cause that the hospitality and tourist industry still struggles with defining talent and figuring out how to effectively nurture and apply talent management (Jooss et al., 2021). Literature shows that the tourism and hospitality sector is the largest and expanding rapidly around the globe, making a substantial contribution to the economic and social advancement of

several countries (Johnson et al., 2019). Ultimately, this stresses the importance of studying the role of TM practices in forming a productive organization.

In this study, TM has not been treated as a single practice, but we investigated it as a phenomenon of various practices. We have arranged these practices in a logical strategic order. Beginning with talent development (TD) refers to the development of talent pipelines constituting high-potential employees and then preparing the talent pool for future leadership positions (Jayaraman et al., 2018). After the development of a talented pool, and positioning them in key positions, the next practice to consider is talent engagement (TE), while utilizing TE practices, organizations work towards maximizing the potential and satisfaction of an employee within the firm (Guha, 2018). Lastly, the most important step in the TM process is talent retention (TR), which can be regulated via constant career advancement opportunities, knowledge-sharing working culture, and market-competitive compensation and benefits (Alzbaidi & Abu Madi, 2023).

Therefore, this study focuses on how effective TM practices including talent development, talent engagement, and talent retention foster a sense of psychological safety among employees, which consequently enhances their performance on individual levels. Joss et al. (2019) highlighted that to be employed in the service sector an individual should be passionate about delighting the customers and should be possessing customer-oriented traits.

The study by Jooss et al. (2019) underlines the critical necessity for the close correspondence between employees' behavior and the corporate values for a person to be classified as talented. Person-organization fit is considered as a crucial predicting factor of individual work performance which is taken into consideration while selecting a candidate, PO-fit ascertains a compatibility between the values and goals of the organization and the individual (Gorostiaga et al., 2022). According to Rajper and Ghumro (2020) over time the PO- fit component is getting increasingly important, and one way for improving employee performance and lowering turnover is the strong correlation between the organization and person-organization fit. Moreover this correlation has an impact on job performance, organizational commitment, job retention, and organization outcomes (Shah & Ayub, 2021). PO-fit also facilitates workers in meeting the psychological demands of workers, leading to good emotions like contentment and confidence (Yu, 2016; Park 45 & Hai, 2023).

Therefore we argue that person-organization fit can moderate the relationship between psychological safety and employee performance such that workers' perceptions of their psychological safety would increase with a better PO-fit and vice versa, consequently so would their performance. This framework is supported by RBV theory, which justifies that an organization encompassing resources such as talent development, engagement and retention practices, psychological safety, and person-organization fit function as a strategic investment in developing human and social capital. And subsequently leading to sustained employee performance.

1.3 Research Problem

According to the World Travel and Tourism Council, (WTTC's) 2018 report, one out of every ten individuals worldwide is expected to be employed by the travel and tourism sector, which is expected to grow faster than most significant industries. WTTC's first report Global Talent Trends and Issues in 2015 highlighted a crucial human capital challenge likely to be faced specifically by the tourism and hospitality sector in the next ten years because of it being highly labor-intensive (Johnson et al., 2019). Statistics show that before COVID-19 the hospitality and tourism sector was contributing 10.4% of the global GDP (US\$ 10 trillion) which has declined, and according to the latest statistics, the industry is contributing around 7.6% to the global GDP (*Economic Impact*, 2023). Moreover, It has been widely suggested that COVID-19 endangered the jobs of almost 120 million people in this industry and resulted in a 50% decline in worldwide revenue from tourism in 2020 (Baum et al., 2020 & Sigala, 2020). Due to such a crisis and the resulting employment uncertainty, stress, and depressive feelings, many personnel in the hospitality business have reevaluated their future in the field (Bajrami et al., 2021; Yu et al., 2021). Hence, switching to better job opportunities (Croes et al., 2021). KPMG (2016) and Marinakou & Giousmpasoglou (2019) viewed these issues related to the hospitality sector and suggested through a survey that the greatest problem regarding attracting, engaging, and keeping efficient and skilled workforce via efficient TM strategies will be faced by the businesses, particularly the hospitality industry. Moreover, according to Talib (2023) in his PIDE report, there is a huge gap in the demand and supply of jobs matching the skills and values of the graduated individuals in Pakistan. Furthermore, the report shows the analysis of historical data

spanning from 2020–21 to 2001–02, revealing a mixed picture of Pakistan's overall unemployment rate, which ranges between 5–10%. However, from 9.2 percent in 2001–02 to a maximum of 17.9 percent in 2014–15, the unemployment rate for graduates continued to rise. This massive educated labor pool was unaccommodated by the underdeveloped labor markets of emerging nations such as Pakistan, leading to the issue of graduate unemployment. As a result, people end up taking jobs that have little to do with their recent educational experience or areas of interest. Hence, there is an urgent need to highlight these underlying concerns and work toward suggesting the most suitable solutions.

The Economist in its article *Why Workers Are Fleeing the Hospitality Sector* (2022) revealed the impacted job market in the hospitality sector of the USA. The report suggested that 700,000 hospitality employees surrendered their jobs each month in 2021-2022. Additionally, the quit rate in this sector accelerated to 6.4% making 1.3 million fewer workers than before COVID-19, out of 16.9 million. The reasons contributing to high turnover are employees' psychological exhaustion, job dissatisfaction, lack of talent development and engagement practices, and lesser career prospects. A study by Frazier et al. (2017) demonstrated the results from a survey and according to them a global employee poll revealed that just 47% of respondents said their place of employment was "a psychologically safe and healthy environment to work in". Moreover, employees exhibit fewer positive attitudes towards their workplaces because of anticipated job insecurity, and persistent organizational modifications leading to massive resignation waves (Bajrami et al., 2020; Riley, 2021). In the literature, several factors leading to high turnover rates in the hospitality industry have been identified. For example lack of career development opportunities, a lack of skill recognition, low pay, job dependence on seasonality, insular schedules, poorly managed employee well-being, insufficient balance between work and life, and feeble management strategies (Marinakou & Giousmpasoglou, 2019). Moreover, due to these factors, the talent that may strengthen an organization's competitive edge might be lost by the hotel sector due to the high staff turnover rate (Lee & Ok, 2016).

Jooss et al., (2022) highlighted that a significant issue facing the hotel industry is the unfavorable perception that these companies have regarding the caliber of job opportunities, benefits, TM practices, and career trajectories. An unfavorable reputation of the sector as an employer and the precariousness of its employment has been significantly exacerbated due to ensuing unrest in the hospitality industry (Baum et al., 2020). Baum et al. (2020) and Gursoy and Chi (2020)

highlighted the issue regarding halted recruitment plans by many hospitality enterprises. Meanwhile, the employees who remained employed had unstable jobs because of the unpredictable business climate in the sector. According to research by Johnson et al., (2019), once employees are hired in the hotel business, they are not anticipated to hold their roles for an extended period. Due to problems including poor pay, indifferent hours, tiresome work schedules, and limited career prospects. Hence, unfair human resources (HR) practices boost stress levels among hotel employees and increase turnover (Painter-Morland et al., 2018).

This raises the issue regarding employee's perspective toward their job in the hospitality industry. In addition, we tend to highlight the issue regarding the negative impacts of substandardly applied TM practices. Therefore, in this regard, Aljbour (2021) stresses that organizations should concentrate on TM since inefficient TM can result in unfavorable effects including higher employee turnover and disenchantment.

Although these concerns can be handled by managing talent practices effectively, or by raising awareness among employees to develop by educating themselves, however, organizations in the tourism and hospitality sector should guarantee an ideal fit with the organization's values during the screening and hiring phases (Johnson et al., 2019).

A survey report titled Three Out of Four Professionals Leave When Company Culture Is a Mismatch by international recruitment firm Robert Walters found that 81% of managers questioned agreed that when professionals fit well with the organization's culture, they are less likely to leave and startling 73% of professionals have already quit as a result of a bad cultural fit. Hence when there is a mismatch in the business culture, three out of four professionals leave the organization. Moreover, in a study on the health care services sector of Pakistan, Arshad et al. (2023) found that 70% of respondents' values did not align with those of their organizations. Employees achieving a sense of psychological safety due to effectively managed talent strategies by the organization are still unable to perform well because of the lack of congruence between their values and the organization's values and goals. As a result of COVID-19 forced hospitality employees to reconsider, and re-evaluate their values and goals, TM has grown more complicated and challenging while also being an essential organizational activity that affects both the competitiveness of and the continuation of hospitality-related businesses (Sigala et al., 2023). Hence, realizing the significance of turnover in the travel and hospitality industry and to address the problem, our research shall study how the tourism and hospitality sector should start

thinking beyond the typical TM practices to ensure person-organization fit to achieve high employee performance

1.4 Research Gap

This topic is important in highlighting the impact of TM practices (TM practices) on employee performance with the mediating role of psychological safety, and the moderating role of person-organization fit. Marinakou & Giousmpasoglou (2019) noted that there isn't much TM research in the hotel industry. Which provides us with an opportunity to contribute to the literature. As suggested by Aljbour et al. (2021) In the literature Talent development practices have received the most research, whereas Talent engagement practices have received the least attention, and according to Tlaiss et al. (2017) the primary goal of talent management (TM) i.e. talent retention has been highly ignored in the literature, and fewer research concentrate on talent retention techniques. Literature suggesting to carry out additional research on the conception, management, and retention of talent (Chung & D'Annunzio-Green, 2018). Therefore this study aims to close this gap by including the dimension of talent engagement and talent retention.

Previous researchers have worked on TM practices to see their impact on employee turnover and retention attention (Kumar, 2021). In previous research, the dimensions of TM practices such as the Human Capital Index and perceived organizational support (POS) showed the impact on turnover intentions of Generation-Y employees (Gupta, 2019), While this study provided crucial insight into the effects of TM practices on turnover intention of Generation-Y employees working in hospitality sector it leaves room for speculation explaining the impact on employee's sense of psychological safety and performance. As indicated in a study by Aljbour et al. (2021) 49 of the 68 research covering TM outcomes had a single emphasis, whereas 19 studies looked at numerous outcomes. This draws attention to the necessity for further research looking at many TM outcomes concurrently. Therefore, the present study aims to fill this gap by focusing on psychological safety and employee performance as TM practices outcomes in a single framework.

Moreover, Despite the vast amount of TM research, it typically assumes an organizational or managerial perspective and ignores the skilled frontline workforce; their demands, and needs

thus this study shall fill this gap by taking into account the perspective of frontline employees in the hospitality sector (Gupta, 2019). Additionally, Aljbour et al. (2021) by reviewing 120 empirical studies on TM practices suggested that quantitative methodology has been followed by 61 studies whereas 47 and 12 studies in the literature followed qualitative and mixed methods approaches respectively. The study also proposed that the association of TM practices with outcomes at the organizational, group, and employee levels should additionally be examined through quantitative research as there is insufficient empirical data to support this relationship. Therefore, the present study aims to fill this gap by implying quantitative methodology. Additionally, in previous studies (Narayanan et al., 2018), scholars have drawn TM studies on RBV and social exchange theory to advocate their proposed frameworks. However, suggested that more theory development is necessary to increase TM's consistency since TM is still in its earliest stages (Aljbour et al., 2021). Therefore, this study aims to fill this gap to support this framework proposing RBV.

The role of TM practices has formally been studied in the hospitality sector of various countries such as Russia, India, Nigeria, and other Western and Middle-Eastern countries (Gupta, 2019 & Latukha et al., 2022). Additionally, the cultural norms and values of Pakistan differ from those of the West (Kakar et al., 2020). For example contrary to Western culture, collectivism is valued and prioritized over individualism and group goals in Pakistani society (Kakar, 2022). Therefore, the results of the studies conducted in west cannot be applied generally to Pakistan. Therefore, this research shall examine the impact created by TM practices in Pakistan and contribute to the knowledge gap.

Vario's previous studies have observed the role of and challenges associated with TM in the hospitality sector. For example, a study by Manoharan et al. (2023) assessed the latest concept of industry talent branding. However, less adequate evidence of studies focusing on TM practices, psychological safety, employee performance, and person-organization fit in a single framework. Although, the hospitality sector has a heavy reliance on human interactions and the continuous close relationships between both hosts and guests in contrast to interdisciplinary research carried out in the fields of organizational psychology, human resources management (HRM), public administration, and politics, and to the best of the author's knowledge there are substantially fewer research investigations on talent management in the hospitality sector of Pakistan (Mousa, 2021; Mousa, 2022).

Against this backdrop, this study is primarily concerned with investigating the importance of TM practices and the relationship between talent development, talent engagement, talent retention, and employee performance.

Moreover, Kwon & Jang, (2021) and Liu et al. (2015) analyzed psychological safety mediating the relationship between authentic leadership and organizational members' whistleblowing, leaving a gap to study this variable as a mediator in the proposed research framework. Past studies have confirmed the use of 19 employee-level mediators including pay satisfaction, manager's role, innovative behavior, and sense of belonging significantly mediating the relationship between TM practices and their outcomes. However, research to analyze the impact of TD, TE, and TR on employee performance with psychological safety as a mediator lacks adequate empirical evidence in the literature (Aljbour et al., 2021). Therefore, this study also aims to examine the mediating role of psychological safety between TM practices, its dimensions, and employee performance.

Moreover, person-organization fit has been analyzed as a moderator in previous studies, moderating the impact of affective commitment and job satisfaction on turnover intentions (Alniaçik et al., 2013), and moderating the relationship between job satisfaction, organizational commitment, and turnover intention (Pratama et al., 2022).

Previously moderators like power distance and organizational cynicism has moderated the relationships involving psychological safety (Jiang et al., 2019; Hu et al., 2018; Chen et al., 2014). PO-fit has offered valuable insights on its role as a moderator in various research frameworks, such as PO-fit strengthened the direct impact of employee engagement on promotive voice behavior (Kao et al., 2021). Furthermore, prior research has concentrated on the influence of PO-fit in Pakistan's service sector including banking, higher education institutions, and the healthcare industry (Arshad et al., 2023; Hassan et al., 2012; Kakar et al., 2020; Kakar, 2022). Despite the fact that the hotel industry greatly depends on workers who are genuinely motivated to deliver excellent customer service, very little research has examined the role of PO-fit in the Pakistani hospitality business.

Despite these insightful observations, there remains a gap of person-organization fit moderating the relationship between psychological safety and employee performance in the hospitality sector of Pakistan which is intended to be studied in the present study.

1.5 Research Objectives

This study aims to investigate the impact of talent development, talent engagement, and talent retention on employee performance meanwhile using psychological safety as a mediation between this relationship. Furthermore, the objective is to analyze the moderating effect of person-organization fit in a relationship between psychological safety and employee performance. Therefore, the objectives of this study are as follows:

1. To examine the relationship between talent development & psychological safety
2. To examine the relationship between talent engagement & psychological safety
3. To examine the relationship between talent retention & psychological safety
4. To analyze the Impact of psychological safety on employee performance
5. To investigate the mediating role of psychological safety in the relationship between talent development & employee performance
6. To investigate the mediating role of psychological safety in the relationship between talent engagement & employee performance
7. To investigate the mediating role of psychological safety in the relationship between talent retention & employee performance
8. To test the moderating effect of person-organization fit on the relationship between psychological safety & employee performance

1.6 Research Questions

The research questions that were investigated to meet the study's objectives are listed below:

1. Does talent development have an impact on psychological safety?
2. Does talent engagement affect psychological safety?
3. Does talent retention affect psychological safety?
4. Does psychological safety have an impact on employee performance?
5. Does psychological safety mediate the relationship between talent development and employee performance?
6. Is the relationship between talent engagement and employee performance mediated by psychological safety?

7. Whether the relationship between talent retention and employee performance is mediated by psychological safety?
8. Whether the relationship between psychological safety and employee performance is moderated by person-organization fit?

1.7 Operational Definitions

1.7.1 Talent Development

Talent development can be defined as the, “planning, choosing and implementation of development strategies for each individual in a talent pool to ensure that the firm has enough talent for now and for the future for the accomplishment of it’s longterm strategic goals, while keeping development initiatives in line with organizational talent management procedures” (Jayaraman et al., 2018).

1.7.2 Talent Engagement

Talent engagement can be defined as, “ The deliberate strategic actions taken by firms for the attraction, development and retention of their skilled employees. It entails strength of the mental and emotional bond an employee feels towards their employer and workplace which leads to a better understanding of employee’s career ambitions, thus aligning those with organizational goals” (Ali et al., 2019).

1.7.3 Talent Retention

Talent retention can be defined as, “An organization’s capability to retain their valued personnel. It involves the strategies focusing on retaining high-performing employees” (Alzbaidi & Abu Madi, 2023; Aljbour et al., 2021).

1.7.4 Psychological Safety

Psychological Safety is defined as, “ A feeling enabling individuals to display and employ one’s self without the worry of adverse consequences to self-worth and image” (Kahn, 1990).

1.7.5 Employee Performance

Employee Performance is defined as, “The behavior of employees while performing their duty for the purpose of meeting the company’s visionary goals refers to employee’s job performance” (Mira et al., 2019).

1.7.6 Person-Organization Fit

Person-Organization Fit is defined as, “ The degree of congruence within people's demands and organizational structure, moreover basic requirements of the work such as each individual's abilities, expertise, knowledge, and values” (Düşmezkalender et al., 2020).

1.8 Research Rationale

Human resources (HR) have long been associated with handling operational responsibilities, i.e. managing day-to-day administrative and practical aspects of HR activities. With time the job market evolved and working conditions changed. Therefore, it became challenging for organizations to primarily recognize the talent and then manage them to gain a competitive advantage. Moreover developing a strategic plan for dealing with the skilled labor shortage became a struggle. Here, HR shifted from a traditional paradigm to work towards the management of a talent pool that is especially appropriate for the fast-paced, cutthroat market in this era. Organizations now are adapting themselves to understand the needs and values of the new generation, to encounter hiring challenges, to deal with decreased employee engagement, and increased employee turnover. The utilization of TM in the hospitality industry took a surge in this decade. As hospitality sector looks for individuals with complex skills and competencies, and also has exhaustive labor demands. This makes it strenuous for hospitality firms to attract, develop, engage, and retain their skilled workforce. Also, another challenge this sector faces is implementing diversity management, as a diverse group of employees, i.e. employees of varied ages, races, and ethnicities work in the hospitality sector (Gupta, 2019). After COVID-19 Hospitality industry is going through a progression phase and is expected to grow globally in the coming years, therefore they need to creatively strategize their TM practices to control turnover and retain their highly talented workforce. Organizations need to take responsibility to provide their employees with a career-enhancing, and psychologically safe work setting by implementing effective TM practices. Moreover, employees in hospitality sectors tend to switch their jobs more often first of all because of lower compensation, and adverse working conditions and secondly because of the mismatch between their values and that of their organizations. To address this issue many hospitality firms have started to plan a better strategy to acquire, hire, and retain talented employees whose values and goals align with business goals and values and whose productivity contributes to organizational success.

1.8.1 Relevance to Global Needs

The concept of talent management is not restricted to a particular country or an industry. It holds significant relevance across various industries and countries. Moreover, acting as the foundation for businesses to attract, develop, engage, and retain talent. As technology is progressing rapidly in the job market there has been an escalated necessity to efficiently handle personnel, maintaining competitiveness and promoting creativity. Globally, the organizations are mapping out creative ways to place TM strategies, in order to foster a continuous learning and growth culture. Their aim is to develop a pipeline of high-potential employees, and those whose aspirations align with the organizational goals. Additionally, the hospitality industry comprises migrant laborers on a global scale, which increases the diversity among hospitality employees and calls for a need to develop effective diversity management strategies to provide long-term benefits to their current and future employees.

The COVID-19 pandemic seriously impacted the global job market (Yin et al., 2022), especially the hospitality industry, and endangering around 50 million jobs in this sector. Employees lost their jobs worldwide, and the high rate of turnover impacted organizational products and financial performance negatively. But later it shaped HR managers' outlook towards talent management and in such times the organizations started to concentrate on the sustainability of the hospitality sector. Employers have started to facilitate their workforce with talent mobility, promoting diversity and inclusion, and ensuring the involvement of diverse talented workers. Managers worldwide, consider the need to attract and form a pipeline of competent workforce, then to provide an engaging and supportive work environment to gain employee loyalty which further helps firms in retaining those employees. The hospitality sector begins with acquiring and hiring the right talent. They further consider industry-specific TM practices involving market-specific recruitment, and onboarding, training and development, and engagement.

Additionally, the Global market recognizes the need to align their TM practices with technological trends for which they streamline their recruitment, training, development, and performance management with technological fusion. Technological advancement around the globe has spread throughout the hospitality industry and transformed it, thus making technology a critical component for the application of effective TM practices. To compete globally, hospitality organizations have to start utilizing AI-driven tools for providing personalized

learning and development experiences to their employees, and they should begin to leverage data analytics for recruitment and selection purposes. By customizing their interventions to match stakeholders' demands, hospitality firms worldwide can develop a better understanding of workforce characteristics, rapidly changing employee needs and the latest trends in talent management.

1.8.2 Relevance to National Needs

Similar to global value, talent management has a significant influence on a national level, it performs a crucial part in promoting inventiveness, increasing productivity, and accelerating growth in the economy. In the Pakistani context, TM significantly directs socioeconomic progress and status on the global level and, therefore, is considered an important factor. As Pakistan is a nation with an expanding populace and multifaceted talent bank thus producing a phenomenal number of skilled and hardworking minds. Therefore, by deploying strong talent management strategies these bright minds can be utilized and Pakistan can capitalize on the full capacity of its human capital, by resolving and managing the skill inconsistencies of the talent pool. Which will consequently develop employees with the necessary skills to navigate the challenges of today's global economy. In a report by The Nation, Abbasi (2022) highlighted the anticipated role of TM in Pakistan. According to him a survey by Gallup & Gilani showed that 70% of Pakistanis despite poor economic and job conditions in the country still have a feeling of connectedness with the motherland, this highlights an important feature of social dynamics within Pakistan that if provided with better opportunities the intellectual talent will give priority to their own country and will not consider leaving the country for better prospects. So, talent management if implemented effectively within the Pakistani private and public job sectors, especially in the hospitality sector will fill the gap of unemployment. Hospitality Organizations can harness talent management as a catalyst for minimizing unemployment among youngsters and vulnerable communities. This can be achieved through focused initiatives, employment opportunities, and apprenticeship programs for empowering talented women, people with disabilities, and individuals from rural areas with admirable educational backgrounds.

On a global stage, Pakistan can bolster its standing by offering skill development opportunities to millions of employees. Thus, by combining talent management with workers' sense of national belonging, making use of efficacious TM practices to develop a talented pool, and lastly,

demonstrating their dedication to talent development, Pakistani firms can harness the intellect of its human capital to solve the proper challenge of getting along with global competitors, enabling the achievement of necessary goals for prosperous national advancement.

1.9 Significance of Study

Throughout the previous decade, the field of TM developed into a multidisciplinary, multilevel realm thus now including almost all industries (Golubovskaya et al., 2019). We contend that this work advances the field since it may lead to fresh insights into the relationship by taking into account the applicability gap of the hypothesized relationship between TM practices, psychological safety, and employee performance. Moreover, our study is not restricted to any one specific TM practice and includes three sets of TM practices in a single framework, thus providing a solid foundation for the TM framework. Research shows that organizations that have adopted effective TM practices gain competitive advantage and enhanced productivity and talent management has the potential to enhance talent capability development (Kravariti and Johnston, 2020; Aljbour et al., 2021). Therefore, this study provides an empirically tested framework highlighting the underlying mechanism of TM in the hospitality industry.

Moreover, the study's specific significance resides in its contribution to increased knowledge of organizations and managers that providing facilities to employees will not always contribute to their enhanced performance but they should look beyond this, into the concept of person-organization fit. Which strengthens the relationship between employees' psychological well being such as psychological safety and performance. Additionally, findings from this study will improve the research design from the previous studies (Bibi, 2018) as this study contributes to the literature in several ways, first of all, it has taken into account the foundational mechanism of TM. Then it provides insight into the ramifications of TM practices on employee well-being and performance. Lastly, the acknowledgment of contextual dynamics by positioning person-organization fit as a moderator further provides complexity to the research. Thus, augmenting the significance of this study.

1.10 Advantages of TM practices

According to the article *The Importance of Talent Management*; Washington State University talent management offers various benefits to an organization. Some are mentioned below:

1. Effective TM leveraging enhanced recruitment techniques attracts top talent.
2. An intact talent management system fosters a sense of psychological safety, enhanced mental well-being, and motivation among employees.
3. Efficacious TM systems regularly monitor crucial roles to make sure that key positions never go vacated. By doing so the productivity of an organization will not be interrupted.
4. TM yields optimized talent engagement as they develop a sense of purpose and feel committed to organizational goals.
5. An impactful TM system leads to regular feedback, goals, and values alignment, and growth in skills which helps in the successful management of performance.
6. TM practices take diversity and inclusion into account and cultivate a sense of community while ensuring fair availability of resources.
7. TM helps in achieving prolonged sustainable growth and competitive advantage by synchronizing talent strategies with business goals.

1.11 Thesis Structure

The thesis has six different sections or chapters, which persistently examine the subject thoroughly.

Chapter 1: Introduction

Chapter one mainly discusses the introduction and background of the topic along with their relevance at global and national levels. The chapter also includes the research problem statement, gaps, aims, objectives, questions, and contributions. This chapter also has a section addressing the significance of the research, the advantages of TM, and how talent management can benefit organizations and employees in the long run.

Chapter 2: Literature Review

The second chapter of this research presents evidence from previous TM studies conducted by various researchers in the hospitality industry. It provides background on TM, psychological

safety, employee performance, and person-organization fit that has been conducted to date in these fields. Moreover, it includes details about the theory and conceptual framework related to the topic.

Chapter 3: Research Methodology

The third chapter mainly explains the methodology utilized for the research and also provides a justification for that. It further includes research paradigm, research methodology, research approach, research design, method of data collection, sampling technique, and ethical consideration

Chapter 4: Results and Analysis

The fourth chapter provides results of the practical implication of the conceptual model. This section discusses the data in detail.

Chapter 5: Discussion of Results

The fifth chapter includes detailed justifications for the concluded results and links them with already existing literature review and logical reasoning. Meanwhile, this section also provides an interpretation of the tested hypothesis, along with theoretical and practical implications.

Chapter 6: Conclusion

This is the final chapter, presenting the crux of the thesis. The conclusion is based on the gathered results and previous sections.

1.12 Summary of the Chapter

This chapter strengthened the introduction to the study. This involves an introduction to the variables involved in the study, as well as the causal relationships that will be investigated. Additionally, the research problem statement, as well as an overview of previous research along with research gaps was also part of this chapter. This section also includes the research objectives, aims, questions, and the study's significance in the end.

Moreover, this section also highlighted and demonstrated the operationalized definitions of constructs. Lastly, the chapter concludes with a layout of the structure which will be followed

throughout this research. The subsequent chapter, the Literature Review will provide a comprehensive evaluation and overview of previous research frameworks related to the present study. The next chapter will further highlight research's relevance and uniqueness while placing it among the larger academic conversation.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

Subsequent to the introduction to the research topic and variables, as well as the research gaps and problem statement, the following section offers a thorough analysis of every variable involved in the research to help readers grasp it properly. The chapter begins with an outline of prior studies on TM in the hospitality sector that have been published. Following this is detailed literature on talent development, talent engagement, talent retention, psychological safety, employee performance, and person-organization fit. Formulation of hypotheses is preceded by a detailed description of the theory utilized for the present study. The conceptual framework and the hypothesis table serve as the chapter's conclusion.

2.2 Past Studies on Talent Management in the Hospitality Sector

The conscious and planned attempts of executives to best recruit, train, and retain skilled and dedicated workers who majorly influence the organization's long-term, sustainable performance refers to Talent management (Kafetzopoulos et al., 2022).

The current study is grounded on the Resource-Based View (RBV) theory and conducted in the hospitality sector of Pakistan. For identifying, nurturing, and retaining skilled personnel the field of TM emerged (Gallardo-Gallardo and Thunnissen, 2016). Mohammed et al. (2022) and Ngo & Creutz (2022) suggested that the boost of economies relies on the tourism and hospitality sectors of many developing countries including Vietnam and Brazil. However, a problem with workforce preparedness or talent shortages is one of the major challenges for the hospitality and tourism sector in locations (Pramanik et al., 2023; Collings & Isichei, 2018). Highlighting the labour market challenges including skills shortages and labour turnover faced by the hospitality sector in particular D'Annunzio-Green and Teare (2018) also stressed that the sector needs a planned, methodical approach to strategic people management. Various findings found significant gaps, especially when it comes to the work atmosphere, overall rewards, and corporate policies regarding attracting, developing, and retaining talent (Jindal & Shaikh, 2016; Deery & Jago 2015). Perhaps the challenges faced regarding talent management in this industry are a result of the inadequate or inefficient implementation of current talent management techniques (Baum,

2019). Previous research by Williamson and Harris (2019) has also highlighted the importance of this ignorance in implementing prospective talent management policies and practices. It has been suggested that ineffective employee-employer relationships result from both the union and employers' inability to adequately address talent management issues. Also, COVID-19 has left an adverse impact on the hospitality industry as talent retention has become an issue for service sectors (Hassanein & Özgit, 2022; Ohunakin et al., 2020). Therefore, Jooss et al. (2022) emphasized that hospitality businesses to rethink their talent management strategies and procedures in order to buck the current trend and fortify their pools of talent. TM studies have been conducted in the hospitality sector in various contexts. In the Nigerian hospitality context Edeh et al. (2022) using survey research design examined the impact of talent management on employees' discretionary work behaviors. Furthermore, the study comes to the conclusion that indications of discretionary work behavior are greatly impacted by the management of staff, which focuses on recruitment, development, and retention. It advises Managers and HR specialists to use talent management to improve these behaviors within their companies. On the contrary a study analyzed the impact of effective TM practices in fostering positive employee behaviors and forces driving organizational-based self-esteem, brand motivation (Murillo & King, 2019). Moreover, a study by Sheehan et al. (2018) highlighted the macro and micro-level overview of the sector's significant role in the economy and the challenges faced while implementing TM practices, and also emphasizes how crucial effective TM is for attracting and keeping talent, motivating staff in the hospitality sector. Bahuguna et al. (2022) points out the essential role of efficaciously implemented TM practices in boosting employee commitment and, consequently, organizational performance. Considering the major role of management in effectuating TM policies Bratton and Watson (2018) conducted a study to explore the contribution of line managers in managing emotions of their talent pools.

Compared to the present study, most of the previous studies used qualitative methods and techniques to provide insights into the TM approach within the hospitality industry (Jooss et al., 2022; Howe-Walsh et al., 2022; Garavan et al., 2022; Sigala et al., 2023; Marinakou & Giousmpasoglou, 2019; Baum, 2019), including a study by Bagheri et al. (2020) using a mixed-method approach to propose a talent management model specifically modified for the Iranian tourism and hospitality sector. Whereas, the current study also adopts a quantitative approach similar to a previous study by (Gupta, 2019; Baharin & Hanafi, 2018) which analyzed

the role of the talent management dimension in the retention of employees in the hospitality industry using a quantitative method. The role of TM practices in the hospitality sector has been explored in recent years; the current study using quantitative methodology will examine the impact of three TM dimensions on employee performance while including the role of psychological safety in this cycle.

Literature significant to this study has been elaborated in Table 2.1

Table 1 Summary of Literature

Title	Journal	Authors (year issued)
Beyond competing for talent: an integrative framework for competition in talent management in SMEs	International Journal of Contemporary Hospitality Management	Jooss et al., 2022
Are people the greatest asset: talent management in SME hotels in Nigeria during the COVID-19 crisis	International Journal of Contemporary Hospitality Management	Howe-Walsh et al., 2022
Strategic talent management in hotels during COVID-19: upper echelons and dynamic attention-based perspectives	International Journal of Contemporary Hospitality Management	Garavan et al., 2022
Talent management in hospitality during the COVID-19 pandemic in Macao: a contingency approach	International Journal of Contemporary Hospitality Management	Sigala et al., 2023
Talent management and	International Journal of	Marinakou &

retention strategies in luxury hotels: evidence from four countries.	Contemporary Hospitality Management	Giousmpasoglou (2019)
Does the hospitality industry need or deserve talent?	International Journal of Contemporary Hospitality Management	Baum (2019)
Talent management dimensions and their relationship with retention of Generation-Y employees in the hospitality industry	International Journal of Contemporary Hospitality Management	Gupta (2019)
Talent Management in the Hospitality Sector: Predicting Discretionary Work Behaviour	Administrative Sciences	Edeh et al. (2022)
Reflections on the theme issue outcomes: Is talent management a strategic priority in the hospitality sector?	Worldwide Hospitality and Tourism Themes	D'Annunzio-Green and Teare (2018)
Strategic talent management: A macro and micro analysis of current issues in hospitality and tourism	Worldwide hospitality and tourism themes impact factor	Sheehan et al. (2018)
Effects of Talent Management on Employee Retention: A Case Study of Hospitality	Global Business and Management Research	Baharin and Hanafi (2018)

Industry		
Talent Management and Its Impact on Organizational Commitment: An Empirical Investigation of Indian Hospitality Industry	Fortune Institute of International Business Review	Bahuguna et al. (2022)
Talent Management in the Tourism and Hospitality Industry: Evidence from Iran	An International Journal of Tourism and Hospitality Research	Bagheri et al. (2020)
Talent management, emotional labour and the role of line managers in the Scottish hospitality industry: a roundtable discussion	Worldwide Hospitality and Tourism Themes	Bratton and Watson (2018)
Why do employees respond to hospitality talent management: An examination of a Latin American restaurant chain	International Journal of Contemporary Hospitality Management	Murillo and King (2019)
Talent Management through Employee Engagement in Hospitality Companies	International Journal of Multidisciplinary and Current Research	Jindal and Shaikh (2016)
Sustaining Human Resources through Talent Management Strategies and Employee Engagement in the Middle	Sustainability	Hassanein and Özgüt (2022)

East Hotel Industry		
Revisiting Talent Management, Work-Life Balance and Retention Strategies	International Journal of Contemporary Hospitality Management	Deery and Jago (2015)
Talent management and unions. The impact of the New Zealand hotel workers union on talent management in hotels (1950-1995)	International Journal of Contemporary Hospitality Management	Williamson and Harris (2019)
Talent retention strategies and employees' behavioural outcomes: empirical evidence from hospitality industry	Journal of Business Theory and Practice	Ohunakin et al. (2020)

2.3 Definition of key concepts

Before studying the causal relationship between talent development, talent engagement, talent retention, psychological safety, employee performance, and person-organization fit. Explanation of each construct in literature is also a critical phase. Therefore, to gain a clear understanding of the conceptualized constructs, a literature review for each concept has been conducted in the following section

2.3.1 Talent Development

According to Jayaraman et al., (2018), talent development is defined as “Talent development focuses on the planning, selection, and implementation of development strategies for the entire 7 talent pool to ensure that the organization has both the current and future supply of talent to meet the strategic objectives and that development activities are aligned with organizational talent

management processes”. TD practices might range from mentoring, coaching, and job shadowing to learning and growth programs (Aljbour et al., 2021 & Cooke et al., 2014). And include more than just 360-degree evaluation (Aljbour et al., 2021 & Sonnenberg et al., 2014). TD practices mostly focus on planning, developing, and implementing growth plans necessary to advance the understanding and abilities of talented individuals, and the overall goal is to enhance organizational and employee performance (Aljbour et al., 2021 & Garavan et al., 2012). A study by Sigala et al. (2023) using a contingency approach focuses on TM practices within the hospitality and tourism sector of Macao, this study focuses on the situation post-COVID-19 among hospitality sectors and how these firms embraced a new perspective on the development of talented pool, training and development and talent execution and workforce replacement. Consistent with these observations, Sigala et al., (2022) suggest that by adopting new working patterns, hospitality firms have started to develop a pool of talented employees who can be utilized to innovate and excel in a rapidly changing job market. According to Collings & Mellahi, (2009) and Jooss et al., (2022) development of a talented pool is one of part of three of the routines showcased in talent management literature. This strategic approach of firms determines and cultivates valuable employees having tremendous potential for the responsibility of higher positions in the future. Moreover, Collings et al., (2019) Explain that this routine strategy of cultivating a talent pool rather than stressing on conventional static approach highlights the principle of “flow” and “process”. That may lead to the organization having diverse and concentrated talent within it.

Moreover, a study by Onyango and Kwena (2017) utilized various personalized methods that are employed by organizations to develop talent for short and long-term purposes, involving the act of exposing businesses and their employees to progressive learning opportunities. Additionally, Organizations put in efforts to provide transparent career paths to their talent which provides them with a strategic vision of their progress in that organization. Another study by Dzimbri (2021) implied the human capital theory outlook to provide conceptual insight into the management strategies that greatly focus on talent development, according to which organizations invest in the development of potential employees to achieve positive strategic outcomes. Talent development involves a firm’s tactical approach to recognizing and supporting emerging employees and yielding effective outcomes.

Also, many organizations face immense challenges in cultivating a pool of talented employees. They lack the ability to sustain their development and fulfillment of needs in the long run. Therefore studies by Howe-Walsh et al., (2022) and Goh & Okumus, (2020) also highlighted the rising issue of talent shortage in the hospitality sector. Thereafter the suggestion for SME hoteliers to concentrate on recruiting GEN-Z as an underused talent pool by including Talent management strategies that offer defined career paths for individual development and to capture the attention of the target age group.

TD involves succession planning as a crucial mechanism that promotes a vision to build a qualified employee pipeline. Furthermore, Organisations that use a systematic TD approach aim to ensure that the highest potential talent is recognized to obtain an edge over their competitors in the future, as well as provide chances for learning and progress to support expansion and address the requirement for human capital (Hassan & Siddique, 2020; Ali & Mehreen, 2019 & Abdullahi et al., 2020). It has been proposed by some of the studies in the literature that employees play a vital role in determining the performance of the organization because they add value with their contribution (Marinakou & Giousmpasoglou, 2019; Garrow & Hirsh, 2008).

CIPD (2006) furthermore asserts that TM is a deliberate strategy, and recommends that for maintaining a superior edge within an industry efficient TM practices including TD practice incorporate efficient strategies for attracting, developing a talented pool, engaging, rewarding, and retaining individuals into their professional journey.

2.3.2 Talent Engagement

According to Dzimbiri & Molefakgotla (2021) talent management has been categorized into nine futurist categories such as talent review process, talent strategy, talent engagement, talent retention, talent development, talent deployment, and others. Talented individuals' level of interest, dedication, and engagement are all goals of TE practices (Aljbour et al., 2021). By encouraging employees' commitment, empowerment, and motivation to give their all, such processes hope to nurture growth in both their professional and personal lives. Likewise, talent development practices and TE practices as well are not just limited to Redeploying and deploying talent (Aljbour et al., 2021 & Mathew, 2015) and diversity administration (Latukha, 2018). Employee engagement is improved by giving people engaging work to do, demanding

tasks to complete, and chances to learn novel concepts. This fosters a feeling of purpose and promotes continual improvement.

Most organizations nowadays have understood that in terms of productivity and uprightness, the engaged talent contrary to the best talent is considered to be the more satisfied talent. When they have built strong cognitive and emotional connections with the organization and its people they feel devoted to working towards organizational goals (Jeswani & Sarkar, 2008). Moreover, there is a notion that unsatisfied consumers will tell ten people about their negative experience, a disappointed and disengaged employees might mention their experience to one hundred (Maurya et al., 2020; Blyton and Jenkins, 2007). Which negatively impacts the market reputation of the employer. To avoid a deteriorated market impression, the opinion of Kafetzopoulos et al., (2022) can be taken into account, that organizations are able to benefit from the decked performance and their competitive edge through effective talent management strategies such as TE. And in order to achieve productive and creative outcomes organizations efficaciously involve their employees. Furthermore, Ali and Guha (2018) describe TE as an employee's positive disposition towards organizational values and standards. Their research further indicates that the lucrative TE approach contributes with a major impact in an obnoxious and dynamic economy, where employees are expected to showcase creative work behavior and agility in their job roles. In addition, keeping employees intended and steered helps businesses to overcome turnover issues and boosts organizational revenue and customer contentment (Ellis & Sorensen, 2007; Ali et al., 2020). Thus, the very foundation of TE is to lead people to accomplish business goals (Ahmed et al., 2015). A workforce can be more effectively engaged if an organization is able to justify the retention of talented individuals in order to achieve organizational goals (Ansar, 2018). Additionally, the manager's attitudes and their optimistic outlook, foster a working environment where employees are very involved in their work-related duties.

Whereas, researchers like Gupta (2019) in their study focused on a relationship between talent management dimensions and Generation-Y employee retention in the hospitality sector, arguing about a concern related to the absence of engagement among employees. This paper further conceptualizes the presence of disengagement amongst employees of all generations. Because of their enthusiastic outlook, Gen-Y employees are considered to be more vulnerable. Also, employees from this generation tend to switch their jobs when employers are not able to deliver on their employment and psychological contracts.

2.3.3 Talent Retention

Broad-spectrum of HR techniques and practices are involved in TM practices and procedures. In addition to this, the vast majority of research concentrated on three primary approaches: attracting, developing, and retaining talent. In literature TR has grabbed a good sum of attention, TR contributes by enhancing employment circumstances and reward and compensation management (Aljbour et al., 2021; Latukha, 2018)

Talent retention strategies focus on retaining high-performing employees (Aljbour et al., 2021; Taftiet al., 2017). Retaining talented and exceptional employees is important for organizations to gain a competitive advantage over their competitors (Zhang & Stewart, 2017). Talent management techniques emphasize bright workers seeking optimal outcomes in crucial positions and effectively retaining such employees by implementing TM practices. Talent retention practices also just aren't restricted to, talent recognition, retention, and appreciation (Aljbour et al., 2021) and compensation administration (Latukha, 2018). Dzimbiri (2019) mentioned factors that drive employees to remain in companies. These are the intrinsic characteristics of a job encompassing accomplishment, acknowledgment of high performance, progress, and potential for career advancement. Similarly, Dzimbiri (2021) and Whysall et al. (2019) also identified a variety of retention strategies and suggested various factors such as monetary incentives, and performance-based rewards to ensure that talent stays in the organization. The process of retention ensures that competent staff members are effectively conserved (Kumar and Bhalla, 2019). Alzbaidi & Abu Madi (2023) suggested that the implementation of such techniques that cater to the employee's needs and requirements at work, with an absolute goal to foster a working culture that encourages retention is called talent retention management.

Moreover, literature unveils that Asian countries have an ample amount of young talent but still, they face challenges regarding workforce shortage and labor mobility (Cooke and Kim, 2018). The premise of the "talent battle" bases itself on two fundamental tenets: staff mobility and a limited supply of talented individuals as a result of infinite employment opportunities in the market (Mukherjee et al., 2019). Therefore, to gain a competitive edge, the necessity to retain competent employees through effective TM practices is no more important than ever (Saadat & Eskandari, 2016). According to Matongolo et al. (2018) gaining an entire profitable investment

requires talent retention. It is also considered that talent retention is the prime factor that determines and impacts an organization's future productivity.

In the context of the present study, Marinakou & Giousmpasoglou (2019) also addressed the talent retention strategies within the hospitality industry and pointed out elements that contribute to the retention of hospitality sector employees. These organizational measures incorporate arduous working conditions, compensation and reward, training, and professional development prospects. In addition, Self et al. (2019) suggested a pragmatic job previewing strategy to minimize turnover and retain skilled workers in the hospitality sector which subsumes irregular working hours, intense working conditions, and demand for high emotional labor

2.3.4 Psychological Safety

According to Edmondson, (1999, p. 353). The definition of psychological safety is "A shared belief that the team members are safe for interpersonal risk-taking". It was originally proposed as a group-level construct and psychological safety may vary depending on the interpersonal dynamics of various teams (Kwon et al., 2020). Moreover, psychological safety has been thoroughly studied in connection to its causes and outcomes. at several levels, including individual, group, and organizational levels (Kwon et al., 2020 & Newman et al., 2017). Because psychological safety is primarily an interpersonal notion based on encounters, and as employees honestly address their worries and challenges or any potential risk and are linked to how people attain knowledge and then apply it in their work; the probability is that the discursive climate of a team will have an impact on how it emerges ((Akan et al., 2020 & Frazier et al., 2017). According to Wang et al. (2015), an efficient intrinsic propagation system hinges on the pathway of "management practice–mental state–behavioral results" that accordingly promotes psychological safety. Also, the execution of HRM practices is a critical factor that might influence worker's psychological safety. While shedding light on the importance of psychological safety, researchers explained that because it provides employees the mental confidence that they will not be penalized by superiors for causing errors in their innovative research works but rather will be acknowledged as an opportunity for growth (Zhao et al., 2022). For psychological safety, the workplace serves as a fecund ground that can further be stimulated and moderated by the role of organizational culture. Moreover, employees' mental demands for

job security can be satisfied and met more effectively by well-defined team goals and job structuring. Also, the contended need for psychological safety complies with the requirements of taking risks and the manager's acknowledgment (Zhao et al., 2022). A psychologically safe work environment creates a mindset that has a priority for issue prevention and achieving collective objectives. Because in such instances people are not as inclined to protect their personal goals, thus there won't be any small criticism and others' opinions will be respected (Mitterer & Mitterer, 2023). According to Kahn (1990) “ a feeling able to display and employ one's self without the worry of adverse consequences to self-worth and image” refers to psychological safety. For example, if someone responds negatively to queries like if they take any certain step or take a decision, he will suffer consequences, embarrassment, or harm this conveys that the person has attained a sense of psychological safety (Ahmad & Umrani, 2019). Edmondson (2018) argued that an uncomplicated atmosphere where individuals work closely as friends and without any pressure or issue is not defined as psychological safety, but conversely because of less inclination of people towards protection an environment is created where the emphasis is on unanimous problem-solving approach and achievement of shared objectives.

2.3.5 Employee Performance

Employee performance in today's globalized world is recognized as the most crucial factor in maintaining the sustainability of the organization (Abdullahi et al., 2020 & Zameer et al., 2014). Job performance is one of the outcome variables of organizational behavior which has been studied various times around the globe in a different context (Bhardwaj et al. 2021). According to numerous studies, for an employee to produce great results, he or she must be dedicated to or interested in performing their duties (Bibi, 2018).

Wang et al. (2021) Define employee performance as an important component that is a need of an organization for its success. Putting it another way, a company's productivity and prosperity are affected directly by the performance of its people. Employee performance has a substantial and multifaceted in the achievement of outcomes which are linked to organizational accomplishment of strategic goals (Khan et al., 2011; Wang et al., 2021). This signifies that employee performance measures both, efficacy and productiveness (Wynn et al., 2019). Johnson (2019) stresses that employee performance must be quantifiable, comprehensible, validated, fair, and

attainable. In addition, Numerous lines of studies have illustrated the importance of employee performance in the service sector and educational sector.

The behavior of employees while performing their duty for the purpose of meeting the company's visionary goals refers to employee's job performance. In order to ensure the achievement of goals, organizations place a high priority on employee performance (Mira et al., 2019).

Kuswati, (2020) conducted a study in the Indonesian context to observe how employee performance is impacted by motivation. The study suggested that employee performance and the outcomes of their job in a firm or organization are strongly linked. Work involving outcomes such as; quality, quantity, and reliability. In addition, organizations in order to improve their workforce performance use a crucial element of performance evaluation.

Literature suggests that for several decades, researchers have studied employee performance in a variety of settings, areas, and civilizations in an effort to better comprehend attitudes, practices, and methods that support performance (Bono and Judge, 2003; Piccolo and Colquitt, 2006; Atatsi et al., 2019). While Mathias and Jackson (2000) and Bohlander et al. (2001) ideate employee performance as an aptitude of the worker to reach and attain employment objectives, and match standards. Viswesvaran and Ones (2000, p.216) in their perspective describe employee performance as quantifiable behaviors, activities, and results that are created by employees and play a role in supporting organizational objectives. Whilst assisting firms in overcoming obstacles, guiding them to break into emerging business markets, and outperforming rivals; TM upgrades employee performance. Likewise, effective management of skilled workers helps in maximizing return on investment by lowering labor costs and increasing their efficiency at work. Hence leads to enhanced employee performance which provokes organizational performance (Mensah, 2018). Prior research (Kim & Koo, 2017) in the Korean context showed the connection between LMX, engagement, innovative behavior, and job performance in hospitality sector employees. Meanwhile, drawing attention to the role of employee's job performance, mentioned that in the service sector, client and staff communication is usually necessary for job effectiveness. This vital aspect of the service industry has led to the belief that the source that fosters the learning opportunity regarding the quality experience of clients is service personnel. And their job performance is important in earning client happiness, providing excellent service, and gaining loyalty.

Considering the important role of employee performance in different contexts and sectors, the current study employs a theoretical approach that employee performance has various determinants including effective TM practices. For instance, highly engaged employees who feel valued, will go beyond their particular job roles and outperform to contribute to organizational competitiveness.

2.3.6 Person-organization Fit

The individual-environment fit has a sub-dimension called person-organization fit, which refers to employees' contentment with the organizational environment (Düşmezkalender et al., 2020). According to Chatman (1989), Kristof (1996), and Kristof-Brown et al. (2005). PO-fit is the congruence or compatibility between organisations and individuals based on traits that are significant to both of them. Person organization in the subject of organizational behavior has been given different definitions by various researchers including congruence with values, goals, abilities, and skills (Youngs et al., 2015). The degree of congruence within people's demands and organizational structure, moreover basic requirements of the work such as each individual's abilities, expertise, knowledge, and values is termed as "person-organization fit". Moreover, it is described as the congruence of a person's demeanor with the assumed institutional image (Düşmezkalender et al., 2020). For organizations to succeed they must strive to attract and recruit candidates whose values and goals match that of the organization and are a good fit for both the firm and the job (Barrick and Parks-Leduc, 2019). One of the determinants of job performance, organizational commitment, and aspiration to leave the organization is PO-fit (Vianen, 2018). Also because filtering out prospective employees who are in thoughts to leave the organization, PO-fit evaluation can be a reliable criterion as values are generally steady. Therefore, by analyzing how candidates acquire PO-fit attitudes about recruiting organizations a positive impact can be created on recruitment and selection practices of the firms (Huang, 2021). Previous studies show that job satisfaction, organisational commitment, employee retention, organizational citizenship practices, and task performance have all been linked to higher levels of PO-fit (Das 2022; Hoffman and Woehr 2006; Subramanian et al., 2022). In addition, the congruence between people and businesses is often taken to mean PO-fit (Mensah & Bawole, 2018). They further debated that there are three instances by which PO-fit might transpire “1) at

least one party fulfills what the other needs or 2) they share similar basic characteristics or 3) both”. Kasekende et al. (2020) indicated PO-fit as the connection between a staff member's views, principles, and ethos and the employer's reputation; this concept is relative to the belief of this study. Indeed, any business acknowledging this notion in order to improve their employee engagement (Priyadarshi and Premchandran, 2018), employee behaviors (Mensah, 2018), subjective commitment (Kooij and Boon, 2017), and reducing turnover intention (Memon et al., 2017) will be in a favorable position. PO-fit is a concept in which employers usually attempt to persuade their workers to embrace a shared set of values, goals, and beliefs, that align with the requirement of an employee from its organization in terms of purpose and empowerment.

Literature has indicated two categories of PO-ft i.e. supplementary and complementary fit. Complementary fit occurs when there is an exchange of fulfillment of one another's needs. On the contrary, supplementary fit takes place when the basic characteristics of an individual and an organization are corresponding. In addition, trade of similar attributes between an employee and the firm must be there (Kasekende et al., 2022). To make the success seem like their own accomplishment this concept allows workers to contribute towards organizational goals, as they align with their values as well (Wojtczuk-Turek and Turek (2016). Therefore, organizations must hire people who demonstrate a spontaneous attitude along with empathy for the achievement of objectives (Francis et al., 2018).

2.4 Theoretical Framework and Hypotheses Development

2.4.1 Resource-based view (RBV)

According to this analysis, particularly between 2015 and 2022, there was a notable increase in the annual publications. Moreover, with the passing of time, the interest of researchers and professionals in the business world is becoming more and more in the RBV topic (Howe-Walsh et al., 2022). Initially (Wernerfelt, 1984) developed the structural framework for RBV to evaluate the strategical position of businesses as compared to their rivals in the context of market and goods. Later Barney (1991) and other researchers worked now RBV to provide insights into useful recommendations for businesses for the attainment of long-term competitive advantages.

Nevertheless, a publication that is among the most frequently cited and played a fundamental role in establishing the theoretical framework that could be empirically tested in "resource-based" literature is by Barney (1991). According to Barney (1991) three fundamental concepts: firm resources, competitive advantages, and SCAs need to be taken into account while applying RBV. Moreover, the idea of RBV based on various philosophical approaches, has been implemented in an extensive range of disciplines therefore making the RBV approach diverse and fragmented (cf. Pereira and Bamel, 2021).

This study utilizes the resource-based view (RBV) theory, which implies the VRIO framework to form a connection between strategic plans and internal resources. Including value (V) which indicates whether or not an edge in the market has been offered by it, rareness (R), indicating whether rivals already have it or not, imitability (I) which indicates whether rivals will find it expected to copy, and organization (O) signaling towards whether the company is established enough to use the resources (Barney,1991). This presents a question regarding the aim of RBV theory, and according to Hinterhuber (2013), the reason behind the variations in intra-industry profitability amongst businesses is one of the fundamental issues being addressed and analysed by RBV.

In addition, according to previous research, one of the most generally recognized ideas of strategic planning is the firm's RBV (Armstrong and Shimizu, 2007; Nason and Wiklund, 2018; Newbert, 2007). According to (Priem and Butler, 2001) previous definitions and terminologies have complicated the idea of RBV theory and its usefulness. But, for the purpose of simplicity, this paper's viewpoint of RBV aligns with the stance of (Kruesi & Bazelmans, 2022) who adopted the notion that RBV reasoning, regardless of terminologies, primarily deals to achieve an extended competitive edge and enhanced performance as the final outcome, by utilizing a "resource" that the opponent lacks and finds difficult to acquire or duplicate

Over the last decade i.e. from 2004-2014, the use of RBV in marketing research grew by 500% (Kozlenkova et al., 2014). Thus it is no surprise that the research based on RBV's fundamental principles has laid a major theoretical foundation to conduct a study of hospitality and tourism. And for that reason either in its entirety or in part there is a growing body of research on hospitality and tourism using RBV as a conceptual framework (Kruesi & Bazelmans, 2022). As the prominence of RBV in hospitality research elevated, Aung (2000) presented the debut of RBV-centric hospitality research. Thereafter 2009, a minimum of five studies were published

every year, with as many as 17 publications in 2015 and 2018 (Kruesi & Bazelmans, 2022). Therefore, effective TM initiatives like talent development, talent engagement, and talent retention and other factors like psychological safety and person-organization fit are valuable resources contributing to profitable and progressive outcomes for an organization. And organizations by utilizing these resources can enhance their human and social capital which provides a competitive advantage to firms. Furthermore, more recent RBV methodologies have underlined the importance of integrating human capital with appropriate talent management procedures (Kryscynski et al., 2021). Thus, the current study suggests that these associations will contribute to efficient organizational and employee-level outputs.

2.4.2 Talent development and psychological safety

Beheshtifar et al. (2012) contributed to the literature by suggesting that TM especially relates to the procedure of finding and cultivating a skilled individuals pool mainly by focusing on those who have the capability of becoming future leaders and contributing to personal and organizational development. Moreover, in comparison to the baby boomer generation this new young generation i.e. GenZ and Gen Y are more sought-after in terms of professional advancement chances. Further, in this era, the social environment of an organization where they get a clear career path and support from the management attracts them more (Marinakou & Giousmpasoglou, 2019). According to Gupta (2019) when organizations regard and treat their employees with equity, the individuals believe they are highly supported and feel motivated to reciprocate the favor back to the company. Moreover, the clear career channels make them feel more valued and autonomous leading to increased psychological safety. A study by Johnson et al., (2019) focused on developing a more thorough understanding of the diverse TD methods in the tourism and hospitality context. Implying that an inclusive approach that focuses on the development of the entire workforce to be more ideal for the hospitality sector, particularly given the significance of frontline employees and their needs in this industry. And proposed that establishing a reliable pool of employees is crucial for talent management and development. Business with the right pool of employees contributes to improving human capital by increasing output, and enhancing employee morale and confidence (Ali et al., 2019; Abdullahi et al., 2020) which eventually boosts a sense of psychological safety among employees. Additionally, Khan et

al. (2019) has also attested to the fact that TM practices is a thorough, all-inclusive system that enables businesses to make the most of their promising employees by assigning them to the appropriate positions at every organisational level, hence increasing individuals' sense of trust and motivation, which provides them with the sense of fulfillment that results in job satisfaction. These suggestions align with the purpose of the current study i.e. efficient talent development initiates and fosters an environment where employees feel comfortable seeking help from colleagues without the fear of judgment and fearlessly embracing risk, consequently promoting psychological safety.

Drawing on RBV theory, an organization's ability to grow is centered around unique and valuable resources available to it, namely the managerial expertise the employees possess (Barney, 1986, 1991; Howe-Walsh et al., 2022). Herein, talent development correlates with RBV theory by considering human capital as a vital strategic resource, for which putting investment in the development of the right potential persons, organizations succeed in boosting their human capital efficiency and gaining a competitive edge. Moreover, within the organization psychological safety also is an invaluable asset. Employees' willingness to collaborate, incorporate a creative mindset, and share knowledge is possible when they develop a positive sense of psychological safety; thereby organization's creative capital is enhanced. Also, organizations can attain a capital advantage and sustainability by incorporating psychological safety and talented employees in an inclusive work environment. Therefore, TD initiatives aim to boost psychological safety among employees by assembling and utilizing vital resources which are conducive to RBV theory. Therefore, we hypothesize that:

H1. Talent development is positively correlated with psychological safety

2.4.3 Talent engagement and psychological safety

Managers who take a context-specific approach, however, emphasizes TE practices (D'Armagnac et al., 2020). Effective TM practices build trust and provide employees with autonomy and empowerment. The relationship between talent engagement, talent development, and self-efficacy has been studied in previous research by Ali et al., (2020), showing a positive relationship among these constructs. Maximum commitment and engagement in professional

work roles are clinched by an affiliation between an employee and the organization, which is promoted with the help of strategic talent engagement policies. This link opens up communication channels and stimulates psychological safety among workers by letting them speak up and share their innovative ideas.

Previously talent engagement has been studied as a mediator between talent development and talent retention (Ali et al., 2021). This study categorizes TE as “energy, utility, and participation”. Efficacious TE practices enable employees to demonstrate loyalty and esteem towards organizational ethics; subsequently, their morale builds up and they gain a sense of psychological safety. These insights align with the purpose of the current study which explains that one of the aspects of talent engagement practices is feedback and employees willingly seek feedback only in a psychologically secure atmosphere, perceiving it in the finest of their interest. Also, Sigala et al., (2023) have advocated for more insistence on the psychological well-being of hospitality sector workers. Further brought to light the post-pandemic negative impacts on operations and management practices in the hospitality sector, including inadequate pay and unfavorable working conditions in which frontline workers are not provided with suitable engagement environments. This lack of strategic intent leads to a depreciated sense of psychological safety, but on the other hand, this presented argument allows us to think of the positive outcomes such as an elevated sense of psychological safety in response to an effectual talent engagement strategy. As reported by Yan et al. (2021) there exists proof of elevated stress levels among hospitality sector employees, and that a pleasant and favorable working environment can aid in mitigating the stress level. Accordingly, the present study describes that an engaging work culture can benefit talent and provide them with constructive learning opportunities which contributes to an enhanced sense of psychological safety because employees feel sovereign in taking risks at work. In addition, a few researchers Quansah et al., (2023) and Setyawan et al., (2021) Elucidated the role of increased staff engagement in fostering safe and plighted working conditions in which personnel are more inclined to sustain greater levels of cooperation and compliance with organizational policies. However, there is no empirical evidence showing the impact of TE on psychological safety. Therefore, addressing this gap the current research advocates an argument that the positive role of talent engagement can boost psychological safety. However, a study by Huo & Boxall, (2018) demonstrates that managerial efforts to improve productivity and work quality frequently include worker engagement

strategies like quality circles and team briefings. These techniques may eventually be linked to involving workers more fully in the enhancement of work processes and the mitigation of issues that impact employees' intrinsic enjoyment of their jobs and their potential for self-realization. These results are consistent with the current study's goal, which is to demonstrate how employee involvement raises feelings of autonomy and certainty among employees which leads to enhanced psychological safety.

According to RBV, in order to generate lasting competitive advantages human capital must be utilized effectively (Delery & Roumpi, 2017, page 5). Integrating human capital with proper TM practices has been highlighted in more recent RBV techniques (Kryscynski et al., 2021). In the present study's context, TE and psychological safety can be considered as a vital imperceptible ace in the hole promoting business advantage and organizational efficacy. The monetary investment of organizations in their human capital such as for their training and development is reflected in its TE practices and policies. Achieved employee engagement elevates the probability that employees will take ownership (Quansah et al., 2023) and exhibit robust behaviors (Decuyper & Schaufeli, 2020). Similarly, Psychological safety is one type of social capital resulting from positive collaboration throughout the organization. The flow of knowledge sharing, cooperation, and employee certainty are all fostered by an attained sense of psychological safety. Thus, developing social capital within an organization and its adequacy to take advantage of internal resources to gain competitive advantage. Therefore, considering the RBV perspective we assume that both TE and psychological safety are vital internal resources and effective TE practices boost psychological safety yielding a competitive edge. Hence, we hypothesize that

H2. Talent engagement is positively correlated with psychological safety.

2.4.4 Talent retention and psychological safety

Since businesses started to view employees as important resources, talent retention has become an increasingly important topic. To encourage employees, provide a sense of psychological safety, and aid in retaining them, good compensation packages are one of the talent retention strategies (Kumar, 2021). According to (Pandey et al., 2019) Due to the organizations'

prioritization of work-life balance, motivated employees maintain a connection to their organizations. Gupta's (2019) study among Generation Y showed the importance of more supportive TM practices to retain the younger generation in the hospitality industry. The study indicated a strong positive correlation between TM practices and perceived organizational support. It further suggested that talent retention strategies are deemed to be more significant for Gen-Y in the hospitality sector as compared to other generations. We can infer from this that the stronger relationship between TM practices such as talent retention and perceived organizational support among hospitality employees encourages empowered feelings and develops a sense of psychological safety among them.

Several studies (Mooney et al., 2022) also showed how sustainability debates and research in tourism have ignored the important role of human resource management. These studies advocate the need to develop and diffuse TM strategies and practices. Also, current employees of this era seek a company implementing strategic TM practices such as talent retention policies; and offering a comfortable working environment, adequate compensation, employment security, work-life balance, and psychological assurance (Maurya et al., 2020).

Similarly, the majority of the research in the hospitality sector emphasizes associating TM practices with strategies affiliated with attraction, retention, and engagement. (D'Annunzio-Green, 2018; Kravariti et al., 2022; Sheehan et al., 2018). Based on these findings, the present study proposes an argument that talent retention practices are crucial for employee well-being, these approaches foster trust among employees, leading to escalated organizational resilience and psychological safety.

Previous research by Alzbaidi & Abu Madi (2023) explored how retention of non-family talented employees in family-owned SMEs in Jordan is swayed by WASTA and unofficial social networking. And results indicated that the Wasta factor inhibits the implementation of effective retention strategies for non-family talented employees, which positively influences dissatisfaction and poor psychological security among them. The study further highlighted that implementing processes and regulations that accommodate employees' necessities with the goal of providing a working environment that encourages retention is known as retention management. This also means that the sense of psychological safety is amplified when employees feel that their contributions are valued and the organization acknowledges their presence. Similarly, Taylor (2019) claims that several pull and push factors equally impact the

ability of a company to retain personnel. Employee contentment and healthy psychological well-being are correlated with pull factors; including market-competitive wages, longer career prospects, development possibilities, and employment security. These determinants motivate the workers and they are more likely to feel psychologically safe.

In the literature there are fewer substantial studies demonstrating the relationship between talent retention practices and psychological safety, rather out of 35 employee outcome studies 29 outcomes were identified to have a positive relationship with TM. For example, the relationship of talent management was studied with organizational citizenship behavior, psychological contract fulfillment, sense of belonging, and role conflict (Kabwe and Tripathi, 2020; Malik and Singh, 2019; Aljbour et al., 2021). Furthermore, another research by Sweis et al. (2018) exhibited a positive association between talent retention practice with team effectiveness. Moreover, a study by Johennesse & Chou (2017) highlights that efficient HR practices empower workers by encouraging goal-setting, inclusion, and participation. This increases workers' self-assurance and productivity while lowering attrition. Employee empowerment directly improves psychological safety because empowered workers are more inclined to take interpersonal risks. Based on these results, the current study draws the conclusion that, because these HR practices help employees feel trusted and appreciated, there is a significant correlation between increased psychological safety and talent retention. To contribute to the literature, the current research aims to evaluate the impact of talent retention on psychological safety.

According to RBV, talent retention is an available resource for organizations. These practices aid in the cultivation of human capital within an organization by keeping high-performing star workers. Here, psychological safety aids in enhancing human capital by empowering employees to fully leverage their knowledge and skills. In this context, psychological safety also is a worthwhile resource, which is promoted by talent retention tactics, thus boosting social capital by generating an atmosphere in which cooperation, confidence, and respect for one another flourish. Therefore, from RBV's perspective, both talent retention and psychological safety add their contribute to enhanced organizational output. Hence keeping in mind these points we hypothesize that:

H3. Talent retention is positively correlated with psychological safety.

2.4.5 Psychological safety and employee performance

A study by Obrenovic et al. (2020) explains the positive impact of psychological safety climate on job-design perception, which tends to eliminate work stress and inflate employees' job performance. Moreover, psychological safety influences work engagement and favorably impacts employees' job commitment which has links with employee performance (Idris et al., 2014). Psychological safety appears to be crucial for boosting performance at individual, employee, and organizational levels; this phenomenon is true not just for MNCs like Google but for many other modern organizations as well. This is due to the variety that employees who experience psychological safety at work are more prone to express their standpoints, embrace constructive criticism, take calculated risks to implement novel ideas and own up to their mistakes (Edmondson & Lei, 2014; Lee, 2022). Previous studies have also examined the connection between psychological safety and outcomes including communication, voice behaviours, information sharing, employee attitudes, creativity, and invention (Newman et al., 2017).

According to Abror et al., (2020), psychological conditions such as psychological safety will affect employee's productivity and their performance on organizational and individual levels. Additionally, psychological safety is a crucial organizational capability and a component of a larger social interaction process. Which determines employees' loyalty by ensuring they feel valued and provokes their motivation to perform better.

An experiential proof from Pakistan revealed the function of psychological factors such as psychological climate, psychological ownership, and self-efficacy in employee well-being and employee performance (Yan et al., 2020). The study stated that self-efficacy is a person's belief in their ability to take risks and execute tasks and thus concluded that high persistence in combination with self-efficacy will probably lead to greater performance and productivity. Various perspectives have significance for how employee performance is impacted by psychological safety. For instance, a nonlinear relationship between psychological safety and employee performance was studied at various analytical levels in five separate organizational contexts i.e. health care, retail, biomedical, corporate, and IT industries (Eldor et al., 2023). And suggested overall fascinating conclusions that higher levels of psychological safety climates are linked to lower in-role performance, whereas the intermediate level of psychological safety is

linked to higher in-role performance. This might be because a higher level of psychological safety would lead to an extremely complacent working environment for employees, reducing their motivation to carry out responsibilities.

Additionally, Chughtai (2020) also confirmed a significant positive impact of psychological safety on in-role performance. The study discussed that employees while performing in a psychologically safe setting make a perception that if they seek assistance and cause any error in the task they would not be devalued or discouraged, but rather will be strongly endorsed to improve performance. These kinds of notions encourage workers to exhibit interpersonally risky behaviors. Previous literature also confirms a significant direct relationship between psychological safety with individual performance. So, when without the fear of prohibition employees collaborate and share knowledge of their independent performance (Mahmoud et al., 2021). A significant PS-performance correlation in multiple studies at various levels of analysis—individual, team/group, and organizational has persistently been shown (Edmondson and Lei, 2014; Mahmoud et al., 2021). In conformity, various studies have demonstrated the significant impact of psychological safety on performance at the employee and organizational level (Hirak et al., 2012; Frazier et al., 2017). A previous meta analysis-investigation by Frazier et al. (2017) showed that psychological safety explained a unique variance in task performance that was higher than predicted by all of the factors evaluated.

In view of RBV theory, which is predicated on the relationship between the company's internal capital and strategy. We put an argument that psychological safety has an influence on both human and social capital within an organization. Being an essential resource, a sense of psychological safety enables employees to exchange insights and bridge the flow of knowledge thus fostering human capital by collectively participating in decision-making. Hence, becoming more skillful and productive at work.

Likewise, PS fosters social capital, when interaction among employees expands, their expertise is enhanced, and social bonds become stronger. Therefore, employees are able to utilize the resources which elevate their performance. Furthermore, according to Kim et al. (2020) the findings of multiple empirical research carried out across different nations and regions demonstrate the critical role that psychological safety plays in workplace effectiveness. Furthermore, The research supports the idea that psychological safety improves worker performance by showing that psychological safety has a major impact on improving team

effectiveness. Employee performance is more likely to be at its peak in a secure and encouraging atmosphere, which enhances team performance and effectiveness as a whole. The mentioned theoretical commentary shows that a sense of psychological safety will lead to employee performance. Thus, it is proposed that:

H4. Psychological safety is positively correlated with employee performance

2.4.6 Mediating role of psychological safety between talent development and employee performance

TM scholars have advocated for more comprehensive and detailed notions of TM that are particular to the setting in order to better inform the evolution of concepts and promote empirical study in the field (Gallardo-Gallardo et al., 2015 & Golubovskaya et al., 2019). Most of the research in the TM area has covered the C-suite level perspective, whereas Farrugia et al., (2018) and Mooney (2016) presenting a challenge in the hospitality sector argued that the vast majority of the workers in this field are young in regard to their age and career. Also with lower level skills, that is why most of them are working on the operational level as frontline employees. Therefore, the hotel industry demands the development of a talented pool with skills at lower levels as well (Marinakou & Giousmpasoglou, 2019). For the purpose of this study, it is noted that the development of a talented pool and then the introduction of growth initiatives by the organization, signal to employees that they are valuable stakeholders and this escalates the sense of psychological safety among them.

Organizations establish pipelines that help businesses funnel people into inter-organizational talent pools, which are comprised of high-potential and excellent performers (Collings et al., 2019). Research also suggests that organizations play an active role in forming channels that broaden a market as a whole, for instance engaging professionals at the early stages of their development and offering career advancement opportunities (Brymer et al., 2019). Through such actions, they successfully influence worker's decisions and are able to retain talent. These employees feel acknowledged and attain a sense of psychological safety which contributes to better performance.

A previous study (Irfan, 2021) acknowledged the impact of psychological safety on employee performance and firm performance. And studied the relationship between Psychological safety and in-role and extra-role behaviors. This study further suggested that staff who work in environments that have inadequate psychological safety due to poor management practices such as TM practices take a lesser part in sharing their views and concerns and are dubious about requesting the resources they need to finish a task and seeking feedback. On the contrary, employees are more inclined to reciprocate and proactively participate to demonstrate better performance when they are employed in a psychologically safe environment. Hence, their performance will be enriched.

In literature, 19 employee-level mediators including pay satisfaction, manager's role, innovative behavior, and sense of belonging have been studied, significantly mediating the relationship between TM practices and their outcomes. Study having psychological safety as a mediator is found less substantially. Whereas, previous research indicated the correlation between corporate ethics and ethical judgment of earning management was significantly mediated by psychological safety (Zhang, 2016) and psychological safety also mediated the relationship between CSR and employees' creative performance (Ahmad et al., 2019). Therefore, the present study theorizes that if a firm introduces potential strategies to staff the required talent and then works towards the long-term growth of that talent pool, organizations would prosperously develop psychological safety among their employees, which as a result will boost their performance.

Previously, psychological safety has been studied as a mediator between ethical leadership and job satisfaction and findings supported the mediating role of psychological safety in this relationship (Ahmad & Umrani, 2019). Moreover, previous studies by Khan et al. (2018) and Arnold et al. (2007) indicated that managers and their policies directly impact workers' level of autonomy, stress, and well-being. Decisive senior management enhances employees' ability to articulate their values which culminates in strong self-worth and psychological safety at work.

According to RBV theory, in this present investigation talent development is exemplified as a valuable resource and an investment in human capital from the organization's end. By investing in talent development companies establish a pool of highly competent talent possessing distinctive knowledge, skills, and abilities. Additionally, it becomes a challenge for rivals to obtain a competitive advantage by investing in the aforementioned resources. Similarly, psychological safety is also deemed as a social capital, and the utilization of which provides advantageous

results in the form of improved performance. Similarly, it has been assessed in previous research that having an indomitable (distinctive), scarce, and important company- particular resources is crucial to sustaining a competitive edge over competitors in the marketplace (Barney, 1986, 1991; Howe-Walsh et al., 2022). According to this research, employee psychological safety functions as a certain contrivance that mediates the effect of TD on employee performance. To our surprise, previously no empirical study has analyzed the link between psychological safety, employee performance, and talent development in a single framework. Previously, Odoardi et al. (2015) concluded in the research that TM practices plays a role in innovative behaviour, with psychological empowerment acting as a mediator. The research study also highlighted the benefits of TM practices in connection to psychological empowerment. (Daubner-Siva et al., 2018). Moreover, According to Abror et al. (2020), psychological conditions such as psychological safety positively impacts employee's productivity and their performance on organizational and individual levels. These studies collectively support the present hypothesis that psychological safety is a critical mediator in the relationship between employee performance and talent development strategies, such that employees are able to function at higher levels in a motivating and encouraging environment. Thus, considering the above argument in light of theory it is hypothesized that:

H5. Psychological safety mediates the relationship between Talent development and employee performance

2.4.7 Mediating role of psychological safety between talent engagement and employee performance

Over the past decade, the debate around the role of talent in organizations has increased (Self et al., 2019; King, 2016). Although researchers suggest that few policies regarding TM might have been presented they are in contradiction with actual organizational standards (Vaiman et al., 2012). And also limited empirical studies according to Gallardo and Thunnissen (2016), explore how TM is conceptualized in business systems. The field is considered to be in its infancy. In literature, several studies stressed the positive role of skilled leaders in systematizing effective TM practices. In a previous study by Frazier et al. (2017) a meta-analysis involving 136

independent samples, covering over 22,000 individuals and nearly 5,000 groups, from both theoretical and empirical research literature was conducted to analyze the impacts of psychological safety in the organizational setting. Results showed how various organizational citizenship behaviors and employee and job performance are influenced by psychological safety. Moreover, the study claims that one of the major factors enabling businesses and their employees to operate better and more efficaciously is psychological safety. In light of the present study psychological safety empowers employees to make their decisions without the fear of judgment which influences their various behaviors and leads to enhanced performance.

According to previously proposed relationships, employee psychological satisfaction, engagement, and long-term retention are important factors for organizations with talented leaders. Such leaders encourage TM practices involving TE to augment the sense of psychological safety and make their employees productive in their performance (Irtaimah et al., 2016; Al Hammadi and Noor, 2020). Moreover, another study by Kafetzopoulos et al., (2022) indicated that competent employees are exposed to engagement and collaborative working principles in organizations with leadership-driven TM practices. Therefore, by fully embracing TE practices, organizations can attract a talented workforce. An inclusive work environment makes employees happy, which enables them to share their concerns and strengthens their sense of psychological safety (Obrenovic et al., 2020). The engagement mediated the relationship between talent management and organizational performance (Yuniati et al., 2021). Previously less substantial theory is found on role of psychological safety as a mediator between talent engagement and employee performance. However, the findings by Nanghia and Mohsin (2020) asserted that approaches regarding talent engagement and involvement, and online interaction for expanding assistance to remote workers, help foster employees' psychological well-being and sense of autonomy which would enhance psychological safety among them. And consequently, boost their organizational efficiency and performance. Moreover, Li and Tang (2022) studied psychological safety as mediators and stated is one of the key psychological resources that workers gain from inclusive leadership, and that this would further motivate them to provide their leaders more creative performance in return. These results support the hypothesis by showing that psychological safety is created through effective talent engagement and that psychological safety is essential for maximizing employee performance and encouraging creativity.

In light of RBV theory; talent engagement and psychological safety exhibits an organization's investment in human and social capital respectively. An invaluable commodity resulting from constructive interactions inside the firm. When organizations put their revenue into offering an interactive workplace climate, they feel psychologically secure to utilize their unified expertise, and in turn, contribute by performing remarkably well and helping organizations gain competitive advantage. Such theory and previous research contributed to the the following hypothesis stated as:

H6. Psychological safety mediates the relationship between talent engagement and employee performance

2.4.8 Mediating role of psychological safety between talent retention and employee performance

Psychological contract is considered to be an interaction-based social notion, at its core (Frazier et al., 2017). Mahmoud et al. (2021) explained that expressing yourself without the fear of negative effects on your status or livelihood is defined as psychological safety. Previous research has confirmed the impact of psychological safety on team performance and team relationship satisfaction (Akan et al., 2020). Further demonstrated that the presence of a sense of psychological safety facilitates the exchange of concepts and plans that are required to achieve organizational goals. Thus, in this process, every employee tends to perform well and contribute to team performance and consequently help in gaining competitive advantage.

Findings demonstrated that efficacious strategies to retain a competent workforce are pivotal in service-oriented industries, like the hospitality sector where staff and workers are in perpetual one-on-one communication with each other (Ohunakin et al., 2018). Offering potential opportunities to this front-line workforce for example; bonuses, flexible working conditions, and room to develop their skills fosters a sense of recognition among them and enhances psychological safety.

In literature, various employee-level mediators have been studied in the relationship between TM practices and their outcomes. Such as pay satisfaction, psychological contract fulfillment, perceived organizational support, and Innovative behavior however, the role of psychological

safety as a mediator of the relationship between TM practices and its outcomes is markedly lacking.

Previously, psychological safety has been studied as a mediator between inclusive leadership and nurse voice behaviors and error reporting, and significantly mediated the relationship. Hence, concluding that for the purpose of patient safety nurses are more inclined to speak up readily, and feel free to share ideas and take responsibility for their mistakes when leaders craft a psychologically safe environment throughout the workplace (Lee & Dahinten, 2021).

Additionally, Chughtai (2020) also confirmed that psychological safety significantly mediated the effects of trust propensity on in-role performance, and trust propensity on innovative work behavior. Being mindful of these findings, the present study states that inclusive leaders are more prone to promote collaborative TM practices, where employees feel comfortable voicing their views and opinions therefore their efficiency at work increases.

Another study by Kim (2019) exhibited the role of psychological safety as a mediator between the relationship of individuation and organizational identification. The study constituting data from 176 working individuals provided evidence of a significant mediating role of psychological safety in this relationship. This study examined how the idea that each member of an organization is unique in their own skills, and personality fosters psychological safety, which in turn strengthens an individual's sense of organizational identity and enhances their productivity at job role. Previous research by Ohunakin et al. (2020) showed the significant impact of talent retention strategies including training & development, and job security on employee's behavioral outcomes such as employee job commitment and job performance. The study also supports the idea that to promote excellent workplace behaviour, management should assist professional development and financial stability. This strategy enhances succession planning, fosters knowledge transfer, a safe work environment, thus helps to retain top people. Aligning these results with the current premise, we highlight that psychological safety is improved by means of talent retention policies, which in turn improves employee performance by creating a secure work atmosphere.

Our reasoning is based on RBV theory which suggests that talent retention, and psychological safety both are essential resources. Here talent retention aids in the facilitation of human capital by retaining top-performing employees. Psychological safety facilitates the application of human

capital by providing an environment where employees feel safe to contribute and feel inspired to perform their best. Keeping these points in mind we hypothesize that:

H7. Psychological safety mediates the relationship between Talent retention and employee performance

2.4.9 Moderating role of person-organization fit between the relationship of psychological safety and employee performance

Previously, PO-fit has been correlated with job satisfaction, organizational commitment, and turnover intentions with the notion that when employee's values fit with that of the organization, they maintain positive work attitudes (Wang et al., 2024).

A study by Wang et al. (2024) showed PO-fit significantly moderating the relationship between self-determination and psychological well-being. Further suggesting that in order to enhance psychological health, self-determination, and perceived person-organization fit might collaborate.

Person organization fit has been studied with various variables in 11 different frameworks (Memon et al., 2014 & Alniaçik et al., 2013) explaining the greater congruence between an employee's personal values and organizational values the better an employee performs.

Another study by Pratama et al. (2022) studied PO-fit as a moderator between the relationship of job satisfaction and turnover intention, and organizational commitment and turnover intention. Based on results from moderated regression analysis (MRA), person-organization fit had no significant effect on the relationship between the variable job satisfaction and employee turnover intention. Conversely, PO-fit significantly affected the relationship between organizational commitment variables and employee turnover intention. While addressing person-oriented issues in the hospitality sector D'Annunzio-Green & Ramdhony (2019) advised that in determining customer contentment talent management plays a significant role for hospitality businesses, because they seek to acquire skillful and driven workforce who can provide exceptional customer service experience. Therefore, this study formulates an argument that a high level of PO-fit leads to enhanced strengthening of the relationship between psychological safety and

employee performance. And these motivated and determined employees tend to provide customers with a pleasant experience.

As, previous research by Lee (2022) suggested an important role of psychological safety in boosting performance at individual, employee, and organizational levels. This relationship can be positively regulated by the role of PO-fit between psychological safety and employee performance. Because PO-fit encourages goal achievement and meets the psychological demands of workers, leading to good emotions like pleasure and confidence (Yu, 2016; Park & Hai, 2023). Various academics argue that PO-fit is a prerequisite for a number of successful organizational and personnel outcomes, hence forming positive personnel behaviors such as OCB (Kasekende et al., 2020).

Additionally, another research by Kasekende et al., (2022) investigated the moderating role of PO-fit in the context of Uganda's NGO sector. In this study, both the characteristics of PO-fit i.e. Supplementary and complementary fit were taken into account and both the variables were able to moderate the connection between organizational compassion and employee discretionary behaviors among both rural and urban context-placed NGOs. Moreover, how well the individual "fits" with the organization is revealed by the level to which a personnel and firm share values and goals.

Uysal-Irak (2017) demonstrated that congruence between a company's principles and its employees is an inspiration for workers to exhibit highly engaged behavior and achieve a sense of role fulfillment. Yusliza et al. (2021) while validating the previous argument suggested that by providing a supportive work environment retention is boosted via PO-fit. In addition, The motive and mental state that staff members experience pursuant to the impact of organizational culture and behaviors are reflected in person-organization fit. The engagement and performance of employees towards a larger organizational mission and vision increase when they find their values align with that of an organization. As the evidence from the literature suggested various researchers studying the role of PO-fit as a predictor and moderator as well. Aljbour (2021) revealed that previously PO-fit has been studied as a mediator in TM studies. However, neither of the previous studies tested the role of PO-fit in the relationship of TM practices, psychological safety, and employee performance in a single framework. Whereas, a study by Huo and Boxall (2018) explained that person-organization fit theory refers to the idea that a company's ability to provide resources that align with the preferences or wants of its employees is a key factor in

predicting their well-being, which includes outcomes like job satisfaction and organisational commitment. This argument backs up the notion by demonstrating that employees feel more psychologically comfortable when they feel that the organization reflects their values. This integration fosters a positive work atmosphere where staff members feel appreciated, which boosts dedication and productivity. The moderating effect of person-organization fit reinforces the beneficial effects of psychological safety on worker performance.

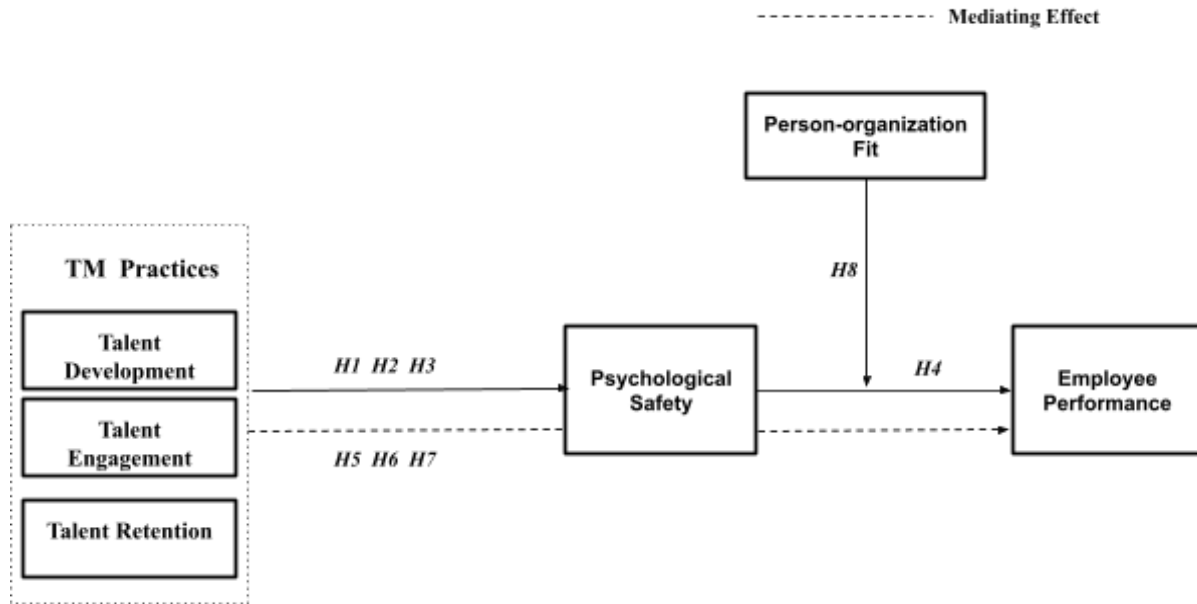
Drawing on the RBV perspective, the study states that in order for the employee who is the human capital to become an asset needs to have an alignment between their values and those of the organization. So, if there is no alignment and personnel feel a lack of congruence and connection with the working environment, their motivation to work toward organizational goals decreases. Mackkey et al. (2017), perceived person-organization fit as a type of resource for people. Thus, when it's high, people may use and utilize assets throughout the company more effectively. When employees observe themselves as worthless stakeholders, they wonder how would they become an asset to the firm. Such individuals who have a lower level of PO-fit tend to leave the organization. Conversely, individuals who are made feel valued in their organization and gain a sense of psychological safety, also have high levels of PO-fit they become a valuable resource for the company and perform exceptionally to enhance organizational productivity. Hence, we conclude that organizations make their employees an asset by investing in their development, recruitment, and engagement but also when employees have an alignment with the organizational beliefs. In conclusion, it is anticipated that an individual with greater self-determination has better psychological well-being. So, higher PO-fit, and self-governance have an appealing impact on the psychological well-being of employees because employees' access to resources increases, stress levels decrease, mental health is promoted and employee performance elevates. Therefore, to improve the theoretical knowledge the present research aims to study the moderating role of person-organization fit in the relationship between psychological safety and employee performance. Henceforward inferring

H8. The moderation of person-organization fit significantly impacts the relationship between psychological safety and employee performance, such that higher person-organization fit strengthens this relationship

Table 2 Summary of Hypotheses

Hypotheses Number	Hypotheses Statement
<i>H1</i>	Talent development is positively correlated with psychological safety
<i>H2</i>	Talent engagement is positively correlated with psychological safety
<i>H3</i>	Talent retention is positively correlated with psychological safety
<i>H4</i>	Psychological safety is positively correlated with employee performance
<i>H5</i>	Psychological safety mediates the relationship between Talent development and employee performance
<i>H6</i>	Psychological safety mediates the relationship between Talent engagement and employee performance
<i>H7</i>	Psychological safety mediates the relationship between Talent retention and employee performance
<i>H8</i>	The moderation of person-organization fit significantly impacts the relationship between psychological safety and employee performance, such that higher person-organization fit strengthens this relationship

Figure 1 Conceptual Model



2.5 Summary of the Chapter

This chapter provides detailed insights into a description of talent development, talent engagement, talent retention, psychological safety, employee performance, and person-organization fit. This chapter also narrated the relationships among all the variables. The impact of independent variables i.e. TD, TE, and TR on psychological safety, followed by psychological safety as a mediator, employee performance as a dependent variable, and person-organization fit as a moderating variable. Furthermore, each hypothesis has also been discussed in light of RBV theory. In the end the study's hypothesis table and conceptual model have been presented. In the following chapter, Research Methodology, research design and philosophy will be discussed. The chapter will further elaborate on the chosen research approach, employed methodology, data collection techniques, and analysis procedures thus ensuring strong justification for our research objectives and accomplishing the goals of our investigation.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

The prior chapter provided detailed insights into the research framework in context of existing literature, The succeeding chapter aims to describe the application of the methodology used in this research work. Along with explaining research philosophy and research design, this chapter also discusses different approaches to research. This chapter consists of details of the sample and the technique used around it. Moreover, a thorough contextual analysis is also included in this chapter which contains details regarding the hospitality sector. Furthermore, details regarding the measures used to collect data are also included in this section. And lastly, the data analysis techniques used for the collected data and ethical considerations to consider for this study are also incorporated.

3.2 Research Paradigm/Philosophy

Paradigm is considered to be a belief system, which guides the researcher on a broader level (Guba & Lincoln, 1994, p.105). It plays a pivotal role in identifying the type of methodology that would be suitable for a particular research and helping researchers represent their initial assumptions (Guba & Lincoln, 1994). Moreover, According to one definition, research philosophy is "a system of beliefs and assumptions about the development of knowledge" (Saunders et al., 2009). Crossan (2003) asserted that the research's philosophy is often defined by the philosophical questions that demonstrate the study's conceptual comprehension. Moreover, the potential benefit of the study can be predicted by the connection between the research question and the philosophy of the study (Alainati, 2015). Per the instructions of Saunders et al. (2019), there exist three major research paradigms positivism, constructivism, and critical theory. Usually, the assumption is that empirical study can be used to provide evidence for true reality therefore, positivism is such a research paradigm that has mostly been associated with quantitative research (Creswell, 2007). It further believes that human behavior and human brains are both reliant on objective actuality (Crossan, 2003). Therefore, in order to achieve unbiased, and sustained results, the researcher has a role to remain neutral within this paradigm (Guba & Lincoln, 1994). Under the positivist paradigm, conducting research in settings where factors are

capable of being regulated and controlled is highly valued (Park et al., 2019). Moreover, it has been suggested by positivism that researchers offer an unbiased assessment of the information gathered. They scientifically elaborate and describe the research to predict the phenomenon (Saunders et al., 2009). Revealing functional relationships between the independent and dependent variables positivism uses the hypothetical deductive technique to investigate presumptions that often arise in quantitative investigations (Sekaran, 2003). It is carried out to ensure objectivity during the phase of data collection and analysis. Additionally, to verify the hypothesis of the study, to achieve research objectives, and to address research questions various researchers seize positivism.

The present study has adopted objective ontology. Ontology describes the reality of being (Devaux et al., 2009). It describes the researcher's outlook towards the organization and the management. The selected objectivism as an ontology exhibits that the authenticity of the environment is external to the researcher, and it does not cause biases in the researcher's approach. This depiction illustrates that reality is not influenced by the researcher's biased perspective and explains objectivism as "Realism".

Moreover, the epistemological approach of this study is positivist. A perspective highlighting the essence of knowledge, how a researcher looks at it and its transferability is called as epistemology (Burrell & Morgan, 1979). According to Gabriel et al. (2013) considering the nature of information, different epistemological approaches can be utilized in business and management studies. Moreover, positivist epistemology manifests the fact that the study has objectives, is quantitative, and demonstrates results that can be generalized (Saunders et al., 2009).

Therefore, positivism was selected for this research for us to assess the causal linkage between TM practices and employee performance with psychological safety as a mediating variable and person-organization fit as a moderator

3.3 Research Design

3.3.1 Quantitative Research Design

This study adopted the quantitative research design, entailing statistical investigation and empirical evaluation of the proposed associations (Bradley, 2023). Moreover, when quantitative studies are integrated with systematic data-gathering methods they can generate descriptive findings, claim Saunders et al. (2019). Cohen and colleagues (2007) stressed the significance of quantitative studies in granting empirical support via the gathering and examination of numerical data. In addition, researchers can accurately measure factors and evaluate trendy associations in the data utilizing quantitative investigation, hence providing numerical data that could be statistically analyzed (Creswell & Tashakkori, 2007). To gain valid conclusions based on actual evidence rather than biased interpretations, to apply statistical methods for data analysis, and for hypothesis testing, quantitative research seeks to quantify the issue that is being studied (Barlett et al., 2001; Cohen et al., 2007).

Research shows that statistical analysis strives for objectivity and attempts to project results to larger groups by reducing subjective characteristics and researcher bias (Creswell & Tashakkori, 2007). Furthermore, when other scholars utilize quantitative research design and expand the investigations through the quantification of variables and behaviors, the validity and reliability of results in the discipline of business research are enhanced (Barlett et al., 2001; Saunders et al., 2019). Therefore, to analyze the statistical significance of causal relationships demonstrated in the research framework we have adopted the quantitative research method.

3.3.2 Web Survey Research

According to Check and Schutt (2012), "the collection of responses to questions from the individuals through the collection of their information" is called survey research. To gather data on people's beliefs, attitudes, actions, or traits to forecast or explain a phenomenon is considered to be the primary objective of survey research (Ishtiaq, 2019).

As technology has advanced and new research dynamics have appeared, researchers collect data going beyond limited means. For this purpose survey forms are shared with the target population using the internet. For the present study, both manual and web-based survey forms were administered to the participants. To utilize this cost-efficient method in addition to collecting data in person by visiting hotels, to access large populations and employees of hotels in different major cities of Pakistan google forms were formed and sent. Data gathered through online

platforms e.g. LinkedIn can conveniently be monitored. The collected data are saved in easily accessible formats making it convenient for researchers to extract data for analysis.

3.4 Contextual analysis

Hospitality sector worldwide plays a pivotal role in driving the economy of the countries.

The travel and hospitality sector accounts for a substantial amount of international investment and trade. It has a contribution of 10.4% of the world GDP while generating 334 million employment globally in the year 2019, which is almost one in ten of the world's workforce (Moosavi & Ali, 2022). In a report by Moosavi & Ali (2022) Asia-Pacific region including Pakistan, the hospitality sector contributed USD 3.061 trillion to the world's GDP in 2019 in this zone, and created over 185.1 million employment. As far as the rate of the industry's global annual growth, it was the best-performing area.

An article titled *State of Labour in Hospitality Sector in Pakistan Hit Hard* (2023) discusses the dynamics of the hospitality sector of Pakistan and explains that in 2020, the worth of tourist and hotel sectors in Pakistan was estimated to be close to \$20 billion, with an estimated 3% cumulative yearly growth rate anticipated through 2026. Moreover, before the pandemic an expansion in Pakistan's hotel industry was noticed, which was also giving plenty of work possibilities. In 2019, the hospitality sector added 3.8 million jobs to the country's GDP and contributed 5.9% of its GDP. The industry of tourism and travel is observed to be steadily recovering despite COVID-19; an update from the World Travel & Tourism Council (WTTC) projects a \$9.5 trillion sector in 2023, which is just 5% below pre-pandemic levels.

The agricultural and services industries have been Pakistan's two primary engines of development. The services sector primarily includes the hospitality business. The service sector has grown at a rate of about 6.2% (Ips, 2022). However, the pandemic situation drastically impacted the working routines and business structures. Global tourism faced unparalleled loss due to travel restrictions which plummeted international arrivals in 2020 by 74% and caused an estimated loss of USD 1.3 trillion and risking of 100 and 120 million tourism sector jobs (UNWTO 2022). According to Godinic et al. (2020), many jobs have been lost by numerous hotel workers and as a result, endangering the hospitality sector's long-term viability (Vărzaru et al., 2021). Probably during the Covid-19 situation most of the negative repercussions have been faced by the hospitality sector more than any of the rest of the service industry (He et al., 2021).

And the post-pandemic job market is showing indications of a growing talent shortage due to an increased percentage of turnover in this sector (Baum et al., 2020). Where employees are switching jobs, on the contrary, the post-covid hospitality job market is becoming more competitive due to the rise in demand, and change in management's outlook, this competitive environment can be pacified if the hotel sector aims to provide better career opportunities and training to their employees (Nawaz & Sandhu, 2018). As this sector is facing demand for skilled labor, the enhanced need for effective TM practices has emerged.

The hospitality organizations have been depleting their mutually beneficial labor pools but avoiding creating talent pipelines for every business (Brannon and Burbach, 2021).

Findings show that psychological distress has positively impacted the turnover intentions in this sector (Bufquin et al., 2021) and how hospitality firms are unable to manage employee engagement; creating the perception of an insecure working environment (Yin & Ni, 2021), which leads to job insecurity (Jung et al., 2021) and turnover intentions. Therefore, considering the unique challenges presented in the hospitality sector of Pakistan and worldwide, a study offering insights into the importance of effectively implementing TM practices in this field will be significant.

Additionally, the tourism and hospitality sector in Pakistan is a major source of economy and employment and provides jobs to many different people, including hotel staff, tour guides, restaurant employees, and others in similar professions. The industry's workforce may experience enhanced job satisfaction, career advancement, and financial stability as a result will improve employee performance. This sector moreover has various values and traditions to be followed, so employees working in these sectors face challenges in aligning their values and goals with that of an organization. According to Iips (2022), competent workers In the hospitality industry are expected to enhance corporate operations. Therefore, this study has been conducted in the tourism and hospitality sectors of Pakistan

As, hospitality industry requires talent to have the knowledge, abilities, attitudes, and even personalities that make them highly desirable and appropriate to perform their job duties, such as providing pleasant customer service in hospitality organizations (Kravariti et al., 2022; Marinakou and Giousmpasoglou, 2019). Therefore, efficacious TM techniques will be pivotal in guaranteeing the presence of these abilities, drive, and dedication in the staff members to provide

outstanding customer service. As a result examination of these factors can be essential for the hospitality sector of Pakistan to understand the phenomenon of TM and its productive outcomes.

3.5 Population and Sampling

3.5.1 Target population

Based primarily on "information about cases that are relevant to the the investigation," what the investigator is interested in will determine the population (Pace, 2021; Henry, 2009, p. 3). The full set of people that researchers plan to apply their conclusions and are intrigued to examine, is known to be the target population (Saunders et al., 2019). Additionally, Saunders et al. (2019) stress the crucial aspect of the study's target population and how traits within that population typically might affect a variety of study-related factors, such as sampling strategies, data collection procedures, and the generalizability of findings. For the objective of the present study target population is the hospitality sector of Pakistan, moreover specifically focusing on frontline supervisors and employees working in this sector.

The primary reason for selecting the hospitality sector for this study is because the hospitality sector is considered to have a complex and diversified environment with numerous organizational and psychological constraints. This intricacy in the hospitality workplace is due to "low efficiency, increased employee turnover, inadequate compensation, rigorous workplace environments, and limited chances for personal growth," (Marinakou & Giousmpasoglou, 2019). Additionally, the purpose behind targeting the frontline supervisors and employees of the hospitality sector is that frontline employees are handling the crucial job duty of interacting with guests on a daily basis and they become the face of the firm. And they are responsible for creating a pleasant impression and dealing with guest experience, and their issues. Therefore, getting their insight provides a thorough understanding of the application of TM practices and their impact on mental safety and employee performance in their organization.

Additionally, frontline supervisors and employees are operating in an interactive environment. Where they encounter different issues at different levels daily. Therefore, their viewpoint assisted us in identifying the core issues that this group of workers encounter. Through their skillful roles,

we were able to comprehend and develop a holistic understanding of how TM practices affect the performances and psychological well-being of frontline workers.

Moreover, frontline employees in the hospitality industry deal with intensely demanding job duties, exhaustive working conditions, irregular work schedules, and high degrees of layoffs which provoke a high turnover rate (Marinakou & Giousmpasoglou, 2019). Therefore, targetting frontline employees provides understanding for the organizations to uncover effective talent development, talent engagement, and talent retention practices to identify employee's needs and then support them through their careers. Frontline workers in the hospitality sector also exhibit the culture and values of the organization through their behaviors and carry the organization's customer service philosophy along with them. Therefore by targeting frontline supervisors and employees, this research can be beneficial to evaluate how well the goals and values of the organization align with that of their employees, this might further help organizations to strengthen their workforce in terms of values and goals.

3.5.2 Purposive sampling

Purposive sampling is a non-probability sampling strategy that involves the researcher's intention to choose participants according to predetermined standards that are suitable to their research goals (Huyler & McGill, 2019). Using purposive sampling when participants choose people based on established standards including particular traits assists researchers in increasing the validity and applicability of study findings (Tongco, 2006). According to Campbell et al., (2020) adopting a purposive technique is justified by the presumption that, in light of the research's objectives and goals, some types of individuals may have significant and divergent opinions regarding the concepts and problems under investigation, necessitating their inclusion in the sample. Furthermore, purposive sampling techniques steer clear of random sampling and ensure that particular types of cases of individuals who may be involved are included in the research study's final sample. Additionally, this type of non-probability sampling technique can be more economical and time-saving than random sample because the targetted respondents are relevant to the study's goals (Tongco, 2006). Thus, the present study utilized purposive sampling to target the participants from the hospitality sector. The inclusion benchmark involved that the employees must be from the Hospitality sector and employed in either 3-star, 4-star, or 5-star

hotels in Pakistan. The sample was gathered on purpose as the study only required the individuals employed in a non-managerial position in hospitality sectors, and are working as frontline supervisors or employees. This was to ensure that employees barely have any involvement in the formation of talent management strategies, and their responses would be bias free. According Vehovar et al. (2016) comprehensive directions for deriving the sample, gathering data, modifying it, and interpreting the results should be given to use the non-probability sampling strategy. As the procedure to select the sample for the present study has been transparently documented; thus justifying the practical utilization of non-probability sampling techniques.

3.5.3 Snowball sampling

Another method of non-probability sampling is called "snowball sampling," in which the study's current participants look for potential new volunteers through their social networks, connections, and close friends, therefore increasing the study's sample size (Browne, 2005). The snowballing method is considered suitable when it is difficult to approach each respondent in person and they can be reached via referral networks (Cooper & Schindler, 2011). Where easy access to participants and people with certain characteristics is challenging, snowball sampling is used in such scenarios to reach the target population (Biernacki & Waldorf, 1981). When there are insufficient funds for the research, snowball sampling is less expensive and budget-friendly than other sampling techniques, in such particular situations (Heckathorn, 1997). Moreover, the early respondents recommend individuals in their professional circles who fit the study's requirements, thereby snowball sampling speeding up the data-gathering process (Biernacki & Waldorf, 1981).

3.5.4 Sample size

Memon et al. (2020, p.2), defined sample size as "the number of respondents or observations to be included in a study." both the validity and reliability of the framework are affected by the study's sample size, therefore having a proper and sufficient sample size is essential (Barlett et al., 2001). Having a sampling strategy is mostly required since it is impossible to collect data from every single unit of the population (Kumar et al., 2013; Sekaran, 2003 & Memon et al., 2020) Despite knowing that it is a challenging stage in the design of empirical research, choosing

a sample size can help researchers make reliable inferences from their findings (Dattalo, 2008; Memon et al., 2020). A wide range of criteria and norms including sample-to-item ratio, sample-to-variable ratio, a-priori sample size for structural equation models, and Krejcie and Morgan's table for figuring out the sample size have been covered by Hair (2017) and Memon et al. (2020). According to Memon et al., (2020), the sample size of (160 and above) has more significance than a randomly chosen sample size.

In a study by Baharin et al. (2018), the impact of talent management on employee retention in the hospitality industry of Selangor was investigated using 385 respondents. Moreover, in another study by Goswami & Dsilva (2019), the sample data was collected from 510 participants, to examine the effect of job satisfaction and job stress on employees' lives in the hospitality sector of Mumbai. According to Hair et al., (2016) a sample size of 310 is suggested for PLS-SEM analysis. However, Kline (2005) suggested that a sample size of 100 is small, a sample size of 100 to 200 is medium, and a sample size greater than 200 is huge. In addition, unless the sample analyzes a very basic model, any sample with fewer than 100 cases might not be advised for any kind of SEM approach (Kline, 2016). Kline (2005) argued that a sample size estimation should take model complexity into account. additionally Compared to a minimalist model, a complicated model with more parameters needs a bigger sample. According to Kline (2016), SEM is a large-sample approach, and when the sample size is small, some estimates (such as standard errors for latent construct effects). Moreover, Hair et al., (2016) described that multiplying 10 by the total number of items shall also decide the sample size.

Therefore, considering these explanations from different authors, the current sample size ($n=381$) from hospitality sector employees is viewed adequate for the present study.

3.6 Pilot Testing

To ensure the occurrence of no ambiguity and a clear understanding of respondents regarding each question as anticipated by the researcher, it is imperative to pre-test the survey questionnaire (Memon et al., 2020). For this purpose the instrument is applied to a small sample of all responders to assess whether the questions are pertinent and have an understandable structure or were challenging, confusing, or offensive (Cooper and Schindler, 2011; Howard, 2018). In the context of the present study, the pretesting was administered to ten hospitality

sector employees in October 2023. Using LinkedIn permission was taken from the manager of one of the hotels in Islamabad, to visit the hotel firm and collect data. On a decided date, we visited the organization. On duty ten frontline employees mainly working as support staff and at an administrative level were requested by the management to participate. The details of the researcher and the reason behind conducting this pilot study were explained to them. And lastly, the participants were motivated to freely share any confusion they faced while answering the questionnaire. These participants were given a section to list down any difficulties they might have encountered while completing the questionnaire. The reason behind testing the survey form was to spot if it could be easily understood by the respondents with less education. As none of them mentioned their concern regarding any ambiguity in the questionnaire, therefore we assumed that neither of the respondents faced any challenge whilst filling out the questionnaire. Hence, no changes were made to the questionnaire.

3.7 Data Collection

The data has been collected from the hospitality sector of Pakistan's major cities like Islamabad, Lahore, Karachi, and Multan. The purpose of generating questionnaires was to gather for address research questions to achieve research objectives and to examine the causal relationship among constructs. The data was collected through a survey questionnaire at one point in time, thus making this a cross-sectional study. To collect data both face-to-face and online modes were utilized, the reason was that many hotels have chains in other major cities of Pakistan that could not be visited in person due to commuting issues. Therefore, 40% of the data was collected through face-to-face visits to Islamabad hotels and the other 60% was collected using online mode i.e. via google forms from hotels located in Karachi, Lahore, and Multan. The data collection was carried out during October, November, December 2023, January, and February 2024. A total of 432 responses were received, but during the screening process 381 usable responses were considered for this study, and and rest of the 51 responses were excluded as they did not meet the required criteria of the study. Most of the respondents aged between 25-35 with a minimum education of FA/Fsc.

3.7.1 Survey design

For the purpose of measuring talent development, talent engagement, talent retention, psychological safety, employee performance, and person-organization fit 34-item questionnaire was used. Each of the scales was adapted using pre-existing measurements. And every question was stated in the English language. The survey questions were answered by respondents using a 5-point Likert scale along with the anchors including 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree. Moreover, to inspect the credibility of the constructs, the content validity of the questionnaire was also confirmed. Which is established when it accurately assesses the constructs it is intended to evaluate (Cooper & Schindler, 2014). Lastly, the questionnaire and operational definitions of constructs were reviewed by the professors to make sure their alignment with research objectives and also to verify the clarity and relevance of the employed questionnaire.

3.7.2 Measures

The questionnaire for the present study was formulated using scale items from pre-existing research

Talent Development

The first construct, Talent development was assessed using a validated five-item Integrated talent management scale developed by Jayaraman et al. (2018), who documented Chronbach's $\alpha = 0.862$. Sample items from this five-item scale are: "In my organization developmental activities include feedback on the developmental growth agenda for the identified talents" and "In my organization identified talent has many opportunities for upward mobility"

Talent Engagement & Talent Retention

For measuring talent engagement and talent retention Human Capital Institute's used The Human Capital Index (adapted version) of the Creelman (2004) was adapted. The measure have 45-items for eight TM practices. But, for present study five-items scale for talent engagement and five-items scale for talent retention were employed. Maurya et al., (2020) reported Chronbach's $\alpha = 0.971$ for this scale. Sample items for talent engagement include, "In my organization

majority of employees are fully engaged in their work tasks” and “Engagement levels are tracked across different talent levels, jobs, departments, and locations”. Whereas, sample items for talent retention are, “The organization can retain our best performers” and “Managers hold retention conversations with employees frequently”.

Psychological Safety

Psychological safety was assessed through a validated 7-item scale by Edmondson (1999). Moreover, the scale has been utilized previously by various researches (Akan et al., 2020; Edmondson, 2014; Walumbwa and Schaubroeck, 2009). And has been revealed to have Chronbach’s $\alpha = 0.90$ (Kwon et al., 2020). Sample items include , “I can bring up problems and tough issues” and “People in this organization do not reject others for being different”.

Employee Performance

Employee performance was assessed using a validated 9-item scale by Abdullahi et al. (2022). Who reported Chronbach’s $\alpha = 0.871$. Therefore, valid and reliable scales were commenced. Sample items include, “In my organization, I used to maintain high job standards” and “I am able to handle my tasks in my organization without much supervision”.

Person-organization Fit

Person-organization fit was assessed using a validated 3-item scale by (Aktaş, 2014). Reliability of the scale was Chronbach’s $\alpha = 0.79$. One of the item in this scale was reverse coded , “My values prevent me from fitting in at this company because they are different from the company’s values”. But, for the present study this item was rephrased into positive context “I feel that my values align well with the culture and values of this organization” and then used.

3.7.3 Time horizon

Time horizon refers to the amount of time taken to finish the research (Wang & Cheng, 2020). The data for the present study was only gathered at one particular point in time, thus utilizing a cross-sectional research strategy. Using this method was fast and convenient in contrast to longitudinal studies where researchers are supposed to collect data over a longer

period. It allows researchers to promptly gather data across diverse populations, and target samples along with the capability to gather data simultaneously from various variables. Moreover, it provides help in generating hypothesis and causal relationships among constructs and is considered to be a crucial technique to pave the foundation for more in-depth studies in the future.

3.8 Data Preparation

After the collection of data, it was then compiled in accessible form. The collected data is coded as per the requirement of SPSS and the values are entered in the variable sheet. Values that are missing or incomplete and then are filtered out. A total of 432 responses were gathered, of which 381 were used for data analysis and six were filtered out during the screening and filtration process. There are several reasons behind the incomplete data, including:

1. Missing/incomplete answers.
2. Repetition of response for every question (e.g., answering 4 or 5 for all questions)
3. The time duration is approximately it takes 6 to 7 minutes per questionnaire, but when respondents take less time than this, this is an indication of their lack of attention.

To gather descriptive statistical reports, to check common method bias, and for checking missing values or any error the usable 381 data was loaded into SPSS.

For analyzing the structural models of the data set on Smart PLS 4 the generated raw data was saved in the form of an Excel CSV file.

3.9 Common Method Bias

Despite the fact that we only used information from single, impartial sources, the same respondents indicating TM practices and the outcomes including psychological safety, employee performance, and person-organization fit raises the possibility of bias based on common method variance (Podsakoff et al., 2003). Thus, both analytical and operational strategies have been used to address common method bias (Podsakoff et al., 2003; Schwarz et al., 2017). To ensure whether common method bias (CMB) was a potential hindrance, the Harman one-factor test was utilized by the present study (Ali et al., 2020; Podsakoff et al., 2003). To minimize the chances of common method bias during data collection, clear instructions were provided to the

respondents and also they were assured that their confidentiality would be kept. Furthermore, a single-factor analysis by Harman (1967) was carried out to determine whether the data set has any common method bias or not. The results indicated that the first factor accounted for 18.54 % of the variance, which is lower than the 50% suggested value in the literature (Podsakoff and Organ, 1986). Thus confirming that common method bias has no impact on the present study (Podsakoff et al., 2003; Babin et al., 2016).

3.10 Data Analysis

For present study partial least squares structural equation modeling (PLS-SEM) was used to analyze measurement and structural models. Nevertheless, the popularity of composite-based partial least squares-SEM (PLS-SEM) has grown in social sciences recently. Its capacity to manage complex models with numerous metrics, tiny sample sizes, and irregular data distributions makes it efficient to use (Usakli & Kucukergin, 2018). PLS-SEM is used in two parts, first to determine the measurement model and then to run the structural model for hypothesis testing. In the first stage, the measurement model is required to pass the convergent and discriminant validity (DV) and internal consistency reliability tests and the second stage of the structural model needs to pass hypothesis testing (Sarstedt et al., 2023).

Version 4.0 of Smart PLS has been grounded to be a scientifically based program (Memon et al., 2021). According to Usakli & Kucukergin (2018) PLS-SEM is bundled with several benefits, and if skillfully applied can be a game-changer for hospitality and tourism researchers. PLS-SEM has already been used by various scholars in their hospitality research (Ali et al., 2016; Amin et al., 2017; Dedeoglu et al., 2016). The usefulness of this software has been proven to analyze complex interactions among latent factors, such as mediation and moderation (Hwa et al., 2023). Additionally, offering all the appropriate data for the assessment of the measurement model (Sarstedt et al., 2023). Thus, enhancing its effectiveness for data analysis of the present study

3.11 Ethical Considerations

At the very beginning of the research project, all the authors are supposed to be aware of ethical considerations and the requirement to adhere to refrain from any setbacks. Researchers should cite the additional resources utilized as guidance during their study.

In the case of the present study, ethical concerns were correctly handled throughout the research. To affirm the well-being, and rights of the respondents ethical considerations were taken into account. First of all, permission was sought from the authorized personnel at hotels to gather data from their employees. In the beginning, a cover letter guaranteeing anonymity and that the answers would only be utilized for this research was included with the questionnaire (Sekiguchi et al., 2017). Additionally, all the required measures were taken to ensure the anonymity of the respondents and their responses for which there was no requirement of name or email address in the survey form. Furthermore, to protect their privacy, the participants were transparently addressed about the intended use of the data collected from them.

Participants' consent is a critical factor, therefore after obtaining the consent of hotel managers, the consent was taken from the employees as well. Which they were informed about the the researcher's background, the purpose of the study, and the linked risks and benefits of their participation in the study. Furthermore, no incentive or benefit was offered to the participants, ensuring the transparency of the research process. It was made sure that no participant was exposed to mental stress and was answering without any pressure, and they were not at all forced to respond.

Considering the ethical, religious, cultural, and educational backgrounds these sensitivities were also carefully considered during the research. It was also considered that neither of the participants felt embarrassed or offended, therefore questions used in the questionnaire were neither sensitive nor targeting someone's personal space except for the demographic section. To ensure every respondent feels included an option of other was provided in question regarding gender and educational background.

Lastly, it was also taken care that research integrity is not damaged during this study, and methodology, data collection process, and statistical analysis are documented transparently. Therefore, from the time of questionnaire formation to result formulation the whole process and findings have been documented with honesty, and there was no involvement of fraud or deception while reporting the results.

3.12 Summary of the Chapter

This chapter included basic components of research methodology associated with research objectives. The chapter starts with research philosophy, along with research strategy and design. The chapter further enlightens upon the contextual analysis of the study. The chapter further proceeded by mentioning the target population, sample techniques, data collection, and data preparation sections. The chapter ended by addressing common method bias applied data analytical techniques, and ethical considerations. Moreover, the later chapter, Results and Analysis, the findings of the current study will be presented alongside thorough analysis of the collected data and gathered results. This analysis will help us in addressing research objectives and questions, which will also shed light on how our findings may be interpreted in relation to other works of literature.

CHAPTER 4: RESULTS AND ANALYSIS

4.1 Introduction

After an in depth outline of research methodology, the following chapter covers the results and analysis of the data collected from the respondents through floating surveys. The compilation of the entire collected data, analysis is the important step. This chapter involves survey data gathered from the respondents, beginning with demographic statistics involving gender, age, and current job position. This chapter further includes overall work experience and the city of their job. These demographic data are presented in paragraph and tabular form as well. The second phase of this chapter includes both paragraph form and tables for the measurement model, details regarding internal consistency reliability, convergent validity, and the study's construct validity. All the data analysis was done using SPSS and PLS-SEM.

4.2 Missing Values Analysis

First of all data was scrutinized to check for any missing values, careless responses, and outliers. For this purpose, SPSS was utilized. This phase is important to ensure the quality of data before analyzing it using PLS-SEM. The screening phase, however, disclosed that 432 responses were received, but after the scrutinizing process 381 usable responses were considered for this study, and rest of the 51 responses were excluded as they did not meet the required criteria of the study and because of missing responses. Hence, 381 responses were utilized for the data analysis.

4.3 Demographic Statistics

For the purpose of ongoing research, the data was collected from frontline employees of hospitality sector of Pakistan. Data was mainly collected from the major cities of Pakistan including Islamabad, Lahore, Karachi, and Multan. For data collection participants were reached out in person and through online survey forms. Moreover, 432 responses were received, but 381 usable responses were considered for this study. These respondents were asked about their gender, age, qualification, job experience and job position as well.

Table 4.1 displays the demographic breakdown of the responders. The respondent's gender was segmented into males and females. And data showed that the percentage of males was (81.6%) and females were (18.4%). Moreover, age was also categorized into four groups, in which 2.6% of respondents were from the age group of 18-24 age, 79.2% of respondents were from the age group of 25-35, 15.2% of respondents were from the age group of 36-50, and 2.4 of respondents were from the age group of 50-64. Moreover, respondents were grouped into three categories of qualification of which 71.1% held a bachelor's degree, 11.0 % held a master's degree, and 17.8 responders held an FA/Fsc degree. Respondents were from different cities in Pakistan, out of the 381 respondents 52.0% of them belonged to Islamabad, 25.2% of them belonged to Lahore, 11.3% belonged to Rawalpindi, 8.4% belonged to Karachi, and 3.1% belonged to the city of Multan. The respondents' job positions have been segmented into five subcategories, out of the total 9.7% were at the supervisory level, 31.5% were at professional or technical position, 53.3% were at administrative or support level, 3.4% were working at a skilled or tradesperson level, and 2.1% were sales and marketing employees. All the respondents had different experience levels which further had five categories and out of the 381 responses, 15.2% of respondents had current job experience of less than one year, 48.8% of respondents had job experience of one to two years, 24.7% of respondents had job experience of three to five years, 11.0% of respondents had job experience of six to ten years and 0.3% of respondents had job experience of 11-15 years

Table 3 Demographic information of respondents

Demographic Variable	Category	Frequency	Percentage
Gender	Male	311	81.6
	Female	70	18.4
Age	18-24	10	2.6
	25-35	304	79.2
	36-50	58	15.2
	50-64	9	2.4
Qualification	Bachelors	271	71.1
	Masters	42	11.0
	FA/Fsc	68	17.8
Current job experience (In years)	<1 Year	58	15.2

	1-2 Years	186	48.8
	3-5 Years	94	24.7
	6-10 Years	42	11.0
	11-15 Years	1	.3
Job Postion	Supervisory	37	9.7
	Professional or Technical	120	31.5
	Administrative or Support	203	53.3
	Skilled or Tradesperson	13	3.4
	Sales and Marketing	8	2.1

Note: $n = 381$

4.4 Multicollinearity

Additionally, other than reliability and validity, the variance inflation factor (VIF) must be calculated before the structural model analyses. According to Burns and Burns (2008) Multicollinearity is thought to be denoted by a VIF value larger than 10.0. However, Hair et al. (2017) suggested adopting 5.0 as the cutoff value i.e ($VIF \leq 5.0$). And results indicated that VIF value of each construct fell below the 5.0 cutoff, indicating that there were no collinearity issues in the present research.

4.5 Structural Equation Modeling

4.5.1 Measurement Model Assessment

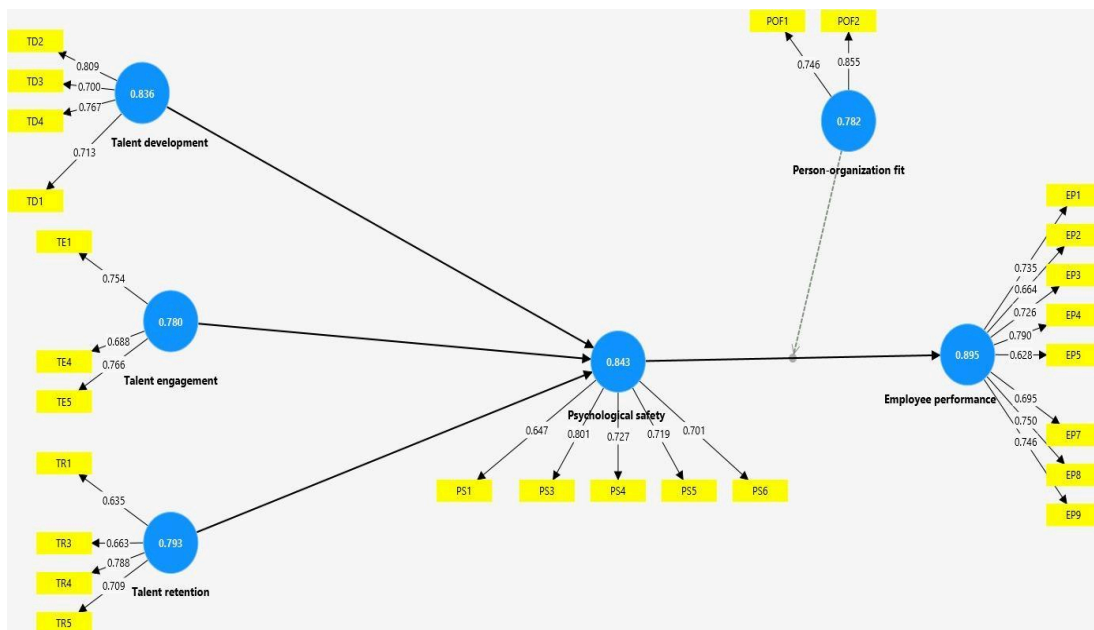
Through the measurement model, the internal consistency reliability, convergent validity, and discriminant validity (DV) were accessed for the constructs in this study.

4.5.1.1 Internal Consistency Reliability

Internal consistency reliability evaluates the degree to which the items represent the latent constructs (Hair et al., 2014; Ramayah et al., 2016; Memon et al., 2017). In this study composite

reliability (CR) was used to measure the internal consistency of the items (Hair et al., 2017). According to Nunnally (1978), and Richter et al. (2016) if it is higher than 0.7 for each construct, the composite reliability of a measurement model is considered appropriate. Initially, a total of 34 items from multiple scales were employed for each variable in this study. Results revealed that all of the construct's composite reliability (i.e. rho_c) exceeded the cut-off value of 0.7 i.e. Talent development (0.836), talent engagement (0.780), talent retention (0.786), psychological safety (0.843), employee performance (0.895), and person-organization fit (0.782) – confirming the high internal consistency of the measurements. Table 4.2 demonstrates the results of internal consistency validity

Figure 2 Measurement Model



4.5.1.2 Convergent Validity

Convergent Validity is a further indicator to be aware of, which assesses "the extent to which a measure correlates positively with alternative measures of the same construct" (Hair et al., 2017, p. 112). The outer loadings of the items and AVE (variance extracted) are checked as part of the CV evaluation. Since an appropriate AVE score is determined to be 0.5 (Avkiran, 2017; Memon et al., 2017), it is also possible to consider items with indicator loadings of 0.6 to be acceptable (Chin et al., 1997). Moreover, Hair et al. (2019) advised that variables with low factor loadings can be kept if other variables with high loadings account for at least 50% of the variation e (AVE= 0.50), variables with low factor loadings can be kept. According to Memon et al. (2017), if the extracted variance (AVE) value is more than 0.5,

convergent validity is exhibited. Results indicated that except for eight items TD5, TE2, TE3, TR1, TR2, PS2, PS7, EP6, and POF3 all the other items were found to have adequate outer loading. Therefore, TD5 - “In my organization developmental activities include feedback on the developmental growth agenda for the identified talents”, TE2 “Engagement levels are tracked across different talent levels, jobs, departments, and locations”, TE3 “The company is featured on “Best Places to Work” lists that are highly respected”, TR1 “The organization can retain our best performers”, TR2 “Turnover is tracked across divisions, locations, talent levels, and managers”, PS2 “it is safe to take a risk in this organization”, PS7 “Working with members of this organization, my unique talents and values are used”, EP6 “ I am comfortable with my organization’s job flexibility”, POF3 “I feel that my values align with the culture and values of this organization” was dropped due to low factor loading i.e. (factor loading < 0.4). All of the constructs, including talent development (0.560), talent engagement (0.542), talent retention (0.551), psychological safety (0.519), employee performance (0.516), and person-organization fit (0.643) achieved appropriate AVE with the elimination of eight items. Table 4.2 demonstrates the variance extracted values for all the variables is > 0.5.

Table 4 Internal consistency reliability and Convergent validity

Constructs	Measurement Items	Loadings	AVE	CR
Talent Development	TD1	0.712	0.56	0.836
	TD2	0.809		
	TD3	0.7		
	TD4	0.767		
	TD5	Item deleted		
Talent Engagement	TE1	0.754	0.542	0.78
	TE2	Item deleted		
	TE3	Item deleted		
	TE4	0.687		
	TE5	0.766		

Constructs	Measurement Items	Loadings	AVE	CR
Talent Retention	TR1	Item deleted	0.551	0.786
	TR2	Item deleted		
	TR3	0.661		
	TR4	0.79		
	TR5	0.77		
Psychological Safety	PS1	0.651	0.519	0.843
	PS2	Item deleted		
	PS3	0.801		
	PS4	0.724		
	PS5	0.717		
	PS6	0.7		
	PS7	Item deleted		
Employee performance	EP1	0.735	0.516	0.895
	EP2	0.664		
	EP3	0.726		
	EP4	0.79		
	EP5	0.628		
	EP6	Item deleted		
	EP7	0.696		
	EP8	0.75		
	EP9	0.746		
Person-organization Fit	POF1	0.651	0.643	0.782
	POF2	0.855		
	POF3	Item deleted		

Notes: CR, composite reliability; AVE, variance extracted

4.5.1.3 Discriminant Validity

A construct is considered to have discriminating validity whenever it differs from each subsequent construct in the framework (Carmines and Zeller 1979). The Heterotrait-Monotrait Ratio (HTMT) was used in the current case to validate DV (Henseler et al., 2015). According to Hair et al. (2017), HTMT values above 0.90 imply the absence of DV. 0.85 has been suggested as a more conservative threshold point for HTMT (Henseler et al., 2015). Due to the fact that each pair of constructions' HTMT ratios in the off-diagonal cells is less than the minimum threshold of 0.90, which denotes that each combination of constructs is distinct from the others, The HTMT criteria outcomes being produced at less than the minimum threshold of 0.90 is the proof that our present inquiry wasn't deviating from the DV's presumptions. As displayed in *Table 4.3* below

Table 5 Discriminant Validity (HTMT)

	EP	PO-Fit	PS	TD	TE	TR
EP						
PO-Fit	0.59					
PS	0.372	0.198				
TD	0.254	0.112	0.432			
TE	0.234	0.149	0.556	0.364		
TR	0.362	0.16	0.894	0.477	0.855	

Note: *TD, talent development, TE, talent engagement, TR, talent retention, PS, psychological safety, EP, employee performance, PO-fit, person-organization fit.*

4.6 Structural Model

According to Hair et al. (2019), the coefficient of determination (R^2) in addition to describing the significance of the relationships should be documented by the researchers. The coefficient of determination R^2 is a unit symbolizing the fitness between the data and the statistical model utilized in the study. Therefore, R^2 values were examined and are displayed in *Table 4.4*. The results of the structural model indicate a large R^2 for psychological safety ($R^2 = 0.407$) and a medium R^2 for employee performance ($R^2 = 0.25$) (Chin, 1998).

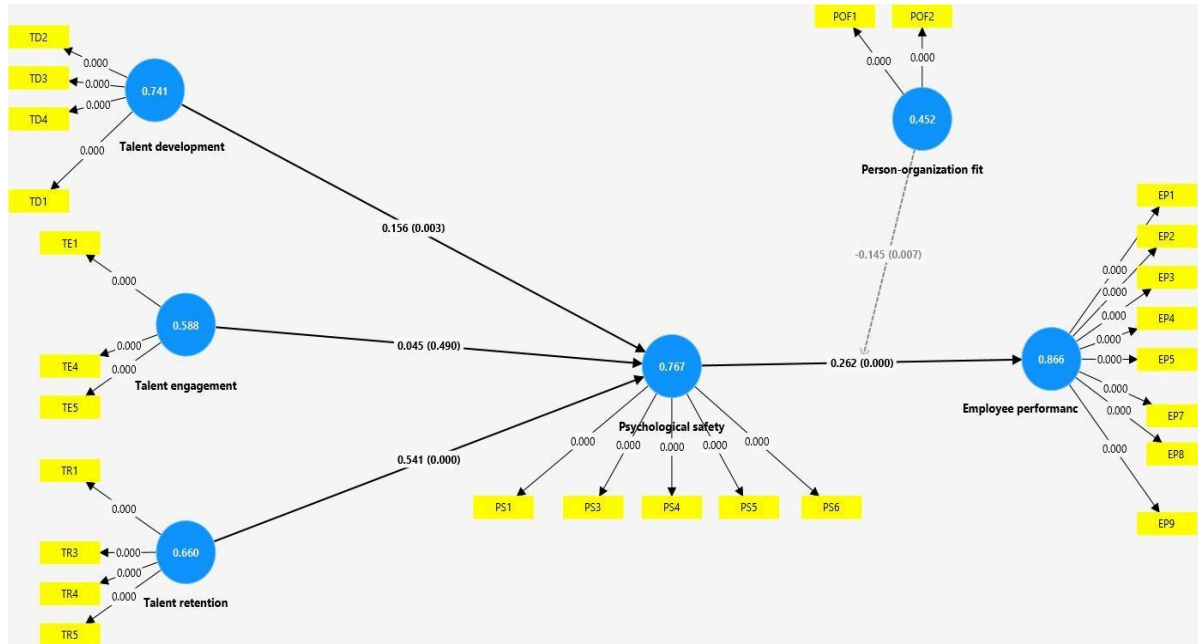
Table 6 Coefficients of Determination (R^2)

Latent construct	Coefficient of determination R^2
Talent Development	-
Talent Retention	-
Talent Engagement	-
Psychological safety	0.407
Employee performance	0.25

4.7 Structural Model Evaluation

The structural framework looks into how the structures are created (Sang et al., 2010). PLS-SEM structural model evaluation highlights the significance and applicability of path coefficients, followed by the model's explanatory and prescient power (Hair et al., 2017). Thus, the bootstrapping technique with reprocessing (5,000 resamples) has been employed to assess the statistical value of the proposed framework (Hair et al., 2017). Figure II depicts the hypothesis' conclusion. The identified correlations amongst each variable are also depicted in this picture.

Figure 3 Structural Model



4.7.1 Hypotheses Testing (Direct effects)

The results confirmed our hypothesis that talent development ((H1: β 0.152, STDev: 0.053, P value < 0.01) significantly positively correlates with psychological safety. Additionally, the results showed that talent engagement ((H2: β 0.078, STDev: 0.063, P value > 0.05) is not significantly positively correlated with psychological safety, which rejects hypothesis 2. The results supported that talent retention ((H3: β 0.529, STDev: 0.054, P value < 0.01) has a significant positive correlation with psychological safety. The results of this study demonstrated a positive association between psychological safety and employee performance as well (H4: β 0.262, STDev: 0.061, P value < 0.001). Also, person-organization fit (H8: β -0.146, STDev: 0.054, P value < 0.01) is significantly negatively moderating the relationship between psychological safety and employee performance. In addition to hypothesized relationships, SEM-analysis also showed a direct positive association between person-organization fit and employee performance (β 0.33, STDev: 0.061, P value < 0.01). Table 4.5 reported that findings of the structural model evaluation indicate that all the proposed direct hypotheses were accepted, except for the H2.

Table 7 Hypotheses Testing (Direct Effects)

Hypotheses	Path	Beta	STDEV	T Values	P Values	Decision
H1	TD -> PS	0.152	0.053	2.874	0.004	Supported
H2	TE -> PS ->	0.078	0.63	1.238	0.216	Not Supported
H3	TR -> PS ->	0.529	0.054	9.803	0.000	Supported
H4	PS -> EP	0.262	0.061	4.307	0.000	Supported
H8	PO-fit x PS -> EP	-0.146	0.054	2.696	0.007	Not Supported
	POF -> EP	0.33	0.061	5.495	0.000	Supported

Note: TD, talent development, TE, talent engagement, TR, talent retention, PS, psychological safety, EP, employee performance, PO-fit, and person-organization fit. *** $p < 0.001$; ** $p < 0.01$; * $p < 0.05$, STDEV, Standard Deviation.

4.7.2 Hypotheses Testing (Indirect Effects)

The indirect impact was also supported by the results, which demonstrated that psychological safety mediates the relationship between talent development and employee performance (H5: β 0.04, STDev: 0.017, P value < 0.05). Moreover, results indicated that psychological safety did not significantly mediate the relationship between talent engagement and employee performance (H6: β 0.021, STDev: 0.018, P value > 0.05) thus not supporting the hypothesis. Lastly, H7 indicating that psychological safety significantly positively mediates the relationship between talent retention and employee performance was also supported (H7: β 0.139, STDev: 0.036, P value > 0.001). Table 4.6 reports the findings of the structural model evaluation highlighting that the proposed in-direct hypothesis was accepted, except for H6.

Table 8 Hypotheses Testing (Indirect Effects)

Hypotheses	Path	Beta	STDEV	T Values	P Values	Decision
H5	TD -> PS -> EP	0.04	0.017	2.279	0.023	Supported
H6	TE -> PS -> EP	0.021	0.018	1.131	0.258	Not Supported
H7	TR -> PS -> EP	0.139	0.036	3.84	0.000	Supported

Note: TD, talent development, TE, talent engagement, TR, talent retention, PS, psychological safety, EP, employee performance. *** $p < 0.001$; ** $p < 0.01$; * $p < 0.05$, STDEV, Standard Deviation.

4.7.3 Simple Slope Analysis for Moderation

The impact of a third variable on the correlation between a dependent variable and a focus predictor is known as a moderating effect (Park & Yi, 2023a). In an explanation "Simple slopes analysis" refers to the process of evaluating a simple slope (Park & Yi, 2023b) to comprehend how the moderator variable's various levels affect the link between the predictor and outcome variable.

Figure 4 Simple slope analysis



The lines on the graph are represented in such a way that with PO-fit at a standard deviation (SD) of -1 from the mean, the link between PS and EP is represented by the red line. The link between PS and EP when POF is at the mean, is shown by the blue line. And lastly, when POF is at +1 SD off the mean, the link between PS and EP is shown by the green line in the graph. Although the graph represents a positive link between psychological safety and employee performance at higher person-organization fit levels, a negative beta value for the relationship has been revealed in the statistical analysis. This negative beta value suggests an inverse impact of person-organization fit i.e. as PO-fit increases, the positive effect of psychological safety on employee performance weakens. Contrarily, the positive relationship between psychological safety and employee performance is enhanced as the levels of PO-fit decreases. The graph shows that with low PO-fit (-1 SD), the positive interaction between psychological safety and employee performance strengthens and employees who are less fit endure higher favourable effect on their performance by psychological safety. Whereas, the graph depicts a visibly steeper link between PS and EP when POF is large (+1 SD), yet statistically weaker because of the negative beta interplay. This suggests compelling findings that workers who are more fit have less psychological safety to improve their performance.

4.8 Summary of the Chapter

The study's findings were reported in this chapter. Initially, demographics including information about gender, age, educational level, work experience, job position, and city were demonstrated in both para and tabular form. Following the demographic statistics, the chapter displayed a measurement model presenting the constructs' internal consistency reliability, convergent validity, and discriminant validity, the analysis was reported in para and table form for this as well. Lastly, the chapter included multicollinearity, structural models and simple slope analysis for moderation. The figures displaying the correlation between the construct were also included in this chapter. In the next chapter, Discussion, the explanation of current findings in context of existing literature will be addressed. Moreover, the significance of the findings in context of theoretical and practical implications will be covered to understand how they add to the corpus of knowledge and how they are utilised in the specific industry.

CHAPTER 5: DISCUSSION

5.1 Introduction

After the detailed data analysis this chapter involves analysis of data and a thorough explanation of the findings. All the research hypotheses are discussed separately, meanwhile linking achieved results with the previous literature in this domain. All the research hypotheses are discussed separately. Further, the chapter includes recommendations for managers and also for the researchers interested in theoretical findings.

5.2 Recapping Research Objectives

For this study, a theoretical framework was designed and tested where Talent development and talent engagement have a positive association with psychological safety, but talent engagement does not. Secondly, psychological safety mediates between talent development, talent retention, and employee performance, whereas it does not mediate the relationship between talent engagement and employee performance. Lastly, person-organization fit significantly moderates the relationship between psychological safety and employee performance. Moreover, this study utilized Resource-Based View (RBV) for setting a strong foundation for the theoretical framework of this study.

The research was conducted in the Hospitality sector of Pakistan. Eight hypotheses were developed and tested using a 34-item validated questionnaire consisting of questions for all six variables. After the verification of the research design and methodology, the study entered into the data collection phase, and then data was analyzed using PLS-SEM to test the measurement model and causal relationships among the variables. And results demonstrated a significant impact of two independent variables i.e. TD and TR on psychological safety, whereas the otherwise result for one of the independent variables i.e., talent engagement. Findings also suggested a significant mediating effect of psychological safety between two variables i.e., TD and TR but data provided evidence that organizations are not effectively implementing TE practices thus, employees are not achieving the perception of psychological safety and consequently not enhancing their performance. However, findings revealed that the relationship

between Psychological safety and the dependent variables i.e. employee performance is highly moderated by the presence of person-organization fit. Thus, Summarizing the hypothesis such as

Table 9 Summary of Hypotheses Results

Hypothesis Number	Hypothesis Statement	Decision
<i>H1</i>	Talent development is positively correlated with psychological safety	Supported
<i>H2</i>	Talent engagement is positively correlated with psychological safety	Not Supported
<i>H3</i>	Talent retention is positively correlated with psychological safety	Supported
<i>H4</i>	Psychological safety is positively correlated with employee performance	Supported
<i>H5</i>	Psychological safety mediates the relationship between Talent development and employee performance	Supported
<i>H6</i>	Psychological safety mediates the relationship between Talent engagement and employee performance	Not Supported
<i>H7</i>	Psychological safety mediates the relationship between Talent retention and employee performance	Supported
<i>H8</i>	The moderation of person-organization fit significantly impacts the relationship between psychological safety and employee performance, such that higher person-organization fit strengthens this relationship	Not Supported

5.3 Discussion of findings

This study sought to determine a causal connection between TM practices, psychological safety, and employee performance. This study focused on assessing the indirect impact of talent development, talent retention, and talent engagement on employee performance through psychological safety. Additionally, the moderating role of PO-fit between the relationship of psychological safety and employee performance among personnel working at non-managerial or administrative levels in Pakistan's hospitality sector. We sought to develop a more thorough comprehension of the fundamental processes and mechanisms of the present framework. Another reason for considering psychological safety as a mediator is its theoretical relevance; From a theoretical standpoint, psychological safety is a crucial factor, the presence of which can influence the effect of TM practices on performance results.

The complex concept of TM in the hospitality industry has been underresearched, and researchers have suggested more in-depth TM studies that are tailored to the organizational needs and will facilitate the expansion of empirical literature in this realm (Golubovskaya et al., 2019). Also, the relationship between TD, TE, and TR with psychological safety and employee performance in a single framework has less empirical evidence. Therefore, the present study fills this gap and contributes to the theoretical literature.

5.3.1 Hypothesis 1. Talent development has a positive correlation with psychological safety

As hypothesized the research findings in Table 5.1 indicate that talent development is significantly positively correlated with psychological safety among hospitality sector employees of Pakistan (H1). This implies that employees can attain a higher sense of psychological safety when organizations ensure to upkeep of talent pipelines and assimilate adequate labor supply. These results support evidence from previous studies which validated that when businesses utilize the right pool of employees, they play a positive role in improving human capital by increasing output, also increasing employee morale and confidence (Ali et al., 2019; Abdullahi et al., 2020) which eventually augment a sense of psychological safety among employees. Although ample studies are exploring the TM phenomenon with various outcomes, mediators, and moderators in proposed frameworks, there is insufficient empirical literature studying the

impact of TD on psychological safety. However, previous findings have advocated the need and importance of talent pool formation within organizations. Organizations involved in utilizing market-thickening pipelines can access a larger pool of skilled individuals (Jooss et al., 2022) also these pipelines aid businesses in pumping people with high-potential and stellar performance into the talent pools (Collings et al., 2019). Several talent pools comprising emerging future leaders, CEOs, technical ground talent, star performers, and highly skilled talent have been recognized by talent management strategists and also in hospitality researchers in recent times (Jooss et al., 2021; Kichuk et al., 2019;). Therefore, highlighting this concept previous studies stated that the organizations that have been implementing talent pool formation routines, and instead of conventional methods encourage "flow" and "process" conceptions of talent resulting in a talent pool with greater range and depth (Collings et al., 2019; Jooss et al., 2021). Hence, these findings are in parallel with the RBV concept as well, that when organizations invest in developing talented pools these high-potential employees get engaged in their organizations at an early stage of their employment, this process fosters trust and perceived support among employees. These talent pools engage in open communication with a high sense of psychological safety. Therefore, this finding seems consistent with the theoretical claims that talent development practices improve employees' sense of psychological safety.

5.3.2 Hypothesis 2. Talent engagement has a positive correlation with psychological safety

In opposition to the hypothesized statement, research findings in Table 5.1 indicated that talent engagement is not positively associated with psychological safety in the hospitality sector of Pakistan. According to Aljbour (2021) in the research of TM practices, talent engagement is the least explored dimension, therefore this study filled this gap by analyzing TE with psychological safety. Moreover, the rejection of this hypothesis which presumed a significant positive correlation between TE and psychological safety in the hospitality sector of Pakistan has led to an insightful direction in this investigation. Firstly, the findings highlight unsatisfactorily executed TE practices within hospitality organizations of Pakistan, employees assume that their hotels are not designing effective talent engagement policies for them, which does not boost their sense of psychological safety.

Secondly, the results may be because in Pakistan, there are cultural and structural hindrances within organizations, and there is a lack of engagement activities for frontline employees in the hospitality industry, because of the hierarchical organizational structures and higher power distance. Where managers usually follow standardized policies decided by top hierarchy management. These fixed policies inhibit the engaging behavior of employees within the workplace, which consequently threatens their trust and makes them hesitant to take risks and voice their opinions. A previous finding demonstrated the opposite results and showed a positive correlation between constructs such as talent engagement, talent development, and self-efficacy (Ali et al., 2020). These findings suggest that TE improves self-efficacy which is an individual's belief in themselves among employees. But results of the present study showed no correlation between TE and psychological safety in the hospitality sector of Pakistan, which can be due to several more factors. As the data was collected from non-managerial, frontline employees who are usually involved in exhaustive jobs and are directly exposed to management's policies and practices, in the Pakistani context hospitality employees tend to avoid factors that may threaten their job security, and they affiliate higher perception of risk with getting wholly engaged within their workplace. Moreover, they are highly skeptical about how management regards their contributions and, whether would they be valued or not. Which consequently reduces motivation and their sense of psychological safety. Therefore, in light of the present findings, we argue that one of the contingent factors impacting the hospitality sector employee's perspective towards the implementation of TE practices in their organization is perceived risk, which also negatively influences psychological safety.

5.3.3 Hypothesis 3. Talent retention has a positive correlation with psychological safety

As anticipated, The research outcome in Table 5.1 indicated that TR has a significant effect on psychological safety. This result is consistent with earlier studies by Taylor (2019) who established claims that there are few pull and push factors affecting the retention strategies of a company. And correlated employee contentment and healthy psychological well-being with pull factors e.g., market competitive salaries, long-term career prospects, development possibilities, and job security. These determinants motivate the sense of psychological safety among the workers. In the present study, these results are justified because the hospitality sector due to a

lack of management strategies, career development opportunities, low pay, and poorly managed employee wellbeing lately has faced high turnover rates (Marinakou & Giousmpasoglou, 2019). Therefore, now talent managers are revisiting their strategies and promoting employee development. Results indicate that talent retention and psychological safety create a positive loop, when employees get an inclusive working environment they feel secure enough to voice their ideas; this creates a strong interpersonal relationship between an organization and its employees and helps organizations retain their talented workforce. In the context of the hospitality sector, the results suggested that employees of the hospitality sector assume that TM managers have recognized the need to offer secured working conditions and retain talent, moreover, they are implementing effective TR practices which positively boost the work environment, where employees feel secured to ask for help without the fear of judgment and gain a sense of psychological safety.

Previously, a study exhibited a positive association between talent retention practice with team effectiveness Sweis et al. (2018). However, in literature, the relationship between talent retention with psychological safety has been understudied. Based on findings, TR practices aim at prioritizing employee's financial, psychological, as well as emotional well-being and offer better resources to them such as flexible working hours to foster work-life balance. This culture of support and empathy where employee's well-being is taken care of contributes to an increases sense of psychological safety.

5.3.4 Hypothesis 4. Psychological safety has a positive correlation with employee performance

As proposed, The study outcome in Table 5.1 indicated that psychological safety has a positive significant effect on employee performance. The results confirm the previous studies representing a positive correlation between psychological safety and employee performance at the individual and organizational levels, it further demonstrated psychological safety as a critical factor contributing to employee productivity and the organization's capability (Abror et al., 2020). Additionally, the current findings are also supported by Mahmoud et al. (2021) whose revelations also confirmed a positive relationship between psychological safety with individual performance. So, when employees collaborate, share knowledge, and express their opinions without the fear of judgment employee performance is enhanced at the individual level. Additionally, when organizations foster a culture of continuous feedback and allow their

contribution to innovative decision-making this increases their perception of psychological safety and consequently fuels employee performance. These findings also concur with the previous studies (Chughtai, 2020; Hirak et al., 2012; Frazier et al., 2017; Eldor et al., 2023) asserted that psychological safety is significantly correlated with employee performance.

This study affirms that when employees feel valued at the workplace their failure is considered as an opportunity to improve and develop skills. Moreover, when they feel safe to share their expertise and seek help in challenging situations, it sparks readiness to take thoughtful risks and facilitate their sense of psychological safety thus their productivity increases.

5.3.5 Hypothesis 5. Psychological safety mediates the relationship between Talent development and employee performance

As proposed, the study outcome in Table 5.1 indicated that psychological safety mediates the relationship between Talent development and employee performance. This indicates that the development of a talented pool and the investment in growth initiatives by the organization signal to employees that they are valuable stakeholders and that their development does matter to the firm. This escalates the sense of psychological safety, which empowers them to exhibit an innovative mindset and enhanced performance. Although the literature on the mediation of psychological safety between talent development and employee performance is less extensive. While the previous study by Ahmad & Umrani (2019) showed psychological safety as a mediator between ethical leadership and job satisfaction and findings supported the mediating role of psychological safety in this relationship, the present study is one of the initial research to authenticate psychological safety as a mediator between TD and employee performance. The findings indicate that organizations find TD as a resource and companies establish a pool of highly competent talent possessing distinctive knowledge, skills, and abilities by investing in talent development practices. This sends a strong message to employees that a culture of development and support exists and employees feel psychologically safe to work productively towards the organization's goal. These strategies provide a competitive advantage to the organizations which can be challenging for competitors to replicate.

In the context of this study, effective TD strategies increase employee performance and psychological safety as a mediator strengthening this relationship among frontline employees in

Pakistan's hospitality sector. Hospitality firms align their business goals with their TD initiatives. By investing in TD, hospitality organizations ensure that they develop a potential pool of employees with the necessary knowledge, skills, and abilities who are from diverse backgrounds. This involvement of employees from different backgrounds stimulates an inclusive work environment, thus psychologically safe working place allows these talent pools to embrace the risk challenge status quo, and ultimately enhance their performance in the Pakistani cultural context.

5.3.6 Hypothesis 6. Psychological safety mediates the relationship between Talent engagement and employee performance

Contrary to the hypothesized statement the study outcome in Table 5.1 indicated that psychological safety does not mediate the relationship between Talent engagement and employee performance. Thus, the evaluation of psychological safety between TE and employee performance is not predicted to play a significant role. The results did not support the significant correlation between these constructs. Despite the evidence that the presence of effective talent engagement may yield positive impacts (Yan et al., 2021), their efficacy might be limited to fostering trust and a sense of belongingness in employees, and consequently fail to influence their performance in the hospitality sector of Pakistan. This relationship between TE and employee performance and psychological safety as a mediator is insufficiently researched in the literature. And present study is one of the initial studies to investigate this relationship. The results may be because the implementation of talent engagement practices within the hospitality sector of Pakistan might be lacking profundity and efficacy, and would be falling short in meeting the distinctive expectations and demands of employees. Therefore, employees would be of the view that these are not sincere attempts by the organization to create an inclusive working place, encouraging them and utilizing their skills, which hinders the influence of these practices on psychological safety and employee productivity. Moreover, previous studies validated these findings through the RBV lens, which suggests that employees seek valuable resources in return for their contributions and performance in an organization. However, an equitable interchange between an organization and its employees will not occur unless the availability and existence of perceived value as a replacement for employee's inputs (Abdullahi et al., 2022). The findings

suggest that frontline employees of the hospitality sector are involved in customer care services, thus organizations need to implement efficacious TE strategies to boost the morale of their employees and enhance their performance. However hospitality sector of Pakistan lacks inclusive infrastructures, where communication and exchange of perspective and skills are undermined which diminishes their sense of psychological safety and hinders their performance as well.

5.3.7 Hypothesis 7. Psychological safety mediates the relationship between Talent retention and employee performance

As hypothesized, The research outcome in Table 5.1 indicated that psychological safety significantly mediates the relationship between talent retention and employee performance. Although effective talent retention can be a good predictor of employee performance, including psychological safety as a mediating variable generates more value in the relationship between TR and employee performance. Abdullahi et al. (2022) suggest that the mediation role of psychological safety in this connection may be explained by the opportunistic behaviors of personnel. In this relationship, employees infer psychological safety as a self-motive which as a result of effective talent retention consequently improves their performance. These findings of our study are by Alzbaidi & Abu Madi (2023) who suggested that implementation of effective TR practices accommodate employee's needs and work requirements, with an absolute goal to foster an inclusive, and transparent working culture to encourage retention. Moreover, the findings of this study assume that competent TR strategies establish a foundation for psychological safety and enhance employee performance and growth within the organization. Although there is no empirical evidence in the literature showing this relationship, this study was able to prove that psychological safety acts as a catalyst between talent retention and employee performance. This study demonstrated that when hospitality organizations of Pakistan contribute their efforts in strengthening their TR strategies, they offer market competitive incentives to their employees, also they provide learning and growth opportunities and positively recognize employees' input. Moreover, hospitality organizations provide support to their employees during challenging working hours, which fortifies their trust in the organization's efforts this builds a sense of psychological safety which motivates them to voice their opinions and ideas

comfortably, and also makes them feel secure in their job position. All these factors contribute to increased performance outcomes for employees.

5.3.8 Hypothesis 8. The moderation of person-organization fit significantly impacts the relationship between psychological safety and employee performance, such that higher person-organization fit strengthens this relationship

The research outcome in Table 5.1 indicated that moderation hypothesis is not supported as the higher level of person-organization fit weakens the relationship between psychological safety and employee performance, result shows an inverse relationship between person-organization fit and the strength of the relationship between psychological safety and employee performance. It is such that the presence of PO-fit weakens the relationship between psychological safety and employee performance. At first look, this conclusion could seem contradictory to the expected role of POF, because it might be assumed that the strong presence of POF and alignment among organizational values and that of an individual will enhance their psychological safety and eventually their performance but findings indicate distinctive dynamics. However, it is assumed from the present findings that managers focus on psychological safety as compared to POF because it is hard to acquire talent in the hospitality sector of Pakistan (Marinakou & Giousmpasoglou, 2019). Therefore, there is a possibility that when the moderating impact of POF is taken into account the relationship between psychological safety and employee performance gets weakened as the importance of psychological safety decreases when the person is fit for the organization in the context of Pakistan. In this scenario, given the state of the economy and the employment situation in the nation, people find jobs in Pakistan's stressful industries without first ensuring that their values and skill sets align such as a study conducted in Pakistan examined the relationship between person-organization fit and patient care quality and results showed that 70% of service sector respondents' values did not match their organizational values (Arshad et al., 2023). In light of this issue, we argue that employees in the hospitality sector consider that putting the fit between their values and the organization's goals first will compromise psychological safety and will negatively impact their performance, which they would rather not have.

Previously, PO-fit was analyzed as a moderator in a study by Pratama et al. (2022), and based on results from moderated regression analysis (MRA), PO-fit significantly affected the relationship between organizational commitment variables and employee turnover intention. The present findings could be because of one of the reasons of contexts the study is conducted in, the Pakistani hospitality sector finds it challenging to find and acquire highly-skilled employees therefore they utilize a rational approach for developing talent pools, and in their recruitment and selection strategies. Moreover, we induce from the findings employees with weaker POF might depend further on psychological safety to complement the imbalance, which would increase the emphasis on PS's significance in influencing performance results. The current findings also showed that PO-fit is a critical characteristic to align organizational goals with employees and to achieve employee performance. Still, the labor shortage and the immediate need to fill vacancies call for focusing on other aspects while hiring, such as ensuring psychological safety and more flexibility to accommodate diverse groups of talent in management practices.

Thus, we acquire from the findings that the presence of one variable undermines the presence of the other variable there is a possibility that when the employee is fit for the organization it is not compulsory for them to develop a sense of psychological safety, or to have fulfilled psychological factors they would have enhanced behavioral outcomes such as performance anyway. Similarly, employees who have gained a sense of psychological safety will have improved performance without the presence of person-organization fit. Results implied that

PO-fit by itself is a good predictor of hospitality employees' performance but when both psychological safety and employee performance are taken together employees of the hospitality sector of Pakistan might feel their psychological safety being threatened.

The present results indicate a high reliance of employees on psychological safety. Thus, the findings suggest that employees working in the hospitality sector of Pakistan have a distinct perception of POF than employees of different sectors and regions. Thus, demonstrating a complex interaction of POF in the relationship between psychological safety and employee performance. Previously, just like POF moderated the relationship between psychological safety and employee performance, in a study by Hu et al. (2018) power distance moderated the relationship between leader humility and team psychological safety, additionally organizational cynicism moderated the impact of knowledge hiding on psychological safety (Jiang et al., 2019) such that weakening

the relationship. The results of the study show that contextual elements like power distance, organizational cynicism, and POF can have a substantial effect on how psychological safety affects employee outcomes and how organizational factors impact psychological safety.

Consequently, it is conceivable that POF reduces the association between psychological safety and job performance, emphasizing the significance of taking organizational and cultural settings into account while analyzing these dynamics.

5.4 Research Implications

5.4.1 Theoretical Implications

In terms of theoretical implications, this study contributes to the literature on the role of TM practices in improving employee performance through psychological safety along with the moderating role of person-organization fit in the relationship between psychological safety and employee performance. First of all, the current study draws on the Resource-based view (RBV) and derived results from the study indicate that workers' opinions about how satisfied they are with organizational TM practices which have a significant role in determining their sense of psychological safety which enhances their performance. While previous studies on TM practices have utilized various theories such as Human capital theory (Dzimbiri & Molefakgotla, 2021), Contingency theory (Sigala et al., 2023), brand equity theory (Manoharan et al., 2023), earlier research has employed RBV as well (Pandita & Ray, 2018; Howe-Walsh et al., 2022) here present study make a significant contribution to existing literature by employing RBV in this realm. Although previous studies have investigated the phenomenon of TM practices in the hospitality sector with different constructs e.g. organizational performance, work quality, and organizational agility, the impact of TD, TE, and TR on employee performance was not adequately investigated. Furthermore, this study contributes to theoretical literature by investigating the direct effect of TD, TE, and TR on employee performance.

From research findings one of the major theoretical implications made by this study links to the utility of RBV in explaining the talent management mechanism, it explains how organizations perceive their talent as a valuable resource and invest in TM practices which consequently enhances their psychological well-being and performance.

Second, the positive relationship between talent retention and psychological safety aligns with the concept of RBV; the findings indicated the tactical value of maintaining the sustainability of the organization by retaining talent. Also highlights that by investing in one asset i.e. talent retention how organizations foster another precious resource i.e. psychological safety which works as a catalyst to develop human and social capital thus an organization gaining a competitive advantage. While previous studies have validated the significant impact of TM practices such as TR on perceived organizational support (Gupta, 2019), The present study bridges another gap and makes a valuable contribution to the literature by studying the relationship between talent retention and psychological safety. Thus adding new knowledge in the field of talent management within the hospitality sector helps us answer the question of why organizations should focus on implementing effective TM practices.

Third, the findings showed that talent engagement practices were poorly applied within the hospitality sector of Pakistan. The organizations are not mindful of utilizing TE practices and are not investing to utilize this valuable commodity hence employees feel that TE practices do not play a positive role in fostering their sense of psychological safety and performance. This also implies the way employees have different perceptions regarding the application of each talent management practice within their organization. Thus adding new pieces of knowledge in the field of talent management within the hospitality sector.

Fourth, the present study is also one of the initial studies to provide empirical evidence that psychological safety has a significant intervening role between TM practices i.e. TD and TR, and employee performance. This mediating role of psychological safety signifies it as a core organizational resource, which obtains observable results by facilitating the conversion of investments in human capital. Hence, the explanation of this particular relationship by the utilization of RBV is an addition to the existing body of literature. Previously, psychological safety has been studied as a mediator between ethical leadership and job satisfaction (Ahmad & Umrani, 2019), additionally, climate for creativity has been analyzed as a mediator in the relationship between TM practices and organizational performance (Aljbour, 2021). Whereas, the theoretical framework of the present study involving psychological safety as a mediator between TM practices and employee performance is new to the literature on TM in the hospitality sector.

The study deepened the research work and covered a gap by leveraging person-organization fit as a moderator in the framework of the present study. The findings of this study showed a significant negative theoretical role of PO-fit as a moderator between psychological safety and employee performance. Previously, PO-fit has been positively associated with employee performance, job satisfaction, organisational commitment, employee retention, organizational citizenship practices, and task performance (Das 2022; Hoffman and Woehr 2006; Subramanian et al., 2022). The negative significance of PO-fit in the relationship of psychological safety and employee performance added to theoretical perspectives on how PO-fit plays a compensatory role rather than a synergistic function. The job situation in the hospitality sector influences employees' outlook toward having an aligned value with that of the organization to remain employed. It also influences psychological safety's usefulness as a resource. This stronger dependence of employees on achieved sense of psychological safety even if there is no fit between employee's and organization's goals and values and vice versa is also consistent with RBV; as it illustrates the interaction between internal resources and external conditions.

Therefore, these observations have theoretical significance because they provide empirical support for connections suggested by RBV and add to the little research that is currently available on TM practices, psychological safety, employee performance, and person-organization fit in a single framework.

5.4.2 Practical Implications

Practically, the study validated the impact of TM practices on psychological safety and the enhancement of employee performance with the intervention of psychological safety in the hospitality sector. Thus offering several enlightening managerial implications. The findings of this study will help managers and organizations understand the significance of effectively implemented TM practices. And will help them understand that by investing in these practices they will be able to attract, develop, engage, and retain talented employees who will contribute to organizational success. The findings from this study will further help organizations create a supportive environment that will foster psychological safety among employees and improve employee performance. Previous scholar as Frazier et al. (2017) also stress on organizations to view psychological safety as a distinct aim rather than as a by product of significantly affecting job processes.

The study explicitly explains the significant impact of TD on psychological safety and its extended effect on employee performance. Even though efficacious development of the talent pool and their holistic development will foster a psychologically safe environment, we suggest, that managers can regulate recognition programs and regular feedback approach to help existing talent to understand internal strengths and talents through constructive remarks. By this managers can strengthen their talent pool and will get to understand the needs of individuals, which will help them attract the pool of talented employees.

The findings highlight the need to look beyond conventional TM practices to manage hiring and firing and focus on making policies regarding the workplace with continuous learning opportunities, knowledge-sharing platforms, such as frequent team meetings, and cross-functional initiatives to foster a collaborative atmosphere for learning, and incentives according to the economical and environmental condition of the country. Organizations should also consider encouraging constructive feedback, asking questions, and brainstorming sessions to effectively boost their performance. This will be helpful for organizations to retain their talent in times when there is a high turnover situation within the hospitality sector.

Furthermore, in previous years the impact of hospitality sector jobs on the well-being and development of youth has as come into sharp focus (Golubovskaya et al., 2019). The hospitality sector has intensive-labor demanding jobs that require more assistance, and most of the jobs are on a seasonal basis therefore, managers can design TM practices and policies that will minimize the workload and will reduce stress. For example, flexible working hours can be offered by organizations to allow employees to create a balance between their work and personal duties, thus contributing to organizational performance. Secondly, managers can utilize a shift-based strategy; they can implement rotating shifts to ensure that the workload has been divided evenly among all the employees. Lastly, managers can create an avenue for permanent employment. This can be a transformative solution, fostering positive well-being and decreased stress levels among hospitality laborers. The findings of this research suggest that an organization should include all employees regardless of their skill levels in their development and retention policies. By the Pygmalion effect (Jehanzeb et al., 2023; Golubovskaya et al., 2019) managers elevating their standards and mindset about staff workers will positively contribute to their productivity and this inclusive approach will enhance their skills and potential for future employability (Golubovskaya et al.,

2019). Therefore, organizations should extend more impartial policies for the advancement and retention of all employees, moreover, they can value each individual's contribution (Howe-Walsh et al., 2022) to promote a sense of belongingness and a sense of psychological safety.

The findings of this research revealed a non-significant association of talent engagement with psychological safety and also psychological safety did not mediate the relationship between talent engagement and employee performance. These findings highlight the need for hospitality organizations and talent managers in this sector to develop impactful strategies to actively engage their talent, as compared to the old generation the new generation demands collaborative platforms where they would be encouraged to voice their opinions and take part in decision making, hence managers should allow such initiatives. However, according to the present findings, hospitality organizations aren't proficiently applying effective talent engagement activities which negatively impacts the individual's sense of mental safety and their performance. Moreover, organizations should prioritize the engagement of their employees, and implement an effective talent engagement system. To increase collaboration among them, managers should start rewarding employees with awards like "The Best Team Player Award" to acknowledge the joint effort of employees in extending empathy to colleagues when faced with challenging situations. This will ensure the organization's commitment to implementing effective employee engagement strategies and will foster psychological safety and employee performance.

The findings of this study have also highlighted a significant moderating impact of PO-fit on the relationship between psychological safety and employee performance. In light of the present findings, where employees of the hospitality sector even in the absence of a strong PO-fit, are more likely to demonstrate proactive work behaviors when they feel psychologically safe. This makes it important for organizations to foster communication and a supportive work environment in a context where they notice low PO-fit, to enhance psychological safety, and to empower employees to take risks and pitch their ideas confidently. Moreover, managers should ensure the alignment between individual values and those of an organization during the hiring and selection process. Organizations should utilize standardized pre-placement evaluation tools, such as circumstantial judgment tests or culture fit modules (Team, 2023) to analyze the person-organizational fit among employees. Managers should conduct cultural fit testing of workers at different times of their employment, to ensure that employees' perceptions have changed or not if it requires to be addressed instantly. The findings have

endorsed the importance of PO-fit for enhanced performance, thereby organizations should extend particular resources and guidance for employees to get themselves familiar with the workplace culture.

To sum up, Organizations can design forums to allow the flow of knowledge and transparent communication. Utilizing internal knowledge-sharing activities, and cross-border meetings employees will exhibit trust and loyalty towards their organization.

5.5 Summary of the Chapter

In this discussion chapter, the findings of the current study were interpreted in light of the existing literature. We went into detail about the importance of the findings, how well they fit with earlier studies, and how they might affect the field in terms of its theoretical and practical contribution. In the concluding chapter, the rationale of the overall study will be covered and we will summarize the key findings and their summative impact. Additionally, to provide the study a thorough conclusion the chapter will also summarize the existing limitations throughout the research process and suggest avenues for future research.

CHAPTER 6: CONCLUSION

6.1 Introduction

Lastly, this chapter summarizes the key findings and their significance comprehensively. Additionally, limitations associated with this study along with the future research directions. To form a better understanding about the constraints in data collection which might have influenced the overall study. Furthermore, to point out areas where more research could build upon or confirm our findings the future research areas are outlined in this chapter .

6.2 Limitations and Recommendations for Future Research

The current study is not free of limitations. Firstly, the study is limited just to frontline non-managerial employees working in three-star, four-star, and five-star hotels. So generalizing the results to all the frontline employees working at different job positions and equally applying results to all the industries would not be reliable. Therefore, future studies should focus on verifying the present model in different industries to make the generalizability more reliable and to gather employees' perspectives regarding the implementation of TM practices in their particular sector.

Secondly, for this study data was gathered at one point in time making it cross-sectional research whereas we suggest that future researchers may consider exploring this framework in longitudinal design to gain an understanding of the dynamics and long-term phenomenon of TM. The longitudinal data will provide detailed insights into the behavioral changes of employees over an extended period.

Thirdly, the present study used a quantitative research approach to analyze the causal relationship among TM practices, psychological safety, employee performance, and PO-fit, we believe future researchers can leverage a mixed-methods approach to develop a comprehensive understanding of the same model. Using a mixed-method would allow future researchers to combine both quantitative and qualitative methods hence, enhancing the validity of their research and helping them strengthen their research argument. Additionally, this study was conducted in a South-Asian developing country having cultural differences from Western countries. These cultural differences can influence employee's

perspectives and behaviors thus limiting the generalizability of the current study. Future studies should consider validating this framework in different contexts e.g., in Western economies to see the impact of TM in the hospitality industry of developed countries.

Additionally, the limitation of this research is that the findings showed a direct positive association between PO-fit and employee performance, which the study did not hypothesise. This emphasises the significance of this correlation on its own and in relation to psychological safety. Therefore, future researchers can study the role of psychological safety as a moderating variable in the relationship between PO-fit and employee performance.

Moreover, future researchers should utilize the current framework in the hospitality industry of different heritages, for example in Middle-Eastern, African, and Chinese cultures.

Aljbour (2021) explains the complexity of TM practices, how they have various possible outcomes, and how TM is impacted by several factors at the organizational and employee level suggesting a multilevel framework for TM studies. The present study also advocates for this requirement in future research.

Moreover, we suggest future studies to analyze TE in different dynamics and conduct a study to analyze the antecedents that cause effective TE practices, additionally what factors might impact the efficacy of TE in the hospitality sector in different world economies and working environments.

Furthermore, keeping in mind the complex correlation of person-organization fit, psychological safety, and employee performance future researchers should assess other moderators in place of PO-fit such as gender, envy, country, and hygiene factors in place of PO-fit meanwhile also considering managerial perspective. Additionally, the present study only utilized three TM practices. Additionally, the findings of this study showed the significant reliance of employees on psychological safety. Therefore considering psychological safety as a valuable resource for both an organization and employees we suggest future researchers examine psychological safety as a moderator between person-organization fit and employee performance. According to Aljbour (2021), TM is a multifaceted approach and various practices come under the TM umbrella, thus we suggest future studies to assess the relationship of other TM practices i.e., talent planning, talent acquisition, and talent performance management with psychological safety, employee performance, and person-organization fit in a single framework.

Lastly, Aljbour (2021) explaining the complexity of TM practices how they have various possible outcomes, and how TM is impacted by several factors at the organizational and employee level suggested a multilevel framework for TM studies. Therefore, the present study also advocates for this requirement in future research.

6.3 Conclusion

This research was focused on examining the impact of talent development, talent engagement, and talent retention on employee performance through psychological safety. And also to see the moderating effect of PO-fit. The research has been conducted among frontline workers employed in the hospitality sector of Pakistan. These non-managerial employees are the ones who are not involved in developing strategies and policies for TM practices and are usually working as supervisors, administrative staff, and skilled jobs.

This study helped in developing talent management literature in different ways. First, based on the RBV perspective, results highlight the importance of an organization's investment in valuable resources such as talent development, talent engagement, talent retention, and psychological safety to develop their human and social capital to gain competitive advantage in the form of employee productivity. Memon et al. (2016) also explained the significance of human capital for achieving business goals and stated it as the most valuable resource for businesses.

The results concluded the positive impact of talent development and talent retention on psychological safety which means the greater the effectiveness of implemented TM practices, will enhance the sense of psychological safety among hospitality employees.

The results described a non-significant relationship between talent engagement and psychological safety in the hospitality industry of Pakistan. Through these results, the study establishes that the hospitality sector of Pakistan is not efficaciously implementing talent engagement practices for their employees. This also draws our attention to the fact that with time employee expectations are evolving, and now employees seek a workplace offering more engaged and contributive opportunities. Meanwhile, hospitality sectors are not putting effort into providing an interactive workplace to their employees, which consequently decreases the sense of mental safety among hospitality employees.

Results also demonstrate a significant positive role of psychological safety in the relationship between talent development, talent retention, and employee performance. Meanwhile, a non-significant mediating role of psychological safety between talent engagement and employee performance has been concluded. Explaining the moderating role of PO-fit the study concluded when organizations effectively implement TM practices, and employees achieve a sense of psychological safety this process only enhances employee performance when there is a stronger person-organization fit, in contrast, no matter how effectively TM practices have been employed within an organization and even if employees have achieved the sense of psychological safety, but if the level of PO-fit is weaker then this phenomenon will not boost employee performance. Moreover, Jooss et al. (2022) also stressed that hospitality organizations to review their TM practices to buck the current trend and fortify the enhanced and productive outcomes. Thus, the present study emphasized how improved TM practices within an organization can set that organization apart from others, and this competitive edge is what organizations seek to achieve.

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APPENDICES

Appendix A Survey Questionnaire

Dear Participant,

My name is Hooryia Saghar and I am a postgraduate student at NUST Business School Islamabad. For my final year research project, I am examining the link between TM practices (Talent development, talent engagement, talent retention), psychological safety, employee performance, and person-organization fit. I am inviting you to participate in this research by completing the following survey.

This survey will take 5-7 minutes. Your responses will be kept confidential and only copies will be provided to research supervisor Dr. Muhammad Zeeshan Mirza. If you choose to participate, please respond to the survey honestly. Participation is strictly voluntary, and you may refuse at any time. The data collected will remain confidential and used solely for academic purposes. Thank you for taking the time out in assisting me with this research. If you have any queries about this study or are interested in the results of this study, you may contact us.

Sincerely,

Hooryia Saghar

Student of MSHRM 2K22

NUST Business School

Sector H-12, Islamabad

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Research Supervisor

Assistant. Prof. Dr. Muhammad Zeeshan Mirza

NUST Business School,

Sector H12, Islamabad

Appendix B Demographic Information

1.	Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Prefer not to say
2.	Age (<i>Please Specify</i>)	18-24 25-35 36-50 50-64 65 and over
3.	Qualification	<input type="checkbox"/> FA/Fsc <input type="checkbox"/> Masters <input type="checkbox"/> Bachelors <input type="checkbox"/> PhD <input type="checkbox"/> Other
4.	Industry/Sector	
5.	Job Position (<i>Please Specify</i>)	Supervisory level Professional or Technical Administrative or Support Skilled or Tradesperson Sales or Marketing
6.	Overall Experience (in years)	Less than 1 year 1-2 years 3-5 years 6-10 years 11-15 years
7.	Current Job Experience (in years)	Less than 1 year 1-2 years 3-5 years 6-10 years 11-15 years
8.	Current Job Designation	
8.	City (<i>Please Specify</i>)	

Does your current workplace use TM practices to develop, engage and retain talented employees?

Yes

No

Appendix C Questionnaires

1 = Strongly Disagree (SDA), 2 = Disagree (DA), 3 = Neutral (N), 4 = Agree (A),
5 = Strongly Agree (SA)

Talent Development	SDA (1)	DA (2)	N (3)	A (4)	SA (5)
1. In my organization development needs are identified for talent.	1	2	3	4	5
2. In my organization identified talent has many opportunities for upward mobility	1	2	3	4	5
3. In my organization talents have clear career paths in this organization	1	2	3	4	5
4. In my organization talents have more than one avenue for promotion	1	2	3	4	5
5. In my organization developmental activities include feedback on the developmental growth agenda for the identified talents	1	2	3	4	5

Talent Engagement	SDA (1)	DA (2)	N (3)	A (4)	SA (5)
1. In my organization, majority of employees are fully engaged in their work tasks	1	2	3	4	5
2. Engagement levels are tracked across different talent levels, jobs, departments, and locations	1	2	3	4	5
3. The company is featured on “Best Places to Work” lists that are highly respected	1	2	3	4	5
4. Innovative products and services are being developed in the company	1	2	3	4	5
5. The organization participates in activities that are vital to the community and the well-being of others	1	2	3	4	5

Talent Retention	SDA (1)	DA (2)	N (3)	A (4)	SA (5)
1. This organization can retain our best performers	1	2	3	4	5
2. Turnover is tracked across divisions, locations, talent levels, and managers	1	2	3	4	5

3. The reasons people leave, especially top performers are recorded and	1	2	3	4	5
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addressed					
4. Managers hold retention conversations with employees frequently in this organization	1	2	3	4	5
5. Managers are held accountable for losing top performers	1	2	3	4	5

Psychological safety	SDA (1)	DA (2)	N (3)	A (4)	SA (5)
1. I can bring up problems and tough issues in my organization	1	2	3	4	5
2. It is safe to take a risk in my organization	1	2	3	4	5
3. No one would deliberately act in a way that undermines my effort in my organization	1	2	3	4	5
4. If you make a mistake in this organization, it is often [NOT] held against you	1	2	3	4	5
5. People in this organization do not reject others for being different	1	2	3	4	5
6. It is not difficult to ask other members of the team for help in my organization	1	2	3	4	5
7. Working with members of this team, my unique talents and values are used	1	2	3	4	5

Employee Performance	SDA (1)	DA (2)	N (3)	A (4)	SA (5)
1. In my organization, I used to maintain high job standards	1	2	3	4	5
2. I am able to handle my tasks in my organization without much supervision.	1	2	3	4	5
3. I can manage various tasks to achieve my organization goals.	1	2	3	4	5
4. I perform well to mobilise collective intelligence for teamwork in my organization	1	2	3	4	5
5. I believe that common understanding in the organization can translate to a feasible solution	1	2	3	4	5
6. I am comfortable with my organization's job flexibility	1	2	3	4	5
7. engage actively in my organization group discussion and job meetings.	1	2	3	4	5

8. I derive a lot of fulfilment from nurturing others in my organization	1	2	3	4	5
9. I share ideas and knowledge with my academic colleagues in my organization	1	2	3	4	5

Person Organization Fit	SDA (1)	DA (2)	N (3)	A (4)	SA (5)
1. My values match or fit the values of this organization,	1	2	3	4	5
2. I am able to maintain my values at this company	1	2	3	4	5
3. I feel that my values align well with the culture and values of this company	1	2	3	4	5