

**TALENT MANAGEMENT PRACTICES AND
INTENTION TO QUIT IN IT SECTOR OF
PAKISTAN: A MEDIATED MODERATED
MODEL**

By
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**NATIONAL UNIVERSITY OF MODERN LANGUAGES,
RAWALPINDI**

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ABSTRACT

Talent Management Practices and Intention to Quit in IT Sector of Pakistan: A Mediated Moderated Model

The current study investigated the impact of talent management practices on the intention to quit within the IT sector of Pakistan, with a focus on providing actionable insights for IT firms facing higher employee turnover issues. The study, supported by job embeddedness theory, examined how talent management practices keep employees embedded in their jobs. Additionally, it explored the mediation of readiness to change in the relationship between talent management practices and the intention to quit, and the moderation of technostress in the relationship between readiness to change and employees' intention to quit. Initially, a pilot study was conducted on a sample of 40 respondents to assess the reliability and accuracy of the constructs. A dataset of 250 was collected in two lagged time frames using the survey method from IT firms in Rawalpindi, Islamabad, Lahore, and Karachi to test the model. Findings of the study suggest that talent management practices have a significant negative impact on the intention to quit. Further, readiness to change was found to mediate the relationship between talent management practices and the intention to quit, validating a semi-mediation model. Moreover, technostress was found to buffer the negative relationship between readiness to change and intention to quit. This study adds to the literature by studying a novel combination of constructs and provides critical recommendations for policymakers to encourage talent management practices to reduce turnover rates in the IT sector of Pakistan. However, the methodological boundary of the study limits its generalizability, thus providing a basis for future research.

Keywords: Talent Management Practices, Intention to Quit, Readiness to Change, Technostress

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CHAPTER 1

INTRODUCTION

1.1 Background

Business nature is changing over the time span as the world is moving towards a more integrated form known to be as globalization. Firms are in greater apprehension than before for acquiring a competitive advantage especially in context of their workforce in highly globalized world (Treglown, 2018). Companies are now precisely focusing on retaining and developing those employees who have a talent to provide the company with the competitive advantage over its competitors (Farndale, 2010; Stahl et al, 2009). Moreover, such talent is the prime focus of firms as they serve a guide for other employees as well (Farndale et al, 2010; Stahl et al, 2009). Ongoing rapid advancements and changes is putting a strain on retention of employees.

In today's world, typical events, techniques, and cycles get obsolete rapidly because of the development of recent trends in the day-to-day routines of people (Ageng'o, 2018). This variation from old to new is an interaction that can be regarded as change. In business, contemporary patterns arise with the general objective of accomplishing significance in the market by defeating competitors (Ageng'o, 2018). These changing circumstances in business life require the ideal administration for success. There is a beginning stage and then there is an implementation stage. To really embrace and carry out change, it is dependent upon HR. The ideal individuals enormously affect the effective execution of the change process (Borges & Quintas, 2020).

Businesses are now always in a state of change driving high turnover rates with it as well (Alqatawenah, 2018). Because many of the employees within the organizations don't feel ready for that change or are unable to cope with that change. The continuous implementation

of change is to make everyday improvements at the organization and foresee them effectively to sustain in the market competition (Alqatawenah, 2018). Change has become a significant part of everyday life be it at the individual level or organizational level. Organizations keep on investing in change management to cope with the rapidly changing business environments and techniques and to gain a competitive advantage.

Change is a natural quality of the information technology discipline contrasted with other designing disciplines (Akbar et al., 2019). In true situations, it is hard to determine each prerequisite for programming as the need and the situation is dependent upon future developments (Akbar et al., 2019). Factors, for example, client needs, market change, worldwide rivalry, government strategies, and so on contribute significantly to the changing idea of prerequisites. The requirement for progressively complex programming is popular as organizations battle to get by in a profoundly cutthroat market. In this manner, overseeing a change in IT improvement isn't only significant however vital for the progress of the eventual outcome (Chege et al, 2020). But these complex changes required by IT sector bring complexities for employees as well to rapidly cope with these changes. Employees who aren't ready for these rapid changes may eventually fail and tend to leave the organization.

In the ongoing industry climate, described by increasing market contest, globalization, change in administrative guidelines, quick development, expanded interest for job security, and advances in innovation and data frameworks, securing and overseeing authoritative vital resources are viewed as basic to accomplishing competitive edge. (Whysall et al, 2019). To be sure, in this evolving climate, firms across the globe are attempting to get the best people, and the best individuals to acquire a competitive edge, and subsequently set up talent management practices (Whysall et al., 2019). In the era of fast growing and rapidly changing businesses talented employees have become a necessity for firms to sustain in the market.

Owing to the increased rate of change, managers and HR departments work has become even more complex in the 21st century especially in maintaining and persuading the individuals at organization (Idris, 2014). Technological advancements and introduction of media communications has brought even more complexity attracting the talent and assuring a comfortable environment to boost up that talent (Singh & Gupta, 2015). Making that talent a long-time resource for the organization is also a big challenge in the highly competitive globalized world (Singh & Gupta, 2015). These complexities are becoming a crucial and troubling factor for organizations (Al-Jabari & Ghazzawi, 2019). Firms unable to manage their talented employees, eventually end up losing them.

Employee turnover is a serious and squeezing concern that the vast majority of firms appear to look at some point. Voluntary turnover can mean skilled and able workers stopping the firm to work somewhere else (Singh et al., 2014). This has serious ramifications for organizational achievement and has been viewed as related with diminished efficiency (Huselid, 1995), benefit (Glebbeck & Bax, 2004), future income development (Baron et al., 2001), and decreased consumer loyalty (Koys, 2001). Scholars and practitioners have assessed that the turnover of only one individual can cost an association between 93-200% of that individual's compensation — considering that worker's measure of liability and ability (Cappelli & Cascio, 1991).

Further, turnover can bring about a deficiency of significant occupation explicit information and mastery along with a potential drop in confidence because of the great degrees of dissatisfaction that come about because of being not able to fulfill work needs (Azeem et al., 2020). The thought to quit working for an organization is what literature mention as turnover intention or intention to quit (ITQ). Intentions are fundamental in deciding genuine way of behaving as they can foresee an individual's discernment and coming about judgment made

because of those insights. McCarthy et al., (2007) have contended that the last chunk of decision making is intention to quit.

The inescapable utilization of innovation and globalization has set new guidelines for the strengthened rivalry among firms overall making human ability the major concern for outcome of an organization. A competitive edge in the ongoing 21st century and amidst this data age is basically reliant upon the attraction, acquisition and retention of skilled talents and eventually through the improvement for effective recruitment, selection and retention strategies since talented workers are scarce and difficult to be replaced (Saad & Mohammad, 2021). Talent management is a currently trending approach in human resource management (Saad & Mohammad, 2021). This approach involves both business planning overall and strategic human resource planning (Saad & Mohammad, 2021).

For past many years intention to quit has been a point of concern for both practitioners and researchers. The main reason to the concern of employee turnover is the associated cost with it. The cost to rehire train and develop new hires (Haque, 2020). Researchers also found not only direct cost but also indirect costs associated with quitting process including outcomes that were team based and readjustment costs (Ibrahim, D. S, et. al., 2020). Thus, organizations face a severe threat from employees' intention to quit as it might not only adversely affect employee productivity but will also adversely affect organizational outcomes and its stability (Ibrahim et al., 2020).

As of late, big data analytics (BDA), is defined as “a holistic process that involves the 5Vs (volume, velocity, variety, value, and veracity) with regards to assortment, investigation, use, and translation of information for different utilitarian divisions, to acquire significant bits of knowledge, make business esteem, and laying out serious advantages” (Wamba et al., 2015), has arisen as another essential tool that can advance the change of talent management

practices. Without a doubt, big data analysis in the ability the executives or HR, which is called Talent Analytics (TA) or People Analytics (PA) (Bersin, 2013), offers many advantages. Experts assessed that around 160 million laborers in the US alone, account for the most cost in an organization's financials. Truth be told in many organizations finance is 40% or a greater amount of all-out income, implying that complete US finance cost is a huge number of dollars" (Bersin, 2013). Talent attraction might assist firms with moving from utilizing HR that help choices because of "gut feel, personal experience, and corporate belief systems" toward an additional information driven approach (N'Cho, 2017).

Technology as a wellspring of stress was not the focal point of work stress research for quite a while. This has changed with advanced change. Digital technologies have become ubiquitous in practically all branches and occupations, and their dispersion in a general sense affects hierarchical designs, correspondence, plans of action, work association, and business relations (Dragano & Lunau, 2020). Practically inescapable such changes will have ramifications for individual specialists. From a work-related wellbeing and security viewpoint, it is vital to distinguish explicit parts of the digitalization processes that lead to work pressure, and hence can possibly hinder emotional well-being (Dragano & Lunau, 2020). Thus, this technostress can overburden employees at work. Especially in IT sector where there is immense use of technology every day and human capital has to bear the stress associated with the new evolving technologies (Kaveri & Mohan, 2020).

IT sector holds prime importance in a country's economic growth and development (Haftu, 2019). Pakistan IT sector has grown to a huge sector and contributes a significant portion in Pakistan's economy. In the World Economic Index 2019, Pakistan is ranked at the fourth position with most freelancers working in it. Moreover, according to the report of Federal Minister Ministry of Information Technology & Telecommunication of Pakistan, Pakistan is exporting its information technology services to more than 120 countries at this time. The

major countries to whom Pakistan export its IT services include US, UAE, Singapore, Canada, etc. Moreover, the reports states that Pakistan is 5th most attractive country to invest in information technology sector. However, Al-Dalahmeh & Héder-Rima (2021) state that higher turnover rates are putting strain on the growth of IT sector. For the purpose it is necessary to evaluate the impact that talent management practices hold on employee's intention to quit in IT sector of Pakistan.

1.2 Problem Statement

Talent Management is probably going to be quite difficult for firms in each of the significant economies across the world (Clark-Ambrosini et al., 2022). Ongoing examination and studies (Mitosis et al., 2021; Zhang et al., 2019) recommend that talent management difficulties might be much more intense in the developing business sectors. In any case, there is a lack of observational exploration of talent management in the developing business sectors (Clark-Ambrosini et al., 2022). In just a decade, talent management has turned into a key administration issue. A few investigations show that business leaders think that the fascination, commitment, and maintenance of profoundly gifted and talented workers will turn into a significant administrative distraction during the current 10 years (Hammadi & Noor, 2020; Hongal & Kinange, 2020; Broek et al., 2018). These creators expect that the strengthening contest for talent will fundamentally affect organizations. Napathorn (2020) contends that in the present serious worldwide ability market, firms will generally address labor force deficiencies by taking part in a battle for talent.

Deloitte's (2016) study proposes that regardless of the downturn of 2008-2009, firms are changing their ability techniques to meet the ongoing talent management deficiencies. In a review directed by Oxford Financial Matters (2022), technological advancement (42%), globalization (41%), shifts in labor demographics (38%), customer needs (38%) and competition (38%) were learned as fundamental powers that will immensely affect firms'

talent prerequisites in the years to come. Wisuchat and Taecharunroj (2022) distinguished worldwide socioeconomics and monetary patterns, expanding portability of individuals and firms, groundbreaking changes to business conditions, abilities and societies, and developing degrees of labor force variety as the five huge elements influencing the amount, quality and attributes of talent.

The Boston Counseling Meeting, in collaboration with the European Association for Personnel Management, conducted a study (Strack et al., 2020) during their joint exploration venture and found that organizations which succeed in 22 key human 5 asset regions have an overall revenue 2.1 times higher, and income development 3.5 times higher than organizations that do not succeed here. Moreover, their discoveries showed that the three most significant regions were talent management, leadership improvement, management of performance and rewards. The current review attempt to decide how, in an information based worldwide economy, organizations can draw in, create and oversee talent that will give them a competitive edge and diminish workers' intention to quit and, thus decline staff turnover.

Information technology (IT) use is one of the most persuasive developments in the information systems (IS) discipline because of its extensive variety of good and awful results, making it significant for exploration and practice (Burton-Jones et al. 2017; Straub & Giudice 2012). As IT has been integrated into virtually all life exercises, its utilization for individual purposes has considerably expanded (Carter & Grover 2015; Laumer et al., 2015). The current study undertakes IT sector employees to be investigated regarding their intention to quit in response to talent management practices at their organizations. As Rana (2017) in his study reveals that IT sector is the crucial sector to talent management with the advancement of technologies with every passing day. If talent with potential skills is not hired the organization is likely not to move towards change.

The more well talent is managed the more innovation and change they can bring in the organization. Talent management is necessary in order to bring change (d'Armagnac et al., 2022). As talented individuals have more flexibility to opt change (d'Armagnac et al., 2022). And Narayanan et al., (2019) says that if talented employees are well managed they are likely to retain. Moreover, Anastasiu et al., (2020) states that human capital is more retained in their organizations when they are more ready to opt change as they perceive it a part of their own growth and development. But technostress puts a strain on it. Employees become less committed to the change they were to adopt when they bear technostress (Zainun et al., 2018). Also, change factors are crucial to IT sector (Rana, 2017). According to the report of Express Tribune 2023, Pakistan's IT sector is experiencing high turnover rates. So, the current research investigates the impact that talent management practices hold on employee intention to quit in IT sector of Pakistan with mediation of readiness to change and moderation of technostress.

1.3 Research Objectives

Following are the objectives of the research study under investigation:

- Evaluating the impact of talent management practices on intention to quit.
- Investigating the impact of talent management practices on readiness to change.
- Determining the impact of readiness to change on intention to quit.
- Assessing the mediating role of readiness to change between talent management practices and intention to quit.
- Exploring the buffering effect of technostress as a moderator between talent management practices and organizational commitment.

1.4 Research Questions

Following are the questions to be addressed by the research study under investigation:

- What is the impact of talent management practices on intention to quit?
- Is readiness to change effected by talent management practices?
- What is the effect of readiness to change on intention to quit?
- Does the mediating role of readiness to change exist between talent management practices and intention to quit?
- Do technostress moderates between talent management practices and readiness to change?

1.5 Significance of the Study

Throughout recent years, talent management has arisen as a well-known subject for scientists (Tarique & Schuler, 2022; McDonnell, 2017; Tansley, 2016; Bhengu & Poppin, 2012; Theron et al., 2014). In any case, the subject of Talent Management stays immature and under-explored (Cohn et al., 2021; Lewis & Heckman 2016; Scullion & Collings, 2006; Cappelli, 2008; Collings & Mellahi, 2009), regardless of it addressing one of the best authoritative difficulties of ongoing many years (Boudreau & Ramstad, 2017). There is likewise a lack of writing on talent management in emerging nations like Pakistan.

In research, done by the Human Resources Establishment (2011), just 57% of organizations overviewed had a division officially devoted to talent management. The aftereffects of this concentrate likewise showed that the greater part of organizations find it challenging to carry out talent management practices. Taking into account this issue, this subject must be covered broadly. In addition, some various regions and questions should be investigated to connect existing gaps in the writing.

As far as talent management inside the worldwide setting, questions, for example, the accompanying flourish: are the talent management practices and techniques expectations of line supervisors and human resource directors to oversee talent successfully? How much do

worker commitment, work fulfillment, and organizational responsibility intercede the connection between talent management practices and goal to stop? How might firms draw in, connect with and advance talent in the ongoing worldwide economic situations? These inquiries are probably going to have an especially significant applied benefit as they address a portion of the key difficulties firms are wrestling with in dealing with their talent. Darvish, Najafi and Zare (2022) keep up with that the fate of most organizations is dependent on the securing, 8 turn of events and maintenance of talented individuals to make the authority limit and talent expected to carry out new methodologies in order to meet current and future business needs.

HR offices actually must make way for progress by drawing in, creating and holding proficient workers. There is a requirement for firms to lay out talent management practices, techniques and new ways to deal with find, create, inspire and hold exceptionally gifted and Skilled workers. The ongoing review will help human asset and line supervisors, specifically, with the fundamental data and vital talent intend to distinguish individuals whose talent maintenance is basic. Besides, the review will guarantee that essential, talent driven firms trying to win the talent battle inside a cutthroat worldwide economy, take on a long haul, coordinated and deliberate perspective on their talent, and the market interest on the lookout. It is likewise trusted that this study will help firms in distinguishing talent management techniques and cycles and practices that can be utilized to draw in, select, create, access and hold talent. Moreover, it is accepted that this study will propel different scientists to additionally research regions that are not canvassed in this work.

In context of Pakistan, this research aids in achieving the sustainable goals. Firstly, it is endorsing continual, comprehensive, and sustainable economic growth, complete and fruitful employment, and decent work for all. Effective talent management practices, such as talent attraction, retention, learning and development, and career planning, can reduce employee

turnover in Pakistan's IT sector. This stability is crucial for sustaining economic growth in a sector that significantly contributes to Pakistan's economy. By addressing factors that lead to employee intention to quit, this research can help create a more motivated and productive workforce, thereby enhancing overall economic productivity and growth addressing the eighth sustainable goal.

1.6 Supporting Theory

Job embeddedness is HR theory that focuses on the retention of employees. It is characterized as a heavenly body of mental, social, and monetary impacts on the retention of employees (Mitchell et al., 2021; Lee et al., 2014). There could be several factors effecting either directly relating to the employment or referring to the environment outside the employees' job (Zhang et al., 2020). These factors are like strands that make up a web. The more stuck the employee is with higher strands the less is the possibility of the employee quitting their job (Zhang et al., 2012).

Employees have established entities at their work and employees develop links with these entities over time and with influencing factors (Takawira et al., 2019). The more the established links the more employee has to lose in case of a turnover (Takawira et al., 2016). Thus, more embeddedness relates to less intention to quit. Employees high in organizational commitment have stronger links and thus are at lower risk of quitting their jobs. If the employees are emotionally attached (affective commitment) to their identities and feel morally responsible (normative commitment) to their entities and also enjoy attached benefits (continuance commitment) to it, the employees develop stronger links (stuck in strands) thus not intending to quit.

Talent Management is turning out to be more fundamental as a firm's human resources progressively turns into the vital wellspring of cutthroat competition (Halawi et al., 2017;

Pfeffer, 2005). A developing familiarity with shifts in the qualities of the labor force is calling for firms to be more centered around retaining talented workers, keeping them completely committed, and embedding them in their positions (Finnegan & Taylor, 2004). Organizations should have the option to come to informed conclusions about creating successful retention practices that leads to the lowering of turnover. (Hillmer et al., 2020).

1.7 Key Definitions

- **Talent Management Practices:** Talent management practices involve attraction, retention, learning and development and career planning of employees, which involves a blend of HR progressions across the employee life cycle (Gartner Glossary).
- **Intention to Quit:** The degree to which they concur or differ that they frequently ponder leaving their place of employment (Treglown et al., 2018).
- **Readiness to Change:** The extent by which a person or people are intellectually inclined to agree with, encourage, and carry out an initiative to purposefully change the way things are (Rafferty et al., 2012).
- **Technostress:** It is defined as negative consequences of utilization of computer-based technologies and is considered a psychological illness (Sami et al., 2010).

1.8 Research Gaps

Talent management practices have been studied by a few previous authors but lack their implications in particular to the IT sector. The growing turnover rates in the IT sector of Pakistan have brought even more attention to studying Talent management practices in it. Not much attention has been paid to studying and exploring talent management at an individual level (Sparrow, 2019). To address this gap, the current study undertakes the exploration of talent management practices at an individual level. Talent management majority studies lack explanation and inclusion of descriptive statistics (Thunnissen & Gallardo-Gallardo, 2019).

The current study also undertakes this gap and intends to explain the descriptive stats for the investigation of talent management practices. Evaluating the theoretical grounds of this research, according to the idea of job embeddedness theory, a variety of organizational methods can aid in employee retention by further integrating workers into their positions. Nevertheless, the current body of literature falls short of elucidating the precise role that talent management strategies play in this process. This study adds to the body of knowledge about the processes underlying the effects of talent management techniques on employee retention by delving into the mediating role of willingness to change. This advances the idea of job embeddedness.

Ncube (2016) researched talent management practices intending to quit in the South African state. He recommends future researchers study the impact of talent management practices on intention to quit in other regions to enhance the generalizability of the study. Current research thus aims at investigating talent management practices to quit in four major cities of Pakistan (Rawalpindi, Islamabad, Lahore & Karachi). Moreover, he studied the above-discussed relationship between Multinational FMCG food manufacturing firms. He advised future researchers to test the model in other sectors to improve generalizability. The current study also incorporates this gap by undertaking IT sector employees as the study population.

Luna-Arocas & Danvila-Del (2020) in their study inquired about the relationship of talent management and employee retention with mediation of organizational commitment. They suggested future researchers to look for other mediators that can possibly affect the relation. The current study fills the above gap by undertaking readiness to change as a mediator between talent management practices and intention to quit. They conducted research on private sector employees of Spain and suggested future researchers to study talent management in other regions as well. The current study thus undertakes the private sector IT employees of four major cities of Pakistan (Rawalpindi, Islamabad, Lahore & Karachi) as the

sample population. Most of the prior researches on talent management has focused on education and healthcare sector (Erasmus et al., 2017; Day et al., 2014; Groves, 2011; Paisey & Paisey, 2016). However, Aina & Atan (2020) highlights the fact that other sectors must also be taken under consideration to be studied with regards to talent management. The current study thus aims at investigating talent management practices in IT sector of four major cities of Pakistan (Rawalpindi, Islamabad, Lahore & Karachi). The IT sector in Pakistan presents a unique context characterized by rapid technological advancements and a high demand for skilled professionals. The intense work environment and prevalent technostress further complicate employee retention efforts. This context differs significantly from those in more developed economies where much of the existing research has been conducted. By focusing on the IT sector in Pakistan, this study provides context-specific insights that are critical for developing effective talent management strategies tailored to the unique challenges of this environment. Also, Express Tribune 2023 report states a higher turnover is being faced by Pakistan's IT Sector. Previous research has primarily concentrated on Western environments or developed Asian nations, so overlooking the distinct socio-cultural and organizational characteristics that are particular to Pakistan (Khan & Afzal, 2023; Ali & Ali, 2022). Furthermore, a thorough knowledge of how talent management methods affect employees' desire to resign is hampered by the paucity of studies using sophisticated statistical models, such as mediated moderated models, in this context (Raza & Ali, 2021; Bashir & Ramay, 2022).

CHAPTER 2

LITERATURE REVIEW

The second chapter of the research study covers the prior discussions on the topic under investigation. The discussions include the work published in scholarly articles supporting and predicting the possible relationships being hypothesized in the study. Moreover, this section of the study also incorporates discussion on the relationships between variables with respect to the supporting theory and relevant literature. This section of the study thus discusses the negative association or impact of talent management practices on intention to quit with readiness to change as mediator and technostress as moderator. A semi- or partial mediation is hypothesized in this section, with a moderation effect being evaluated between the mediator's readiness to change and the dependent variable's intention to quit.

2.1 Talent Management Practices

Talent management is a strategic process conducted by organizations to gain competitive advantage over its competitors and enhance its performance (Moza et al., 2020). It refers to managing the employees with right set of skills required by the organization. Further Omotunde and Alegbeleye (2021) elaborated that talent management practices involve extracting the best out of the pool and then retaining assisting and polishing them to be in the best favor pf the organization. Aina and Atan (2020) further state that talent management practices lead to sustainable organizational growth by aligning and managing the right talent with the right organizational demands. Lyria (2015) discussed four types of talent management practices in his research. These include: Talent Attraction, Talent Retention, Learning and Development and Career Planning.

2.2 Talent Attraction

Talent attraction means assessing and identifying and then managing the most suitable persons having the required form of potential for the vacant job position in proactive manner (Bibi, 2019). It is to hire timely the required type of qualified person with specific skills suitable for the vacant position. Organizations use different methods for fulfilling their vacant job positions. Some organizations announce the vacant job positions through newspapers post or online announcement of vacant post on different relevant sites (Pandita, 2021). Some organizations announce their post via job fairs organized by educational institutions. Few organizations are in contact with certain agencies which are in business of helping the organizations to recruit the individual having required qualification, skills and experience (Pandita, 2021). These agencies keep on adding the individuals willing to get the job on continuous basis. When and where a need arises, they provide the required type of person. These agencies save time but still organizations have to pay for acquiring these services from them. Now when organizations post an ad and receive the applications, they have to use different methods to find the level of skills the applicants possess in accordance with the vacant position (Pandita, 2021). They can use interview method or can perform aptitude test. Sample work can also be taken by the potential employees.

Even if organization hire an employee with suitable qualification and skills, still it will cost them the time to make them familiar with the organization (Dalal & Akdere, 2023). Every organization has its own culture. New employees need time and help to adopt that. Every business has its own strategy and it requires to function in a particular manner (Dalal & Akdere, 2023). In different organizations there are certain set of values and also some organizational culture that is specific for the organization but different from other organizations. A person considered most competent in one organization may not be required type of person in the other one (Dalal & Akdere, 2023).

Talent attraction is now a challenging task for the organization's human resource department with the emergence of various recruitment tools (Banerjee & Gupta, 2019). Tools perform the function of streamlining the process of hiring the individuals and the process of recruitment. These tools help the organizations to save the money, energy and the time for acquiring the right talent. Some software tools help the business organizations to announce the vacant job places to get the person suitable for the job. It also helps the candidates to search for the job. It helps in the organization of the applications received and to communicate with the persons or talent. These tools help the organizations to keep the information of the applicants in an organized manner. It secures the information for the use in future too. There are certain search engines which serves the purpose of connecting the employers with the talent who is looking for job opportunity. Second tool is the assessments which are available and help to choose the right skillful person. Chat boards help to attract the skill. Some software makes it easy to interview for the vacant job position.

E-recruitment has substantially increased the vacant job advertisements (Banerjee & Gupta, 2019). On the other hand, is a large pool of applicants specially in a country like Pakistan where the current unemployment rate is 12%, twice that of a standard unemployment rate for an economy. A large pool of applicants is hard to analyze to dig out the right talent or the right person for the right job (Banerjee & Gupta, 2019). Scullion and Collings (2006) also mark talent attraction (finding the right person for the job) the most challenging task of today's HRM.

Now a days talented workers are a source of competitive edge for the companies (Becker et al., 2009; Guthridge et al., 2008). Normally talent is considered as something natural means that persons have some abilities by birth but with the passage of time, they refine their abilities. So, some persons think that abilities or the talents are the inherited ones and they cannot be acquired but talents can become skills after learning and practicing. On the other

hand, certain organizations having multiple persons working in them have shown remarkable improvement by changing their strategies. Talent attraction is a continuous process of finding the employees, attracting them and hiring them for the growth of the organization.

According to Becker et al. (2009) talent attraction approach merely explains that new employees in an organization are more talented than others. This approach emphasizes on the attraction of talented workers on the managerial posts. Another approach of talent management regards all employees valuable equally and thus the talent management should be universal (Guthridge et al., 2008). Guthridge et al. (2008) and Lane and Pollner (2008) in their researches elaborate that firms that attract the talent with the right set of skills are the most successful firms. Companies now a days are focusing even more on talent attraction as it provides them a competitive edge (Matos et al., 2012).

Preparing precise and specific goals and targets for the right employees will eventually attract the talent. With the change in time, it is getting more and more important to set smarter set of goals to recruit the employees. Aina and Atan (2020) state that smarter goals help the organizations to choose the persons having the best talents that are most suitable for the vacant job position. These smarter goals mean to see first what we want and then the goals or the targets which we are setting are measurable means that we are able to judge that whether we achieved our goals or not. One more thing is that to see that goals are possible to achieve and are in accordance with the time that is available to achieve these goals (Aina & Atan, 2020). Hiring of employees is considered as an easy task but in fact it is the most sensitive task as the employee that we want in our company is one that bring some positive change to our organization and increase its efficiency level (Smet et al., 2022). Hiring process is not that much easy as it is a bit tricky. Normally we advertise whenever we see that we want some tasks to be completed but if our goals are not achievable then it makes take longer time to find the person we want for the position and this vacancy add for a longer time may shake

the confidence of the employees to apply for the position (Smet et al., 2022). It's better to keep the qualification criteria low in advertisement but precise when asking for the required competency and the job experience. In this way we will have a better chance to have the right person for the required position.

Through socializing and communicating in multiple ways we can improve reliability of our organization in the eyes of people so they will try to be the part of the organization whenever there is an opening. So, improving the image of our organization can bring more talent to the organization. One is that Proctor and Gamble developed and sent off a program to cook for university apprentices in order to secure staff engagement early. Recently employed interns will have the opportunity to work on high-profile initiatives that will be managed by the organization's senior management (Whittington & Galpin, 2010). This will provide a wise idea of what the real working environment for bright people is. Employees should have the choice to stay with the company for a longer period of time by quickly adopting its culture.

2.3 Talent Retention

Talent retention refers to all practices and activities that an organization perform to prevent its employees from leaving the organization (Ott et al., 2018). Retention of the talent is necessary to build a team for working together and trusting each other. Employees need to hear criticism from their bosses in regard to their exhibitions and endeavors. Subsequently, it is pivotal that businesses give assessment and evaluation at the suitable time. Employees should be supported about their right disposition at work, the utilization of their astuteness, critical thinking skills, and energy at work. At the point when employees are being appreciated for their smart activities, this will decidedly construct them to stay aware of the great work. Employees will likewise know about regions in which they need to move along. There will be better arrangement of the organization's way of life, and collaboration and at last it will increment efficiency (Aghina et al., 2011). There are both direct and indirect cost

associated with talent loss (Ott et al., 2018). The direct costs involve rehiring a talent with those specific set of skills. Indirect costs involve adjustment costs, training costs, organizational knowledge etc (Ott et al., 2018). Losing a talented employee affects the productivity and targets cannot be achieved. Loss of employee results in loss of the trained workers and it becomes difficult to hire a new employee and train it resulting in high costs.

Turnover results a decrease in the morale of the other employees and customers when they observe that every time different people are dealing with them (Verma & Kesari, 2020). They might get the impression that something is not right in the organization. When employees are retained, organizations work efficiently and achieve goals. New employees take time to adjust and to work as compared to the older one who completes tasks in less time with greater efficiency. Customers also have positive perceptions of the organizations which retain their employees.

Employees leave firms for the reasons that they are not getting well compensated and they are not getting enough benefits (Vizano et. al., 2021). The most important reason for changing the job is always the compensation. Although other factors also contribute in this regard but the main element that drive the employees towards turnover, are their salaries. Employees compare their salaries with the other organizations in the job market and if they find that they are being paid less for the post in comparison to the other organization, an urge arises to change their job (Rasheed et. al., 2022). Leaders can fulfill the demands of employees only if they know the reasons behind the job change. The leaders who are unaware of these reasons are less likely to retain the talent within their organizations. On the other hand, competitive salaries not only help to retain the talented employees but also help to attract the talent from the other organizations (Rasheed et. al., 2022). Good compensation results in greater job satisfaction.

Employees with less or almost no opportunities to develop their careers, are less loyal to their jobs. Moreover, extended job timings disturb the balance of their lives. So, organizations use different methods for the retention of their employees (Mabaso et. al., 2021). They give rewards to motivate and encourage. Some pay the employees competitive salaries, and some rate them for their performance to give encouragement. Instead of giving the performance report annually, some organizational managers give positive feedback with confidentiality in one-to-one meetings to bring about improvement (Mabaso et. al., 2021). And also give timely appreciation in a balanced way. Some companies keep their employees happy by offering flexible work hours and opportunities to work from home (Mabaso et. al., 2021). Many organizations provide health facilities to their employees, arrange parties and trips, give refreshments, and provide opportunities to play games during the relaxing time.

2.4 Learning and Development

It is very alarming to lose a talented and skillful employee and finding and training a new talented one is a difficult task. Learning and Development is another practice of talent management. This talent management practice or strategy helps employees grow and learn within organization helping them groom and ready for future promoted opportunities (Aina & Atan, 2020). When employees feel that their organization is investing in them by providing them learning opportunities, they are likely to perform extravagantly (Bibi, 2019). Learning and development makes the employees to stick to the same organization. Effective training helps the business to flourish. This training, on the other hand, give employees a sense of being valued. This feeling of being valued increase their loyalty level with the organization. They become more motivated. Training helps the employees to perform their role in the organization in a better way and increasing in their performance output making the organization to achieve its goals faster.

Sometimes workers leave their job due to career issues as they might not be able to perform their duties well due to lack of particular skill (Rasheed et al., 2020). This makes the employees to lose their heart and to leave the job but training fulfils this need and hence improve retention level. Learning and development not only provides particular skills to the employees but also creates an environment for continuous learning and it also enables the organization to cope up with the changes in the developing world (Chanana & Sangeeta, 2021). It also keeps the organization well ahead in the competition of the market place. New and best skills are developed through training and it also updates the knowledge base of the employees and enabling them to play their part in today's digital world. Employees get satisfaction by training as it provides them the opportunity to grow their skills and to discover their hidden talents (Kanapathipillai & Azam, 2020).

While organizing a training program organization must set the goals first and the goals must be according to the needs of the organization (Xie et al., 2020). After identifying the goals, the next step is to choose the strategy to achieve the targets from the training because there are many ways to train the employees but a suitable one will save the time and money (Xie et al., 2020). Sometimes we can collaborate with other organization to provide better training with less effort. Training should be arranged in a way that it involves employees practically in the training program, so the interest and learning maybe enhanced (Xie et al., 2020). Although training costs money and time to the organization but benefits it has in the retention of the employees, their self-satisfaction and their improved performance are much more than these (Nguyen, 2020).

Offering training to the employees is not enough managers and supervisors have to develop the mindset of the employees and make them feel valued by the training experiences. Making them realize the worth of their learning hence, developing a culture of not resigning from the job instead work harder with greater precision and devotion. Leaders should not only take

feedback from the employees but also value their responses (Manaf, 2023). Improve the business environment and training in the light of their feedback and communicate all the steps to the employee so to increase their loyalty and to think more positively about the organization. Employees do not leave the organization if they get respect from their job and their job gives them recognition. The benefits that they get from the organization also increases their retention rate. Employees who find themselves groomed within the umbrella of their organization; they are likely to retain with their organizations (Bibi, 2019). Al-Dalahmeh et al. (2020) also found a learning development a useful technique to retain talent in their study in Jordan.

2.5 Career Planning

Employer and the employee both get the benefit from the career planning. The work you desire to do and which organization you choose to work at is the main thing in career planning. Career planning is important for the leaders, as well as, for the subordinates. This planning is not a one-time process it is done continuously. One has to choose what he has to do and where to go in future. The decision should be made after exploring the market place and the abilities and education one has. No age is fixed for it. One can plan it at any stage of his life. If persons move according to the plans, he has then it not only helps himself but provide the benefit to the organization too. Organizations have to focus on this too because lack of planning can stop the growth of the employees, forcing the employees to go for the other organizations to develop professionally (Fahmi & Ali, 2022). Planning the career and develop them also increase the loyalty level of the employees (Susita, 2020). According to the talent and interest of the individuals, employees can be shifted from one department to the other.

First thing in planning is to find one's own interests and then consider the skills in which one is good at (Aungsuroch, et al., 2021). Now after this one should consider his/her own

preferences. Set the long-term targets and then steps for achieving that (Aungsuroch, et al., 2021). Now look for the suitable organization and after that an opening or job opportunity in that organization. Discuss the plans with others so as to seek help from them. To get the experience in desired organization, one could also work as volunteer too (Aungsuroch, et al., 2021). Develop skills through online courses and by other means. Attend related conferences and seminars to enter in the required networking environment.

Career planning is the concept of attaining one's desired career by setting up goals, objective and appropriate strategies to achieve the desired career (Gould, 1979). Searching for jobs requires attaining employability and career satisfaction (Shury, 2017) and are hard core tasks especially in challenging working circumstances (Seibert et al. 2013). The concern that is most crucial to this concept is lack of career planning engagement in students now a days that result in poor career activities (Jackson & Edgar 2019). Career theory based on psychology stress the significance of individual assumptions, inspirations, and contribution in deciding career planning and control while career theory based on sociology states opportunity is organized by outer, controlling factors (Millar & Shevlin 2007). Career planning basically refers to systematic progression of career path and along the path enhancement of individuals' knowledge, skills, talents and experiences (Tandogan, 2018). Like a typical plan, career plan also has some set objectives for an individual to acquire along 13 with his/her career path (Tandogan, 2018). Organizations help in developing these career paths by planning the careers of their employees benefiting both the individuals and the organizations themselves (Tandogan, 2018). Zhang (2022) stated that in order to develop a successful career plan one must be provided with career education. A refined career plan can only set up attainable and appropriate career goals (Zhang, 2022).

2.6 Readiness to Change

Organizations in time of uncertainties, have a tendency to move towards change. However, this change is not easy for the organizations. Researches have studied a lot readiness to change at both levels including individual (Olafsen et al., 2020) as well as organizational levels (Wang et al., 2020). If seen from a broader perspective at organizational level, organization must also be ready to accept the changes and to accept the challenges in the result of these changes, entire organization has to be ready for the change. Organization must be ready for the change to compete with the other organization, to bring improvement in the departments not working up to the level and to compete with the changing world challenges (Malik, 2019). Change in organization or an individual needs the following stages to accomplish the change goals. Firstly, there is a problem in the behavior of individual or an organization, secondly after that identifying the area of problem. After that preparations will be made to bring the change and then actions will be taken. At the end keep maintaining the areas that needs change. So, readiness for change is an uneven process, it may require a recycling in all these stages sometimes it require a step-back and sometimes a step-forward.

In contrast, individualistic approach matters at individual level. At individual level one has to first see the problem that the person is trying to solve, then the individual must be aware of the type of behaviors for the required change (Gigliotti et al., 2019). Finding the options that are involved in the change then having a good knowledge of the problem in the implementation. People change only when they feel that they are prepared for that change. Readiness of mind is very much needed for the change. Change not only requires physical steps and some mental activities too means the acceptance for the change. There are different possibilities in future so one should be ready before the change not only after its results.

Employees vividly react to the workplace changes (Tsirikas et al., 2022). So, we can say that employees' readiness to change is defined as the employees' physical and psychological

willingness to participate in an advantageous planned effort of his/her organization (Jones et al., 2005; Hanpachren, 2017). If we want to bring change in the organization successfully then it is only possible when employees take that change positively. They are willing to support that change and they have an active involvement in the process of bringing that change make it possible to bring the change successfully. Companies that are successful in the employee motivation have created suitable psychological environment for bringing that change (Errida, & Lotfi, 2021). Technological advancements and quick changes in the global work environments makes the firms to be ready to adopt the new ways and changes to remain in competition (Alharbi & Sohaib, 2021). These changes depend a lot on the employees who must be ready and prepared to bring change. If employees have positive attitudes towards the change it results in positive outcomes.

Readiness to change involves the assessment of advantages, effectiveness and implementation of the planned change by both organization and individual (Stevens, 2018). If change has positive implementation and it seems to be advantageous and it is effective too then results will be positive too. In depth readiness to change can be described as altering the employee's behaviors towards making a change implementation in an organization successful (Eby et al., 2020). Leadership is said to have a greater role in altering employees' behavior (Spreitzer, 2019) and making them involve in activities related to change.

Readiness to change is also measured on multiple dimensions including the appropriates of that change, the personal gains out of that change, managerial support involved and the effectiveness of that change (Holt et al., 2017). However, the change process doesn't occur in a vacuum rather it involves contextual factors. Two dimensions were finally described by the researchers of readiness to change including personal valence: the one focusing on self-advantages and change efficacy: the one focusing on the ability of implementation of change. Change efforts can be positively made by individual employees if they consider themselves

ready for that change (Jundt et al., 2021). Moreover, its readiness to change by employees can bring up their positive social relationships (Hanpachern et al., 2018) and efficiency at both individual and organizational level (McNabb and Sepic, 2015). Effective communication, employee participation and innovation are few other positive outcomes of employees' readiness to change (Wanberg and Banas, 2020). Also, employees' readiness to change can bring about positive changes in overall organizational performance (Matthysen & Harris, 2018) and an enhancement in its financial performance as well (Katsaros et al., 2018).

2.7 Intention to Quit

The conceptualization of workers' intention to quit has been given many names in the prior literature including intent to leave, staying or leaving intentions, propensity to leave etc. The study under investigation applies the term intention to quit (Good et al., 1996; Haque, 2018). The term utilized in the current paper refers to employees' intention to find a new workplace or job quit current job or ones' intention to dismiss the employment. Intention to quit conceptualizes an employee behavioral intention to quit or resign the current job. Intention to quit is a major factor deriving turnover in organizations (Cohen et al., 2016).

Usually, employee resign from the job without prior intimation (Reyna, 2021). This sudden quit result in the loss to the employer as to hire new employee and replacing the individual is a task that causes great time and money loss to the employer (Reyna, 2021). So, employer want to stop this quitting by taking some precautionary measures. Scholars have suggested strategies to control and avoid higher turnover rates and intentions in organizations (Fulmore et al., 2023). Talent management is one such useful strategy to reduce employees' turnover intentions (Kumar, 2022).

There will be a decrease in the performance of employee and he will be more engaged in negative gossiping. Some other changes are like taking too much leaves and increased use of cellphone maybe observed. Absent-minded can also be seen. Scholars recommend that workers' intentions mirror the most legit and prompt mental antecedent of obvious way of behaving (Haque et al., 2017). Sometimes employee show greater interest in learning new things but all these are the rough guesses. No one can actually guess when an employee is going to quit the job.

Employees may quit their organizations due to plenty of reasons (Haque et al., 2017). Some common things help to predict quitting can be the stress and jobs not giving satisfaction from job and not committed to the organization or a person feel himself misfit in the organization. It is not necessary that people leave job only due to the organizational environment, sometimes the reason can be personal. A person may have some problem at home. Some health issue or some financial problem may lead the person to quit the job.

Abdullateef et al. (2014) in their research found that employees who are highly dissatisfied from their jobs are likely to think of another job, thus, intending to quit. Labels intention to quit as a psychological process of making job related choices when one gets dissatisfied. So, if the employer takes some interest in the solution of the problem of employees it might result in more satisfaction and retaining of the employee. Manager or the employer can engage the employee in their work by giving them a positive attitude towards their work hence involving them more in their job-related activities can reduce the chance of quitting.

It shows that employees who are more satisfied with their jobs do not intend to quit. Martin (2011). When employees get motivated and are more involved in their work they stay with the organization for longer period and show creativity in their work. Job involvement can be increased by providing them precise tools to perform the job and by having knowledge of the

ways by which employees can be motivated. One other way to engage the employees in their work is by assigning the employees the type of work that matches their abilities and at the same time polishing these abilities by giving challenging tasks related to these abilities. In this regard training can be provided to face these challenges. One way to stop the employee from quitting is to give them rewards and appreciate them. When an employee is satisfied with the salary one is drawing and with having healthy relations with other workers and bosses, then the employee has less chance of quitting.

This analysis reveals that employees who have such behavioral intentions or thought process to quit are the ones most likely to quit their job any time sooner (Haque et al., 2017). But this can be avoided if time to time surveys conducted from the employees working in the organization and also to communicate off and on to get the information about the things that is bothering them. On the basis of these surveys timely steps are taken to increase the satisfaction level of the employee from the job and hence making them comfortable at workplace.

One other way is to attach them psychologically to the organization; hence, increasing job commitment will result in an increase in loyalty and a decrease in quitting the job (Frye et al., 2020). To retain employees in the organization, it is important to establish a healthy sense of community. Changing the style of leadership is another way (Iqbal et al., 2022). Instead of a dark leadership style, adopt a leadership style, i.e., a mentor-not-critically checking style, which means keeping a check for positive guidance (Iqbal et al., 2022). In this way, employees will gain confidence. Treat all employees equally. Accountability is an equal check for leaders and for subordinates. If some employee is concerned about anything, it should be dealt with in time. Delays can increase the intention to quit.

Organizational goals must be set keeping in mind the personal goals of employees (Djazilan, & Darmawan, 2020). Communicate to the employees the vision of the company and the value of the company (Djazilan, & Darmawan, 2020). In this way, no misunderstanding will arise between the employer and employees. Employees must be well aware of what they are contributing to the organization and how the organization is helping them achieve their targets (Djazilan, & Darmawan, 2020).

2.8 Technostress

Craig Broad is an American Psychologist who first introduced the term technostress. He stated computers to be factor leading to stress at work (Brod, 1984). He explained that any cognitive response to adverse experienced with computers is termed as technostress. By testing this phenomenon in his clinical trials, he regraded technostress as a disease of modern era in which individuals are unable to cope with computerized technologies in salutary manner (Brod, 1984). Technostress therefore, refers to the struggle an employee has to make in order to handle and deal with computerized technology at work (Ragu-Nathan & Tarafdar, 2008; Grover & Purvis, 2011; Brod, 1984). Technostress is perceived to have negative impacts on employee's physiology (RaguNathan & Tarafdar, 2008). It is experienced by employees who are mostly asked to perform technological part as their job roles (Brod, 2011).

When new technologies are introduced in an organization, employees mostly get tensed and distressed, resulting in anxiety. It is not an easy job to adapt to new technology, and if a person is unable to adapt to the new technology, they get irritated. Although nowadays people are used to communicating and entertaining themselves with the new technological development, it has also brought some negative outcomes like bad attitudes, negative thoughts, and unhealthy lifestyles. Even in America, almost 70% of people using new technologies have high stress levels.

A negative experience when utilizing technologies at work is termed as technostress (Ahuja et al., 2007; Moore, 2000). Technostress has mainly five dimensions including techno-overload, techno-invasion, techno-complexity, techno-insecurity, and techno-uncertainty (Ragu-Nathan et al. 2008). In fast growing companies it is not an easy job for the employees to keep up the pace with the new technological advancements. For the leaders in the organizations, it is very important to recognize the level of technostress in the employees and the ways to deal with it. Some employees work in office and some work from home, but they all are facing certain types of technostress. One type of technostress is called techno-overload. It occurs when an employee has to complete more work in short-time and is constantly getting information that overloads that individual.

One other type of technostress is known as techno-invasion. It means that employees have to keep themselves connected with their jobs through these technologies, which seem to disturb their personal time (Chen et al., 2022). It is especially the case with the workers who work remotely. Techno-complexity also disturbs the efficiency of workers, causing a fear in them of leaving the job as they feel they do not possess the skills to deal with the technology (Sareen, 2019). The stress levels of the employees also increase when they see that technology is changing rapidly, like software that needs updates and so on (Sareen, 2019). One more fear is developed when employees think that new technologies will replace them. This fear of technological advancement causes the employees to think that they should quit the job before they are called off from the team (Sareen, 2019). After the technological advancement people feel threatened by artificial intelligence. With the growing globalization, intense competition has put a strain on employees with latest technology adoption (Harris et al., 2022).

Technostress research has concentrated in on distinguishing the precursors of technostress (i.e., Techno-stressors), their adverse results (i.e., strains), and organizational remission

strategies (Salo et al., 2022). Although a couple studies examine the development of Technostress (e.g., Barley et al. 2011; Califf et al. 2020), it is obscure how technostress structures by means of people's utilization practices and how it very well may be moderated over the long haul. Moreover, most technostress studies look at its organizational utilization in IT (Salo et al., 2022).

2.9 Hypothesis Development

2.9.1 Talent Management Practices and Intention to Quit

In today's competitive world where firms are thriving to have the best talent pool with them (war for talent) it has become vital for organizations to look through the workers' turnover. Losing talented individuals can prove to be a great loss for the organizations (Anton et al., 2019; Rodríguez-Sánchez et al., 2020). In an era of highly connected economies relying on their knowledge base, organizations need to maintain their skilled employees i.e., they need to attract and retain talented individuals. As per Anton et al. (2019) how to hold employees and reduce employee turnover is the biggest question for human resource specialists to answer.

Talent management refers to the development of skilled employees within the organization. It can be done through either in-house programs or through coaching (Isa et al., 2018). Talent management basically refers to enhancement of existing employees' knowledge, skills and abilities with attraction and hiring of new skilled employees (Isa et al., 2018). It not only involves the attraction and retention of employees but also their career planning and their series of learning and development within that organization (Isa et al., 2018). Learning and development result in development of required capabilities to enhance an employee's career path (Hedayati & Li, 2016). Talent developmental process keeps talent highly satisfied with

organization resulting in employee retention and intent to stay with the organization (Jyoti & Rani, 2014).

Mensah (2019) in his working on talent management showed that talent management leads to attraction and retention of highly skilled labor with more productive skills. He argued that organizations high in talent management have developed positive attitudes in their employees at workplace thus, reducing their intent to quit. Gupta (2020) in his study on generation Y employees found that the more the talent management practices in an organization the less in the intent to quit of the employees of that organization. Ogbeibu et al., (2022) in their study also highlighted that talent management practices have a significant negative association with employees' intention to quit. Poisat et al. (2018) reveal that talent management practices strengthen the psychological contract between the organization and the employee thus raising the employee retention levels.

Moreover, Al-Dalahmeh, and Héder-Rima (2021) state that in information technology and communication firms when employees feel that their organization is putting effort on them by converting their implicit knowledge to explicit knowledge, they are likely to retaliate the same as per social exchange theory in the form of their retention with that organization. Further, Zafar. et al. (2022) add that Pakistan's IT industry is huge growing industry but high turnover rates are putting a strain on its growth. And Kumar (2022) label talent management practices a key to retain employees with the organization by reducing their turnover intentions. As Rumawas (2021) cite talent management practices to be enhancing employee satisfaction at work and thus reducing their intent to quit.

Job embeddedness theory also supports the above phenomena. When employees are satisfied with their organizations as they are being cared for and invested then they prefer to stay with that organization (Zhang et al., 2012). Moreover, Coetzer et al. (2019) state that job

embeddedness factors predict employees' intentions to quit work. If employees find factors like talent management practices including talent attraction, talent retention, learning and development and career planning in their job place, they are likely to retain with that organization. Shah et al. (2020) and Narayanan (2016) also supports the notion that job embeddedness factors like talent management practices reduce employees' turnover intention. The above literature derives our first hypothesis:

H₁: Talent Management Practices have a significant negative impact on Employees' Intention to Quit.

2.9.2 Talent Management Practices and Readiness to Change

Implementation and handling of change is a huge challenge for organization especially for IT firms where this a rapid shift in tools and technologies for work processing (Jayatilleke & Lai, 2018). Managing change in such firms is quite a difficult task for managers (Triana et al., 2019; Nuseibeh & Easterbrook, 2000). For these managers require potential, skillful and capable employees which can work with the changing technological circumstances (Jayatilleke & Lai, 2018). To address this issue managers, look for talented individuals for their organizations. They try and attract talented and skillful individuals and retain them for the organizational success. Looking from the employees' view they also feel valued by their organization and grab the opportunity to enhance their career and skills. Katsaros et al. (2020) explained that employees when feel benefited from the proposed changed, they are more likely to put efforts into that change. Making employees ready to change requires their commitment and engagement in organizational activities (Asbari et al., 2021). Talent management practices are found to be raising employes commitment (Alparslan & Saner, 2020) and engagement (Yuniati et al., 2021) making them to put more efforts towards organizational change.

Talent management is a process involving attracting, hiring, retaining and development skilled individuals who can prove to be of potential value for the company (Younas & Bari, 2020). These talent management practices bring about innovative practices in the organization (Salau et al., 2018). As new skilled and capable employees are hired and previous are retained and working on their full potential, they are more furious to innovate and learn new things and bring change in their organizations. According to Younas, Bari (2020) talent management practices have proved to be a significant factor in brining change in huge industries.

Pakistan is a state facing various challenges in the form of its economic development and concerning its competitive structure (Ahsan, 2018). A right person for the right job with the required talent can help organizations survive in the market. A good talent management within the organizations can bring higher levels of employee retention for the organization (Ahsan, 2018). Rana (2017) state that talent management is a key strategy for the growth and development of information technology firms. According to Chege et al. (2020) It firms are continuously undergoing change for new innovations and technologies. As talented employees meet the accurate demands of the job with higher level of expertise and skill in the domain, they are more likely to be ready to opt change. Meyers (2020) labelled this as proactive behavior of the talent attracted and hired in the organization. This concludes that organizations practicing talent management have employees more inclined to adopt change. The above literature brings us to the hypothesis:

H₂: Talent Management Practices have a significant positive impact on Readiness to Change.

2.9.3 Readiness to Change and Intention to Quit

Both change itself and its management are linked with higher scores of employee satisfaction at their jobs (Gori & Topino, 2020; Idris et al., 2018). Higher scores of job satisfaction are associated with lower levels of turnover intentions (Redondo et al., 2021). Back in 2009, Neves, in his research on change and turnover intentions found that appropriate change management leads to individual change in the organization that eventually lowers down the employee's intention to leave the organization. Neves and Caetano (2009) stated that employees with more readiness to change develop more change and this change hinders them from leaving the organization as they are progressing. Job embeddedness theory also supports the above phenomena. As when employees are satisfied with their organizations as they think the change in organization is leading towards their growth then they prefer to stay with that organization (Zhang et al., 2012). Further, Neves and Caetano (2009) states that this change brings about affective commitment within employees as they think their organizations are investing in them and they are less likely to quit that organization.

In specific to employee's readiness to change favors the organization by holding the employees with that organization (Younas & Bari, 2020). As employees consider that organization is caring about their development thus retaining the employees (Younas & Bari, 2020). Moreover, Heuvel et al. (2017) stated that change information to employees, that a change is to be implemented, makes employees satisfied as they perceive it as fulfillment of their psychological contract. And psychological contract is negatively associated with turnover intentions (Heuvel et al., 2017).

Arif (2018) state that IT industry of Pakistan plays a huge role in its economic development. IT firms are constantly undergoing new innovations bringing changes to the organization (Chege et. al., 2020). For the purpose employees of IT firms must be prepared and ready to

opt the new innovations and changes to the organization. If employees are ready for the changes, they are less likely to leave their organizations. As a successful change can only be brought if employees are ready to change (Hameed et al., 2019). Further, Chênevert et al. (2019) state that employee's readiness to change reduces their role stressors and eventually lower their withdrawal behavior. This concludes that employees with high levels of readiness to change have a reduce intention to quit. Hwang et al. (2020) also supports the concept that employees having higher levels of readiness to change have higher levels of commitment leading reduced turnover intentions.

According to Hwang et al. (2020) readiness to change brings higher levels of commitment from employees for the organization. Job embeddedness theory states in this matter that employees with higher levels of commitment are likely to stay with the organization as having no intention to quit or leave that organization (Yang et al., 2019). As employees when involved in change and ready to opt change they find it as a factor to be embedded in their jobs and stay with that organization. Also, job embeddedness theory states that employees when find linking factors in the organization, they are likely to leave (Shah et al., 2020). Change information brings psychological contract fulfillment (Heuvel et al., 2017) as linking factor for employees to not to leave the organization (Shah et al., 2020). This brings us to the hypothesis:

H₃: Readiness to Change has a significant negative impact on employees' Intention to Quit.

2.9.4 Mediation of Readiness to Change

Katsaros et al. (2020) explained that employees when feel benefited from the proposed changed, they are more likely to put efforts into that change. Making employees ready to change requires their commitment and engagement in organizational activities (Asbari et al.,

2021). Talent management practices are found to be raising employees' commitment (Alparslan & Saner, 2020) and engagement (Yuniati et al., 2021) making them to put more efforts towards organizational change. These talent management practices bring about innovative practices in the organization (Salau et al., 2018). As new skilled and capable employees are hired and previous are retained and working on their full potential, they are more furious to innovate and learn new things and bring change in their organizations. According to Younas and Bari (2020) talent management practices have proved to be a significant factor in bringing change in huge industries.

Employees show willingness to change for benefits from the organization by keeping them with that organization. (Younas & Bari, 2020). Employees are more likely to stay with an organization that cares about their growth (Younas & Bari, 2020). Furthermore, van Den Heuvel et al. (2017) stated that providing employees with knowledge about upcoming changes makes them happy because they view it as fulfilment of their psychological contract. Furthermore, psychological contract is adversely related to turnover plans (Heuvel et al., 2017). Moreover, job embeddedness theory says that when employees discover linking factors in the company, they are more inclined to quit. (Shah et al., 2020). Change information promotes psychological contract fulfilment (Heuvel et al., 2017) as a motivator for workers to stay with the company (Shah et al., 2020).

According to the job embeddedness theory (Mitchell et al., 2001), workers who have deep connections to their company and community are less inclined to quit. Talent management strategies that are successful in matching employees' abilities and attitudes with those of the organization—such as hiring, training, and career development—increase employees' adaptability to change. Their increased adaptability to change makes them more ingrained in the company and less likely to consider leaving. According to recent research, an organization's ability to adapt and create a feeling of belonging among its employees is

positively correlated with their willingness to change (Lee et al., 2021; Heijden et al., 2021).

This brings us to the hypothesis:

H₄: Readiness to Change mediates the relationship between Talent Management Practices and employees' Intention to Quit.

2.9.5 Moderation of Technostress

With growth and expansion in information technology and communications life of individuals have been greatly influenced. Organizations are adopting the latest technologies to raise their efficiency and effectiveness (Mahapatra & Pillai, 2018). As enhanced production gives firms competitive edge over its competitors (Mahapatra & Pillai, 2018). An individual may suffer through stress working under these evolving conditions (Mahapatra & Pillai, 2018). Stress occurs when the demands of somethings are threatening and are more than the available resource and capabilities of an individual (Mahapatra & Pillai, 2018). Various studies have investigated the negative job outcomes of employee stress and many of its coping mechanisms (Russell et al., 1987; Gaziel, 1993; Pikó, 1999; Patterson, 2003). Terafdar et al. (2007) first gave the concept of technological stress. With the rapid adoption of changing technologies employees higher social, physical and cognitive skills. Humanly employees have a limit to opt new skills within certain time (Mahapatra & Pillai, 2018). When employees are unable to have this much of skills set, they bear technostress (Mahapatra & Pillai, 2018).

Saravanan et al. (2023) state that information technology employees bear more technostress than employees of other sectors. Batta and Kar (2023) state that in IT industry, employees have to continuously engage with the changing technology and software to stay competitive in the market. Especially with the emergence of Covid 19, world has moved towards a more digitalized world (Batta & Kar, 2023). Ahmad and Huvila (2019) state that organizations

particularly in information technology and communication industry, keep themselves upgraded to gain and acquire the highest possible market share. The entire information technology sector is dependent on using the technologies. An individual who is unable to cope with these technologies is said to experience technostress (Kaveri, M. et al., 2020). Moreover, the Kaveri et al. (2020) argues that technology itself is not responsible for technostress but the reaction to the technologies is responsible for technostress. Employees not well prepared for the changing technologies bear this stress (Kaveri et al., 2020).

Boyer-Davis (2019) state that employees bearing technostress are more likely to quit their organizations. In their research Cicek and Kilinc (2020) found a positive association between technostress and intention to leave the organization. They also stated that employees bearing technostress tend to avoid the stress by absenteeism and thus at last turn to leave the organization. Ghosn (2022) also found in their research a positive correlation between technostress and turnover intentions. Researches however, on the other side, found a negative association of commitment to change with technostress (Zainun et al., 2018). Even if the employees are ready for the change they will not implement the change if they start bearing the technostress from that change (Zainun et al., 2018). Nang et al. (2022) found that during pandemic of Covid 19 the education sector was undergoing change but due to technostress the teaching staff was unable to cope with the change.

According to recent studies, employees' perception of fit and likelihood of quitting might be negatively impacted by technostress, as it increases their perceived difficulties in adjusting to new technologies and procedures (Califf et al., 2021; Gaudioso et al., 2022). High levels of technostress hurt the benefits of employment embeddedness, such as improved adaptability to change. This is because, despite their current ties and fit, employees are more likely to contemplate quitting their organization due to technostress, which adds a layer of emotional

strain that can negate the stabilizing benefits of job embeddedness (Wu et al., 2021). The above literature brings to the last hypothesis of the study:

H₅: Technostress moderates the relationship of Readiness to Change and Intention to Quit positing antagonistic effect.

2.10 Conclusion

Talent management practices, including talent attraction, talent retention, learning and development, and career planning, have a significant negative impact on employees' intentions to quit and readiness to change as mediators. As employees, if they feel invested in the right job place as per their skills and are provided with opportunities to polish themselves, they are likely to stay with that organization. Moreover, in the IT sector, employees are to undergo continuous changes for their personal growth and development in the right direction. Technostress, however, moderates the relationship between readiness to change and intention to quit, so that it weakens their relationship. On the other hand, fast upgrades and changes in the IT sector can also put technological stress on the employees, making them quit.

2.11 Summary of Hypothesis

1. Talent Management Practices have a significant negative impact on Intention to Quit.
2. Talent Management Practices have a significant positive impact on Readiness to Change.
3. Readiness to change has a significant negative impact on Intention to Quit.
4. Readiness to change mediates the relationship between Talent Management Practices and Intention to Quit.
5. Technostress moderates the relationship of Readiness to Change and Intention to Quit positing antagonistic effect.

2.12 Conceptual Framework

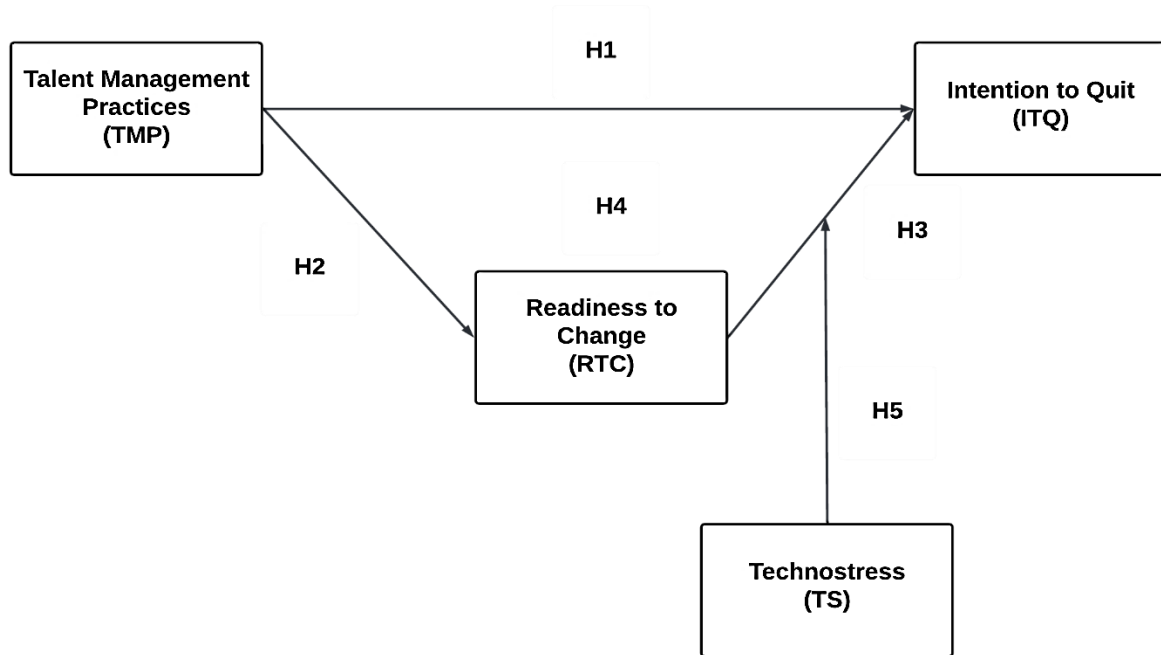


Figure 1: Conceptual Framework

CHAPTER 3

METHODOLOGY

When writing a research methodology, Saunders et al. (2007) research onion is the most appropriate way to define a research methodology. Saunter first gave the concept of research onion in 2007. The phenomenon is referred to as research onion. This is because as one peels a layer farther from outwards to inwards, the more that person will move from generic to specific by opting a particular option from the given choices at each layer. The research onion consists of six layers in total.

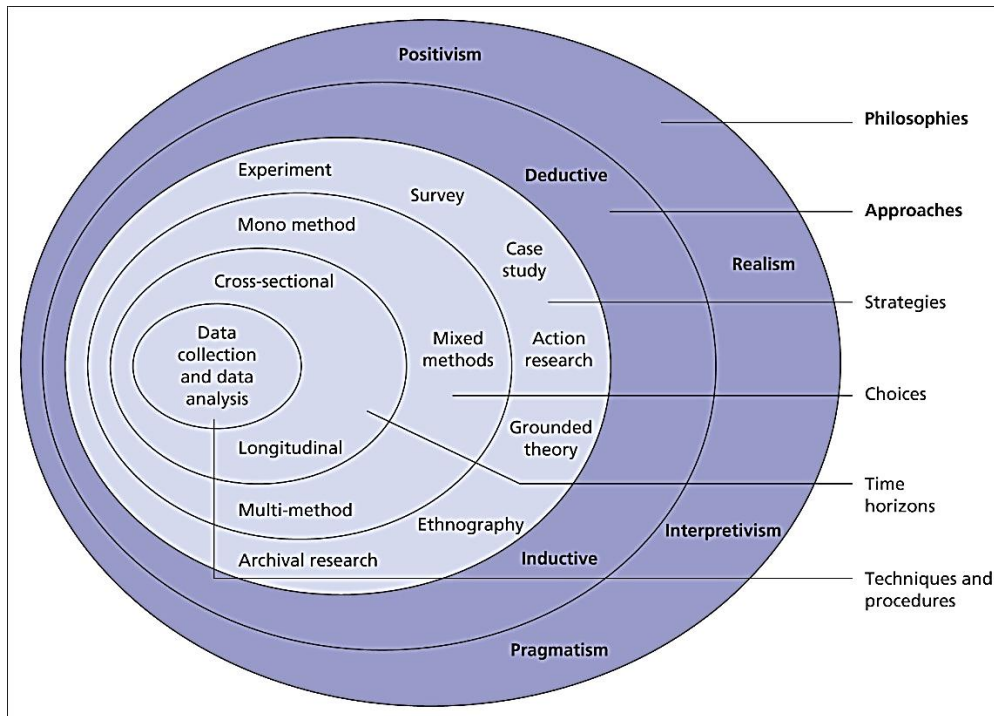


Figure 2: Research Onion (Saunders, M. et. al., 2007)

3.1 Philosophies

The very first layer is known as philosophy in which a researcher chooses between positivism, realism, pragmatism and interpretism. Positivism refers to something that can only be measured objectively and empirically without the inclusion of personal viewpoints and

stances (Tamminen & Poucher, 2020). It is something that can only be proven right or wrong no in between. Realism in contrast refers to investigating the existing knowledge with new methods and techniques (Tamminen & Poucher, 2020). Pragmatism however, refers to opting the best possible tool to find the outcomes (Tamminen & Poucher, 2020). In pragmatism, outcome of a research is more important with its subjectivity from researchers angle than the philosophical ideas or knowledge behind it. Lastly, interpretivism refers to something more of subjective by a researcher (Tamminen & Poucher, 2020). It involves the interpretation of social and cultural aspects involved in that research. The current research thus, adopts positivism philosophy by studying empirically the cause and effect relationship between talent management practices and intention to quit with a mediation of readiness to change.

3.2 Approaches

Moving towards the second layer of research onion proposed by Saunders in 2007, the researcher identifies the possible research approach to be used out of the two possible options, i.e., deductive and inductive. Deductive, as the name suggests, deduces something new from the existing body of knowledge (Woiceshyn & Daellenbach, 2018). In contrast, the inductive approach aims at inducing something new to the existing body of knowledge that didn't exist before (Woiceshyn & Daellenbach, 2018). The current research thus, opts deductive approach as it is hypothesizing novel linkages of the existing concepts in the literature.

3.3 Strategies

After choosing the approach for the research, the researcher will then choose the appropriate strategy for the organization of the selected research work. Usually there are seven research strategies out which one option is opted to continue with the appropriate research design. The seven strategies include: Experiment, Survey, Case Study, Action Research, Grounded theory, Ethnography and Archival Research. Experiment method explores the effect of one

construct on another with a given controlled environment (Melnikovas, 2018). Case study strategy merely focuses on specific situation analysis which isn't generalizable otherwise (Melnikovas, 2018). Action research is a research strategy that aims at finding both the problem and the practical solution of that problem (Melnikovas, 2018). Grounded theory focuses on establishment of novel concepts with the help of collected data referring to mainly inductive approach (Melnikovas, 2018). Ethnography is a research strategy that mainly concentrates on subjective area of research by incorporating possible cultural and social impacts on that study (qualitative) (Melnikovas, 2018). Archival research strategy opts adoption of existing knowledge to summarize the relevant material of that topic and assign meaning to it (Melnikovas, 2018). Lastly, survey method or strategy utilizes the collection of true data with actual environment from the daily life to test the hypothesis (Melnikovas, 2018). Survey strategy is considered to be the finest of all the research strategies. The current investigation thus undertakes survey method as an appropriate strategy for the testing of hypothesis.

3.4 Choices

Next comes adopting the right choice of method for the study after selection of the appropriate strategy. Mainly, research has three choices in selecting the right method for the study. These choices include: Monomethod, Mixed Method and Multi-method. Monomethod refers to selecting either one of the two techniques, qualitative or quantitative (HR & Aithal, 2022). However, in mixed methodology both techniques, qualitative and quantitative are used simultaneously (one to validate the findings of other) (Vivek & Nanthagopan, 2021). Lastly, multimethod not only make use of both type of data collection techniques qualitative and quantitative, but also make use of multiple strategies in of the methods (Vivek & Nanthagopan, 2021). Like collecting qualitative data with two different ways (prior literature

and respondents) to validate the results of quantitative data. The current research study has utilized monomethod by collecting quantitative data only.

3.5 Time Horizons

Further, moving towards the inner layer of research onion come the selection time horizon of the study. Mainly two time-horizons are present. One can select either one of them or the both. These include: cross-sectional and longitudinal. Cross-sectional method focuses on collection of data in one selected time frame (Wisenthige, 2023). In contrast, longitudinal method focuses on collection of data in more than one time frame (Wisenthige, 2023). In conduction a causal research, situational aspect might create biasness in results if the data is collected cross-sectionally. Moreover, the cause and effect should be measured in different time frames to attain accurate results. For the purpose, the current research adopts longitudinal method by collecting data in two different time frames, i.e., independent variable (talent management practices) and mediator (readiness to change) in time 1 and dependent variable (intention to quit) and moderator (technostress) in time 2.

3.6 Techniques and Procedure

Lastly, making all the selections from each layer, the research has to make the procedural decisions with the above-selected techniques and methods. The current study is collecting quantitative data in two-time frames using the survey method. Out of the two probability and non-probability sampling methods, the current study has opted for non-probability sampling as the total number of employees of IT firms in Rawalpindi, Islamabad, Lahore and Karachi is not known. And further for more precise and accurate results, the choice of convenient sampling is made in the research investigation. The data is collected from IT firms of four major cities of Pakistan including Rawalpindi, Islamabad Lahore and Karachi.

3.7 Type of Study

The current study is an applied investigation and is conducted using deductive approach. Deductive approach helps in gaining information from a wide variety of literature and helps to extend its findings to an entire population. Survey methodology was adopted for the study. All the constructs are measurable and computable thus, survey method best suited for the research under investigation.

3.8 Research Design

According to Sekaran (2013), the objective of the study, the type of research, the level of investigator interference, the time frame, and the unit of evaluation constitute suggested features of a research design. Based on Sekaran (2013), these sections of the research design are outlined.

3.9 Purpose of the Study

When formulating a research design, the most important factor or element is the purpose of that research. Usually, research can have one of the three purposes namely: exploratory, descriptive or hypothesis testing. The research under process basic aim and purpose was to testify the hypothesis formulated. All the hypothesis formulated with independent and dependent variables with mediation and moderation effects. Testing the hypothesis is providing the answers to the research questions leading to research objectives.

3.10 Type of Investigation

There are two different sort of investigations conducted in research world including casual study and correlational study. The current investigation is causal research as it testifies the cause-and-effect relationship between the independent variable and dependent variable. It also evaluates the cause and effect of moderator and mediators in the study. To analyze these causal relations SPSS and SMART PLS are utilized. Causal research is beneficial in

understanding the possible predictors of a given situation and how that situation can be resolved by those associated predictors. Subjects of causal research are selected systematically giving higher levels of validity to its outcomes. Moreover, causal research highlights the possible changes that can be made in order to bring desired results.

3.11 Extent of Researcher Interference

Usually, the type of interference made by the researcher depends upon the type of study one is conducting, either correlational or casual. Sometimes research interfere with the study settings and manipulate a variable to evaluate its impact on the dependent variable. However, this research is totally unbiased. Researcher had no influence over the study or has not done any manipulation in the data of items. All items were marked by the respondents themselves.

3.12 Study Setting

Quantitative research technique is used in the current research. The analyses and findings of the current study can be quantified since they are founded on data collected from respondents using questionnaires. The data was evaluated and assessed using SMART PLS 3.3's statistical methods and tools. In the part that follows, both the measurement and the structural model are described. The benefit of employing this method for the present study is that it measures the issue under investigation as a set of variables that are empirically represented objects. The method is also helpful for generalizing sample data results to the complete population, which makes the results credible (Powers and Powers, 2015). Additionally, this method takes less time than qualitative research and is simple to analyze with statistical tools like SMART PLS (Connolly, 2007). Time lagged data is collected from different IT firms of four major cities of Pakistan (Rawalpindi, Islamabad, Lahore & Karachi) at two different time frames to avoid confounding bias. Confounding bias when the relation of cause and effect is altered by risk factors of that particular time (Jager et al., 2008). The quantitative data technique will be

utilized for the research purpose. Survey method will be utilized to collect data. Gender, Age, Education and Experience are used as controlled variables.

3.13 Population

Employees of information technology sector of Pakistan are the actual population of the current study. IT firms of four major cities of Pakistan (Rawalpindi, Islamabad, Lahore & Karachi) are the study sample population. Pakistan's IT sector is a large sector with potential attractiveness in terms of investment and growth. In the Flagship report of 2021 given by International Labor Organization (ILO), it was declared that Pakistan holds second position in providing labor services in digital area (Jamil, 2021). Out of these services IT services were on the top as the statistics show that over 19000 IT firms are registered with Securities and Exchange Commission of Pakistan. These more than 19000 IT firms in Pakistan are currently operating its 160 different cities including the four major cities of Pakistan (Rawalpindi, Islamabad, Lahore & Karachi). In contrast, only a figure of 5109 firms is registered with PESH of Pakistan which declares Twin Cities, Karachi and Lahore as the major hub of these exporting IT firms (Jamil, 2021). IT sector of Pakistan generates the highly paid working opportunities for talent pool in Pakistan (Jamil, S., 2021). For the purpose current study is investigating the presence of talent management practices in IT firms of Pakistan and its possible relation with higher turnover rates in the sector.

3.14 Sample

A larger sample is taken to enhance the generalizability of the study. According to Vehovar et al. (2016) a larger sample in non-probability sampling provides more precise and accurate results that are more generalizable. A sample size of 200–300 is typically sufficient for reliable statistical analyses, especially in structural equation modeling (SEM) and other multivariate studies, according to Hair et al. (2019). A total of 250 employees' sample is

collected from the IT sector of four major cities of Pakistan (Rawalpindi, Islamabad, Lahore & Karachi).

3.15 Sampling Technique

Non-probability sampling type is utilized as the population size of IT firm employees in Rawalpindi, Islamabad, Lahore and Karachi is not known. Respondents are approached from the IT firms of Rawalpindi, Islamabad, Lahore and Karachi. Convenient sampling technique is utilized to collect data.

3.16 Instrumentation/ Measures

All the items are measured on a five-point Likert Scale ranging from ‘Strongly Disagree’ to ‘Strongly Agree’. Independent variable of the study namely, ‘Talent Management Practices’, is measured on a fifteen-item multidimensional scale developed by Aina & Atan (2020) with a reliability of 0.85. Sample items of the construct include “This company’s good working conditions and fair wages have enabled it to attract the right talent” and “In this company, we support employee training and career progression”. Talent management multidimensional scale is used as unidimensional scale in this research. The notion of talent management techniques is presented in this research as a comprehensive one that includes several interconnected elements, including career planning, learning and development, talent acquisition, and talent retention. The total efficacy of talent management methods is influenced by these characteristics together. According to Cappelli and Keller (2014), talent management strategies are made to complement one another to draw in, nurture, and keep talent. For this reason, combining these aspects into a single composite score makes sense. The dependent variable namely ‘Intention to Quit’ is measured on a five-item scale developed by Jacobs and Roodt (2008) with a reliability score of 0.72. Sample items of the construct include “In the last six months I have thought of quitting my job” and “I frequently think about quitting my job in this organization”. Mediator of the study namely ‘Readiness to

Change’ is measured on a seven-item scale developed by Madsen et al. (2005) with a reliability score of 0.88. The sample items for the construct include, “I am willing and open to work more because of change” and “I am willing and open to find ways to make the change work”. Lastly, the moderator of the study is measured on a twelve-item scale developed by Ragu-Nathan et al. (2008) with a reliability score of 0.83. Sample items for the construct include “I feel my personal life is being invaded by this technology” and “I do not know enough about this technology to handle it satisfactorily”. Following instruments will be utilized in the study to test the hypotheses. Number of items of instruments are provided below:

Table 1: Instrumentation

Type of Variable	Name of Variable	References	Reliability	No. of Items
Independent Variable	Talent Management Practices	Aina and Atan (2020)	0.85	15
Dependent Variable	Intention to Quit	Jacobs and Roodt (2008)	0.72	5
Mediator	Employee Readiness to Change	Madsen et al. (2005)	0.88	7
Moderator	Technostress	Ragu-Nathan et al. (2008).	0.83	12

CHAPTER 4

RESULTS

The current study aims to find the impact of talent management practices on employees' intention to quit with the mediation of readiness to change between talent management practices and intention to quit and moderation of technostress between talent management practices and readiness to change. The underlying chapter will depict the associations between the constructs of the present study by examining their descriptive stats with their correlation and regression by analyzing the data of the constructs under investigation.

4.1 Pilot Study

Before beginning the data acquisition procedure, pilot research was done to confirm the accuracy and reliability of the studied constructs. As there are critical developments that might be made at all phases of the process, pilot testing is an important process in survey instruments (Andrews et al., 2003). A researcher has the chance to evaluate the design of the research instrument by conducting a pilot study. The questionnaire is the way through which the data that the research aims to collect will be gathered. This process could aid in identifying modifications to the research instrument's general structure and format. In this study, a pilot survey of 40 workers of the information technology organizations chosen for the survey was done. A total of 40 answers were gathered, and SMART PLS 3 was used to analyze them. Using the standards outlined by Hair et al., (2016), only items with outer loadings of more than 0.70 were maintained, and the remainder were excluded. The technostress was spared three items. Rest of the three constructs retained all their items with factor loadings equal and greater to 0.7. Intention to quit (ITQ) has five items with factor loadings 0.779, 0.779, 0.833, 0.807 and 0.791 respectively. Readiness to change (RTC) has

seven items in total with factor loadings 0.781, 0.782, 0.787, 0.73, 0.781, 0.769 and 0.722 respectively. Talent management practices have fifteen items with factor loadings 0.812, 0.79, 0.808, 0.859, 0.857, 0.814, 0.868, 0.872, 0.851, 0.791, 0.808, 0.859, 0.814, 0.869 and 0.851 respectively. Lastly, technostress (TS) has nine items out of the total twelve items with factor loadings 0.767, 0.696, 0.665, 0.663, 0.671, 0.746, 0.699, 0.631 and 0.701.

Table 2: Factor Loadings (First-Order Construct)

Variables	Items	Factor Loadings
ITQ	ITQ1	0.779
	ITQ2	0.779
	ITQ3	0.833
	ITQ4	0.807
	ITQ5	0.791
RTC	RTC1	0.781
	RTC2	0.782
	RTC3	0.787
	RTC4	0.73
	RTC5	0.781
	RTC6	0.769
	RTC7	0.722
TMP	TMP1	0.812
	TMP10	0.79
	TMP11	0.808
	TMP12	0.859
	TMP13	0.857
	TMP14	0.814
	TMP15	0.868
	TMP2	0.872
	TMP3	0.851
	TMP4	0.791
	TMP5	0.808
	TMP6	0.859

	TMP7	0.814
	TMP8	0.869
	TMP9	0.851
	TS10	0.767
	TS11	0.696
	TS12	0.665
	TS3	0.663
TS	TS4	0.671
	TS5	0.746
	TS6	0.699
	TS8	0.631
	TS9	0.701

IQT=Intention to Quit, RTC=Readiness to Change, TMP=Talent Management Practices, TS=Technostress

The attraction, retention, Learning and Development, and career planning factor loadings for the first-order TMP constructs (0.791 to 0.872) show a robust and steady correlation between the items and their corresponding constructs. Every component reflects different but related aspects of talent management methods and loads well onto its intended build. The factor loadings, which range from 0.81 to 0.911, are still highly powerful when combined into second-order constructs such as Talent Attraction (TA), Talent Retention (TR), Learning and Development (LD), and Career Planning (CP). This shows that the variation described by the first-order constructs is successfully captured by the higher-order constructs, suggesting that there is a common element underlying the multiple aspects of TMP.

Table 3: Factor Loadings (Second-Order Construct)

Variables	Items	Factor Loadings
	TMP1	0.834
TA	TMP2	0.908
	TMP3	0.876
	TMP4	0.81
TR	TMP5	0.828

	TMP6	0.861
	TMP7	0.844
	TMP8	0.865
	TMP9	0.886
LD	TMP10	0.867
	TMP11	0.869
	TMP12	0.911
CM	TMP13	0.91
	TMP14	0.832
	TMP15	0.85
<hr/>		
	ITQ1	0.779
	ITQ2	0.778
ITQ	ITQ3	0.834
	ITQ4	0.808
	ITQ5	0.791
<hr/>		
	RTC1	0.782
	RTC2	0.782
	RTC3	0.787
RTC	RTC4	0.73
	RTC5	0.781
	RTC6	0.769
	RTC7	0.722
<hr/>		
	TS1	0.535
	TS10	0.734
	TS11	0.665
	TS12	0.655
	TS2	0.573
	TS3	0.671
TS	TS4	0.669
	TS5	0.727
	TS6	0.707
	TS7	0.624
	TS8	0.63
	TS9	0.688

TA=Talent Attraction, TR=Talent Retention, LD=Learning & Development, CP=Career Planning, ITQ=Intention to Quit, RTC=Readiness to Change, TS=Technostress

Theories that see TMP as a multidimensional but cohesive entity encourage using a second-order factor model. This strategy supports the notion that several aspects of talent management—such as attracting, developing, and retaining employees—are interconnected and jointly impact organizational results (Collings & Mellahi, 2009). The dimensions of TMP appear to be highly connected and to be parts of a larger, cohesive construct, as indicated by the high factor loadings in both the first-order and second-order CFA. TMP, which is modeled as a second-order construct, combines all interconnected characteristics into a single, all-inclusive metric that represents the general efficacy of talent management practices inside an organization. According to Hair et al. (2019), using higher-order constructs can help simplify the process of capturing the fundamental characteristics of complex, multidimensional phenomena.

4.2 Demographics

Table 3: Demographics

Variables	Categories	No. of Respondents	Percentage
Gender	Male	90	36.0
	Female	160	64.0
Age	21-35 years	175	70.0
	31-40 years	54	21.6
	41-50 years	15	6.0
	More than 50 years	6	2.4
Education	Bachelors	30	12.0
	Masters	110	44.0
	MS/M.Phil. or above	110	44.0
Experience	less than a year	120	48.0
	1-5 years	110	44.0
	6-10 years	10	4.0
	10 years or above	10	4.0

The above table 3 represents the demographic statistics of the sample respondents. Out of the total 250 respondents 90 were male and 160 were females. Out of the total sample population of 250, 175 employees had an age between 21-35 years, 54 had an age between 31-40 years, 15 had an age between 41-50 years and lastly only respondents had an age more than 60

years. Similarly, out of the total sample population of 250 respondents, 30 had bachelors as their highest degree, 110 had master's degree and 110 had degrees of MS/ M.Phil. or higher. Lastly, looking at the experience level of employees, 120 employees had an experience less than a year, 110 had an experience between 1-5 years, 10 had an experience of 6-10 years and only 10 respondents had an experience of more than 10 years.

4.3 Measurement Model

Table 4: Measurement Model

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
ITQ	0.857	0.858	0.898	0.637
RTC	0.882	0.882	0.908	0.585
TMP	0.969	0.971	0.902	0.698
TS	0.868	0.876	0.893	0.5

ITQ=Intention to Quit, RTC=Readiness to Change, TMP=Talent Management Practices, TS=Technostress

The above-mentioned table 4 shows the results for the measurement model. All the variables have composite reliability greater than 0.70 declaring all the variables as reliable. Moreover, all the constructs have convergent validity (AVE) greater and equals to 0.5, declaring all variables valid. As 0.7 is the threshold for composite reliability (Alarcón, Sánchez, & De Olavide, 2015) and 0.5 is the acceptable value for convergent validity (AVE) (Alarcón et al., 2015). Intention to Quit (ITQ) has reliability value 0.898 which is greater than 0.70 and average variance extracted value 0.637 greater than 0.5 declaring intention to quit (ITQ) a reliable and valid construct. Readiness to Change (RTC) has reliability value 0.908 which is greater than 0.70 and average variance extracted value 0.585 greater than 0.5 declaring readiness to change (RTC) a reliable and valid construct. Talent Management Practices (TMP) has reliability value 0.902 which is greater than 0.70 and average variance extracted value 0.698 greater than 0.5 declaring talent management practices (TMP) a reliable and

valid construct. Lastly, the moderator, technostress (TS) has reliability value 0.893 which is greater than 0.70 and average variance extracted value 0.5 equals to 0.5 declaring technostress quit (TS) a reliable and valid construct.

4.4 Correlation

Table 5: Correlation

Variables	ITQ	RTC	TMP	TS
ITQ	1			
RTC	0.564	1		
TMP	0.529	0.601	1	
TS	0.453	0.495	0.414	1

ITQ=Intention to Quit, RTC=Readiness to Change, TMP=Talent Management Practices, TS=Technostress

The above table 5 represents the results for correlation among the variables under investigation. The results show that readiness to change is moderately correlated with intention to quit (ITQ) with a value of 0.564. Talent management practices (TMP) can be seen having moderate relation with intention to quit (ITQ) with a value of 0.529 and strongly correlated to readiness to change (RTC) with a value of 0.601. Technostress (TS) is shown to have moderate correlation with intention to quit (ITQ) with value of 0.453, with readiness to change (RTC) with a value of 0.495 and weakly correlated with talent management practices (TMP) with a value of 0.41. Correlation is the identification of one construct's dependency on another, indicated with 'r,' and is also known as Pearson's correlation coefficient after its originator (Altman & Bland, 2017). It describes if there is a relationship between the two variables and, if so, by the extent and whether it is either positive or negative (Altman & Bland, 2017). Correlation '1' indicates that the two variables are perfectly correlated. Similarly, numbers around 1 that are greater than 0.5 reveal a significant association, whereas values less than 0.5 show a lesser correlation (Altman & Bland, 2017).

4.5 Descriptive Statistics

Table 6: Descriptive Statistics

Var.	Mean	Median	Min.	Max.	SD	Kurtosis	Skewness	Obs.
ITQ	0.029	0.05	-2.952	1.663	0.024	0.399	-0.46	250
RTC	0.596	0.003	-2.759	1.8	0.04	0.35	-0.521	250
TMP	0.121	0.115	-2.173	1.585	0.048	-0.518	-0.416	250
TS	0.151	-0.051	-2.654	2.216	0.019	0.382	-0.274	250

ITQ=Intention to Quit, RTC=Readiness to Change, TMP=Talent Management Practices, TS=Technostress

The above table 6 represents the descriptive statistics for the constructs under study. Prof William M.K. Trochim defines descriptive statistics as "a summary of the entire sample data that represents the basic features of the abundant data in quantitative analysis." The statistical analysis in it serves to offer a large amount of information in a more suitable manner (Mishra et al., 2019). One of the three types of descriptive statistics measures is a frequency measure, the other is a central tendency measure, and the last is a measure of dispersion (Mishra et al., 2019). Total number of respondents against each variable are 250. Mean is 0.029, 0.596, 0.121 and 0.1510 of Intention to Quit (ITQ), Readiness to Change (RTC), Talent Management Practices (TMP) and Technostress (TS) respectively. Whereas standard deviation is 0.024, 0.04, 0.048 and 0.019 for Intention to Quit (ITQ), Readiness to Change (RTC), Talent Management Practices (TMP) and Technostress (TS) respectively. Medians are 0.05, 0.003, 0.115 & -0.051 for intention to quit (ITQ), readiness to change (RTC), talent management practices (TMP) and technostress (TS) respectively. Minimum value for intention to quit (ITQ) is -2.952 and maximum 1.663. Likewise minimum value for readiness to change (RTC) is -2.759 and maximum value is 1.8. Minimum value for Life Satisfaction (LS) is -1.317 and maximum 2.721. Minimum value for talent management practices (TMP) is -2.173 and maximum 1.585. Minimum value for technostress (TS) is -2.654 and maximum 20216. The above data of skewness and kurtosis represents that the data is normally

distributed as all the values of skewness kurtosis lie between -2 and +2. According to George and Mallery (2010) if the values of skewness and kurtosis lie between +2 and -2, then the data is accepted to be normally distributed.

4.6 Discriminant Validity

Table 7: Discriminant Validity

Variables	ITQ	RTC	TMP	TS
ITQ				
RTC	0.648			
TMP	0.578	0.646		
TS	0.485	0.541	0.434	

ITQ=Intention to Quit, RTC=Readiness to Change, TMP=Talent Management Practices, TS=Technostress

The above table 7 shows discriminant validity for all the variables. There is no widely agreed-upon threshold of "distinctiveness" in terms of the amount of cross-variable correlation that proves discriminant validity, despite the fact that discriminant validity is frequently characterized as "two distinct constructs" and quantified by the correlation among the two variables. As mentioned above, a frequently used standard is a correlation that is much lower than 1.0. However, it is challenging to argue that strong correlations (such as 0.9) that are numerically substantially less than 1.0 indicate two separate entities. Campbell and Fiske (1959) first gave the concept of discriminant validity. It is described as how differently one item measure from another different item. All the variables have discriminant validity less than 0.9. As according to Hamid et al. (2017) threshold for discriminant validity is 0.9.

4.7 Structural Model

Structural model is the model that represents the direct and indirect effects in a structural equation modelling (SEM). SEM is a collection of mathematics procedures used to examine

and evaluate the relationships between observable and latent components. It examines linear causal relationships among constructs, similar to but more significant than regression analyses, while also taking computation error into account. SEM is a fantastic multivariate research equipment with enormous potential in environmental exploration as data availability expands (Fan et al., 2018). Despite its rapidly expanding usage for natural investigation, grounded models are still uncommon. Indeed, grounded models, which have been widely used in psychometrics, social science, business, and showcasing research (Fan et al., 2018), can serve as an earlier model.

4.7.1 Direct Effects

Table 8:Direct Effects

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Age -> ITQ	-0.089	-0.089	0.049	1.801	0.072
Education -> ITQ	0.041	0.038	0.056	0.738	0.461
Experience -> ITQ	-0.042	-0.043	0.046	0.91	0.363
Gender -> ITQ	0.09	0.088	0.048	1.868	0.062
Moderating Effect	-0.083	-0.079	0.036	2.346	0.019
RTC -> ITQ	-0.253	0.248	0.073	3.489	0.001
TMP -> ITQ	-0.279	0.284	0.072	3.846	0.000
TMP -> RTC	0.601	0.606	0.049	12.396	0.000
TS -> RTC	-0.203	0.209	0.059	3.427	0.001

The above table 8 represents the direct effects of our hypothesized model from the chose sample. The results show impact of all the control variables a significant on the dependent variable intention to quit (ITQ). The p values are 0.072, 0.461, 0.363 and 0.062 for age, education, experience and gender respectively. All the values are greater than 0.05 thus declaring their effect insignificant. Talent Management Practices (TMP) have a significant negative impact on intention to quit (ITQ) with a p value 0.000 and β value -0.279, thus

accepting our first hypothesis. Talent Management Practices (TMP) have a significant positive impact on readiness to change (RTC) with a p value 0.000 and β value 0.601, thus accepting our second hypothesis. Readiness to change (RTC) have a significant negative impact on intention to quit (ITQ) with a p value 0.001 and β value -0.253, thus accepting our third hypothesis as well. Lastly, technostress (TS) moderates the relationship of readiness to change (RTC) and intention to quit (ITQ) such that it is antagonizing the relationship with a p value of 0.019 and β value -0.083, thus accepting the fifth hypothesis of the study.

4.7.2 Indirect Effects

Table 9: Indirect Effects

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
TMP -> RTC -> ITQ	0.152	0.149	0.043	3.549	0.000

The above-mentioned table 9 shows results for indirect effects. Cheong, J., & MacKinnon, D. P. (2012) state that in order to evaluate the mediation effects in casual research, indirect effects are assessed. The results show a significant mediation of readiness to change (RTC) between talent management practices (TMP) and intention to quit (ITQ) with a p value of 0.000 and β value 0.152. The results thus accept the fourth hypothesis of the study.

4.8 Summary of Results

Table 10: Summary of Results

Hypotheses	Hypothesis Statement	Results Decision
H1	Talent Management Practices have a significant negative impact on Intention to Quit.	Supported
H2	Talent Management Practices have a significant positive impact on Readiness to Change.	Supported
H3	Readiness to Change have a significant negative impact on Intention to Quit.	Supported
H4	Readiness to Change mediates the relationship of Talent Management Practices and Intention to Quit.	Supported
H5	Technostress moderates the relationship between Readiness to Change and Intention to Quit such that it weakens their relationship.	Supported

CHAPTER 5

DISCUSSION & CONCLUSION

The purpose of the discussion is to decode and depict the significance of your findings considering what was previously considered about the examination subject being investigated, as well as to define any new views or fresh perspectives regarding the issue after having thought over the revelations. The discussion will always be related to the introduction through the research questions or hypotheses presented and the literature examined, but it should never just repeat or modify the way it was presented; the discussion should always explain how the model under investigation has moved the understanding of the research problem ahead from where the current investigation left them at the end of the introduction.

5.1 Hypothesis 1

Talent Management Practices have a significant negative impact on Intention to Quit.

5.1.1 Discussion

The development of competent individuals inside an organization is referred to as talent management. It can be accomplished by in-house programs or mentoring (Isa et al., 2018). Talent management is the process of improving present employees' expertise, abilities, and capacities via the recruitment and recruiting of new talented personnel (Isa et al., 2018). It includes not just personnel recruitment and retention, but also career planning and a succession of opportunities for growth and learning inside the organization (Isa et al., 2018). Learning and development lead to the acquisition of necessary skills to advance an employee's career (Mehdiabadi & Li, 2016). Employee retention and intent to stay with the organization are increased as a result of the talent development process (Jyoti & Rani, 2014).

According to Poisat et al. (2018), talent management practices reinforce the psychological contract between the organization and the individual, increasing employee retention. The aforesaid phenomena are also supported by job embeddedness theory. When workers are content with their organizations because they are cared for and invested in, they are more likely to stay with that organization (Zhang et al., 2012). Mensah (2019) demonstrated that talent management leads to the acquisition and retention of highly skilled labor with higher productive talents in his study on talent management. He said that organizations that excel in talent management have instilled good attitudes in their employees, reducing their desire to quit. Gupta (2020) discovered in his study on Generation Y employees that the more talent management practices in an organization, the lower the employees' desire to quit. In their study, Ogbeibu et al. (2022) found that talent management practices had a strong negative correlation with employees' desire to resign.

According to research, if the organization makes an attempt to turn their implicit knowledge into explicit knowledge, employees in information technology and communication enterprises are more likely to keep their employment (Al-Dalahmeh & Héder-Rima, 2021). High turnover rates may be hampered by IT sector growth, notably in Pakistan. Practices in talent management, such as recruiting, retaining, learning, developing, and career planning, can aid in lowering turnover intentions and raising employee satisfaction and additionally supporting the idea that work embeddedness variables like talent management practice lower employees' desire to leave their jobs (Shah et al., 2020 and Narayanan, 2016).

5.2 Hypothesis 2

Talent Management Practices have a significant positive impact on Readiness to Change.

5.2.1 Discussion

Implementing and managing change is a big problem for organizations, especially for IT organizations where tools and technology for work processing are rapidly changing (Jayatilleke & Lai, 2018). Managers have significant challenges in managing change in such organizations (Triana et al., 2019; Nuseibeh & Easterbrook, 2000). For these managers, prospective, skilled, and capable staff who can adapt to changing technological situations are required (Jayatilleke & Lai, 2018). To overcome this issue, managers should hunt for talented individuals to join their teams. They strive to attract and retain talented and skilled personnel in order to achieve organizational success. Looking through the employees' eyes, they, too, feel appreciated by their organization and seize opportunities to advance their careers and talents. Employees are more inclined to put effort into a suggested change if they feel they benefit from it, according to Katsaros et al (2020). Making employees change-ready necessitates their dedication and participation in organizational activities (Asbari et al., 2021). Talent management practices have been found to increase employee commitment (Alparslan & Saner, 2020) and engagement (Yuniati et al., 2021), motivating individuals to contribute more to organizational transformation.

Talent management is the process of attracting, employing, keeping, and developing qualified employees who have the capacity to add value to the firm (Younas & Waseem, 2020). These talent management practices result in new organizational practices (Salau et al., 2018). As new talented and capable individuals are hired and old employees are kept working to their full capacity, they become even more eager to innovate, learn new things, and bring change to their organizations. Talent management practices, according to Younas and Bari (2020), have shown to be a crucial component in bringing about transformation in large businesses. This leads to the conclusion that organizations that practice talent management have personnel that are more willing to embrace change.

Pakistan is a country that is dealing with a number of issues related to its competitive structure and economic growth (Ahsan, 2018). Organizations could thrive in the market if they hire the right individual for the position and have the necessary ability. Higher levels of staff retention for the organization are a result of effective talent management inside the organization (Ahsan, 2018). According to Rana (2017), managing talent is a crucial approach for the expansion and advancement of information technology organizations. Businesses are continually experiencing transformation in order to adapt to new breakthroughs and technologies, according to Chege et al. (2020). Talented individuals are more likely to be open to change since they are able to do the job's exact requirements with a greater level of competence and ability in the industry.

5.3 Hypothesis 3

Readiness to Change have a significant negative impact on Intention to Quit.

5.3.1 Discussion

The two change and the way it is handled are associated with greater levels of employee work satisfaction (Gori & Topino, 2020; Idris et al., 2018). Higher levels of work satisfaction are linked to lower levels of intention to leave (Redondo et al., 2021). Neves discovered in his study on change and turnover intentions in 2009 that adequate change management contributes to individual transformation in the organization, which reduces the employee's desire to quit the organization. According to Neves and Caetano (2009), employees who are more open to change experience more change, which prevents them from leaving the organization as they advance. The aforesaid facts are also supported by job embeddedness theory. When employees are content with their organizations and believe that the changes in the organization will contribute to their progress, they are more likely to stay with that organization (Zhang et al., 2012). Furthermore, Neves and Caetano (2009) claim that this

transformation fosters emotional engagement in employees since they believe their organizations are investing in them, making them less inclined to leave that organization.

Employees' willingness to adapt benefits the organization by keeping them in the organization (Younas & Bari, 2020). Employees are more likely to stay with an organization that cares about their growth (Younas & Bari, 2020). Furthermore, Heuvel et al. (2017) noted that providing workers with awareness about upcoming changes makes them happy because they regard it as fulfilment of their psychological contract. Furthermore, psychological contract is inversely related to turnover intentions (Heuvel et al., 2017). Furthermore, according to work embeddedness theory, employees who identify connecting factors in the organization are more inclined to depart (Shah et al., 2020). Change information promotes psychological contract fulfilment (Heuvel et al., 2017) as a motivator for workers to stay with the company (Shah et al., 2020).

Employees must be ready for new developments and improvements since the IT sector in Pakistan considerably contributes to economic growth with constant changes (Chege et al., 2020). A high willingness to change lowers withdrawal symptoms and role stresses, which lowers turnover intentions (Chênevert et al., 2019). Higher degrees of commitment to change increase an employee's likelihood of remaining with the company since they have no intention of quitting or leaving. According to the job embeddedness hypothesis, workers who are a part of change are more likely to stick with the company (Yang et al., 2019).

5.4 Hypothesis 4

Readiness to Change mediates the relationship of Talent Management Practices and Intention to Quit.

5.4.1 Discussion

Employees are more inclined to invest effort into a suggested change if they believe they would gain from it, according to Katsaros et al. (2020). Making workers change-ready necessitates their commitment and participation in organizational activities (Asbari et al., 2021). Talent management practices have been found to increase employee commitment (Alparslan & Saner, 2020) and engagement (Yuniati et al., 2021), encouraging people to contribute more to organizational transformation. These talent management practices result in new organizational practices (Salau et al., 2018). As new talented and capable individuals are hired and old employees are kept and working to their full capacity, they become even more eager to innovate, learn new things, and bring change to their organizations. Talent management practices, according to Younas and Bari (2020), have shown to be a crucial component in bringing about transformation in large businesses.

Employees demonstrate their readiness to adapt for the change of the organization by remaining with that organization. 2020 (Younas & Bari, 2020). Employees are more inclined to stay with a company that values their development (Younas & Bari, 2020). Furthermore, Heuvel et al. (2017) noted that informing employees about forthcoming changes makes them pleased since it fulfills their psychological contract. Furthermore, turnover plans are negatively associated with psychological contracts (Heuvel et al., 2017). Furthermore, according to work embeddedness theory, when employees uncover connecting elements in the organization, they are more likely to depart. Shah et al. (2020). Change information improves psychological contract fulfilment as an incentive for employees to stay with the organization (Shah et al., 2020).

5.5 Hypothesis 5

Technostress moderates the relationship of Readiness to Change and Intention to Quit positing antagonistic effect.

5.5.1 Discussion

Stress happens when the demands of a particular situation are frightening and exceed an individual's available resources and skills (Mahapatra & Pillai, 2018). Several research have looked at the detrimental effects of employee stress on the job and several of the coping techniques (Russell et al., 1987; Gaziel, 1993; Pikó, 1999; Patterson, 2003). Terafdar et al. (2007) introduced the idea of technological stress for the first time. Employees have greater social, physical, and cognitive capabilities as a result of the quick adoption of evolving technology. Employees have a time restriction for learning new skills (Mahapatra & Pillai, 2018). Employees experience technostress when they lack this level of skill set (Mahapatra & Pillai, 2018). Individuals' lives have been substantially changed by the advancement and spread of information technology and communications. Organizations are implementing cutting-edge technology to improve efficiency and effectiveness (Mahapatra & Pillai, 2018). Improved manufacturing offers organizations a competitive advantage over their competitors (Mahapatra & Pillai, 2018). Working under these changing conditions may cause stress in an individual (Mahapatra & Pillai, 2018).

Employees in the information technology industry have higher levels of technostress than those in other industries, according to Saravanan et al. (2023). According to Batta & Kar (2023), in order for employees in the IT business to remain competitive in the market, they must constantly interact with the rapidly evolving software and technology. The world has become more digitalized, particularly with the development of Covid 19 (Batta & Kar, 2023). According to Ahmad and Huvila (2019), businesses, especially those in the information technology and communication sector, maintain themselves updated in order to earn and take the largest potential market share. Utilizing the technologies is essential to the entire information technology sector. Technostress is described as the inability to cope with modern technologies (Kaveri et al., 2020). Additionally, Kaveri et al. (2020) contend that technostress

is caused by responses to technologies rather than by the technologies themselves. This stress is felt by workers who are ill-equipped to deal with rapidly evolving technology (Kaveri et al., 2020).

Cicek and Kilinc (2020) discovered a positive relationship between technostress and intention to leave the organization in their study. They further noted that personnel suffering from technostress seek to avoid the stress through absenteeism and, as a result, leave the organization. Ghosn (2022) discovered a favorable association between technostress and their study. Researchers, on the other hand, discovered a negative relationship between commitment to change and technostress (Zainun et al., 2018). Even if employees are ready for change, they will not adopt it if they experience technostress as a result of the shift (Zainun et al., 2018). Nang et al. (2022) discovered that during the Covid 19 epidemic, the education sector was experiencing transition, but the teaching staff was unable to adapt due to technostress.

5.6 Theoretical Implications

The current research adds on to the literature of talent management practices, intention to quit, readiness to change and technostress. This combination of variables has not been previously explored by the researchers. The combination of these variables is a novel contribution to the existing body of research. Prior literature lacks the exploration of talent management in the context of change management. The current research also adds this novel contribution to the literature. Moreover, the current research studied talent management practices in context of job embeddedness theory which is also a novel contribution in the existing literature.

The concept is empirically validated in this study, which looks at the beneficial effects of talent acquisition, retention, learning and development, and career management on employee

intention to quit. The study shows that in the information technology industry, employee intention to quit may be lowered through talent retention and employee attraction. This suggests that the recommended strategy is a step in the right direction for a better understanding of employees' intentions to quit. This study will serve as a basis for subsequent investigations to evaluate the concept in various scenarios. Moreover, employing job embeddedness theory, when employees will find reasons or resources (learning and development) in their jobs, they are likely to stick with their jobs.

Moreover, this study adds on to the literature of intention to quit as the dependent variable. The prime contribution of this research is of readiness to change as a mediator between talent management practices and intention to quit which wasn't recognized before. When there is talent attraction, retention and their development in the organization the employees will eventually move towards change seeing their own growth and development in it. Their self-benefit will generate higher retention levels at the organization. The other prime contribution of this research is of technostress utilized as a moderator between readiness to change and intention to quit. Technostress is a big challenge for companies going under technological change. Employees might not be able to cope with the advancement pace of technology making them hard to stay with their organizations especially in IT sector.

This study contributes to the job embeddedness theory by highlighting its applicability in the IT sector of Pakistan. The findings suggest that the factors influencing job embeddedness are consistent across different cultural contexts, thereby supporting the universality of the theory (Takawira, Coetzee, & Schreuder, 2019). Additionally, the study provides evidence that technostress can moderate the relationship between readiness to change and intention to quit, adding a new dimension to the existing literature (Wu et al., 2021).

5.7 Practical Implications

Companies and businesses place a high value on talent to propel their businesses forward in this age of competition. Talent management has emerged as an essential part of corporate human resource strategy, and it has lately sparked a surge of curiosity in HRM/HRD research. Businesses' HR approaches now heavily emphasize talent management, which has also lately drawn more attention in the field of HRM/HRD studies. Information technology sector was considered to be a perfect match for a talent management study because of the enormous number of individuals who are already working and would be engaged in it in the future.

Compensation is now in the hygiene area instead of the motivational category, according to a survey of talent retention strategies in this industry. For talented individuals, the opportunity to collaborate with the sharpest brains is a major allure. Opportunities abroad have been mentioned as extra attractions. Today's businesses are also making the most of non-financial practices like open gratitude, flexible work schedules, teleportation, childcare facilities, and numerous others (Mosley & Hurley, 1998). Managers and policy makers can shape such policies to retain their talent for bringing the fastest possible changes to gain competitive edge in IT sector. Also, IT organizations must offer online courses, certifications, trainings and workshops related to IT and their technological changes to help employees cope with changes in IT sector, help them learn and retain them in the organization. Like an IT Company namely Tata Consultancy Services (TCS) in India launched their Academic Interface Programme (AIP) to facilitate the continual learning of their staff to develop and retain them. They offered certifications and trainings in IT. Moreover, in order to cope with the technostress in IT sector, employees must be provided with trainings and guidance on and off to keep them updated with the latest technological use. The findings suggest that organizations in the IT sector of Pakistan should prioritize talent management practices to

reduce employees' intention to quit. Specifically, enhancing job embeddedness through strategic HR interventions can lead to higher employee retention (Mitchell et al., 2001; Zhang et al., 2020).

It has been stated that cultivating a wide range of skills might be a crucial benefit for organizations working in fast-paced marketplaces or corporate settings. Organizations struggle to predict forthcoming workforce demands since the precise skills needed to manage a firm shift along with environmental changes. It may be possible to offset the uncertainty of these projections by encouraging personal development and the development of diverse talents. Thus, hiring and retaining talent will provide firms with competitive edge. The current research also suggests firms for establishing a proper department for overseeing the talent practices in organizations especially in IT sector where new intake of talent is on peak these days. In order to enhance employee retention technostress must be reduced within organization. In an organization technostress can be minimized by giving the employees proper training to deal with the new technologies from time to time. On the spot expert guidance is of great help in this regard. Organizations should implement policies that promote a supportive work environment, reduce technostress, and enhance employees' readiness to change. Such policies could include regular training sessions, mental health support, and flexible work arrangements (Hillmer et al., 2020). These interventions are crucial for fostering employee engagement and reducing turnover intentions (Frank et al., 2004)

In the context of Pakistan, this research contributes to the achievement of sustainable development goals by fostering economic growth and promoting decent work. Firstly, the study supports continuous, inclusive, and sustainable economic development by ensuring full and productive employment and decent work conditions for all. By implementing effective talent management practices such as talent attraction, retention, learning and development, and career planning, companies in Pakistan's IT sector can significantly reduce employee

turnover. This enhanced stability is crucial for maintaining the sector's economic contribution to the national economy. Furthermore, by identifying and addressing the factors that lead to employees' intentions to quit, this research helps in creating a more engaged and productive workforce. An improved talent management framework leads to higher employee motivation and productivity, which in turn boosts overall economic productivity and growth. This alignment with the eighth sustainable development goal underscores the importance of strategic HR practices in driving economic progress and achieving sustainable development in Pakistan's IT sector.

5.8 Limitations

The current investigation is limited to the employees of IT sector of Pakistan. Furthermore, the sample population for the current research were the employees of IT sector in four major cities of Pakistan (Rawalpindi, Islamabad, Lahore & Karachi). Additionally, only single sector i.e., information technology sector is used in the current study. This study is a longitudinal study, conducted in two-time frames to evaluate the cause and effects hypothesized. Quantitative research techniques are utilized to evaluate the results of current research. Although quantitative techniques lack the understanding of elements found in qualitative research, they are more robust statistically than qualitative ones. Moreover, only one predictor of intention to quit has been analyzed in the current investigation. Single mediation i.e., readiness to change is utilized in the study is also a limitation for this study. Also, only one moderator is analyzed with the current model i.e., technostress. There can be other possible factors moderating the relationship. Furthermore, it is noteworthy that using a multidimensional scale as a unidimensional measure of talent management techniques has limitations since it may simplify the various facets of talent management. The subtle effects of many talent management aspects on employee retention and resignation intention may not be well captured by this method. The results might not be entirely transferable to other

businesses or nations, and they might be context-specific to Pakistan's IT industry (Hofstede, 1980). Also, even if the sample size is adequate for statistical analysis, it can restrict how broadly the findings can be applied (Hair et al., 2019). Furthermore, despite attempts to guarantee measurement validity, self-report surveys' intrinsic biases may affect how accurately replies are provided (Trochim & Donnelly, 2008).

5.9 Future Research

Future researchers can test the same model in other sectors of Pakistan or IT sector of other countries. In future research studies can test the same model in other cities of Pakistan. For better interpretations of results qualitative research or a mix methodology can be done by future researchers. The four dimensions can be separately tested as predictors of employees' intent to quit to have better understanding of the impact of each practice. Future researchers can explore other factors that might contribute in lowering employees' intention to quit, for example, green practices in organizations, use of AI technology to support employees in their tasks in technology driven firms. Moreover, mediators like commitment to change, change management, change implementation etc., can be tested in the above model.

5.10 Conclusion

The current study investigated the impact of talent management practices on employees' intention to quit with the mediation of employees' readiness to change and moderation of technostress in IT sector of Pakistan. The research found talent management practices to be positively and significantly effecting employees' readiness to change and negatively effecting employees' intent to quit their organizations. A semi-mediation model was hypothesized and proven by results with the mediation of readiness to change. Also, technostress was found to be moderating the relationship of employees' readiness to change and their intention to quit such that buffering their relationship. As employees working in techno-oriented firms in IT sector are prone to technological stress resulting in burnout and turnover.

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APPENDIX I

Questionnaire 1

Dear respondent!

I am a student of MSBA. This survey is being conducted to evaluate the “Talent Management Practices and Intention to Quit in IT Sector of Pakistan: A Mediated Moderated Model”. Please take a few minutes to complete a survey and return as soon as possible. I would like to ensure that the information/feedback provided by you will be kept confidential and will only be used for study and research purpose.

Sr# _____

Name: _____

Organization: _____

Email: _____

Strongly Disagree 1

Disagree 2

Neutral 3

Agree 4

Strongly Agree 5

Item No.	Item	SD	D	N	A	SA
Talent Management Practices (TMP)						
Talent Attraction (TA)						
TMPA1	This company’s good working conditions and fair wages have enabled it to attract the right talent.					
TMPA2	In this company, we support employee training and career progression					
TMPA3	Work-life balance, as well as social networking					

	facilities, in this company are motivating factors for our employees					
TMPA4	We ensure a good organizational climate, in order to attract the right talent					
Talent Retention (TR)						
TMPR5	We use an effective leadership style and are careful with how we handle employee issues					
TMPR6	My company has a competitive compensation system, in comparison to other organizations in the same industry, which is motivating factor for our employees					
TMPR7	We have an internal recruitment policy that helps to raise the loyalty and morale of our employees					
TMPR8	My company has flexible working hours as a motivating factor for our employees					
Learning and Development (LD)						
TMPL9	In our company, an in-house development program is commonly used					
TMPL10	Coaching by the line managers is carried out in our company					
TMPL11	We believe E-learning is of great importance in our company					
Career Management (CM)						
TMPC12	This company believes career planning facilitates the expansion and growth of this company					
TMPC13	My company plans on employee growth and progression					
TMPC14	My company strives to establish career paths and families of jobs in every department					
TMPC15	In my company, we develop programs and initiatives that enhance employee development					
Readiness to Change						
RTC1	I am willing and open to work more because of change.					
RTC2	I am willing and open to find ways to make the change work.					
RTC3	I am willing and open to support the change.					
RTC4	I am willing and open to create and accept new ideas.					

RTC5	I am willing and open to do things in a new or creative way.					
RTC6	I am willing and open to be a part of the change program.					
RTC7	I am willing and open to learn new things.					

Questionnaire 2

Dear respondent!

I am a student of MSBA. This survey is being conducted to evaluate the “Talent Management Practices and Intention to Quit in IT Sector of Pakistan: A Mediated Moderated Model”. Please take a few minutes to complete a survey and return as soon as possible. I would like to ensure that the information/feedback provided by you will be kept confidential and will only be used for study and research purpose.

Sr# _____

Name: _____

Organization: _____

Email: _____

- Strongly Disagree 1
- Disagree 2
- Neutral 3
- Agree 4
- Strongly Agree 5

Intention To Quit						
IT01	In the last six months I have thought of quitting my job					
IT02	I frequently think about quitting my job in this					

	organization					
IT03	I plan to quit my job in this organization					
IT04	I have a desire to leave my job in this organization					
IT05	I have actively searched for a new job in other organizations					
Technostress						
TS1	I am forced by this technology to do more work than I can handle.					
TS2	I am forced by this technology to work with very tight time schedules.					
TS3	I am forced to change my habits to adapt to new technologies.					
TS4	I am forced to change my habits to adapt to new technologies.					
TS5	I have to be always available due to this technology.					
TS6	I have to sacrifice time to keep current on new technologies					
TS7	I feel my personal life is being invaded by this technology					
TS8	I do not know enough about this technology to handle it satisfactorily.					
TS9	I need a long time to understand and use new technologies.					
TS10	I do not find enough time to study and upgrade my technology skills.					
TS11	I find others know more about this technology than I do.					
TS12	I often find it too complex for me to understand and use new technology.					

APPENDIX II

Factor Diagram

