

Determinants to gain Organizational Performance: Mediation Model with Talent Attraction

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ABSTRACT

As in today's workplace, firms are thriving to achieve their stability and cope up with the performance to remain competitive as for that appropriate talent is required to meet up the needs and fulfill the challenges, concerning certain factors: work environment and other compensation factors show positive association attract talent and maintain their organizational performance. This research tends to find out the mediation effect of talent attraction while gaining organizational performance with the help of compensation and work environment factors among pharmaceutical of Karachi Pakistan with the sample of 220 extracted of the HR professionals, survey method with liker questionnaire approach is used to find the consistency and accuracy of the data related to the respondents with the help of Smart pls and SEM technique relationship among various variables are find out. Although findings reveal that work environment certain factors such supervisor support, work-life balance, the physical working condition shows a positive association with the attraction of the talent and maintain organizational performance similar goes with direct and indirect compensation as they found relatable well secured and comforted environment talent is attracted apart from that they also looked to gain certain skills, development opportunities, and professional growth. This research is limited to the pharmaceutical sector of Karachi Pakistan and the results are also restricted to the boundaries, moreover, generalizability is low as we cannot implement the results overall.

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1. Introduction

As the world-changing climate in businesses and in human resources management too, Organizations find they need a challenging work environment which is to be more efficient and productive and to manage their human resources effectively (Samson, Waiganjo, & Koema, 2015; Jain & Kaur, 2014). It is discussing about the phenomena of good working conditions are introduced after the first world war, at that time most managements are concerned about the irritations of pollution, noises from the environment and this is a serious issue to motivate their employees towards their work (Duru & Shimawua, 2017). Furthermore, the Work-life Balance concept is currently addressed as the balance of personal and work-life both is very important to reduce stress, health issues, maintain quality of life as well as focuses organizational performance (Hernandez, Lopez, Mateos, & Jimenez, 2019). Moreover, Eisenberger, Huntington, Hutchison, and Sowa (1986) elaborate that perceived organizational support concluded as the employee perception about giving them value by the employer or management and concerned about their ideas and wellbeing (Maan et al., 2020; Caesens et al., 2019).

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Apparently, according to social exchange theory employers must cater and need to be satisfied employees' socioemotional needs that will help to incorporate company affiliation (Maan et al., 2020). Moreover, according to social exchange theory in organizations, there is an important role of supervisors who are supportive to their employees as it helps them to keep committed to the organization (Bibi, Ahmad, & Abdul Majid, 2018). Furthermore, it is complicated to design a compensation plan which effective to all the employees equally because every employee has different demands and needs (Ruiz, Vidal, Eulogio, & Manuel, 2016). There must be fair compensation in terms of direction which is about salary package, bonuses, wages and indirect are the several benefits that fulfill their basic and social needs as well (Suri, 2016). While it has also been assessed in the Pharmaceutical sector that firms do rely on Non-financial concerns to retain and attract talent as in this sector particularly procedures are aligned with the explicit knowledge, that is the important aspect for providing better services (Khalid & Nawab, 2018).

As pharmaceutical firms are aware of the modern technological advancement and complexes that will enhance the challenges for innovation, ultimately a war for talent deprives them as changing environment has indulged industry to endeavors of expansion that will increase application for talent attraction and their development (Walkush & Calverley, 2019). Moreover, the work environment is a key component as previously it is indicated supportive work environment and in adequate facilities also consider as key factors that higher the attrition rates in the pharmaceutical sector that is consistent with the previous finding and also added that main issue that is faced is talent scarcity and on the other hand higher turnover (Roy & Devi, 2016). In relation to that performance it mostly emphasizes how the attracted talent's characteristics are categorized, mainly it is being developed in the context of universities dimension and their plans (Löfsten, Klofsten, & Cadorn, 2020). As it elaborated that certain factors influence the war of talent in which compensation and other than those working conditions approaches are the keys to nurturing the talent in the pharmaceutical sector, as studies indicate that talent management aspects are the ingredients to gain sustainable competitive advantage and enhance the organizational performance (Al-Qeed, Khaddam, Al-Azzam, & Atieh, 2018).

2. Problem Statement

While focusing on the previous studies that emphasize different aspects to attract talent and achieve organizational performance, retaining and attracting potential talent are essential to meet the objectives, (Onwuka & Onwuchekwa, 2018). While compensation, factors are highly focused to attain organizational performance, similarly it is defined that on workplace professionals are aligned to discuss the compensation factors when they compete for scarce of talent (Adeosun & Ohiani, 2020). Work environment is an essential components that help to accomplish organizational goals as for globalization era firms are thriving for a challenge to attract the best talent (Sanchez, Gonzales, Novarro, & Losada, 2020). In the Context of pakistan where uncertainty lies in pharmaceutical sector due to higher attrition rate while economic stability is not maintain, similarly in emerging countries success factor relies more on talent through which technology can be transferred as talent attraction is necessary for changing skill set and requirements to deal with the adaption of changes in this sector it is required to attract retain and develop talent (Khalid & Nawab, 2018) & (Roy & Devi, 2016). As the pharmaceutical sector expands globally, war for talent at its highest level to attract the talent is a best possible way for business needs (Jindal & Shaikh, 2020).

This study will scrutinize about the aspect of talent attraction with helping factors of work environment and compensation, moreover notorious war for talent is at peak, as lack of skill talent, firms need to invest in the developing areas of attracting the appropriate talent because certain factors like work environment and compensation due merely focus on attracting the talent. Beside that pharmaceutical sector is poised to gain effective opportunities due to the global patterns ultimately, skill talent is required and prosper them better with certain key indicators.

2.1 Scope

This study will provide a new perspective for future researchers and HR practitioners by having more talent attracting aspects and by increasing research at the country level. The scope of this study is limited to the pharmaceutical corporations Karachi. The study will help HR professionals to improve their organizational performance by attracting the right talent to the right place. Further, this model will help the researchers to explore new dimensions in talent attraction and will be beneficial for the students which are working on the Talent Management process. It will also provide a subsequent way for organizations to attract talent in less time and efficiently utilize the talent (Bayyurt & Rizvi, 2015).

2.2 Significance

As the study is conducted in this particular sector for attracting talent with a good skill set, innovative skills, so it will enhance organizational performance. Apart from that the pharmaceutical sector is quite innovative, success is dependent on human capital so if the appropriate talent is attracted it will enhance the overall performance of the firm. As employment in this sector is considered as long lasting, but with the convergence of technologies, adoption of new techniques indulging artificial intelligence has sighted a lot to pharmaceutical sector to attract the best talent for this purpose in order to sustain and be competitive in their surroundings, with the help of work environment and compensation attract the talent, recognize the talent and analyzed the potential drivers that will adjust in these needs.

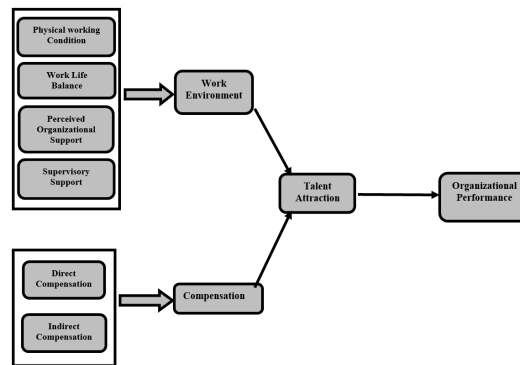


Fig. 1. The proposed model

Model References:

(Adeosun & Ohiani, 2020), (Onwuka & Onwuchekwa, 2018), (Sanchez, Gonzales, Navarro, & Losada, 2020).

3. Literature Review

While it is also discussed that physical working condition, are assembled to meet up the uncertainty of working condition at the given place, as it must be aligned to support the people those who have been committed to work and achieve desirable results, also similar studies indicate about the working condition a crucial aspect to design creativity and innovation to the organizational structure and objectives (Kegel, 2017). Apart from that work environment consists of Physical Working Conditions as it is about workplace tangible layout which includes comfortable furniture, equipment, and machinery plays a vital role to provide a comfort level to the employees. Also, a good lightning system, soothing color combination scheme, sound systems, convenient building location, and cleanliness are important (Duru & Shimawua, 2017). Furthermore, Work-life Balance is also associated which elaborates that there has to be a balance between work life and personal life, employees should enjoy their work as well as their personal space to give appropriate time to their family and friends, work-life balance (Hernandez et al., 2019). An individual who feel themselves a family instead of a worker in the organization become more effective for the productivity of the organization because they have achieved a high level of work-life balance (Rahim, Osman, & Arumugam, 2020). However flexible procedures in firms represent a culture of a positive potential strategy to retain and attract talent as valuable HR tend to find the right resource to enable the investing time and cost further this will ensure the competitive advantage (Sánchez, Torres, Navarro, & Losada, 2020).

Similarly Perceived Organizational Support is an important factor that concludes when an employee believes that company gives them value and considers them as an asset for their firm then the trust between firm and employee becomes more strengthened (Maan et al., 2020). While Naz, Li, Nasir, Khan, Ahmad and Anwar (2020) finds that perceived organizational support impact employees emotions and their psychology to stay them longer in the organization because they feel valuable and worthy for their firm (Gyurák Babeřová et al., 2020).

Various researches prove that employees attract to the firm when they get supportive teammates and especially supervisors when the relation between them is healthy then employee relates more to that organization (Naz et al., 2020).

In the present business environment and situations, employers are much curious about to give the good and sound environment if they want to attract the required capable talent for their organization, in this high time various elements this is a need for the talent attraction to provide cleanliness, non-polluted sites and comfortable furniture plus relaxing ambiance are also important, these are the company ethics to provides a sufficient environment for attracting talented employees such as eco-friendly production impacts on their health and helps them to stay fit & fine (Victoria, Yoganathan, Bartikowski, Liu, & Strack, 2020). Perceived organizational support is an important element to attract the talented employee as it is created by the treatment of the organization or the talent management teams and by giving them a favorable environment, consider employees decision for the betterment of the organization (Mensah, 2019). While researches also indicate that there is a positive association related to the supervisory support and talent management practices, as supervisory talks about the performance of the employees which helps them to evaluate themselves as it concentrates on developing and attracting the talent to remain to sustain for the future needs (Al Aina & Atan, 2020). While today's workplace is surrounded by a lot of job in security as mostly firms deprived to attract talent, and globalization has up come with major changes towards employees' dynamics, as employees work environment and perception is considered as a key determinant for the continuity of the work, ultimately negative supervision will create a lot of hurdles and consequences to attract talent and further the retain talent tends to feel burdened with a low commitment on the jobs and feel less promotion for upcoming future expectation and that will promote negative supervision from top management (Wang, Zhao, Chen, Maguire, & Hu, 2020). In the present social environment and business situations, employers are much curious about giving a good and sound environment if they want to attract the required

capable talent for their organization, furthermore in this high time of competition in the market organizations must rely only on the talented workforce to compete (Sanchez et al., 2020).

While physical working conditions have a drastic impact on the health and productivity of the employee which has important to gain organizational performance. Apparently, in today's employees' relaxing working hours, the work from home option instead of overtime will give an employee mental relief which sustains balance in their personal and work life (Hernandez et al., 2019). Similarly, when organizations how to care about and value the employee and satisfy their socio-emotional needs then employees have a responsibility to repay the organization what they give them in terms of value and considerations (Kim, Eisenberger, & Baik, 2017). Moreover, supervisor support is an essential element in reviving the energy in employees, his support meant a lot to the employees which increase their efficiency of work and simultaneously enhance organizational performance. Market competitive compensation or rewards are the biggest motivation and attraction factors for the employees (Onwuka & Onwuchekwa, 2018). Moreover, other than salary there is an attraction in the rewards and benefits for the employees to attract more towards the firm (Lyria, Namusonge, & Karanja, 2017). When an employee gets rewards in terms of the recognition of their service it stimulates the employee's future hard work will and it makes an employee more committed and productive for the organization so it is ultimately beneficial for the performance of the organization (Onwuka & Onwuchekwa, 2018). Moreover, Direct compensation includes monthly salary which has to be market competitive, wages, perks, overtime pay, which they receive in cash (Onwuka & Onwuchekwa, 2018). Similarly, Indirect compensations are those benefits that are non-cash but they impact heavily to consider a job decision which includes medical allowances and insurance, house loans, pensions, provident fund, gratuity (Sitepu & Saraswati, 2017). Direct compensations are the rewards which are in terms of cash, organizations have to review their rewards framework to be into the competition with other organizations in the market for attracting the talented employees as they think that it is the core need of the employee to perform better for the productivity of the organization (Bussin, Mohamed-Padayachee, & Serumaga-Zake, 2019). Similarly, when an organization considers the issues of employees which includes, pension policies, personal security funds, health insurance accidents covers, home loan assistance, and other schemes for employee developments these considerations come in indirect compensations by which employee works more relax for the organization and it enhances performance as well (Onwuka & Onwuchekwa, 2018).

Talent management is the best way for seeking and attracting talented employees to the organization, companies who apply talent attracting policies are attaining a competitive advantage which is more beneficial than the competitive environment (Cherai & Busolo, 2020). Furthermore, firms that brand themselves have to maintain their talent through their attracting and retaining strategies, more focus on rewards, environment, culture, and branding will achieve the desired talent inside the organization (Adeosun & Ohiani, 2020). Moreover, in the pharmaceutical organization, there are several departments which are research and development, manufacturing and production, sales and marketing, administration and consultants, quality control, and assurances that can we work collectively to achieve the organizational goal and performance at large (Onwuka & Onwuchekwa, 2018; Ejoywokeoghene et al., 2018). Moreover, research-focused tells about the performance and competitive position could be attained via proper attraction of talent we cannot obsolete the process of recruitment and selection from where the firm chose the right match and skills having that sort of abilities and knowledge that will fulfill that gap and meet the desired requirements at that particular position (Sajeewani, Ab Yajid, & Khatibi, 2016). While talent attraction is also a significant predictor for enhancing performance as disbursements on human capital ensures productivity as it also confirms that every candidate that joins can enhance that flow of growth to accomplish organizational objectives. Furthermore, as technological advancement took up the place competition has grown more diversifiable and created dynamics changing that eventually got followed up by retaining and attracting the talent, as to develop them with proper strategies, identification of them and maintaining a development process throughout so the skills could be enhanced (Agarwal, 2018). While the scarcity of talent has also resulted in a competition, that enables the recruiting to attract and retain talent and eventually become a concern globally because productivity depends on the workforce how they cope up (Soud, Ogolla, & Mureithi, 2020).

4. Research Method

Further this study following post-positivism philosophical approach for theory extension, (Saunders, Lewis, & Thornhill, 2009) This study is focusing on descriptive research parameter that would explain the causal relationship among variables and analyzed them critically as this type of studies lies in survey type where particularly relationships are identified and it will give more control over the process. The method for data collection is that we will conduct the survey that is mostly aligned with the deductive approach that is most frequently adopted in the sight of management studies to appropriately answer the different questions (Swetnam, 2005). With help of a close-ended questionnaire for data collection, a proper validity of the measured statement could be identified as it represents the actual validity that is being measured, as also used in a similar study by (Adeosun & Ohiani, 2020) This technique for this research is Probability sampling that is very much associated with survey-based studies and where population is known while researcher have identified his entire frame which is from pharmaceutical sector of Karachi Pakistan among the top level management a complete list from where the sample is drawn consist of 338 national level pharmaceuticals with around 5000 top level employees from where the sample is extracted and represent our population. So ultimately Simple random sampling is adopted as it defines more accurately and accessible of the entire population frame further it reduces biases and highly represents the selected population and it could generalize results more effectively and so ultimately external validity could also be maintained (Saunders et al., 2009). Although the research has collected data from Top level Professionals from different pharmaceutical companies in Karachi Pakistan. Approximately population of 5000 top professionals (Managerial level) among 338 national pharmaceutical sector existing Karachi Pakistan. As per accordance of

online sample calculator technique is used to identify the sample size of 357 so ultimately around 350 questionnaires were distributed via the google docs forum online due to covid restriction and apparently submission of thesis was pending in given timeframe among 260 were fill up via online technique which is the most relevant and time-saving technique for the researcher (Jarvis & Russell, 2010). Later on, some of the questionnaires were returned and certain were also excluded for the normality and outliers' issues and after that 220 actual sample size remains of top-level management on which test is analyzed also taken from merely alike research by (Ahsan, 2018; Memon, et al., 2020). The instrument of data collection is used closed-ended questionnaire having five-point Likert scale for checking preferences that are related to responses of the questionnaire and also provide the accuracy and in-depth analysis and will find the association among the construct as discussed by (Saunders et al., 2009) as this is also consistent with the study of (Adeosun & Ohiani, 2020). Triangular stimulation technique is used to check the results validity and validity Heterotrait-Monotrait Ratio (HTMT), Cross Loading, Discriminant Validity: Fornell-Larcker Criterion for the accuracy of Data (Hair J. , Black, Babin, & Anderson, 2014). As this study is correlational and to analyze such sort of conceptual model in this aspect PLS-SEM (Partial least Square and Bootstrapping is used so we will use the Structural equation modeling (SEM) technique for analysis of data (Onwuka & Onwuchekwa, 2018) and using software Smart pls 3.0 (Pawan & Said, 2020). This statistical technique is examined via several independent and dependent variables to catch the mediation effect (Joseph F, Black, Babin, & Anderson, 2017). As similar sorts of studies were conducted by (Pilla & Sivathanu, 2020).

5. Results and Analysis

Table 1 infers about the responses of questionnaire with reliability and validity introduced by triangular stimulation method through sem, it could be interpreted from the above table that shows the Cronbach's alpha value which is well above 0.7 that shows the reliability and validity of the data and it shows consistency and accuracy among construct, it is also been found with the findings of (Fornell & Larcker, 1981). Related to that, Rho_A finds the consistency of individual constructs as it indicates the return value for each mean that is synchronized via Cronbach's alpha and composite reliability, furthermore it is also an indicator to assess reliability. Apart from that, there are certain ways through which internal consistency can also be measured concerning composite reliability as we can see above the values lies between 0.8 to 0.9 are reputed as acceptable values while evaluating the internal consistency. Hence the lower values are interpreted with Cronbach's alpha and upper with composite reliability as similar findings could be seen with the above table, and also elaborated to be consistent with the findings of (Hair, Hult, Ringle, & Sarstedt, 2018). Hence, the AVE average variance extracted relates to content validity that demonstrates that the AVE square root must be higher than another related construct similar related to (Hair, Hult, Ringle, & Sarstedt, 2018 ; Fornell & Larcker, 1981). Although the AVE threshold value is 0.5 endorsed by (Hair J. , Black, Babin, & Anderson, 2010).

Table 1
Construct Reliability and Validity

	Cronbach's Alpha	Rho A	Composite Reliability	Average Variance Extracted (AVE)
Direct Comp	0.800	0.853	0.859	0.606
Indirect comp	0.830	0.854	0.878	0.593
Organizational performance	0.798	0.804	0.861	0.555
POS	0.730	0.797	0.819	0.539
Phy WC	0.791	0.855	0.848	0.534
Supervisory Support	0.846	0.847	0.907	0.764
Talent Attraction	0.773	0.817	0.845	0.528
Work LB	0.799	0.837	0.858	0.549

Table 2
Discriminant Validity

	Compensation	Direct Comp	Indirect comp	Organizational performance	POS	Phy WC	Supervisor Support	Talent Attraction	Work Environment	Work LB
Compensation	0.687									
Direct Comp	0.526	0.779								
Indirect comp	0.897	0.198	0.770							
Organizational performance	-0.139	0.076	-0.209	0.745						
POS	-0.114	-0.170	0.000	-0.167	0.734					
Phy WC	-0.289	-0.095	-0.315	0.090	0.143	0.731				
Supervisory Support	-0.241	-0.266	-0.089	-0.142	0.333	0.203	0.874			
Talent Attraction	-0.193	-0.080	-0.195	0.494	-0.108	0.137	-0.036	0.727		
Work Environment	-0.240	-0.262	-0.096	-0.249	0.745	0.376	0.819	-0.105	0.505	
Work LB	-0.106	0.108	-0.161	0.660	-0.154	0.010	-0.165	0.465	-0.312	0.741

As from the above table, it could be seen the discriminant validity with the relevancy of validity to the Fornelllarker criteria which tells about the data validities and define about the extent which variables and construct are different from each other's same stated with empirical evidence (Hair, Hult, Ringle, & Sarstedt, 2018). Although it elaborates further that average variance square roots should be correlated and load higher than off-diagonal values, moreover discriminant validity scrutinizes that how a construct is different and how it relates and distinct with other variables as direct compensation shows the value of direct compensation is 0.779 as so on all values are well above the threshold values 0.7 and similarly all values are highest in their latent variables as compared row-wise same goes with all variables, as similarly with all variables which shows that all diagonal values must not less than other diagonal values so ultimately discriminant validity.

Table 3
Hetro Trait Mono Trait

	Direct Comp	Indirect comp	Organizational performance	POS	Phy WC	Supervisory Support	Talent Attraction	Work LB
Direct Comp								
Indirect comp	0.212							
Organizational performance	0.117	0.254						
POS	0.254	0.105	0.201					
Phy WC	0.127	0.386	0.153	0.162				
Supervisory Support	0.265	0.133	0.178	0.352	0.198			
Talent Attraction	0.141	0.226	0.607	0.160	0.152	0.066		
Work LB	0.119	0.179	0.835	0.188	0.108	0.196	0.598	

As from the above table, it is interpreted the correlations of constructs as it shows mean off all correlation are different across measuring the constructs, while montrait also evaluates the geometric mean and the average mean of the constructs as this approach evaluate true correspondence of the construct the threshold value is 0.8 among that it should not exceed (Hamid, Sami, & Sidek, 2017; Gold, Malhotra, & Segars, 2001). As we can see all the values are well below threshold values as we can see the values from the above table (0.212, 0.254, 0.201, 0.162, 0.198, 0.066, 0.598) so eventually discriminant validity is maintained.

Table 4
R Square

	R Square	R Square Adjusted
Compensation	0.931	0.930
Organizational performance	0.244	0.241
Talent Attraction	0.061	0.053
Work Environment	0.969	0.969

As Table 5 analyzed the coefficient of correlations among variables it also shows percentage variation of mediation and dependent variables explained by the independent variables of work environment and compensation such as work-life balance, supervisor support, physical working conditions. Perceived organizational support which is directly influenced via work environment is 96.9 % is explicit by independent variables. Similar to that compensation which is influence by indirect compensation and direct compensation explains 93.1 % variation in the dependent variables although mediation gives 6 % percent variation that is modestly processed. Lastly, organizational performance is 24.4 % percent explicated by all independent variables.

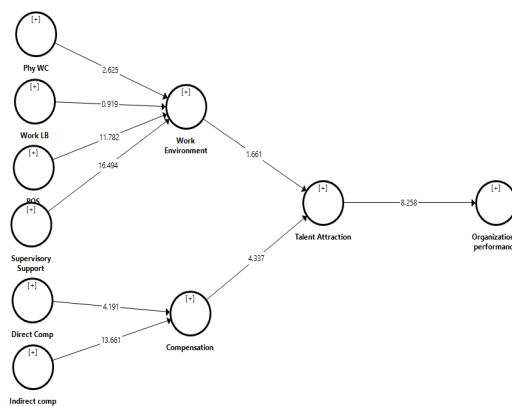
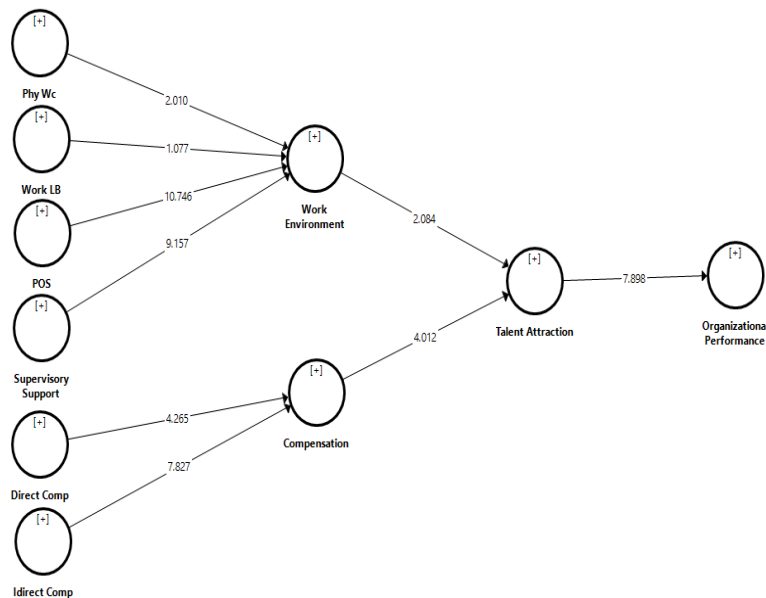


Fig. 1. Structural Equation Model

Table 5
Boot strapping

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Compensation → Organizational Performance	-0.108	-0.111	0.031	3.488	0.001
Compensation → Talent Attraction	-0.218	-0.219	0.054	4.012	0.000
Direct Comp → Organizational Performance	-0.056	-0.054	0.021	2.727	0.007
Direct Comp → Talent Attraction	-0.113	-0.106	0.038	3.013	0.003
Indirect Comp → Organizational Performance	-0.082	-0.085	0.026	3.181	0.002
Indirect Comp → Talent Attraction	-0.166	-0.169	0.047	3.504	0.000
POS → Organizational Performance	-0.058	-0.055	0.029	1.988	0.047
POS → Talent Attraction	-0.118	-0.109	0.052	2.271	0.024
PhyWc → Organizational Performance	-0.008	-0.007	0.005	1.777	0.076
PhyWc → Talent Attraction	-0.017	-0.013	0.009	1.898	0.058
Supervisory Support → Organizational Performance	-0.065	-0.061	0.032	2.042	0.042
Supervisory Support → Talent Attraction	-0.133	-0.119	0.057	2.343	0.020
Talent Attraction → Organizational Performance	0.493	0.504	0.062	7.898	0.000
Work Environment → Organizational Performance	-0.126	-0.124	0.069	1.825	0.069
Work Environment → Talent Attraction	-0.255	-0.242	0.122	2.084	0.038
Work LB → Organizational Performance	0.049	-0.019	0.063	0.784	0.433
Work LB → Talent Attraction	0.100	-0.036	0.119	0.838	0.403

**Fig. 2.** Bootstrapping

As from the above table, it is interpreted the result of bootstrapping that evaluates the subsample of latent variables and also relates the testing significance as suggested by (Wold, 1985) furthermore it also tells about the original mean from the original sample while it also ensures about the significance level measured by the two-tail test and evaluated by the t value > 1.96 and P-value < 0.05 that indicated the significance of the model and tells that the values are acceptable with the consistent findings of the (Joseph F et al., 2017). Although it also illustrates (i.e. work environment and compensations subfactors with the mediation of talent attraction and dependent variable organizational performance) as direct relationship or work environment and compensation to organizational performance and indirect impact via mediation effect of talent attraction. However, this model consists of the second-order hierarchical model that consists of the second layer of the variables as it reduces the complexity of the model indicated by (Hair, Hult, Ringle, & Sarstedt, 2018). Above table interprets the direct relationship of compensation to organizational performance and indirect relationship towards talent attraction, as we can see that compensation has a direct effect on talent attraction and organizational performance as the T values are well above threshold T statistics > 3.448 and similar p-value are well below < 0.5 and same goes within the context of compensation and talent attraction (i.e. T values are 4.012 and P values < 0.005). As we can see that direct compensation is significant with the dependent variable of organizational performance via the values of T stats > 2.727 and < 0.005 p values and secondly direct compensation is significant with the mediation of talent attraction with t value 3.013 and with P values < 0.005 so ultimately direct compensation has full

mediation effect as it shows positive effect directly and via mediation as well (Carrión, Nitzl, & Roldán, 2018). Apart from that indirect compensation is also significant with organizational performance having values of $\pm 1.96 > 3.181$ of T statistics and P-value of < 0.05 that shows the direct effect is significant and also indirect compensation with the mediation of talent attraction is significant having T value (≥ 3.504 and P-value < 0.000) that also indicates the full mediation with the help of mediator is significant and indirect compensation is also significant with organizational performance. Apart from that perceived organizational support is also showing significant impact on organizational performance with T statistics value of (1.988 and P-value $0.047 \leq 0.05$) specifies that it is signed directly with the dependent variable, simply with perceived organizational support confers positive association with the mediation of talent attraction as we can interpret from the above values t statistics shows ($2.271 \geq \pm 1.96$ and P-value $0.024 < 0.05$) tell that is significant and shows positive and full mediation via direct impact and an indirect effect through talent attraction. Later on, supervisory support is another component that describes work environment as it shows t statistics value of (2.042 and having P-value $0.042 < 0.05$) is showing effective significance with the dependent variable organizational performance while apart from that supervisory support shows the direct effect on the mediation of talent attraction with T values (2.343 ± 1.96 and P values $0.020 < 0.05$) it also describes that it consists of full mediation with organizational performance via talent attraction. Moreover in the context of physical working conditions that is insignificant with dependent variables while showing the T values of ($1.777 \pm < 1.96$ and P-value 0.076 that is > 0.05) so it shows the inconsequential relationship, later on, physical working condition is also insignificant with the mediation of talent attraction as having $1.898 \pm < 1.96$ and P values $0.58 > 0.05$ shows insignificant but eventually the direct impact of mediation talent and organizational performance is significant while showing positive result having t values ($7.989 > \pm 1.96$ and P values $0.000 < 0.05$) that indicates the competitive partial mediation whereas direct and indirect effects point out in different directions although the direct relationship is insignificant while mediator shows a positive association with the dependent variable (Carrión et al., 2018). In the dimension explored with a work-life balance that shows the similar relationship as work-life balance is insignificant directly with organizational performance as it shows T statistic value 0.784 less than the threshold value of ± 1.96 and p-value 0.433 also greater than > 0.05 so the relationship is insignificant same goes with the mediation effect shows the value of ($0.838 < \pm 1.96$ and P-value $0.403 > 0.05$) threshold value but eventually the mediation of talent attraction shows significant impact directly with organizational performance having t stats ($7.989 > \pm 1.96$ and P-value $0.000 < 0.05$) that indicated the competitive partial mediation.

6. Conclusion

This study reveals the direct and indirect effect of work environment and compensation components on talent attraction and organizational performance as we can see from the above findings that work environment factors do affect talent attraction as in a challenging world where diversification is going far beyond boundaries and it's become difficult for the firms to attract and retain talent to perform better and gain a competitive advantage. Similar to that, another facet of work-life balance also consists of making employees perform, as supportive work-life balance from the top management enhances productivity. If employees could not make work-life balance they feel stress and job burnout at the workplace that will make them feel demotivated. Later on, another component is perceived organizational support makes employees much more committed at the workplace and its intention to leave the firm in the short period is reduced further it will benefit firms in reducing their higher cost on recruiting process. Apart from that changing work environment has also replicate with the uncertainty, frequent mergers, that will enhance the culture of trust within the employees and employer as POS will possess significant and positive consequence for both employees and organizations although the result indicates negative association in this particular sector where perceived organizational support is not much aligned as talent is well adoptive with technological advancement. As supervisor support also enacts the medium in between positive perception towards the firm that will inculcate the performance of the firm as results also shows positive impact by supervisor support in an organization it is just not helpful in relatedness towards the feedback but that will help talent to evaluate themselves by that feedback system. While compensation factors give positive correspondence whether direct or indirect compensation the firm must make the potential of the employees by accommodating them well in terms of grading their position that will boost firms reputation later on the salary and other benefits are very important to attract talent as more prominently in the pharmaceutical sector where the attrition rate is high and firms thrive for attracting the talent to fulfill their gaps certainly they need them to be retained at longer span and for that compensation as a fruitful factor that makes them associated with that firm other fringe benefits such leaves, holidays and lunch are some other additional compensation mostly found in this sector. So ultimately, from the above results, it is cleared that pharmaceutical sectors become more profitable and generate higher growth opportunities and developments for talent and firms as well, alongside that compensation is just not a whole sole factors that attracts the employees but previous studies do indicate about the strategies of recruitment and selection, training and development are the key credentials that are required. Moreover similar goes with the work environment that is effective but somehow shows negative impact as well, mostly talented employees do look for a centralized culture approach that will pay off in long term.

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