



Talent Attraction and Retention Matters: An Analytical Hierarchical Process Approach to Apprehend the Employees' Perspective in Pakistan

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ABSTRACT

In this era, each organization is searching for quality in the employees, thus that enhances the need for talented employees, and the purpose of the study is to find out the attraction and the retention factors for talented employees in Pakistan's job market. The bi-polar questionnaire has been used for the data collection the sample size was 60. The sample is collected from experts who have ample experience in analyzing the dimensions and sub-dimensions by using the analytical hierarchical process (AHP) approach. The results have suggested that organizational justice (distributive justice), work-life balance (time balance), and organizational culture (clan culture) compensation (direct compensation) are among the factors that affect the most attracting and retaining talented employees which is more than and equal to 10 percent. Further, factors are also having importance but less than 10 percent. In Pakistan organizations are failing to attract and retain talented employees, resulting in poor performance, very rare studies were found in developing countries that addressed this peculiar and crucial issue of the economies like Pakistan. This research is the guideline for the organizations of developing economies to understand the factors that attract the talent most to join an organization so that they can align their strategies and policies particularly to address this current issue. This paper offers important insights and practical recommendations on how organizations can improve their talent attraction and retention strategies to remain competitive in the market.

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1. Introduction

The 'Talent War' is intensifying around the world in both the private and public sectors (Michaels, Handfield-Jones, & Axelrod, 2001). Both private and public organizations are increasingly facing a competitive landscape to recruit and retain talented employees. Accordingly, one of the most important HR strategies today is 'Talent Management', which means expecting human capital to improve an organization's business value, and making it possible for the organization to reach its goals. Talent management consists of attraction, retention, and motivation of individuals capable of making a real contribution to the successful realization of an organization's goals. Many argue that talent management has now become an important competitive tool for organizations around the world (Schawbel, 2020). Talent attraction and retention is not a new concept, as this concept was already initiated and focused on in the 4th century BC. There was a focus on acquiring talent with multiple strategies to attract talented soldiers by the ancient Greeks and the Romans. Those strategies are also the focused point in today's era i.e. branding, financial rewards, etc. Talent attraction is an approach that is viable for organizational productivity and helps in attaining, managing, and

sustaining a talented workforce (Erasmus, 2022). Since fierce competition in the market is accelerating, therefore, attraction and retention of talent have become vital to achieving competitive advantage (Kossivi, Xu, & Kalgora, 2016). Talent management is an integrated approach whereas talent attraction and retention are two integrals. Talent attraction involves strategies to market and recruit job seekers— active or passive— in the long run (Oehley & Theron, 2010).

Acquiring talented employees is a big problem in Pakistan, in reality, many men and women are searching for jobs in Pakistan, and companies or startup businesses are facing challenges to attract or to find them to transform and develop their talent. The reason behind this could be offshore careers because in Pakistan the number of multinational companies is not very high, so talent attracts them because they provide high salary packages, a better work environment and finally organizational culture is more adequate than normal business following in Pakistan. The mindset of a recruiter must be changed for hiring a talented employee; the process of hiring must be uncomplicated and productive. As mentioned by Shoaib (2015) there are some ways by which we can attract talent in Pakistan like, we should talk with the visionary approach because job seekers don't want motivational speeches they are looking for personal and organizational growth. As this research covers the aspects of talent attraction and retention attributes within Pakistan, it is about those factors that attract and retain talent in the Pakistani environment. This research is unique and really important for the policymakers to understand exactly the attributes that enhance the interest to be employed in any of the organizations by the talent specifically. This research is only tested in Pakistan as the environment is different around the globe so the factors of attraction and retention could be different.

1.1. Rationale of Research

Talented people are always the priority of a company if we acquire a talented employee it helps to boost an organization's productivity and helps to be unique from other organizations, providing innovative ideas and visionary approaches to organizations (Telligence, 2018). The human resource managers rated this as the current best practice to focus on enhancing talent attraction and retention. Furthermore, the Bureau of Emigration & Overseas Employment Pakistan (2020) reported COVID-19 epidemic poses unmatched challenges to countries, demanding them to respond quickly to major barriers to livelihoods, including health care, economic activity, and labor migration. The year 2020 has proved to be the most difficult in the world due to the global epidemic COVID-19 which has stopped economic activities and shut down many businesses. As a result, many migrant workers returned to their countries of origin due to dismissal. It highlighted the need for this research as it is an opportunity for a country to use resources and talent to enhance the economy of the country. Potential factors need to be focused on to attract and retain a talented and skilled workforce.

1.2. Problem Statement

In addition to that retaining talented employees is the upfront challenge for any organization in today's era as talent plays a critical role in achieving objectives and goals so it is essential to retain them, Acquiring or attracting is also a key credential but retaining them is more difficult to that as per globalization situation become more worst (Yousuf & Siddiqui, 2019). Related to that retention means how much time is spent by an employee it also reflects firmness and association of the employee with the firm but also displays its tendency to work for a single firm, it also depends on the satisfaction and opportunities provided by that firm (Lingard & Francis, 2006). As is visible in the current situation retention along with satisfaction depends on multiple factors such as compensation, fringe benefits, career growth, learning opportunities, appraisal system, and working environment (Kossivi et al., 2016).

Talent attraction and retention nowadays are the most important phenomena for any workplace because organizations fail to attract talent so it will be a severe loss for an organization and if talent is hired by competitors, it will be a big threat to the organization. As suggested by Montgomery and Ramus (2011), it is essential to develop a good level of understanding between the expectation levels of graduates that would be helpful in their search. This study is conducted to identify which variables are more useful nowadays for talent attraction and instrumental for them associated or retained, variables/dimensions (Work

Environment, Career Development, Employer Branding, Compensation, and Organizational Culture (OC)) for different organizations and sectors, these variables have taken from various sources Campbell (2007); Ghosh and Sahney (2011); Jain and Bhatt (2015); Presbitero, Roxas, and Chadee (2016); Sok, Blomme, and Tromp (2014) by this organizations HR department may be able to plan effectively for talent attraction and retention. Furthermore, in this era, the employees are very keen to work for the organization of their choice. But that depends upon the reputation of the organization, which eventually attracts and retains them. So, the organization needs to work hard to become the employer of choice for talented people and they need to understand what they are expecting from the organization (Padhi & Joshi, 2022).

Schreiber, (2020) suggested that identifying potential in anyone cannot be done through a single domain, it could be analyzed by different strategies and measurements to find out the gifted potential and talent. They are the ones that lie under a category known as under or low achievers. As a result, if the potential and natural talent could not be identified it will bear a loss to the society as an overall country could not gain benefits for that potential. Furthermore, underachievement is linked with the person's performance between academic level and skills, knowledge, and abilities that one possesses. Further, we can see how the work environment influences the other four variables, Career Development on employer branding, compensation, and OC then Employer branding on Compensation and OC, and Compensation on OC. This study has followed the unique AHP approach of analysis to find out the factors concerning talent attraction and retention as providing the path to HR policymakers to understand the requirement of today's Talent who are willing to pursue their careers in different sectors like Manufacturing, Hospitals, Education, and Banking in Pakistan. This is the basic requirement in a country like Pakistan in the current economic breakdown to have the right personnel. The personnel who can work smartly, and use their talent to create efficiency in the work. As every talent requires in return something that has valance. But talent has different requirements as compared to the normal employees. That's where the importance has highlighted to understanding the factors that are required by the talent. This will help the policy makers, to get exactly the requirement of the talent instead of investing their money in something which is not required.

1.3. Research Objectives

1. To find out the possible potential factors concerning the higher education sectors to attract and retain talent in Pakistan.
2. To find out the ranking from most to least preferable factors for talent attraction and retention in Pakistan.

1.4. Significance of Research

However, with this growing phenomenon, we can cater to developing and monitoring those who are highly skillful and cope with the challenges from an academic perspective by maintaining their quality. This research will help public and private universities to understand the potential factors required by the talented personnel that attract them and which can retain them. Most importantly this research will be a guideline for the policymakers, to cut their cost in investing to the other factors they invest to attract and retain talent while still facing turnover and not finding the right talent issues. They can make policies to attract and retain talent, with effective and efficient strategies according to the requirements of the talent

2. Literature Review

Among popular and important dimensions that are associated with work environment learning one of the dimensions is supervisory support Broad and Newstrom (1992) Supervisor support is one of the most dominant features of the work environment (Baldwin & Ford, 1988; Kraiger, McLinden, & Casper, 2004). There are numerous studies highlighted the importance of supervisor support which impact the organization in different manner like, talent attraction and retention through good visionary support from the top management, keeping them involved in the decision-making and process Ghosh and Sahney (2011); Richman, Civian, Shannon, Jeffrey Hill, and Brennan (2008), job satisfaction Galletta, Portoghese, Penna, Battistelli, and Saiani (2011); Griffin, Patterson, and West (2001); Ng and Sorensen (2008), employee satisfaction (Griffin et al., 2001).

The study of Thoits (1985) highlighted that employees prefer different types of support in different situations, and those main types are instrumental support and emotional support. Reblin and Uchino (2008) explain that emotional support can be provided through, caring, comfort, sympathy, and encouragement. There is a strong correspondence between goals and capabilities noted for those employees who receive emotional support from the supervisor (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007). Emotional support can also be provided in terms of helping them to control their emotions and emotional pieces of advice (Ury, 1991). Whereas, work-related information and providing feedback are termed instrumental support (Reblin & Uchino, 2008). It is also noted by Lepak, Takeuchi, and Snell (2003), that behaviors can be changed as job crafting if the work environment like HR flexibility can indulge greatly in the organizations. Moreover, resource and coordination flexibility are the essentials of HR flexibility which lie in employee behavior, skills, and HR practices. It allows the employee to be adaptive. In another study, Do, Yeh, and Madsen (2016) highlighted behavioral flexibility allows employees to adapt their behavior according to the situation instead of following the standard principles of the organizations.

Flexibility in HR practices deals with two broad categories: providing necessary resources and coordination flexibility (Hering, 2020). Resource flexibility means providing all the various items for multiple uses in diverse scenarios within the organization (Sanchez & Heene, 1997). Resource flexibility is very useful for employees to apply for innovative work roles as one facet of resource flexibility lies in employee skills and behavior. Resource flexibility is not restricted in the direction of the flexibility in employee skills and behavior, but also shows flexibility in HR practices that bring into line their reward and development policies for such skills and behavior (Wright & Snell, 1998). On the other hand, to achieve strategic goals, coordination flexibility is the other type that they need to apply to obtain and use their resources promptly (Sanchez & Heene, 1997). The work environment also consists of social support which is also been diversified into personal or work-related support as it develops innovative work behavior among employees (Prieto & Pérez-Santana, 2014). Further talent could be attracted and retained by the job characteristic which includes skill variety, task significance, Autonomy, task identity, and feedback are the core dimension that helps employees involve themselves at work (Hackman, 1980). In addition, there are certain workplace factors such as physical working conditions also been looked out for, as employees prefer to work in a pleasant and healthy work environment, although their contribution should be valued (Hytter, 2007; Ramlall, 2003). About that it is also elaborated that good interpersonal relationship, support of the firm towards job security, and a friendly environment helps to motivate which is a core aspect and positively associated with talent retention (Schawbel, 2020; Zafar, 2015).

L. Van der Sluis (2001) elaborates on the factors that are associated with career development, among which perceived career development is linked with individual development and how they learn from the environment as much as are satisfied with it (Judge, Cable, Boudreau, & Bretz Jr, 1995). While underlying relationships, competence development and self-directed are considered to have a high level of satisfaction and better ratings as discussed by (Tannenbaum, 1997). While development could be looked at as work-related or professional growth are the indicators to attract (Arthur & Rousseau, 2001). In addition, Individual learning behavior is also an indicator among which gestalt, tactical, planned, and tacit learning are included, while tacit and planned learning is of individual and planned goal settings that attract development, Gestalt and tactical planning emphasize both awareness and underlying of organizations perspective at a broader scale (Florida, 2020; L. E. Van Der Sluis & Poell, 2002). Apart from cognitive ability, retrospective and prospective learning are also influencing indicators as cognitive is aligned with income, as retrospective learning is of meaningful purpose and perspective in terms of planned instruction provided by top (Gottfredson & Crouse, 1986; L. Van der Sluis, 2001). Career development is measured as the best practice utilized to retain talent, further studies also suggest that development programs in organizations cause high attrition rates ultimately firms gear such programs to have more commitment and retention (George, 2015; Presbitero et al., 2016).

Employer branding is a concept that helps firms to discriminate themselves to gain competitive advantage, while the best practice for organizations to recruit, attract, and retain talent which has been the priority for any firm seems to facilitate H.R as well by recruiting the

best candidates to stay longer with the firm as employer branding practice tends to provide training and progression which also helps to retain employees and increase satisfaction among them (Chhabra & Mishra, 2008; Fernon, 2008; Jain & Bhatt, 2015). Related to that symbolism consists of instinctive, abstract, and intangible traits that are core perspectives for organizational personality for the individual, such traits are used by the individual to maintain their identity and express themselves (Slaughter, Zickar, Highhouse, & Mohr, 2004). Apart from that employer brand association is also linked up with employer branding to predict the attraction of a candidate, and its desire to work for a specific brand (Rampl, 2014). It has also been studied that certain attributes matter for employee attractiveness that as location according to the perception of their work matters and organizational reputation is also significant predictor for attractiveness (Lievens & Highhouse, 2003; Porter, 2020). Furthermore, employer branding has increasingly become one of the most important variables to becoming a reputable and employee choice organization, as this factor alone attracts talent towards working in the organizations. This variable alone has become one of the most important tools, for the talent that they are looking for in organizations, and on the contrary, it is also the factor that helps reduce the compensation cost (Padhi & Joshi, 2022).

Moreover, Cascio (2015) states that there are either direct or indirect benefits to attract or make employees productive, among which direct compensation is associated with salary and wages. It is also emphasized that these factors also make employees motivated (Campbell, 2007). While there are certain indirect factors in terms of bonuses and incentives that attract, these bonuses could either be recognition or incentives aimed to motivate as well as make employees committed to work. Additionally, there are indirect factors that help to recruit and attract talented employees (Kurlander & Barton, 2003; Tsai, Yu, & Fu, 2005). In addition to indirectly social security paid vacation and workers' compensation are the offerings provided by firms which include insurance systems, paid holidays, as well as worker's compensation in terms of illness or any injuries related to the job, which are the attractiveness components among which mandatory or voluntary benefits also indulged as firms have higher chance to attract talent by providing such accommodation (Noe, Hollenbeck, Gerhart, & Wright, 2006). Moreover, financial and non-financial benefits are also corresponding to compensation as per today's globalization approach it is a better approach to attract and retain talent with the maximum utilization of their expertise (John, Saunders, & Senbet, 2000). In the study of Mir and Amin (2016); Mir, Amin, Omar, and Khan (2022) highlighted that direct and indirect compensation also play a vital role in attracting talent, but the more significant relation is with indirect compensation.

Sok et al. (2014) emphasize that organizational cultures are also features that attract and retain highly talented employees. Among cultures, there are certain factors included such as clan cultures which aim to consist of much teamwork and involvement of the individual and participation (Daft, 2015; Quinn & Spreitzer, 1991). Apart from that it also supports and looks at the whole as cohesiveness, steadiness, and allegiance as these types of firms that look for this adoption have a strong belief in a sense of family towards the organization (Aktaş, Çiçek, & Kiyak, 2011; Padhi & Joshi, 2022). Adhocracy culture is among the features that attract firms are more towards the development phase as it also an important factor in attracting employees, it promotes invention and new developments keeping in view the aspect of risk factors well being with new flexible ideas are been promoted development could be made (Acar & Acar, 2014). It also emphasizes that it considers individual development and provides more opportunities that could be avail along with the firm's core objectives, further firms are focused on getting betterment from outside the environment (Aktaş et al., 2011). Moreover, market culture is also a dimension that is floating in firms as it provides control and stability and appeals to efficiency and accomplishment of goals (Quinn & Spreitzer, 1991). As such type of culture is more likely to align towards the attainment of goals individual who is attracted to and attached to such goals are influenced because it gives less flexibility, and employee are much more attracted towards their target achievement (Njuguna, 2016).

3. Research Methods

The research focused on evaluating the important factors for talent attraction and retention. It employed a quantitative approach, using a bi-polar questionnaire for primary data collection. The questionnaire used a scale of 1 to 9, with 1 indicating equal preference and 9 indicating extreme preference for a factor. This methodology was suggested by (Saaty, 2005). Following the methodology proposed by Mubarik (2016), a sample of experts was selected to

ensure a comprehensive understanding of their experiences and expertise in their respective fields. The sample included trainers, talent management agencies, talent development managers, and educational experts. A total of 30 samples were selected using purposive sampling, which is a type of expert sampling. This sampling method was chosen because the nature of the study required experts from an unknown population, as suggested by (Mubarik, 2016). The purpose of the sample selection was to gather insights and prioritize the factors based on the opinions of the experts. The selected experts were considered knowledgeable and experienced in talent management, acquisition, and development. This study follows the AHP approach which goes through three stages i.e. identification, selection, and prioritization.

3.1. Stage 1: Identification

In the first stage, research has identified the possible dimensions and the sub-dimensions of talent attraction suggested in the various research and the literature this process is also highlighted by Abdullah, Jaafar, and Taib (2013); Mir, Tunio, and Husnain (2017) while constructing the human capital dimensions. At this stage, a total of 12 Main dimensions and 38 sub-dimensions were extracted from the literature.

3.2. Stage 2: Selection

To determine the most important factors for talent attraction and retention in Pakistan, a questionnaire was created using a 3-point Likert scale. The scale ranged from 1 (most important) to 3 (not important), with 2 indicating somewhat important. The questionnaire was distributed to a group of experts, including 5 trainers, 4 talent management agencies, 6 talent development managers, and 15 educational experts. All of these experts had a minimum of 6 years of experience in talent management, acquisition, and development. The selection of experts followed a similar method used by Mubarik, Chandran, and Devadason (2018), as well as the preliminary survey. The purpose of this stage was to identify the most important factors and rank them from most to least important. The results were evaluated using simple frequencies and percentages.

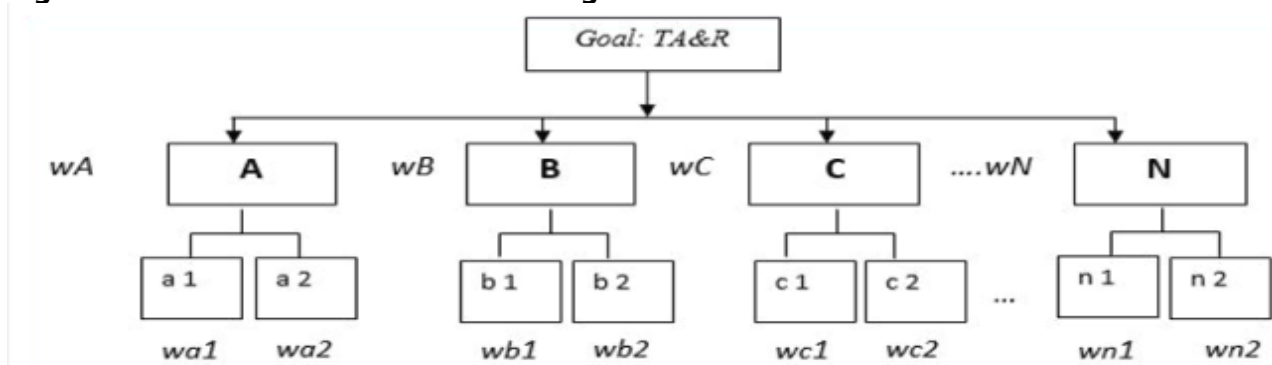
3.3. Stage 3: Prioritization

In this stage, the dimensions and sub-dimensions that were selected in the previous stage were constructed on a bipolar scale according to Saaty's (1980) method. This scale identifies the most and least important dimensions and sub-dimensions, as shown in Figure 2. Furthermore, after gathering responses from the respondents, the Analytic Hierarchy Process (AHP) was applied to construct a pairwise comparison judgment matrix (PCJMA). This matrix was used to determine the most and least important dimensions using a four-step method outlined by Saaty (1980).

3.3.1. Framing the Problem

This stage is to construct the hierarchy of the selected dimension and sub-dimensions concerning the main goal that needs to be achieved. Below figure 01 shows the specimen of framing the problem. In the top the main goal needs to be written in the second layer the main dimensions directly associated with the main goal, then the third layer for the sub-dimensions indirectly associated with the main goal.

Figure 1: AHP Standard Model: Framing the Problem



Where,

1. TA&R represents the overall Talent attraction and retention
2. A, B, C, and N represent the dimensions of TA&R
3. a, b, c, and n represent the sub-dimensions of TA&R
4. w represents the weightage of dimensions and sub-dimensions

3.3.2. Collecting the Data

In this step researcher used the bi-polar questionnaire with the scale shown in Figure 02 and collected the data from the experts.

Figure 2: The Analytic Hierarchy Process (Saaty, 1980)

Intensity of importance	Definition
1	Equal importance
3	Somewhat more important
5	Much more important
7	Very much more important
9	Absolutely more important
2, 4, 6, 8	Intermediate values

3.3.3. Computing Normalized Weights

In this step, the collected data was used to create the Pairwise Comparison Judgement Matrix (PCJMA). The data was first coded in an Excel spreadsheet, with a value of 1 assigned to the diagonal elements representing the correlation of the same constructs. For example, A compared to A is given a value of 1. Next, the respondents' comparisons were recorded. For instance, if B was chosen as preferred over A on a scale of 3, B would be assigned a value of 3 in the corresponding column, and the reciprocal of 3 (1/3) would be assigned to A in the corresponding row. Similarly, if A was compared to C and C was preferred over A on a scale of 5, C would be assigned a value of 5 and A would be assigned the reciprocal of 5 (1/5). This process is illustrated in Figure 3 matrix. Afterward, the geometric mean of all the individual responses was calculated. The overall geometric mean was obtained by dividing the sum of the means of each row by the individual factor geometric mean. This method, known as the geometric mean method, is one of the best approaches to identifying priorities in the Analytic Hierarchy Process (AHP) as suggested by Saaty (1980).

Figure 3: Pairwise Mathematical Matrix

$$P = \begin{matrix} & D_1 & D_2 & D_3 & D_4 & D_5 & D_6 & \dots & D_n \\ \begin{matrix} D_1 \\ D_2 \\ D_3 \\ D_4 \\ D_5 \\ D_6 \\ \dots \\ D_n \end{matrix} & \begin{pmatrix} 1 & a_{12} & a_{13} & a_{14} & a_{15} & a_{16} & \dots & a_{1n} \\ a_{21} & 1 & a_{23} & a_{24} & a_{25} & a_{26} & \dots & a_{2n} \\ a_{31} & a_{32} & 1 & a_{34} & a_{35} & a_{36} & \dots & a_{3n} \\ a_{41} & a_{42} & a_{43} & 1 & a_{45} & a_{46} & \dots & a_{4n} \\ a_{51} & a_{52} & a_{53} & a_{54} & 1 & a_{56} & \dots & a_{5n} \\ a_{61} & a_{62} & a_{63} & a_{64} & a_{65} & 1 & \dots & a_{6n} \\ \dots & \dots & \dots & \dots & \dots & \dots & \dots & 1 & \dots \\ a_{n1} & a_{n2} & a_{n3} & a_{n4} & a_{n5} & a_{n6} & \dots & \dots & 1 \end{pmatrix} \end{matrix}$$

Where n is the number of dimensions, D represents the relevant dimensions

Saaty (1980) also suggested that for checking the consistencies among the dimensions we should check the consistency ratio

$$CR = CI / RI$$

Where,

CR = Consistency Ratio

CI = Consistency Index

RI = Random Index

$$CI = (Sum D11, D21, D31, D41) - n) / n - 1$$

For the random index a table is given below the value will be chosen from the table according to the total variables in a matrix

Table 1: Random Index Values

M	1,2	3	4	5	6	7	8	9	10
RI	0	0.58	0.90	1.12	1.24	1.32	1.41	1.45	1.51

4. Results and Analysis

4.1. Preliminary Survey results

The table 02 shows the preliminary survey results, a total of 12 dimensions were selected from the literature, and they were asked by the experts for their exclusion and inclusion on the 03-point Likert scale, concerning the Pakistani market. Responses were checked on frequencies and averages. A total of 30 experts were selected but 20 were fit for the testing rest had the missing values so they were excluded from the analysis.

Table 2: Preliminary Survey Results (Main Dimensions)

Dimensions	Average	Very importance	Somewhat Important	Not Important	% Important	% Very Important	% Somewhat Important	% Not Important
Work Environment	1	20	0	0	100%	0	0	0
Career Development	1.15	17	3	0	85%	15%	0%	0%
Employer Branding	1.3	14	6	0	70%	30%	0%	0%
Compensation	1	20	0	0	100%	0%	0%	0%
Organizational Culture	1.05	19	1	0	95%	5%	0%	0%
Work-Life Balance	1.2	16	4	0	80%	20%	0%	0%
Job Security	1.2	16	4	0	80%	20%	0%	0%
Corporate Social Responsibility	1	20	0	0	100%	0%	0%	0%
Organizational Justice	1	20	0	0	100%	0%	0%	0%
Professional growth	2.7	3	0	17	15%	0%	85%	0%
Career success	2.55	0	9	11	0%	45%	55%	0%
Competence development	2.8	0	4	16	0%	20%	80%	0%

Based on the above results it is very clear that work environment, career development, employer branding, compensation, organizational culture, work-life balance, job security, corporate social responsibility, and organizational justice show the highest percentages of very important (i.e. 100%, 85%, 70%, 100%, 95%, 80%, 80%, 100%, 100%) respectively. Professional growth, career success, and competence development were excluded from the list, and the final bi-polar questionnaire as they are showing very low percentages of very important and more towards not important at all. The reason shared by the expert as they are overlapping the existing variables and they can be covered in their heads. So, based on that researcher has selected the work environment, career development, employer branding, compensation, organizational culture, work-life balance, job security, corporate social responsibility, and organizational justice for further process.

Table 3: Preliminary survey results (Sub-Dimensions)

Sub-Dimensions	Average	Very importance	Somewhat Important	Not Important	% Important	% Very Important	% Somewhat Important	% Not Important
Supervisory Support	1	20	0	0	100%	0%	0%	0%
HR Flexibilities	1.05	19	1	0	95%	5%	0%	0%
Social support	1.1	18	2	0	90%	10%	0%	0%
Job characteristics	1.15	17	3	0	85%	15%	0%	0%
Physical working conditions	1.1	18	2	0	90%	10%	0%	0%
Perceived Career Development	1.15	17	3	0	85%	15%	0%	0%
Individual Learning Behavior	1.15	17	3	0	85%	15%	0%	0%
Learning Opportunities	1	20	0	0	100%	0%	0%	0%
Design phase	3	0	0	20	0%	0%	100%	0%
Employer Brand Association	1.1	18	2	0	90%	10%	0%	0%
Employer Brand Image	1.15	17	3	0	85%	15%	0%	0%
Employer Attraction	1.15	17	3	0	85%	15%	0%	0%
Integration phase	2.75	0	5	15	0%	25%	75%	0%
Direct Compensation	1	20	0	0	100%	0%	0%	0%

Indirect Benefits	1	20	0	0	100%	0%	0%
Career entrepreneurship	2.8	0	4	16	0%	20%	80%
Clan Culture	1.4	12	8	0	60%	40%	0%
Adhocracy Culture	1.35	14	5	1	70%	25%	5%
Market Culture	1.3	14	6	0	70%	30%	0%
Psychological contract	2.3	7	0	13	35%	0%	65%
Time Balance	1.15	17	3	0	85%	15%	0%
Involvement Balance	1.25	15	5	0	75%	25%	0%
Satisfaction Balance	1.25	15	5	0	75%	25%	0%
Reward and recognition	2.7	0	6	14	0%	30%	70%
Total Job Security	1.35	13	7	0	65%	35%	0%
Job Feature Security	1.05	19	1	0	95%	5%	0%
Powerfulness Security	1.15	17	3	0	85%	15%	0%
Sports sponsorship	2.75	0	5	15	0%	25%	75%
Internal CSR	1.15	17	3	0	85%	15%	0%
External CSR	1.15	17	3	0	85%	15%	0%
Distributive Justice	1.05	19	1	0	95%	5%	0%
Procedural Justice	1.1	18	2	0	90%	10%	0%
Interactional Justice	1.05	19	1	0	95%	5%	0%
Mentoring and knowledge transfer	2.6	0	8	12	0%	40%	60%
Better career visibility	2.6	0	8	12	0%	40%	60%
Incentive programs	2.7	0	6	14	0%	30%	70%
Succession management and acceleration pool	2.95	0	1	19	0%	5%	95%

The above table 3 shows the results of the sub-dimensions in the same manner as the above table 02. Certain variables are showing more percentages on a very important scale more than 60% of very important sub-dimensions were selected for the final process

4.2. Selected Dimensions and Sub-Dimensions

Below is the hierarchy showing the main objective, the main dimensions of the objective, and the sub-dimensions selected for the response. The below hierarchy is clearly showing that a total of 09 main potential dimensions were taken from multiple literature for the evaluation i.e. Work environment, (WE), Career development (CD), Employer branding (EB), compensation (Comp), and organizational culture (OC), work-life balance (WLF), Job security (JS), Corporate social responsibility (CSR) and Organizational Justice (OJ). Furthermore, their sub-dimensions include 05 of WE, 03 of CD, 03 of EB, 03 of COMP, 03 of OC, 03 of WLB, and 03 of JS. 02 of CSR and 03 of OJ, a total of 28 sub-dimensions were selected. The segregation with the name of the objective, dimension, and sub-dimension is shown below in Figure 04.

Figure 4: Hierarchy of Dimension and Sub Dimensions: Framing the problem

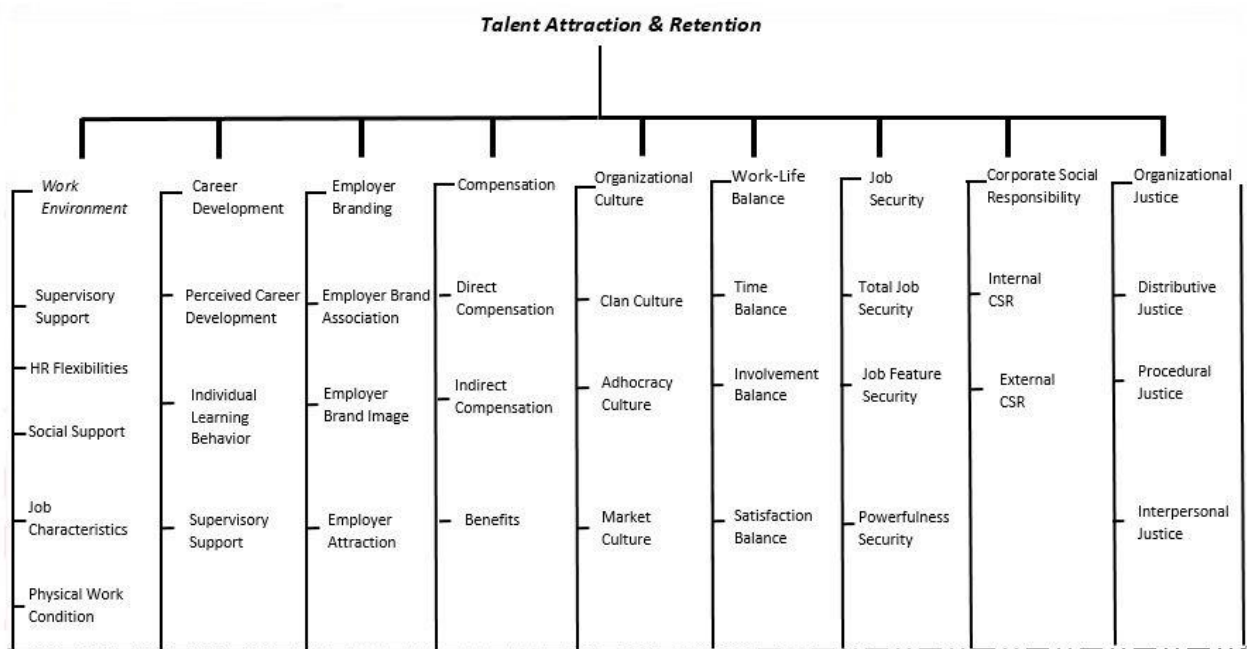


Table 4: Pairwise Comparison Judgment Matrix-Main Dimension

	WE	CD	EB	Comp	OC	WLB	JS	CSR	OJ	Local Weights
WORK ENVIRONMENT (WE)	0.03	0.02	0.03	0.01	0.02	0.02	0.02	0.03	0.08	0.03
CAREER DEVELOPMENT (CD)	0.11	0.06	0.07	0.03	0.04	0.05	0.10	0.11	0.07	0.07
EMPLOYER BRANDING (EB)	0.07	0.06	0.06	0.02	0.04	0.05	0.06	0.05	0.08	0.05
COMPENSATION (Comp)	0.13	0.12	0.22	0.06	0.05	0.04	0.08	0.12	0.09	0.10
ORGANIZATIONAL CULTURE (OC)	0.18	0.18	0.19	0.15	0.11	0.08	0.12	0.13	0.08	0.14
Work-Life Balance (WLB)	0.19	0.20	0.20	0.23	0.22	0.16	0.24	0.21	0.10	0.19
Job Security (JS)	0.10	0.05	0.09	0.07	0.07	0.06	0.08	0.08	0.11	0.08
Corporate Social Responsibility (CSR)	0.06	0.04	0.09	0.04	0.06	0.05	0.07	0.07	0.10	0.06
Organizational Justice (OJ)	0.12	0.27	0.22	0.20	0.41	0.49	0.23	0.21	0.30	0.27

The above table 4 shows the calculations of the main dimension concerning the goal of talent attraction. The above values are generated by using the Geomean method also suggested by Barzilai, Cook, and Golany (1987), to get the relative importance of the factors being compared, using the pairwise comparison judgment matrix (PCJMA) Geomean method is the most appropriate. Furthermore, the geomean of the individual response of each dimension was taken and by taking the arithmetic mean the priority has been calculated known as (Local weights) showing the importance concerning talent attraction, as it is shown in the results that organizational justice has the most preferred dimension showing the value of 0.27 most among all. The second important factor is work-life balance and organizational culture in the place showing the value of 0.19 and 0.14, the same process applied to the sub-dimension. To find out the most important factor within the dimension and sub-dimensions following exhibit is given.

Table 5: Pair-wise Comparison Judgment Matrix----- Sub-Dimensions

Work Environment	SSP	POS	SS	JC	PWC	Priority
Supervisory Support (SSP)	0.13	0.09	0.11	0.17	0.14	0.13
HR Flexibilities (HF)	0.25	0.18	0.22	0.17	0.14	0.19
Social support (SS)	0.25	0.18	0.22	0.17	0.29	0.22
Job characteristics (JC)	0.13	0.18	0.22	0.17	0.14	0.17
Physical working conditions (PWC)	0.25	0.36	0.22	0.33	0.29	0.29
Consistency ratio						0.02
Career Development	PCD	ILB	LO	Priority		
Perceived Career Development (PCD)	0.31	0.25	0.35	0.30		
Individual learning behavior (ILB)	0.29	0.23	0.20	0.24		
Learning opportunities (LO)	0.40	0.52	0.45	0.46		
Consistency ratio				0.02		
Compensation	DC	IC	BE	Priority		
Direct compensation (DC)	0.56	0.65	0.49	0.57		
Indirect compensation (IC)	0.15	0.17	0.25	0.19		
Benefits (BF)	0.29	0.17	0.25	0.24		
Consistency Ratio				0.04		
Employer Branding	EBA	EBI	EA	Priority		
Employer brand association (EBA)	0.20	0.12	0.27	0.20		
Employer brand image (EBI)	0.40	0.23	0.18	0.27		
Employer attraction (EA)	0.40	0.65	0.55	0.53		
Consistency ratio				0.083		
Organizational Culture	CC	AC	MC	Priority		
Clan culture (CC)	0.43	0.49	0.38	0.43		
Adhocracy culture (AC)	0.22	0.25	0.31	0.26		
Market culture (MC)	0.35	0.26	0.31	0.31		
Consistency Ratio				0.02		
Work Life Balance	TB	IB	SB	Priority		
Time Balance (TB)	0.40	0.50	0.33	0.41		
Involvement Balance (IB)	0.20	0.25	0.33	0.26		
Satisfaction Balance (SB)	0.40	0.25	0.33	0.33		
Consistency Ratio				0.04		

Job Security	TJS	JFS	PS	Priority
Total Job Security (TJS)	0.55	0.47	0.50	0.51
Job Feature Security (JFS)	0.24	0.29	0.31	0.28
Powerfulness Security (PS)	0.21	0.24	0.19	0.21
Consistency ratio				0.009

Corporate Social Responsibility	I.CSR	E.CSR	Priority
Internal CSR (I.CSR)	0.80	0.80	0.80
External CSR (E.CSR)	0.20	0.20	0.20
Consistency Ratio			0.002

Organizational Justice	DJ	PJ	IJ	Priority
Distributive Justice (DJ)	0.52	0.61	0.45	0.53
Procedural Justice (PJ)	0.15	0.18	0.26	0.20
Interpersonal Justice (IJ)	0.33	0.20	0.29	0.27
Consistency ratio				0.04

The above table 05 shows the same PCJMA as discussed in the main dimensions of Table 1, above tables 04 and 05 are also showing the consistency ratio. As suggested by Saaty (1980) if the value of consistency ratio exceeds 0.1 the judgments will be termed as inconsistent so the values need to be less than 0.1. This is also suggested that if the CR value is 0 termed as perfectly consistent. In the above tables 04 and 05 show their consistency values less than 0.1 so all the judgments will be termed as reliable and fit to create the PCJM. For the construction of PCJM and finding out the consistency ratio researcher has used the Expert choice and for the cross-validation of the results, the same has run into Excel using the Geomean method. After finding out the normalized weights (LW) the next step was to find out the global weights. In Table 06 below the results of the local weights and the global weights of the dimensions and the sub-dimensions with their types are highlighted:

Table 6: Synthesis Normalized Weights

Goal	Dimension	Local Weights	Sub Dimension	Local Weights	Global Weights
Talent attraction & Retention	Work Environment	0.03	Supervisory Support	0.13	0.004
			HR Flexibilities	0.19	0.006
			Social Support	0.22	0.007
			Job Characteristics	0.17	0.005
			Physical working Condition	0.29	0.009
	Career Development	0.07	Perceived Career Development	0.30	0.021
			Individual Learning Behavior	0.24	0.017
			Learning Opportunities	0.46	0.032
	Employer Branding	0.05	Employer Brand Association	0.20	0.010
			Employer Brand Image	0.27	0.014
			Employer Attraction	0.53	0.027
	Compensation	0.10	Direct	0.57	0.057
			Indirect	0.19	0.019
			Benefits	0.24	0.024
	Organizational Culture	0.14	Clan Culture	0.43	0.060
			Adhocracy Culture	0.26	0.036
			Market Culture	0.31	0.043
	Work-Life Balance	0.19	Time Balance	0.41	0.078
			Involvement Balance	0.26	0.049
			Satisfaction Balance	0.33	0.063
Job Security	0.08	Total Job Security	0.51	0.041	
		Job Feature Security	0.28	0.022	
		Powerfulness Security	0.21	0.017	
Corporate Responsibility	Social	0.06	Internal CSR	0.80	0.048
			External CSR	0.20	0.012
Organizational Justice	0.27	Distributive Justice	0.53	0.143	
		Procedural Justice	0.20	0.054	
		Interactional Justice	0.27	0.072	
Total		1.00			1.00

Table 6 above shows the results of normalized weights and it can be seen that concerning the main goal the most important factor is marked as organizational justice weighting 0.27. Similarly, if we see the sub-dimensions of organizational justice it can be seen that distributive justice is the most important factor as it is showing the value of 0.51 among all the sub-dimensions of organizational justice followed by procedural justice and the interactional justice showing 0.28 and 0.21. The second most important dimension after organizational justice is work-life balance showing a value of 0.19, as we see in the dimension we can see the sub-dimensions of work-life balance in which the time balance is showing the most important as compared to the satisfaction balance and the involvement balance i.e. 0.41, 0.33 and 0.26 respectively. Similarly, the dimensions (i.e. organizational culture, compensation, job security, career development, corporate social responsibility, employer branding, and work environment) are also showing their importance showing the value of 0.14, 0.1, 0.08, 0.07, 0.06, 0.05, and 0.03 respectively. Moreover, the most important subdimension, organizational culture most important sub-dimension is clan culture, which shows a value of 0.43 and the least important is adhocracy culture which shows a value of 0.26. In compensation, the most important subdimension is direct compensation as it shows a value of 0.57 and the least is the benefits showing a value of 0.19. The least important dimension is the work environment showing a value of 0.03 among which physical working conditions is the most important sub dimension showing a value of 0.29 and the least important is the supervisor support showing a value of 0.13. The above table 06 also shows the values of global weights which suggest the overall importance of the sub-dimensions and the types of sub-dimensions concerning the main goal of talent attraction. The local weights show the importance of their subsequent dimension and the sub-dimension. Furthermore, the total of local weights and global weights must be equal to one. As the total local weights are given out of 1 the share of one must be distributed to the factors. The below figure 05 also shows the local weights of sub-dimensions with each main dimension.

4.3. Sub-Dimensions with respect to their Main Dimension
Figure 5: Sub-dimension concerning the main dimension

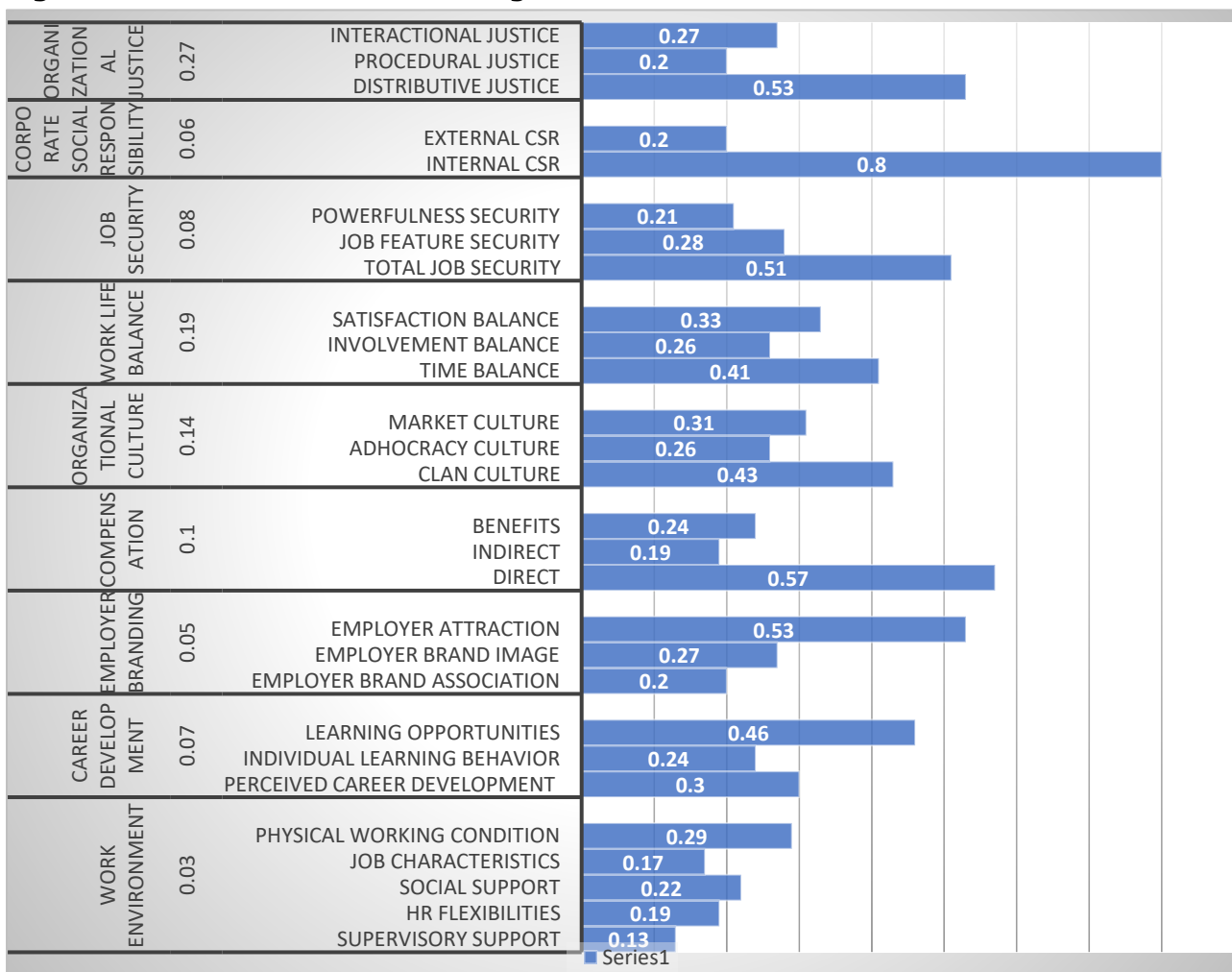
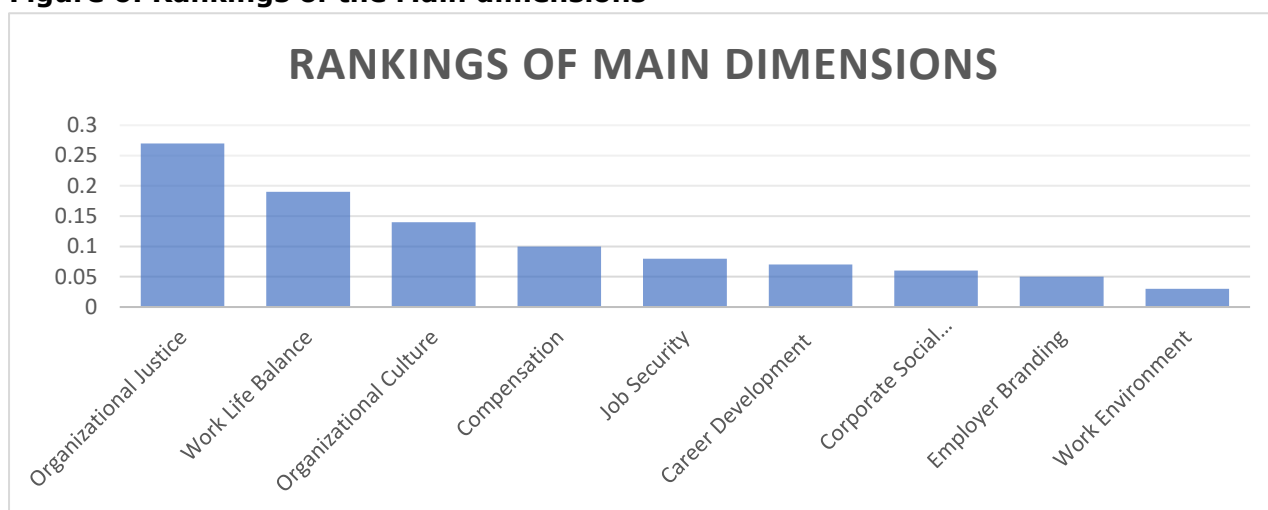


Table 7: Ranking of Main Dimensions

Factors	Local Weights	Ranking
Organizational Justice	0.27	1
Work-Life Balance	0.19	2
Organizational Culture	0.14	3
Compensation	0.10	4
Job Security	0.08	5
Career Development	0.07	6
Corporate Social Responsibility	0.06	7
Employer Branding	0.05	8
Work Environment	0.03	9

The above table 07 shows all the main dimensions of talent attraction and retention. In the ranking order given based on their local weights starting from organizational justice is the most important dimension and work environment is the least important dimension. The same can be seen in the figure 06 below

Figure 6: Rankings of the Main dimensions



5. Conclusion and Recommendations

The paper was intended to show the dimension and the requirement of talent from their respective organizations and how talent gets attracted and retained by various factors specifically within the higher education sectors of Pakistan. The results of the paper show that organizational justice has more importance comparatively with other dimensions in which distributive justice and procedural justice are making more importance as sub-dimensions. The selection of this dimension is most important because the faculty members are concerned about equality in terms of respect, resources, salary, courses, appraisals, and equal respect. The teaching profession is termed as one of the noblest professions where respect is more important than money. The next very important factor was work-life balance and the organizational culture. The work-life balance is very crucial in the field of teaching. The teaching profession is always going on profession, the bulk of checking, the bulk of lectures to prepare, counseling the student, etc. It has been seen in Pakistan that most of the faculty members bring the checking into the houses to complete the task. Due to extra responsibilities in the university, they mostly have not been able to do the checking on the university premises. So, their family life was impacted badly. The other dimension is organizational culture, talented employees normally look forward to seeing the better option in terms of organizational culture where they can work with empowerment, and collaboration, feel engaged and retained can build a sense of commitment because nowadays employees are more work with typical mindsets so for that, they are interested to work where the environment is more conducive and respondents ranked highest score to clan culture, these top two priorities considered very important from the respondents' point of view. The least work environment is just because if the justice environment and culture are right, they will already make the work environment right. So the results of the study are very beneficial for the concerned stakeholders because. In this knowledge-based economy, the organization must attract and find out the best talent where talent is scarce further it provides an advantage to the employer so they retain them too.

It is important for the policymakers and the human resource managers/talent acquisition officers of the organization, to understand the factors that are most important to attract and retain talent and their priorities, as a result, they will be able to invest in the right dimension to attract most suitable and retain talented employees at longer span. As per the result of this study, it is recommended to the concerned stakeholders/employers that organizations should focus on creating organizational justice specifically distributive justice as creating the systems that will be fair in terms of distributing and allocating the resources as this is one of the dimensions which is also very cost-effective gives an edge to the organization to attract and retain the employees compared to those who are not offering. Then on work-life balance talented employees are accommodated easily, and have ample time for their families and the organization, because every employee wants to enjoy his time at a certain stage. Specifically, it why because the teaching field is the most intensive field, which is not bounded within the university premises. In an organization where organizational justice and work-life balance are compromised the rate of attraction for employees goes down, to remain competitive organization should acquire and retain talented employees, and before acquiring they should attract the best people.

5.1. Future Direction

Further research is welcome to explore these found factors in any particular organization. Furthermore, the most important and least important factors can be researched for hypotheses testing for cause and effect relationships. The individual factors can be taken into consideration to find out their impacts on the competitive advantage as well as in creating an effective talent management process.

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