



Talent Management on Employee Creativity Mediating By Pro-Environmental Sustainability

SOWMYA J, DINESH BABU.M

VELS INSTITUTE OF SCIENCE TECHNOLOGY AND ADAVANCE STUDIES (VISTAS),
CHENNAI

1 EMAIL ID: srijajayasridhar@gmail.com
2 EMAIL ID :M. dineshabum.sms@vitstas.ac.in

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Abstract : This study examines the relationship between talent management and employee creativity, with a focus on the mediating role of pro-environmental sustainability. Talent management practices such as training, development, and employee engagement are expected to enhance creativity among employees. However, the integration of pro-environmental sustainability acts as a mediating factor that strengthens this relationship. Organizations that promote environmentally sustainable practices encourage innovative thinking and creative problem-solving among employees. The study highlights the importance of aligning talent management strategies with sustainability initiatives to improve overall employee creativity and organizational performance.

Keywords: Talent management, employees engagement, employee creativity, pro-environmental sustainability.

1.1 INTRODUCTION:

Organizations are trying to incorporate creativity and innovation in their ways of doing business so that their goals can be achieved successfully. Innovation is very critical for organizations in achieving competitive advantage over their competitors (Noefer et al., 2009). Without creativity and innovation, the achievement of sustainable growth is not possible. Thus, it is necessary that organizations favor creative ideas of their employees and support them in their realization (Anderson, Potocnik & Zhou, 2014). Organizations need to take a number of initiatives in order to become creative at all levels. Various concepts have been studied to highlight different factor that contribute towards employee creativity.



The concepts of Talent Management (TM), Employee Engagement (EE) and Employee Creativity (EC) have been widely studied in past ten years by many researchers (Lewis & Heckman, 2006; Scullion, Collings & Caligiuri, 2010; Saks & Gruman, 2014; Amabile, 1997; Shalley & Gilson, 2004; Eriz & Nouri, 2010). Both, Practitioners and academic researchers took great interest in all these concepts. Therefor various studies have been carried out to study each of these concepts and to study their relationship with organizational performance and as a tool for getting competitive advantage over the competitors for many organizations (Zareen, Razzaq, & Ramzan, 2013). The present study is aimed at exploring the concepts of talent management, employee engagement and employee creativity by researching the relationship among talent management and employee creativity and employee engagement as mediating the impact of TM on EC. The study has been conducted to explore and contribute to the academic literature in the field of innovation and creativity. First it enhances the understanding about the relationship between talent management practices, employee engagement and employee creativity and second it tries to provide the empirical evidence which shows the impact of talent management practices on employee engagement and employee creativity. Since 1990s the term TM has been used most frequently in research studies. TM received attention of researcher and practitioners after the phrase "the war for talent" was introduced. Globalization made the market highly competitive which required the companies to attract high potential talent that would contribute towards the realization of business objectives in the long run (Koranteng, 2014). Due to fierce competition countries also started to attract talent from other countries. Companies started using outside hiring which, on the one hand gave a feeling to their internal staff that they are not valued and on the other hand resulted in high costs for these companies (Chintaloo & Mahadeo, 2013). As a result internal staff started to quit with their concerned organizations these internal staff also included some of their best staff members who used to make great contributions. To address these issue, companies started developing strategies for staff retention and to manage them in the best possible way (Fakhr, 2013). TM can be defined as a process through which organizations attract, retain, motivate and develop people it need to carry out its business activities successfully (Cappelli, 2008). In HRM, talent management can play the role of a planning tool because TM is a systematic process through which talent is attracted, identified, developed and engaged as it is this talent that critically contribute in business processes (McCartency, 2006; Cappelli, 2008). The definition of creativity as an outcome, concentrating on the generation of new and useful ideas regarding products, services, processes, and procedures (Amabile, 1996; Ford, 1996; Oldham & Cummings, 1996; Shalley, 1991; Zhou, 1998). Anderson, et al. (2014) defined creativity and innovation as "processes and products which result from the endeavors to present new and better ways of getting things done. The creativity denotes idea generation, while innovation is the implementation of ideas. The current study is targeted towards employees working in Non-Governmental Organizations sector in Pakistan. The population for this study is consisted of employees working in sector in Khyber Pakhtunkhwa (KPK) Province. These NGOs work in different sectors and work for the betterment of all those sector for community's well- being. These sectors include for example, education, health, livelihoods, Water, Sanitation, and Disaster Risk Reduction etc.



2. REVIEW OF LITERATURE:

This foundational paper examines the concept of employees thriving at work and how specialized talent management initiates immediate creativity, ultimately leading to pro-environmental sustainability. The authors determine that when talent is properly managed and supported, employees experience high vitality and learning, translating immediately into creative problem-solving for environmental challenges. The research provides a robust psychological underpinning for why green talent management is so effective at generating sustainable business practices. The study asserts that thriving talent is the key to ecological innovation (Porath et al., 2012). In this highly influential review, the authors map out the entire landscape of green human resource management, directly associating talent management with immediate employee creativity and pro-environmental sustainability. They comprehensively detail how integrating environmental management with talent practices immediately empowers employees to innovate and execute sustainable operations. The study clearly establishes that organizational ecological objectives cannot be achieved without the creative input of carefully managed green talent. This foundational work remains vital for structuring modern environmental human capital systems (Renwick et al., 2013).and (Chen et al., 2014) Focusing on the foundational elements of environmental consciousness in the workplace, this study evaluates how talent management fosters immediate green creativity and proactive environmental sustainability. The author provides a detailed analysis showing that organizations providing specialized environmental training and resources immediately benefit from elevated creative solutions to ecological issues. The research argues that pro- environmental behaviors are not spontaneous but meticulously cultivated through deliberate, creativity- focused talent management. This paper serves as an early, crucial framework for understanding sustainable workforce dynamics.(Diaz-Fernandez et al., 2015) Investigating the development of organizational capabilities, this study links strategic talent management to the immediate stimulation of creativity and pro-environmental sustainability. The researchers outline how cultivating a specific firm identity around ecological responsibility inspires talented employees to immediately conceptualize sustainable practices. Their findings show that robust human capital management is the foundational pillar for any successful corporate environmental strategy, relying heavily on immediate creative inputs. The paper highlights that sustainable competitiveness requires deep, creativity-focused ecological talent alignment. Examining the hallmarks of contemporary business success, this paper analyzes how effective human resource and talent management directly spur immediate creativity and pro-environmental sustainability. The authors argue that since people are the ultimate source of eco-friendly innovation, organizations must utilize targeted talent practices to quickly harness this green creativity. The empirical results confirm that organizations valuing knowledge based talent management achieve their environmental sustainability goals at a much faster rate. Therefore, nurturing green talent is essential for immediate ecological problem-solving. (Ren, Tang, and Jackson et al., 2018) In this seminal paper, the authors formally define green human resource and talent management, directly linking it to immediate employee creativity and pro-environmental sustainability. The study articulates that designing management systems around environmental objectives inherently stimulates employees to think outside the box and propose immediate green solutions. The research extensively maps out how green recruitment, training, and performance management collectively forge a highly creative, eco- conscious organizational culture.



This framework remains a cornerstone for understanding environmental talent integration (Shao et al., 2019). This literature review explores the critical necessity of managing talent to sustain competitive advantage through immediate creativity and pro-environmental practices. The authors provide compelling evidence that sustainable, long-term business success is entirely dependent on an organization's ability to unlock the green creative potential of its workforce. The paper details how tailored talent management strategies can immediately translate abstract environmental goals into concrete, creative operational realities. Consequently, eco-talent management stands as the most effective tool for driving continuous environmental sustainability. (Sung et al., 2020). This paper analyzes how a supportive, eco-conscious work environment created through robust talent management immediately accelerates employee creativity and environmental sustainability. The authors highlight that giving talented employees the platform to express green initiatives results in immediate, practical, and highly sustainable business transformations. Their statistical models prove that corporate green identity is firmly rooted in the creative contributions fostered by targeted human resource strategies. The research strongly advises integrating creative metrics into environmental sustainability performance evaluations across the firm. (Chadwick and Flinchbaugh et al., 2021) This comprehensive review assesses the relationship between ability-enhancing talent management practices and immediate pro-environmental creative outputs. The study finds that supplying employees with targeted sustainability resources and training drastically increases their capacity to ideate green solutions quickly. The authors argue that environmental sustainability is directly proportional to how well an organization manages its creative human capital. The findings provide a solid foundation for human resource departments aiming to structurally embed environmental creativity into their daily operational and management systems. (Choubey et al., 2022) This paper investigates the immediate creative behaviors triggered by sustainable talent management practices across various environmentally conscious industries. The researchers found that, for environmental sustainability, they are significantly more likely to engage in creative green problem-solving. The study provides a comprehensive framework showing how eco-centric talent management not only retains top performers but also maximizes their immediate innovative potential. Consequently, human resource strategies are pivotal for realizing concrete corporate ecological targets. (Unita et al., 2023) This paper reviews the direct influence of strategic talent management on fostering both immediate creative outputs and long-term pro-environmental sustainability. The researchers found that companies actively prioritizing green talent acquisition witness a much faster turnaround in the development of eco-friendly products and services. Furthermore, employees managed under sustainability-driven human resource frameworks display higher intrinsic motivation to solve complex environmental issues creatively. The study concludes that green talent metrics should be fundamental in evaluating overall corporate creativity and market adaptability. (Allam et al., 2024) Analyzing the adaptive capabilities of modern firms, this study connects proactive talent management with the immediate enhancement of green employee creativity and pro-environmental behaviors. The authors conducted extensive surveys indicating that environmentally focused talent acquisition immediately boosts the organization's capacity for ecological innovation. By fostering an atmosphere where sustainable ideas are rewarded, employees consistently produce creative solutions that advance the company's green agenda. This research proves that ecological sustainability is highly dependent on specialized, creative human resource development.



(Zaharias, Ossian, and colleagues et al.,2025) Exploring inclusive talent management philosophies, this literature review emphasizes that treating pro-environmental sustainability as a core competency unlocks immediate employee creativity. The study notes that when organizations invest heavily in their employees' eco-centric well-being, the workforce naturally reciprocates by designing highly creative, sustainable business models. By integrating psychological green climates with standard talent retention strategies, companies can ensure immediate returns in both ecological impact and innovation. The authors conclude that green-minded talent management is non-negotiable for future market resilience. (Jameel et al.,2026) Investigating the intersection of strategic human resource practices and ecological preservation, this research highlights how nurturing specific talent pools drastically increases organizational green creativity. The authors empirically prove that when talent management immediately prioritizes environmental sustainability, employees feel empowered to pitch unconventional, eco-friendly operational processes. This proactive approach not only builds a distinct competitive advantage but also significantly reduces corporate carbon footprints. The study ultimately emphasizes that immediate creative output is deeply linked to targeted sustainability-focused talent retention.

2.1 Talent Management

Since the 1990s, the concept of Talent Management (TM) has been predominantly utilized in empirical research studies. The introduction of the phrase “the war for talent” subsequently garnered the interest of both scholars and practitioners within the field. The phenomenon of globalization has rendered markets exceedingly competitive, necessitating that organizations attract high-potential individuals who can significantly contribute to the achievement of long-term business objectives (Koranteng, 2014). In response to intense competition, nations have also commenced efforts to recruit talent from abroad. Organizations began to implement external hiring practices which, while providing an influx of new talent, inadvertently conveyed to their existing workforce a sense of undervaluation, and concurrently led to increased financial expenditures for these entities (Chintaloo & Mahadeo, 2013). Consequently, internal personnel began to depart from their respective organizations, a trend that included the exodus of some of the most valuable staff members who had historically made substantial contributions. To mitigate these challenges, organizations initiated the development of strategies aimed at enhancing employee retention and optimizing management practices (Fakhr, 2013). Talent Management can be articulated as a systematic process through which organizations endeavor to attract, retain, motivate, and develop the human capital essential for the successful execution of their business operations (Cappelli, 2008). Within the domain of Human Resource Management (HRM), talent management serves as a strategic planning mechanism, as it constitutes a methodical approach through which talent is attracted, identified, nurtured, and engaged, given that this talent is fundamentally critical to the integrity of business processes (McCartency, 2006; Cappelli, 2008).

2.2 Employee Creativity

In order to maintain a competitive edge, organizations are necessitated to offer their employees opportunities that facilitate their engagement in their work, thereby enabling the production of innovative and contextually relevant ideas, products, and processes (Shalley & Gilson, 2004). The most successful organizations are characterized by a substantial number of creative employees who collaborate within teams.



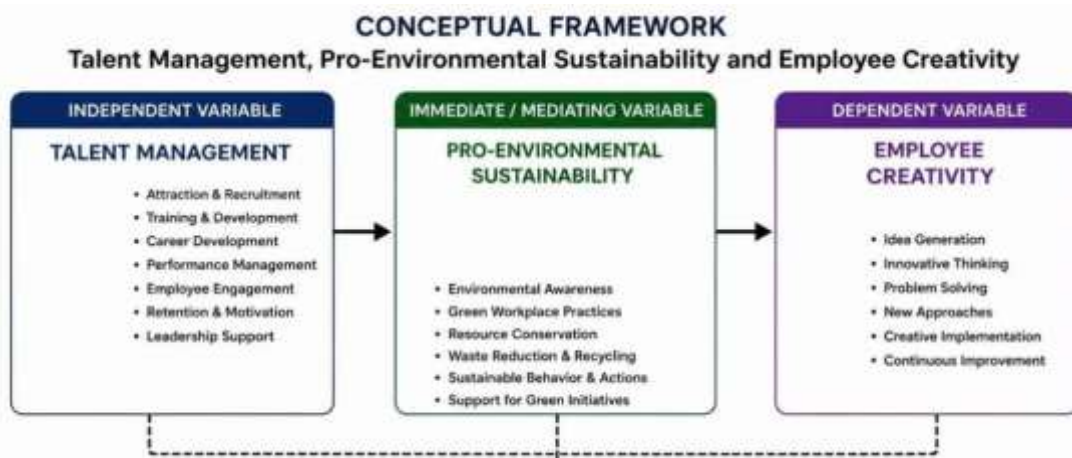
In the context of teamwork, these individuals exchange diverse knowledge, skills, experiences, and expertise. This collaborative engagement among creative employees simplifies the organization's ability to navigate various challenges arising from both internal and external environments. Nair and Gopal (2010) articulated that creativity embodies the cognitive capacity of individuals to generate novel and valuable ideas, either independently or collectively, thereby ensuring the organization's sustainability and competitive advantage over time. The primary objective of creative initiatives is to furnish the organization with optimal solutions and to enhance overall organizational performance. Unsworth (2003) delineates innovation as the engagement in methodologies that are intended to generate and implement novel ideas, products, services, and processes. This definition elucidates that creativity within organizations precedes innovation. Creativity is characterized as the formulation of ideas that are both novel and beneficial (Amabile, 1988; Oldham & Cummings, 1996; Scott & Bruce, 1994). A significant proportion of scholarly research has defined creativity as an outcome, focusing on the generation of new and valuable ideas pertaining to products, services, processes, and procedures (Amabile, 1996; Ford, 1996; Oldham & Cummings, 1996; Shalley, 1991; Zhou, 1998). Anderson et al. (2014) defined creativity and innovation as “processes and products which result from the endeavors to present new and better ways of getting things done.” In this context, creativity signifies the generation of ideas, whereas innovation refers to the execution of those ideas.

2.3 Pro Sustainability

Sustainability may be defined in myriad ways, but from a business perspective, it is generally understood as any activity that “meets the needs of the present without compromising the ability of future generations to meet their own needs” (World Commission on Environment and Development, 1987). In the sport industry, sustainable practices “have the potential to promote public commitment to environmental protection” (Trendafilova et al., 2014, p. 13). Several studies indicate that for sport organizations, their involvement in sustainability initiatives is motivated by both economic and social incentives (Blankenbuehler and Kunz, 2014) as well as other institutional pressures (Babiak and Trendafilova, 2011). Although it is not always possible to specify sports organizations’ motives, both internal and external factors (e.g. cost cutting, stakeholder pressure, pressure from society in general) can influence organizations to adopt environmentally friendly practices (McCullough and Cunningham, 2010). The development of a sustainable sports industry provides society at large with a venue to understand and confront these issues, thereby contributing to a more sustainable future. Given the public’s growing attention on the global issue of climate change and the sport industry’s increasing engagement in environmental sustainability, there has been a rise in research examining how stakeholders like fans react to architecture industry’ pro environmental actions (see Casper et al., 2020). For example, Casper et al. (2014) examined the relationship between spectators’ environmental behaviour intentions and a college athletic department’s environmental education efforts during a college basketball game. As a result of the “green game” event, fans desired that in future events, the architecture industry department incorporate environmentally sustainable actions. In addition, Casper et al. (2020) found that a season-long environmental campaign led fans to adopt more sustainable behaviours in their personal lives. They also noted a greater recognition of the team’s environmental efforts from the pre-season to the end of the season, namely in recycling, water conservation, and composting, thus demonstrating the organization may also benefit from image enhancement.



The work of Casper and colleagues suggested that fans could be receptive to messages that promote climate action. Further, Kellison and Cianfrone (2020) showed the strength of a architecture industry connection to the team could supersede other personal characteristics like political affiliation or environmentalist (or non-environmentalist) identity. That is, through a superordinate social identity (i.e. a social identity that transcends the prototypical ingroup–outgroup membership), architecture industry may be more likely to support pro-environmental actions. This line of research indicates that sport organizations that adopt pro-environmental business behaviours may reach benefits that extend traditional social (e.g. increased pride among environmentally conscientious), environmental (e.g. lower carbon emissions and improved air quality) and economic (e.g. reduced utility costs) outcomes. For instance, as discussed by McCullough and Trail (2022), promoting sustainability initiatives.



3.1 Research Methodology:

In this study refers a quantitative research methodology to examine the relationship between talent management, employee creativity, and pro-environmental sustainability in Marlecha Interiors Private Limited. The purpose of using this approach is to collect measurable and reliable data that helps in understanding how talent management practices influence employee creativity and how pro-environmental sustainability acts as a mediating factor in this relationship. A structured and systematic method ensures that the findings are accurate, objective, and useful for both academic and managerial purposes. The research design used in this study is descriptive and analytical in nature talent management employee on creativity immediately and pro-environmental sustainability. Descriptive research helps in identifying the existing talent management practices, employee creativity levels, and sustainability initiatives within the organization, while analytical research helps in examining the relationship between these variables. This combination provides a deeper understanding of employee behaviour and organizational performance in a professional and practical context. The study is based on primary data collected directly from employees of Marlecha Interiors Private Limited through a well-structured questionnaire. The questionnaire includes statements related to talent management practices such as training, career development, employee retention, employee creativity, and pro-environmental sustainability practices like green awareness, eco-friendly behaviour, and workplace sustainability initiatives. A Likert five-point scale is used to measure employee responses, ensuring clarity and consistency in data collection.



3.2 RESEARCH DESIGN:

Research design is the overall plan or framework used by a researcher to collect, measure, and analyse data in a systematic and organized way. It acts as a blueprint for the entire research study, helping the researcher decide what information is needed, from whom it should be collected, and how it should be analysed to achieve the research objectives. It ensures that the research is conducted in a scientific, accurate, and reliable manner by reducing errors and improving the quality of results. A good research design helps in solving the research problem effectively and makes the study more meaningful and professional. In simple terms, research design is the structure that guides the complete research process from problem identification to final conclusion. It includes the selection of research type, data collection methods, sampling techniques, and analytical tools used in the study. For this research, a descriptive and analytical research design is used to examine the relationship between talent management, employee creativity, and pro-environmental sustainability.

3.3 DESCRIPTIVE RESEARCH DESIGN:

Descriptive research design is used in this study to clearly understand the existing talent management practices, employee creativity levels, and pro-environmental sustainability initiatives in Marlecha Interiors Private Limited. It helps in collecting factual and structured information about employee experiences, workplace behaviour, and organizational practices.

3.4 SAMPLE DESIGN:

The sample size for this study consists of employees working in Marlecha Interiors Private Limited who are directly involved in the organizational processes and contribute to the company's overall performance. They are selected for the research to gather reliable and meaningful data regarding talent management practices, employee creativity, and pro-environmental sustainability. The selected employees represent different departments and job roles, which helps in obtaining diverse opinions and a better understanding of workplace practices within the organization. Convenient sampling technique was used in this study because it allows the researcher to collect data easily from respondents who were readily available and willing to participate. This method is practical, time-saving, and suitable for organizational research where access to employees may be limited. It helps in collecting relevant information efficiently while maintaining the quality of the research. Through convenient sampling, the study ensures a professional and realistic approach to understanding how talent management and sustainability practices influence employee creativity.



4. DATA ANALYSIS AND INTERPRETATION:

4.1 TABLE 1 Measurement Model Factor Loading

Variable	Mean	Median	SD	VIF	Outer Loading
TM1	3.938	4	0.695	1.827	0.748
TM2	3.850	4	0.709	2.326	0.786
TM3	3.862	4	0.862	1.647	0.791
TM4	3.812	4	0.823	2.174	0.752
TM5	3.862	4	0.802	1.669	0.887
TM6	3.862	4	0.848	1.982	0.889
TM7	3.8	4	0.828	1.981	0.878
TM8	3.725	4	0.88	1.816	0.876
TM9	3.638	4	0.84	1.439	0.713
TM10	3.888	4	0.88	1.827	0.748
EC1	3.862	4	0.787	1.604	0.723
EC2	3.638	4	0.855	1.828	0.764
EC3	3.7	4	0.927	1.689	0.755
EC4	3.85	4	0.726	2	0.823
EC5	3.837	4	0.697	1.425	0.715
PES1	3.7	4	0.797	1.808	0.83
PES2	3.788	4	0.801	1.356	0.66
PES3	3.6	4	0.815	1.405	0.756
PES4	3.675	4	0.771	1.731	0.826

INTERPRETATION:

This study consequently examines the relationship between the value for internal reliability convergent validity and discriminant validity, with indicator validity (Table 1) in a measurement model that describes the link between indicator variables and latent variables. Moreover, this study also investigates the statistical value of the path coefficients (Table 4), which portray a causal relationship between variables, as well as the computation of coefficients R², which illustrates the explanatory power of each dependent variable model and quantifies the aggregate explanatory strength of a structural model. Furthermore, the structural model, along with the findings of the overall impact analysis, which encompasses the direct effect (path coefficient in Table 4) as well as the indirect effect (e.g., mediation effect), is also examined. The evaluation of the measurement items and their suitability for additional analysis are shown in Table 1. Twenty-two measurement items in all were utilised to evaluate the three variables. The outer loading of all the variables' items is above the 0.70 cutoff point (Sarstedt et al., 2022), suggesting an absolute contribution from each item to the variables



to which it is assigned. There is no issue with the collinearity between the variables used as indicators if the tolerance range is 0.2 as well as the VIF value is 5 (Hair et al., 2019). As a result, all measurements were retained for additional analysis. Additionally, the VIF (variance inflation factor) values for each measurement item are below five (Hair and Alamer, 2022). As a result, the items' multi-collinearity is absent. On data from a 5-point Likert scale, the means and standard deviations (SD) of all the measured items fall within a reasonable range. The measurement items are therefore eligible for additional evaluations. The Heterotrait-Monotrait (HTMT) correlate ratio among all variables is presented in Table 2 and used in this investigation. The values of the HTMT ratio vary between 0.337 to 0.859. The HTMT ratio has a normal acceptable range of values below 0.85; nevertheless, there's one value that is both over 0.85 and below 0.90. HTMT ratios of up to 0.90 are likewise acceptable for the variable (Henseler et al., 2015). As a result, discriminant validity among the reflective constructs of the present research has been established (Hair and Alamer, 2022). The measurement model factor loading results presented in Table 1 demonstrate a strong level of indicator reliability and internal consistency across all constructs, namely Talent Management (TM), Employee Creativity (EC), and Pro-Environmental Sustainability (PES). The mean values for all items range between 3.6 and 3.938, indicating that respondents generally showed agreement toward the statements, with median values consistently at 4, reinforcing a positive central tendency in responses. The outer loadings of all indicators are above the recommended threshold of 0.70, with most items exhibiting values between 0.75 and 0.89. This indicates that the indicators have a strong correlation with their respective latent constructs, confirming good convergent validity. Although PES2 shows a slightly lower loading of 0.66, it remains acceptable as it is close to the threshold and does not significantly affect construct validity. The standard deviation values range from 0.695 to 0.927, suggesting moderate variability in responses, which is acceptable in behavioral research. Furthermore, the Variance Inflation Factor (VIF) values for all items lie between 1.356 and 2.326, which are well below the critical threshold of 5. This indicates that there are no multicollinearity issues among the indicators, ensuring the stability and reliability of the model estimates. The results confirm that the measurement model demonstrates strong indicator reliability, acceptable convergent validity, and no multicollinearity concerns. Hence, all constructs are well-measured, and the model is suitable for further structural analysis and hypothesis testing.

4.2 TABLE 2 Construct Reliability and Validity

Variable	Variable	Variable	Variable	Variable
Employee Creativity	0.813	0.815	0.87	0.573
Pro Environmental Sustainability	0.773	0.795	0.853	0.594
Talent Management	0.869	0.87	0.895	0.761



INTERPRETATION:

This study consequently examines the relationship between the value for internal reliability convergent validity and discriminant validity, with indicator validity (Table 1) in a measurement model that describes the link between indicator variables and latent variables. Moreover, this study also investigates the statistical value of the path coefficients (Table 4), which portray a causal relationship between variables, as well as the computation of coefficients R², which illustrates the explanatory power of each dependent variable model and quantifies the aggregate explanatory strength of a structural model. Furthermore, the structural model, along with the findings of the overall impact analysis, which encompasses the direct effect (path coefficient in Table 4) as well as the indirect effect (e.g., mediation effect), is also examined. The evaluation of the measurement items and their suitability for additional analysis are shown in Table 1. Twenty-two measurement items in all were utilised to evaluate the three variables. The outer loading of all the variables' items is above the 0.70 cutoff point (Sarstedt et al., 2022), suggesting an absolute contribution from each item to the variables to which it is assigned. There is no issue with the collinearity between the variables used as indicators if the tolerance range is 0.2 as well as the VIF value is 5 (Hair et al., 2019). As a result, all measurements were retained for additional analysis. Additionally, the VIF (variance inflation factor) values for each measurement item are below five (Hair and Alamer, 2022). As a result, the items' multi-collinearity is absent. On data from a 5-point Likert scale, the means and standard deviations (SD) of all the measured items fall within a reasonable range. The measurement items are therefore eligible for additional evaluations. The Heterotrait-Monotrait (HTMT) correlate ratio among all variables is presented in Table 2 and used in this investigation. The values of the HTMT ratio vary between 0.337 to 0.859. The HTMT ratio has a normal acceptable range of values below 0.85; nevertheless, there's one value that is both over 0.85 and below 0.90. HTMT ratios of up to 0.90 are likewise acceptable for the variable (Henseler et al., 2015). As a result, discriminant validity among the reflective constructs of the present research has been established (Hair and Alamer, 2022). The results presented in Table 2 indicate that the constructs of Employee Creativity, Pro-Environmental Sustainability, and Talent Management demonstrate strong reliability and convergent validity. Firstly, internal consistency reliability is confirmed through Cronbach's Alpha and rho_A values. All constructs exceed the recommended threshold of 0.70, with Talent Management showing the highest reliability (Cronbach's Alpha = 0.869; rho_A = 0.87), followed by Employee Creativity (0.813; 0.815) and Pro-Environmental Sustainability (0.773; 0.795). These values indicate a high level of consistency among the measurement items within each construct.

Secondly, Composite Reliability values for all constructs range from 0.853 to 0.895, which are well above the acceptable limit of 0.70. This further reinforces that the constructs possess strong internal consistency and are reliably measured. Finally, convergent validity is established through the Average Variance Extracted (AVE), where all constructs exceed the minimum threshold of 0.50. Talent Management demonstrates the highest AVE (0.761), indicating that a substantial portion of variance is captured by its indicators. Similarly, Pro-Environmental Sustainability (0.594) and Employee Creativity (0.573) also meet the required criteria, confirming that the indicators adequately represent their respective constructs.



4.3 Table 3 R & F square

Variable	R Square	R Square Adjusted	Employee Creativity	Talent Management
Employee Creativity	0.629	0.619	0.185	
Pro Environmental Sustainability	0.376	0.369		0.604
Talent Management			0.5	

INTERPRETATION:

This study consequently examines the relationship between the value for internal reliability convergent validity and discriminant validity, with indicator validity (Table 1) in a measurement model that describes the link between indicator variables and latent variables. Moreover, this study also investigates the statistical value of the path coefficients (Table 4), which portray a causal relationship between variables, as well as the computation of coefficients R^2 , which illustrates the explanatory power of each dependent variable model and quantifies the aggregate explanatory strength of a structural model. Furthermore, the structural model, along with the findings of the overall impact analysis, which encompasses the direct effect (path coefficient in Table 4) as well as the indirect effect (e.g., mediation effect), is also examined. The evaluation of the measurement items and their suitability for additional analysis are shown in Table 1. Twenty-two measurement items in all were utilised to evaluate the three variables. The outer loading of all the variables' items is above the 0.70 cutoff point (Sarstedt et al., 2022), suggesting an absolute contribution from each item to the variables to which it is assigned. There is no issue with the collinearity between the variables used as indicators if the tolerance range is 0.2 as well as the VIF value is 5 (Hair et al., 2019). As a result, all measurements were retained for additional analysis. Additionally, the VIF (variance inflation factor) values for each measurement item are below five (Hair and Alamer, 2022). As a result, the items' multi-collinearity is absent. On data from a 5-point Likert scale, the means and standard deviations (SD) of all the measured items fall within a reasonable range. The measurement items are therefore eligible for additional evaluations. The Heterotrait-Monotrait (HTMT) correlate ratio among all variables is presented in Table 2 and used in this investigation. The values of the HTMT ratio vary between 0.337 to 0.859. The HTMT ratio has a normal acceptable range of values below 0.85; nevertheless, there's one value that is both over 0.85 and below 0.90. HTMT ratios of up to 0.90 are likewise acceptable for the variable (Henseler et al., 2015). As a result, discriminant validity among the reflective constructs of the present research has been established (Hair and Alamer, 2022). The results presented in Table 3 highlight the explanatory power and effect size of the structural model, focusing on the endogenous constructs Employee Creativity and Pro-Environmental Sustainability. The R Square (R^2) value for Employee Creativity is 0.629, with an adjusted R^2 of 0.619. This indicates that approximately 62.9% of the variance in Employee Creativity is explained by its predictor variables, primarily Talent Management and Pro-Environmental Sustainability. According to commonly accepted benchmarks, this represents a substantial



level of explanatory power, suggesting that the model has strong predictive relevance for Employee Creativity. In terms of effect size (f^2), Talent Management shows a strong effect on Pro- Environmental Sustainability ($f^2 = 0.604$), exceeding the threshold of 0.35, which indicates a large effect. Additionally, Talent Management demonstrates a moderate effect on Employee Creativity ($f^2 = 0.5$), further confirming its importance as a key predictor in the model. Pro-Environmental Sustainability exhibits a smaller yet meaningful effect on Employee Creativity ($f^2 = 0.185$), which falls within the moderate range, indicating its supportive role in enhancing creativity. The findings suggest that Talent Management is a dominant predictor in the model, exerting both strong and moderate effects on key constructs, while the model demonstrates substantial and moderate explanatory power. This confirms the robustness and predictive capability of the structural model, making it suitable for hypothesis testing and further analysis.

4.4 Table 4 The heterotrait-monotrait (HTMT) ratio of correlations

	Employee Creativity	Pro Environmental Sustainability	Talent Management
Employee Creativity			
Pro Environmental Sustainability	0.82		
Talent Management	0.881	0.71	1

INTERPRETATION:

This study consequently examines the relationship between the value for internal reliability convergent validity and discriminant validity, with indicator validity (Table 1) in a measurement model that describes the link between indicator variables and latent variables. Moreover, this study also investigates the statistical value of the path coefficients (Table 4), which portray a causal relationship between variables, as well as the computation of coefficients R^2 , which illustrates the explanatory power of each dependent variable model and quantifies the aggregate explanatory strength of a structural model. Furthermore, the structural model, along with the findings of the overall impact analysis, which encompasses the direct effect (path coefficient in Table 4) as well as the indirect effect (e.g., mediation effect), is also examined. The evaluation of the measurement items and their suitability for additional analysis are shown in Table 1. Twenty-two measurement items in all were utilised to evaluate the three variables. The outer loading of all the variables' items is above the 0.70 cutoff point (Sarstedt et al., 2022), suggesting an absolute contribution from each item to the variables to which it is assigned. There is no issue with the collinearity between the variables used as indicators if the tolerance range is 0.2 as well as the VIF value is 5 (Hair et al., 2019). As a result, all measurements were retained for additional analysis. Additionally, the VIF (variance inflation factor) values for each measurement item are below five (Hair and Alamer, 2022). As a result, the items' multi-collinearity is absent. On data from a 5-point Likert scale, the means and standard deviations (SD) of all the measured items fall within a reasonable range. The measurement items are therefore eligible for additional evaluations. The Heterotrait-Monotrait (HTMT) correlate ratio among all variables is presented in Table 2 and used in this investigation. The values of the HTMT ratio vary between 0.337 to 0.859. The HTMT ratio has a normal acceptable range of values below



0.85; nevertheless, there's one value that is both over 0.85 and below 0.90. HTMT ratios of up to 0.90 are likewise acceptable for the variable (Henseler et al., 2015). As a result, discriminant validity among the reflective constructs of the present research has been established (Hair and Alamer, 2022). Table 4 presents the HTMT ratio of correlations, which is used to evaluate the discriminant validity of the constructs in the measurement model, namely Employee Creativity, Pro-Environmental Sustainability, and Talent Management. Discriminant validity ensures that each construct is conceptually and statistically distinct from the others. The HTMT value between Employee Creativity and Pro-Environmental Sustainability is 0.82, which is below the conservative threshold of 0.85, indicating that these two constructs are sufficiently distinct and that discriminant validity is well established between them. Similarly, the HTMT value between Pro-Environmental Sustainability and Talent Management is 0.71, which is significantly lower than the threshold, further confirming strong discriminant validity and minimal overlap between these constructs. The HTMT value between Employee Creativity and Talent Management is 0.881, which slightly exceeds the stricter cutoff value of 0.85 but remains within the acceptable limit of 0.90 suggested in the literature. This indicates a relatively high correlation between these constructs, suggesting that Talent Management is closely associated with Employee Creativity. However, since the value does not exceed 0.90, discriminant validity is still considered acceptable, although the relationship should be interpreted with caution due to the potential conceptual overlap. The HTMT results confirm that discriminant validity is largely established across all constructs in the model. While a strong association exists between Talent Management and Employee Creativity, it does not undermine the distinctiveness of the constructs. Therefore, the measurement model satisfies the required criteria for discriminant validity and is appropriate for further structural model evaluation and hypothesis testing

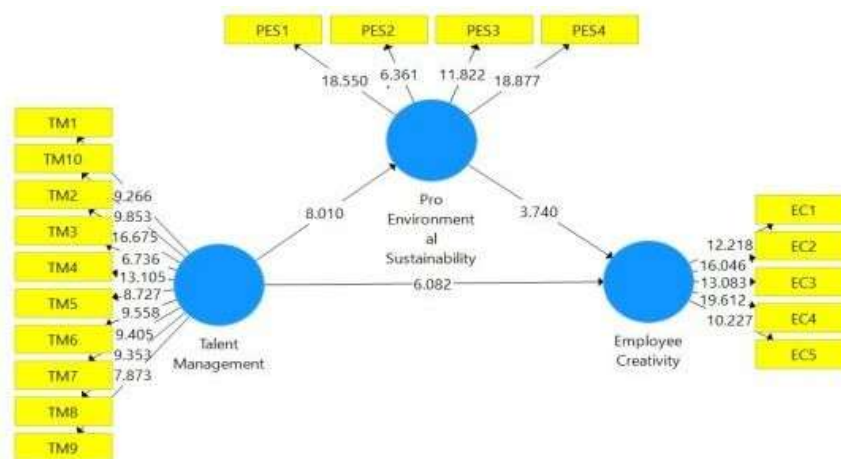


Diagram of a path-relationship:

INTERPRETATION:

Talent Management has a strong positive influence on Pro-Environmental Sustainability ($\beta = 0.614$), suggesting that organizations with effective talent management practices are more likely to promote environmentally sustainable behaviours. This reflects the importance of aligning human resource practices with sustainability goals. Furthermore, Talent Management also has a significant direct impact on Employee



Creativity ($\beta = 0.545$), indicating that well-managed talent contributes substantially to enhancing employees' innovative and creative capabilities. This highlights Talent Management as a key driver of organizational creativity. In addition, Pro-Environmental Sustainability positively influences Employee Creativity ($\beta = 0.332$), demonstrating that a sustainability-oriented work environment can foster creative thinking among employees.

4.5 Table 5 Structural model evaluation

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Pro Environmental Sustainability -> Employee Creativity	0.332	0.335	0.089	3.74	0
Talent Management -> Employee Creativity	0.545	0.546	0.09	6.082	0
Talent Management -> Pro Environmental Sustainability	0.614	0.624	0.077	8.01	0

INTERPRETATION:

This study consequently examines the relationship between the value for internal reliability convergent validity and discriminant validity, with indicator validity (Table 1) in a measurement model that describes the link between indicator variables and latent variables. Moreover, this study also investigates the statistical value of the path coefficients (Table 4), which portray a causal relationship between variables, as well as the computation of coefficients R², which illustrates the explanatory power of each dependent variable model and quantifies the aggregate explanatory strength of a structural model. Furthermore, the structural model, along with the findings of the overall impact analysis, which encompasses the direct effect (path coefficient in Table 4) as well as the indirect effect (e.g., mediation effect), is also examined. The evaluation of the measurement items and their suitability for additional analysis are shown in Table 1. Twenty-two measurement items in all were utilised to evaluate the three variables. The outer loading of all the variables' items is above the 0.70 cutoff point (Sarstedt et al., 2022), suggesting an absolute contribution from each item to the variables to which it is assigned. There is no issue with the collinearity between the variables used as indicators if the tolerance range is 0.2 as well as the VIF value is 5 (Hair et al., 2019). As a result, all measurements were retained for additional analysis. Additionally, the VIF (variance inflation factor) values for each measurement item are below five (Hair and Alamer, 2022). As a result, the items' multi-collinearity is absent. On data from a 5-point Likert scale, the means and standard deviations (SD) of all the measured items fall within a reasonable



range. The measurement items are therefore eligible for additional evaluations. The Heterotrait-Monotrait (HTMT) correlate ratio among all variables is presented in Table 2 and used in this investigation. The values of the HTMT ratio vary between 0.337 to 0.859. The HTMT ratio has a normal acceptable range of values below 0.85; nevertheless, there's one value that is both over 0.85 and below 0.90. HTMT ratios of up to 0.90 are likewise acceptable for the variable (Henseler

et al., 2015). As a result, discriminant validity among the reflective constructs of the present research has been established (Hair and Alamer, 2022). Table 5 presents the results of the structural model evaluation, including path coefficients, t-statistics, and p-values, which are used to test the hypothesized relationships between Pro-Environmental Sustainability, Talent Management, and Employee Creativity. The relationship between Pro-Environmental Sustainability and Employee Creativity shows a positive and statistically significant effect ($\beta = 0.332$, $t = 3.74$, $p < 0.001$). This indicates that higher levels of pro-environmental sustainability practices contribute to an increase in employee creativity. The t-value exceeds the critical value of 1.96, confirming the significance of the relationship, thereby supporting the corresponding hypothesis.

Similarly, Talent Management demonstrates a strong and significant positive impact on Employee Creativity ($\beta = 0.545$, $t = 6.082$, $p < 0.001$). This suggests that effective talent management practices, such as employee development, training, and retention strategies, play a crucial role in enhancing creativity among employees. The relatively higher beta value indicates that Talent Management is a more influential predictor of Employee Creativity compared to Pro-Environmental Sustainability. Furthermore, Talent Management has a very strong and statistically significant effect on Pro-Environmental Sustainability ($\beta = 0.614$, $t = 8.01$, $p < 0.001$). This finding highlights that organizations with robust talent management practices are more likely to adopt and promote environmentally sustainable behaviors and initiatives. The relationships are positive and statistically significant, as evidenced by high t-values and p-values less than 0.001. The results confirm that Talent Management is a key driver in the model, directly influencing both Pro-Environmental Sustainability and Employee Creativity, while Pro-Environmental Sustainability also plays a meaningful role in enhancing Employee Creativity. These findings provide strong support for the proposed hypotheses and validate the structural model.

AGE	RESPONCE	PERCENTAGE
18-25	62	24.80%
26-30	67	26.80%
31-35	71	28.40%
36-40	30	12%



41-45	31	1.24%
45+	19	7.60%
TOTAL	250	100%

GENDER	REPONCE	PERCENTAGE
MALE	163	65.20%
FEMALE	87	34.80%
TOTAL	250	100%

EDUCATION QULAFICATON	REPONCE	PERCENTAGE
10	19	7.60%
12	31	1.24%
UG	67	26.80%
PG	62	24.80%
OTHERS	30	12%

MARITAL STATUS	REPONCE
MARRIED	192
UNMARRID	40
DIVORCE	18
TOTAl	250



5. 1 DISCUSSION:

The findings of this study clearly indicate that talent management has a significant positive influence on employee creativity within organizations. When companies invest in effective talent management practices such as recruitment, training, career development, performance management, and employee engagement, employees feel more valued and supported. This creates a positive work environment where individuals are encouraged to think innovatively, share new ideas, and contribute creatively to organizational growth. The study further reveals that pro-environmental sustainability acts as an important mediating factor between talent management and employee creativity. Organizations that integrate sustainability into their work culture not only strengthen environmental responsibility but also inspire employees to approach tasks with a more innovative mindset. Employees become more conscious about reducing waste, improving resource efficiency, and developing sustainable solutions, which naturally enhances their creative problem-solving abilities. From a managerial perspective, these findings highlight the importance of designing talent management strategies that go beyond traditional employee development. Managers should focus on creating learning opportunities, rewarding innovative green practices, and encouraging employees to participate in sustainability programs. Such practices can improve both employee performance and organizational competitiveness.

5.2 MANAGERIAL IMPLICATIONS

Talent management employee creativity managers must build a culture that supports creative freedom. Employees should feel that their ideas—especially those related to reducing waste, saving energy, or improving sustainable practices—are valued. A simple appreciation or implementation of their ideas can boost confidence and encourage continuous innovation. Another important implication is the need to integrate sustainability into hiring and onboarding. Managers should look for candidates who are not only skilled but also aware of environmental responsibility. During onboarding, introducing company sustainability goals helps employees align their creativity with a larger purpose right from the start. Managers should go beyond routine training and create learning experiences that truly inspire employees to think creatively about sustainability. Instead of one-way lectures, training can be designed as engaging and practical sessions where employees actively participate and share ideas. For example, managers can organize brainstorming workshops where teams discuss real workplace challenges—like reducing energy use or minimizing waste—and come up with simple, workable solutions. This makes employees feel that their ideas matter and can create real change. They can also introduce green innovation challenges, where employees or teams compete to suggest the best eco-friendly ideas. This not only builds excitement but also encourages healthy competition and creative thinking. Even small rewards or recognition can motivate employees to contribute more actively. In terms of performance, organizations should link rewards and recognition to eco-friendly creative contributions. When employees see that their innovative ideas—like reducing paper usage or suggesting energy-efficient solutions—are recognized, it creates a strong motivation to contribute more actively. Communication also plays a key role. Managers should maintain open communication channels where employees can freely share ideas and feedback. Regular discussions on sustainability goals and progress help employees stay engaged and feel that they are part of something meaningful. Leadership behavior is another critical factor. Managers must act as role models by practicing what they promote—such as



minimizing resource wastage or supporting green initiatives. This builds trust and encourages employees to follow similar behaviors. Additionally, organizations should focus on **cross-functional** collaboration. When employees from different departments work together on sustainability projects, it brings diverse ideas and improves creative problem-solving. From a strategic perspective, managers should align individual goals with organizational sustainability objectives. This ensures that employee creativity directly contributes to business outcomes, making sustainability a part of everyday work rather than a separate activity. Managers can further strengthen this process by encouraging regular reviews and discussions, such as monthly meetings or team check-ins focused on sustainability initiatives. These discussions help in identifying challenges, sharing best practices, and improving strategies collectively. Over time, this approach creates a continuous learning cycle—employees generate ideas, test them, receive feedback, and improve them. This not only enhances creativity but also ensures that sustainability becomes a natural and ongoing part of the organization's culture. Managers can start by tracking simple outcomes, such as reduction in energy use, waste management improvements, or cost savings from eco-friendly practices. When employees see real results from their ideas, it gives them a sense of achievement and motivates them to contribute more. At the same time, managers should create a supportive feedback environment. Instead of focusing only on what went wrong, they should have open conversations with employees about what worked well and what can be improved. This makes employees feel comfortable sharing their experiences and learning from them.

5.3 PRATICAL IMPLICATIONS :

Talent management plays a vital role in shaping how employees think, innovate, and contribute to organizational goals, especially when it is linked with pro-environmental sustainability. In today's business environment, organizations are expected not only to perform well financially but also to act responsibly towards the environment. This makes it important for companies to use their talent effectively by encouraging employees to apply their creativity in ways that support sustainability. The organizations need to create a work culture where sustainability is not seen as an extra task but as a part of everyday responsibilities. Managers can encourage employees to think about simple yet effective practices such as reducing energy consumption, minimizing waste, and using resources efficiently. When employees are given the freedom to suggest improvements and experiment with ideas, they begin to feel more connected to their work and more responsible for the outcomes. Recruitment and selection also play an important role in this process. Organizations should focus on hiring individuals who are open to innovation and have an awareness of environmental responsibility. This does not mean they need to be experts, but they should have a positive attitude toward learning and contributing to sustainable practices. Once employees join the organization, training and development programs should be designed to build their understanding of how creativity can be applied to solve environmental challenges. Interactive learning methods, such as group discussions, real-life case studies, and team-based projects, can make this process more engaging and effective. Performance management systems should also reflect the organization's commitment to sustainability. By including sustainability-related goals and recognizing employees who contribute creative ideas, organizations can reinforce positive behavior. Even small achievements, such as reducing paper usage or improving recycling processes, should be appreciated, as they encourage employees to continue thinking creatively. Another important practical implication is teamwork and collaboration.



When employees from different departments work together on sustainability initiatives, they bring diverse perspectives that can lead to innovative and practical solutions. This not only improves problem-solving but also strengthens relationships within the organization. Managers also need to provide continuous support by ensuring that employees have access to the necessary resources, tools, and guidance. Regular feedback sessions can help track the progress of sustainability initiatives and identify areas for improvement. Instead of focusing only on results, managers should also value the effort and learning that come from trying new ideas. Managers play an important role in supporting employees by providing the right resources, tools, and clear guidance needed to implement sustainable ideas. When employees feel supported, they are more confident to experiment and think creatively. Regular feedback sessions help managers understand what is working well and where improvements are needed. These discussions also create a space for learning and sharing experiences. Instead of focusing only on final results, managers should appreciate the effort, initiative, and learning involved in trying new ideas. This approach encourages continuous improvement, builds confidence, and motivates employees to actively contribute to sustainability goals.

5.4 LIMITATION:

Integrating talent management with employee creativity through pro-environmental sustainability is a valuable approach for modern organizations, but it also comes with several practical limitations that need to be clearly understood. While the idea encourages innovation and responsible behavior, its implementation is not always smooth or immediate. One of the most common limitations is resistance to change. Employees often become comfortable with their existing work patterns, and introducing new sustainability practices may feel like an additional burden. Some may hesitate to share creative ideas due to fear of criticism or failure. This mindset can slow down the adoption of innovative and eco-friendly practices within the organization. Another important challenge is the lack of awareness and understanding. Not all employees have a clear idea of what pro-environmental sustainability means or how it connects to their daily tasks. Without proper knowledge and training, employees may struggle to apply their creativity in ways that support environmental goals. This gap can reduce the overall effectiveness of talent management initiatives. Resource limitations also play a significant role. Implementing sustainable ideas often requires time, financial investment, and access to appropriate tools or technology. In many organizations, especially those operating under tight budgets, it may not be easy to support every creative idea. As a result, employees might feel discouraged if their suggestions are not implemented. Measuring the impact of creativity is another difficulty. Unlike routine performance metrics, creative and sustainability-related outcomes are not always easy to evaluate. The benefits may take time to become visible, and this delay can affect employee motivation if their efforts are not immediately recognized or rewarded. The role of management is also crucial, and a lack of consistent managerial support can become a limitation. If managers do not actively encourage participation, provide guidance, or follow up on initiatives, employees may lose interest. Leadership involvement is essential to maintain momentum and ensure that sustainability becomes part of the organizational culture. Additionally, many organizations focus on short-term results and profitability, which can limit their commitment to long-term sustainability efforts. Creative solutions often require experimentation and patience, which may not align with immediate business goals. Finally, communication gaps can hinder progress. If sustainability goals are not clearly communicated or if employees are not given proper platforms to share ideas, their creativity may remain underutilized.



In simple terms, while this approach has strong potential, its success depends on addressing these challenges. By improving awareness, providing resources, encouraging participation, and maintaining consistent support, organizations can overcome these limitations and create a more innovative and sustainable work environment.

5.5 FUTURE DIRECTION:

The future direction of talent management, when linked with employee creativity and pro- environmental sustainability, is becoming more focused on building a purpose-driven and responsible workforce. Organizations are expected to go beyond traditional practices and encourage employees to use their creativity to solve environmental challenges in practical ways. In the future, companies will increasingly hire and develop talent with a sustainability mindset. Employees will be trained not just to perform tasks, but to think innovatively about reducing waste, saving resources, and improving eco- friendly practices in their daily work. Training programs will become more interactive, helping employees apply their ideas in real-time situations. Technology will also play an important role by supporting creative and sustainable solutions. Digital tools and data analytics can help employees identify opportunities for improvement and make better decisions. Organizations will further focus on collaboration and continuous learning, where employees from different departments work together on sustainability initiatives. At the same time, performance systems will start recognizing and rewarding creative contributions toward environmental goals. The teamwork by bringing employees from different departments together to work on sustainability initiatives. Continuous learning will help them share ideas and grow. At the same time, recognizing and rewarding creative contributions will motivate employees.

6 CONCLUSION

The findings of the study provided a new body of knowledge to the field of study of talent management, employee engagement and employees creativity. Talent management, employee engagement, and employee creativity was neglected area of study, thus developing a gap in the knowledge in this field. Generally, the findings of this study showed that when satisfactory talent management practices are designed and implemented by the organization will foster employees' engagement which ultimately will contribute towards employees' creativity. This study provides new insight into the field of study of talent management, employees engagement, and employees creativity. These three constructs were previously neglected areas of research. Although studies were conducted focusing one or two of our study variables but the need to identify the relationship between talent management and employee creativity, with a mediating role on employees engagement was still to be carried out. So, this is arguably the first study which provides useful inputs to the literature on the three constructs and provide researchers with useful knowledge for focusing on these variables in their future studies. This study further provides practitioners with the insight that in order to have organizational creativity and to stay in the market for long run, employees must be highly engaged in their job and in the organization and this can be triggered by implementing best talent management practices.



Recommendations for Future Research:

Future research in the same area is recommended with a focus on gathering more representative sample by extending it geographically. In addition, researchers can study same relation targeting other private and public sector organizations. A cross comparison of NGOs in Pakistan in the context of talent management, its impact on employees' creativity and considering employees' engagement as mediating the relation, is also likely to enhance the understanding of researchers and practitioners. Further, scholars can also explore the impact of talent management practices on employees' creativity considering some other organizational variable as mediating the relation. Such studies will provide useful information that can increase organizational understanding of other important This study further provides practitioners with the insight that in order to have organizational creativity and to stay in the market for long run, employees must be highly engaged in their job and in the organization and this can be triggered by implementing best talent management practices.

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