

CHAPTER 4

DATA ANALYSIS

This chapter presents an overview and profile of the employees who participated in this study. Descriptive statistics have been used to study the characteristics of the sample respondents. The chapter then discusses the suitability of the data and tests various assumptions that are considered pre-requisite before performing any statistical analysis. This chapter presents Exploratory Factor Analysis, Confirmatory Factor Analysis, and Structural Equation Modelling that were conducted to fulfil the needs of the objectives depending upon the variables and scales adopted for the study. The chapter also provides an analysis of the reliability and validity of the constructs identified from the EFA and CFA.

4.1 Sample Demographics

Primary data about employees' attitudes and their perceptions was collected from 735 respondents through the questionnaire method and the demographic traits of the respondents who participated in the survey are presented in Table 4.1. Respondents are characterised on the basis of age, gender, education, hotel, department, and job position.

Table 4.1: Sample Demographic Profile

Measures	Category	Frequency	Percentage
Age	Below 18	3	0.4
	18-24	112	15.2
	25-31	246	33.5
	32-38	220	29.9
	39-45	117	15.9
	Above 45	37	5.0
Gender	Male	586	79.7

	Female	149	20.3
Education	Secondary	29	3.9
	High Secondary	109	14.8
	Graduation	463	63.0
	Post-Graduation	107	14.6
	Ph.D.	27	3.7
Hotel	5-Star Deluxe (8)	394	53.6
	5-Star (4)	183	24.9
	4-Star (3)	158	21.5
Department	Front Office	170	23.1
	Housekeeping	141	19.2
	Food & Beverage	191	26.0
	HR	79	10.7
	Sales & Marketing	108	14.7
	Finance	46	6.3
Job Positions	Managerial	206	28.0
	Supervisory	245	33.3
	Staff	284	38.6
Talent Status	Talent	283	38.50
	Non-Talent	452	61.50

Table 4.1 represents that the sample was collected from 79.7% male respondents and 20.3% female respondents. Five age groups were introduced in the questionnaire out of which maximum respondents belong to the age brackets of 25-31 (33.3%) and 32-38

(29.9%). A similar percentage of respondents were found within the age group of 39-45 (15.9%) and 18-24 (15.4%). There was the least representation of only 0.4% of respondents below the age of 18 years in the total sample. The majority of the sample, i.e., 63.3% of the participants were graduates, followed by higher secondary (14.8%) and post-graduates (14.6%). A total of 15 hotels participated in the study out of which eight hotels were from 5-Star Deluxe, four hotels from 5-Star, and three hotels from the 4-Star category. A total of 53.6% of respondents were from 5-Star Deluxe, 24.9% from 5-Star, and 21.5% from the 4-Star category of hotel. The sample was also checked on the basis of the department and recorded participation of 25.7% from the Food & Beverage department, 23% from the Front Office, 19% from the Housekeeping department, 14.4% from the Sales and Marketing department, and 10.5% from the Human Resource department. The study also found adequate sample distribution for the levels of management, i.e., managerial (28%), supervisor (33.3%), and staff (38.6%). The sample represented a ratio of almost 3:5 between the talent (38.5%) and non-talent (61.5%) categories of employees. Further, the sample distribution for all the demographic variables is considered adequate keeping the total population characteristics in mind.

4.2 Testing Assumptions

To perform any statistical analysis, it is necessary to initially check the appropriateness of the data. The data so collected from the questionnaire method is checked for assumptions like normality, homoscedasticity, and multi-collinearity. These analyses have been conducted in SPSS and AMOS, and confirm that there are no issues in the data pertaining to any of these assumptions.

4.2.1 Normality

Observing the normality of the data is one of the key assumptions that have to be fulfilled. Normality simply indicates that the data has been drawn from a population that is normally distributed. Although attaining normality, in reality, is a rare condition but the researchers can estimate the normality from the measures of skewness and kurtosis (Kumar & Upadhaya, 2017). Skewness measures the lack of symmetry in the distribution of the data, whereas kurtosis measures the peakedness of the distribution tail. Both of these measures must range between -3 to +3 (Hair et al., 2010).

Table 4.2: Normality Test

Descriptive Statistics		
	Skewness	Kurtosis
	Statistic	Statistic
Identifying Critical Positions 1	1.393	2.200
Identifying Critical Positions 2	1.120	1.199
Identifying Critical Positions 3	1.417	2.149
Competence Training and Development 1	1.369	1.977
Competence Training and Development 2	1.295	1.635
Competence Training and Development 3	1.164	1.406
Competence Training and Development 4	1.140	1.192
Competence Training and Development 5	1.064	.987
Competence Training and Development 6	1.266	1.514
Reward Management 1	1.003	1.036
Reward Management 2	.940	.756
Reward Management 3	.854	.471
Affective Organisational Commitment 1	1.219	1.793
Affective Organisational Commitment 2	1.338	1.448
Affective Organisational Commitment 3	1.220	1.295
Job Satisfaction 1	1.137	.927
Job Satisfaction 2	1.166	.893
Job Satisfaction 3	.938	.303
Engagement 1	.909	.069
Engagement 2	1.397	2.316

Engagement 3	1.317	1.419
Work Motivation 1	1.308	1.420
Work Motivation 2	1.122	1.027
Work Motivation 3	1.067	.637
Trust 1	.951	.427
Trust 2	1.217	1.431
Trust 3	1.117	.856
Job Strain 1	.817	-.353
Job Strain 2	.947	-.121
Job Strain 3	.845	-.313
Job Strain 4	.806	-.372
Psychological Contract Fulfilment 1	1.148	1.100
Psychological Contract Fulfilment 2	1.384	1.691
Psychological Contract Fulfilment 3	1.093	.906
Intention to Remain with the Organisation 1	1.091	1.004
Intention to Remain with the Organisation 2	1.108	.730
Intention to Remain with the Organisation 3	.821	.305
Organisational Citizenship Behaviour 1	.991	.449
Organisational Citizenship Behaviour 2	.681	-.353
Organisational Citizenship Behaviour 3	1.056	.753
Work Effort 1	1.165	.919
Work Effort 2	1.019	.491
Work Effort 3	.752	-.118
Procedural Justice 1	1.198	1.366

Procedural Justice 2	1.249	1.501
Procedural Justice 3	1.325	1.903
Distributive Justice 1	1.208	1.341
Distributive Justice 2	1.100	.950
Distributive Justice 3	1.080	1.016
Organisational Support 1	.355	-1.201
Organisational Support 2	.123	-1.029
Organisational Support 3	.093	-1.081

For the purpose of this study, the measures of skewness and kurtosis have been used to measure the normality through “Assessment of normality and outlier” function in AMOS. The acceptable values of both indices are within the range of -3 to +3. Table 4.2 shows that the skewness value ranges from 0.093 to 1.417, whereas the kurtosis value ranges from -1.201 to 2.316. All the values here statistically satisfy the criteria of normality and, therefore, further empirical investigation was carried out.

4.2.2 Homoscedasticity

Homoscedasticity or homogeneity of variance assumes that there are similar variances across two groups that are being compared. Failing to achieve this assumption will indicate that the test results are biased because of the unequal variances in the groups. Levene’s test for equality of variance can be used to test homoscedasticity for multivariate analysis (Hair et al., 2010). The corresponding level of significance to Levene’s statistic F indicates the result of the test. If the level of significance is small ($p < 0.5$), it means that equal variances across groups are not assumed. On the other hand, equal variances across groups are assumed only when the level of significance is large ($p > 0.5$).

Table 4.3: Homoscedasticity Test

Particulars	Levene's	df1	df2	Sig.
Identifying Critical Positions	1.846	1	733	.175
Competence Training and	1.481	1	733	.224
Reward Management	2.701	1	733	.101
Affective Organisational	.106	1	733	.745
Job Satisfaction	.440	1	733	.507
Engagement	.014	1	733	.905
Work Motivation	2.264	1	733	.133
Trust	.007	1	733	.934
Job Strain	.003	1	733	.955
Psychological Contract Fulfilment	.071	1	733	.791
Intention to Remain with the	.067	1	733	.796
Organisational Citizenship	.181	1	733	.670
Work Effort	.126	1	733	.722
Perceived Procedural Justice	1.736	1	733	.188
Perceived Distributive Justice	.770	1	733	.380
Perceived Organisational Support	.822	1	733	.365

Equality of variance in this study was measured between two groups of employees, i.e., talented and non-talented using Levene's test in SPSS. All the values of significance in Table 4.3 are higher than the minimum significant value, which confirms that the variances are the same across the two groups. Therefore, the assumption of homogeneity of variance in the data was confirmed statistically.

4.2.3 Multi-Collinearity

Multi-collinearity refers to a situation where the predictor variables are highly correlated with each other. When the variables are multi-collinear, it will be difficult to predict the individual contribution of each variable. In other words, when the variables are highly correlated, they essentially share the same information. Therefore, this assumption states that the predictor variables must not be correlated to each other in order to contribute uniquely to the model. Multi collinearity for each independent variable can be assessed in SPSS using tolerance and variance of inflation factor (VIF) values from the coefficient tables (Ho, 2014). The tolerance value depicts the percentage of variance in a variable that cannot be indicated by other predictor variables, whereas VIF is the inverse of the tolerance value. The acceptable values for tolerance must be above .10 and VIF values must be below 10 (Ho, 2014).

Table 4.4: Multi Collinearity Test

Model		Unstandardised Regression Coefficient		Standardised Regression Coefficient	t	Collinearity Statistics	
		B	Std. error	B		Tolerance	VIF
Positive Attitude	Exclusive Talent Management	.510	.039	.464	13.128	.475	2.104
	Perceived Justice	.337	.031	.367	10.793	.514	1.944
	Perceived Support	-.023	.021	-.030	-1.093	.772	1.295
	R ²	.565					
Negative Attitude	Exclusive Talent Management	.303	.064	.209	4.736	.475	2.104
	Perceived Justice	.252	.051	.209	4.914	.514	1.944
	Perceived Support	.270	.034	.273	7.882	.772	1.295
	R ²	.321					

The predictor variables, i.e., Exclusive Talent Management, perceived justice, and perceived support were tested for multi-collinearity against each dependent variable as represented in Table 4.4. The table presents that the tolerance values were greater than 0.1 and VIF values were less than 10, which suggests that each of these tests was within the acceptable range and further indicates the absence of multi-collinearity of the predictor variables in the data.

4.3 Exploratory Factor Analysis

The present study consists of 17 different variables for which principal component analysis was considered suitable as the method of extraction of factor analysis. Also, it is a pre-requisite to check the suitability of the data with the KMO and Bartlett test before analysing the factors. The value of KMO must be above 0.7, whereas values between 0.8 to 1 are considered marvellous (Kaiser, 1958). Bartlett's test should be significant ($p < 0.5$) indicating equal variances of the samples. The results of these two tests are presented in Table 4.5. The value of the KMO test was found to be 0.984. which is considered very good. Also, Bartlett's test was significant, which indicates the fitness of the sample for factor analysis.

Table 4.5: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.984
Approx. Chi-Square		36641.384
Bartlett's Test of Sphericity	df	1326
	Sig.	.000

Principal component analysis was conducted in SPSS to extract the factors. For determining the number of factors, eigen values of 1 or greater were considered, as it explains more of the common variance than the specific variance. The varimax method was

Table 4.6: Total Variance Explained

Item	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	27.452	52.792	52.792	27.452	52.792	52.792	16.793	32.293	32.293
2	3.742	7.196	59.989	3.742	7.196	59.989	9.145	17.586	49.880
3	2.547	4.898	64.886	2.547	4.898	64.886	4.503	8.659	58.539
4	1.701	3.271	68.157	1.701	3.271	68.157	3.452	6.638	65.177
5	1.382	2.657	70.815	1.382	2.657	70.815	2.931	5.637	70.815
6	.774	1.488	72.302						
7	.653	1.255	73.558						
8	.618	1.189	74.747						
9	.550	1.057	75.804						
10	.524	1.007	76.811						
11	.497	.955	77.766						

12	.475	.914	78.681						
13	.466	.897	79.577						
14	.438	.842	80.419						
15	.426	.820	81.239						
16	.413	.794	82.033						
17	.390	.750	82.783						
18	.388	.746	83.529						
19	.372	.715	84.244						
20	.367	.705	84.950						
21	.355	.682	85.632						
22	.353	.679	86.311						
23	.345	.664	86.974						
24	.338	.650	87.624						
25	.334	.642	88.266						
26	.322	.619	88.884						

27	.317	.610	89.494						
28	.301	.579	90.074						
29	.297	.571	90.645						
30	.285	.549	91.193						
31	.279	.537	91.731						
32	.277	.533	92.263						
33	.266	.511	92.774						
34	.258	.496	93.270						
35	.254	.488	93.758						
36	.250	.481	94.239						
37	.246	.473	94.712						
38	.235	.453	95.165						
39	.232	.446	95.611						
40	.225	.432	96.043						
41	.216	.415	96.458						

42	.212	.407	96.865						
43	.205	.394	97.258						
44	.197	.379	97.637						
45	.196	.377	98.014						
46	.177	.341	98.355						
47	.174	.335	98.690						
48	.163	.313	99.003						
49	.160	.307	99.310						
50	.149	.287	99.597						
51	.113	.216	99.813						
52	.097	.187	100.000						

Extraction Method: Principal Component Analysis.

used for factor rotation because it clearly separates the factors from each other and reduces the chance of cross-loadings. Table 4.6 presents the number of factors extracted along with their respective variances.

The test resulted in the generation of five factors by explaining a total variance of 70.815% (Table 4.6). These factors were named as ‘Positive Attitude’ explaining 32.293% variance, ‘Exclusive Talent Management’ with 17.586% variance, ‘Negative Attitude’ with 8.659% variance, ‘Perceived Justice’ with 6.638% variance, and factor ‘Perceived Support’ with 5.637% variance. Also, the factor loadings are presented in Table 4.7 that range from a minimum of 0.618 to a maximum of 0.850 and are considered satisfactory for the study. The cross-loadings below 0.4 were suppressed for the analysis.

Table 4.7: Exploratory Factor Loadings

Rotated Component Matrix^a					
	Component				
	1	2	3	4	5
Exclusive Talent Management 1		.660			
Exclusive Talent Management 2		.715			
Exclusive Talent Management 3		.747			
Exclusive Talent Management 4		.734			
Exclusive Talent Management 5		.712			
Exclusive Talent Management 6		.703			
Exclusive Talent Management 7		.725			
Exclusive Talent Management 8		.701			
Exclusive Talent Management 9		.746			
Exclusive Talent Management 10		.695			
Exclusive Talent Management 11		.690			

Exclusive Talent Management 12		.708			
Positive Attitude 1	.711				
Positive Attitude 2	.717				
Positive Attitude 3	.730				
Positive Attitude 4	.736				
Positive Attitude 5	.728				
Positive Attitude 6	.734				
Positive Attitude 7	.731				
Positive Attitude 8	.766				
Positive Attitude 9	.736				
Positive Attitude 10	.736				
Positive Attitude 11	.755				
Positive Attitude 12	.753				
Positive Attitude 13	.754				
Positive Attitude 14	.797				
Positive Attitude 15	.668				
Positive Attitude 16	.682				
Positive Attitude 17	.714				
Positive Attitude 18	.731				
Positive Attitude 19	.719				
Positive Attitude 20	.714				
Positive Attitude 21	.727				
Positive Attitude 22	.753				
Positive Attitude 23	.712				

Positive Attitude 24	.745				
Positive Attitude 25	.738				
Positive Attitude 26	.717				
Positive Attitude 27	.726				
Negative Attitude 1				.784	
Negative Attitude 2				.798	
Negative Attitude 3				.744	
Negative Attitude 4				.781	
Perceived Justice 1			.618		
Perceived Justice 2			.679		
Perceived Justice 3			.669		
Perceived Justice 4			.751		
Perceived Justice 5			.749		
Perceived Justice 6			.750		
Perceived Support 1					.840
Perceived Support 2					.823
Perceived Support 3					.797

Extraction Method: Principal Component Analysis.

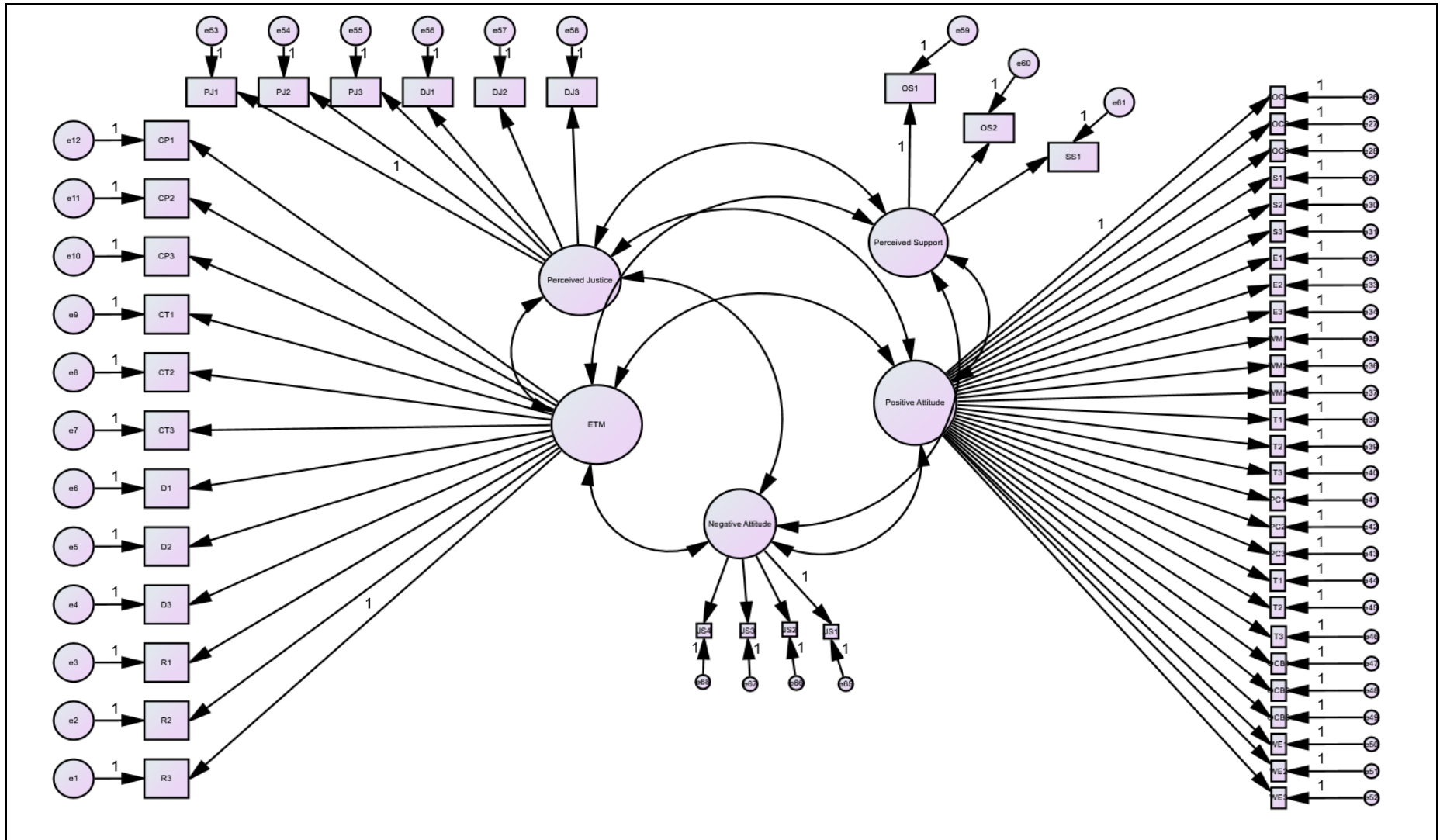
Rotation Method: Varimax with Kaiser Normalisation.

a. Rotation converged in 7 iterations.

4.4 Confirmatory Factor Analysis (CFA)

A CFA measurement model was built in AMOS that tested the covariance between the five factors by linking them with headed arrows which is represented in Figure 4.1.

Figure 4.1: CFA Measurement Model



Further, the fit of the model has been assessed through frequently used goodness-of-fit indices such as “relative chi-square test (χ^2/df)”, “comparative fit index (CFI)”, “goodness-of-fit index (GFI)”, “adjusted goodness-of-fit index (AGFI)”, “parsimonious normed fit index (PNFI)”, “normed fit index (NFI)”, and finally, “root mean square error of approximation (RMSEA)”. All these fit indices meet the prescribed criterion of model fit, which is presented in Table 4.8.

Table 4.8: CFA Model Fit

Fit Indicators	Observed Values	Recommended Values	Source
CMIN (χ^2)	3155.919	---	
df	1264	---	
CMIN/df (χ^2/df)	2.497	Between 1 and 5 Between 1 and 3	Hair et al., 2010; Kline, 1998
CFI	0.948	>0.90	Hair et al., 2010; Bentler & Bonnet, 1980
GFI	0.840	GFI \geq 0.9 means satisfactory fit 0.8 < GFI < 0.9 means acceptable fit	Hair et al., 2010; Awang, 2012 Greenspoon & Saklofske, 1998; Forza & Filippini, 1998
AGFI	0.826	GFI \geq 0.9 means satisfactory fit 0.8 < GFI < 0.9 means acceptable fit	Hair et al., 2010; Awang, 2012 Greenspoon & Saklofske, 1998; Forza & Filippini, 1998
NFI	0.916	0 (no fit) to 1 (perfect fit)	Hair et al., 2010
PNFI	.873	0 (no fit) to 1 (perfect fit)	Hair et al., 2010
RMSEA	0.045	< 0.08 <0.06	Hair et al., 2010 Steiger, 2007

The standardised factor loadings from the CFA analysis are represented in Table 4.9. These factor loadings are greater than 0.7 and explain half of the variance in the indicator because the square of the standardised factor loadings is equal to the variance of the indicator.

Table 4.9: CFA Factor Loadings

SL.	CONSTRUCT	FACTOR LOADING
FACTOR 1: Exclusive Talent Management		CR = 0.953
1	Identifying Critical Positions 1	.754
2	Identifying Critical Positions 2	.807
3	Identifying Critical Positions 3	.815
4	Competence Training and Development 1	.810
5	Competence Training and Development 2	.799
6	Competence Training and Development 3	.763
7	Competence Training and Development 4	.839
8	Competence Training and Development 5	.782
9	Competence Training and Development 6	.831
10	Reward Management 1	.777
11	Reward Management 2	.784
12	Reward Management 3	.746
FACTOR 2: Positive Attitude		CR = 0.981
1	Affective Organisational Commitment 1	.718
2	Affective Organisational Commitment 2	.835
3	Affective Organisational Commitment 3	.828
4	Job Satisfaction 1	.830
5	Job Satisfaction 2	.827
6	Job Satisfaction 3	.814
7	Engagement 1	.793
8	Engagement 2	.824

9	Engagement 3	.851
10	Work Motivation 1	.841
11	Work Motivation 2	.825
12	Work Motivation 3	.843
13	Trust 1	.807
14	Trust 2	.825
15	Trust 3	.788
16	Psychological Contract Fulfilment 1	.802
17	Psychological Contract Fulfilment 2	.811
18	Psychological Contract Fulfilment 3	.818
19	Intention to Remain with the Organisation 1	.809
20	Intention to Remain with the Organisation 2	.824
21	Intention to Remain with the Organisation 3	.799
22	Organisational Citizenship Behaviour 1	.827
23	Organisational Citizenship Behaviour 2	.762
24	Organisational Citizenship Behaviour 3	.752
25	Work Effort 1	.838
26	Work Effort 2	.806
27	Work Effort 3	.785
FACTOR 3: Negative Attitude		CR = 0.928
1	Job Strain 1	.851
2	Job Strain 2	.876
3	Job Strain 3	.872
4	Job Strain 4	.893

FACTOR 4: Perceived Justice		CR = 0.936
1	Procedural Justice 1	.755
2	Procedural Justice 2	.848
3	Procedural Justice 3	.817
4	Distributive Justice 1	.938
5	Distributive Justice 2	.935
6	Distributive Justice 3	.915
FACTOR 5: Perceived Support		CR = 0.893
1	Organisational Support 1	.886
2	Organisational Support 2	.848
3	Organisational Support 3	.837

4.5 Reliability and Validity

The factors extracted from the factor analysis were then tested for their reliability and validity. Construct reliability of the scale was evaluated using both Cronbach's alpha as well as composite reliability (CR). Cronbach's alpha value was determined in SPSS and should ideally be greater than 0.7 to establish the reliability of the scale (Hair et al., 2010; Nunally, 1978). The test results so generated led to the acceptance of all items as the values were above the cut-off range. However, Cronbach's alpha value is criticised in higher statistical analyses such as structural equation modelling. This is because Cronbach's alpha either overestimates or underestimates the value as it is based on the internal consistency of items and not the coefficient of internal consistency of items (Yang & Green, 2011). Therefore, the researcher has also estimated the composite reliability using the Stats Tools Package designed by Gaskin where the factor loadings from CFA were used to calculate the estimates. Statistically, all values of CR must be 0.7 and above to reflect suitable reliability (Hair et al., 2010; Nunally, 1978). The CR of all constructs were above 0.7, which is represented in Table 4.10.

Both convergent and discriminant validity was tested for the research instrument using the Fornell-Larcker testing system in the Stats Tools Package. To establish convergent validity, CR values must be above 0.7 and for Average Variance Extracted (AVE), the values above 0.7 are considered very good whereas values above 0.5 are also considered acceptable (Fornell-Larcker, 1981). Moreover, to establish discriminant validity, the AVE should be higher than Maximum Shared Variance (MSV) and the square root of AVE should be higher than its respective inter-construct correlations (Hair et al., 2014). Here all the dimensions of the scale have met the aforementioned criterion and, therefore, both convergent as well as discriminant validity was achieved.

Table 4.10: Reliability and Validity

Construct	R	AVE	MSV	Perceived Support	Exclusive Talent Management	Perceived Justice	Negative Attitude	Favourable Attitude
Cronbach's Alpha				0.892	0.952	0.910	0.927	0.981
Perceived Support	0.893	0.735	0.255	0.857				
Exclusive Talent Management	0.953	0.628	0.540	0.505	0.793			
Perceived Justice	0.936	0.714	0.540	0.408	0.735	0.845		
Negative Attitude	0.928	0.762	0.446	0.497	0.511	0.489	0.873	
Positive Attitude	0.981	0.658	0.531	0.349	0.729	0.712	0.668	0.811

4.6 Common Method Bias (CMB)

Common Method Bias may arise either from the participants or the researcher themselves. Biasness may occur when the participants respond to the survey items in a single setting or might occur when the data is measured from the same source or method by the researcher (Podsakoff & Organ, 1986). This may severely impact the reliability and validity of the data and may lead to a biases in the relationship among the variables or the construct. It is indeed necessary to check the data for any common method biases to avoid the risk of committing type I or II errors, misleading variance depicted by independent variables, and faulty discriminant validity (Jordon & Troth, 2020).

Common method bias was tested using the common latent factor method as explained by Podsakoff et al. (2003) in AMOS. A latent variable was introduced in the measurement model of CFA. Standard regression weight of the model with and without latent factor was computed and delta was calculated by measuring the difference in the estimates of the two models. The difference between the two was less than 0.2, which suggests that the data is free from the issue of common method bias (Podsakoff et al., 2003). The factor scores range from a minimum of -0.047 to a maximum of 0.172, which is represented in Table 4.11.

Table 4.11: Common Method Bias Test

Standardised Regression Weights: (Group number 1 - WITHOUT CF)			Standardised Regression Weights: (Group number 1 - WITH CF)			Delta
		Estimate			Estimate	
Identifying Critical Position 1	Exclusive TM	0.754	Identifying Critical Position 1	Exclusive TM	0.745	0.009
Identifying Critical Position 2	Exclusive TM	0.807	Identifying Critical Position 2	Exclusive TM	0.777	0.03
Identifying Critical Position 3	Exclusive TM	0.815	Identifying Critical Position 3	Exclusive TM	0.752	0.063
Competency Training and Development 1	Exclusive TM	0.81	Competency Training and Development 1	Exclusive TM	0.751	0.059
Competency Training and Development 2	Exclusive TM	0.799	Competency Training and Development 2	Exclusive TM	0.757	0.042
Competency Training and Development 3	Exclusive TM	0.763	Competency Training and Development 3	Exclusive TM	0.694	0.069
Competency Training and Development 4	Exclusive TM	0.839	Competency Training and Development 4	Exclusive TM	0.833	0.006
Competency Training and Development 5	Exclusive TM	0.782	Competency Training and Development 5	Exclusive TM	0.747	0.035

Competency Training and Development 6	Exclusive TM	0.831	Competency Training and Development 6	Exclusive TM	0.771	0.06
Reward Management 1	Exclusive TM	0.777	Reward Management 1	Exclusive TM	0.706	0.071
Reward Management 2	Exclusive TM	0.784	Reward Management 2	Exclusive TM	0.731	0.053
Reward Management 3	Exclusive TM	0.746	Reward Management 3	Exclusive TM	0.665	0.081
Affective Organisational Commitment 1	Positive Attitude	0.718	Affective Organisational Commitment 1	Positive Attitude	0.737	-0.019
Affective Organisational Commitment 2	Positive Attitude	0.835	Affective Organisational Commitment 2	Positive Attitude	0.783	0.052
Affective Organisational Commitment 3	Positive Attitude	0.828	Affective Organisational Commitment 3	Positive Attitude	0.776	0.052
Satisfaction 1	Positive Attitude	0.83	Satisfaction 1	Positive Attitude	0.756	0.074
Satisfaction 2	Positive Attitude	0.827	Satisfaction 2	Positive Attitude	0.737	0.09
Satisfaction 3	Positive Attitude	0.814	Satisfaction 3	Positive Attitude	0.72	0.094
Engagement 1	Positive Attitude	0.793	Engagement 1	Positive Attitude	0.661	0.132
Engagement 2	Positive Attitude	0.824	Engagement 2	Positive Attitude	0.798	0.026
Engagement 3	Positive Attitude	0.851	Engagement 3	Positive Attitude	0.809	0.042

Work Motivation 1	Positive Attitude	0.841	Work Motivation 1	Positive Attitude	0.797	0.044
Work Motivation 2	Positive Attitude	0.825	Work Motivation 2	Positive Attitude	0.75	0.075
Work Motivation 3	Positive Attitude	0.843	Work Motivation 3	Positive Attitude	0.756	0.087
Trust 1	Positive Attitude	0.807	Trust 1	Positive Attitude	0.709	0.098
Trust 2	Positive Attitude	0.825	Trust 2	Positive Attitude	0.825	0
Trust 3	Positive Attitude	0.788	Trust 3	Positive Attitude	0.835	-0.047
Psychological Contract 1	Positive Attitude	0.802	Psychological Contract 1	Positive Attitude	0.832	-0.03
Psychological Contract 2	Positive Attitude	0.811	Psychological Contract 2	Positive Attitude	0.779	0.032
Psychological Contract 3	Positive Attitude	0.818	Psychological Contract 3	Positive Attitude	0.78	0.038
Turnover 1	Positive Attitude	0.809	Turnover 1	Positive Attitude	0.771	0.038
Turnover 2	Positive Attitude	0.824	Turnover 2	Positive Attitude	0.771	0.053
Turnover 3	Positive Attitude	0.799	Turnover 3	Positive Attitude	0.734	0.065
Organisational Citizenship Behaviour 1	Positive Attitude	0.827	Organisational Citizenship Behaviour 1	Positive Attitude	0.734	0.093
Organisational Citizenship Behaviour 2	Positive Attitude	0.762	Organisational Citizenship Behaviour 2	Positive Attitude	0.649	0.113

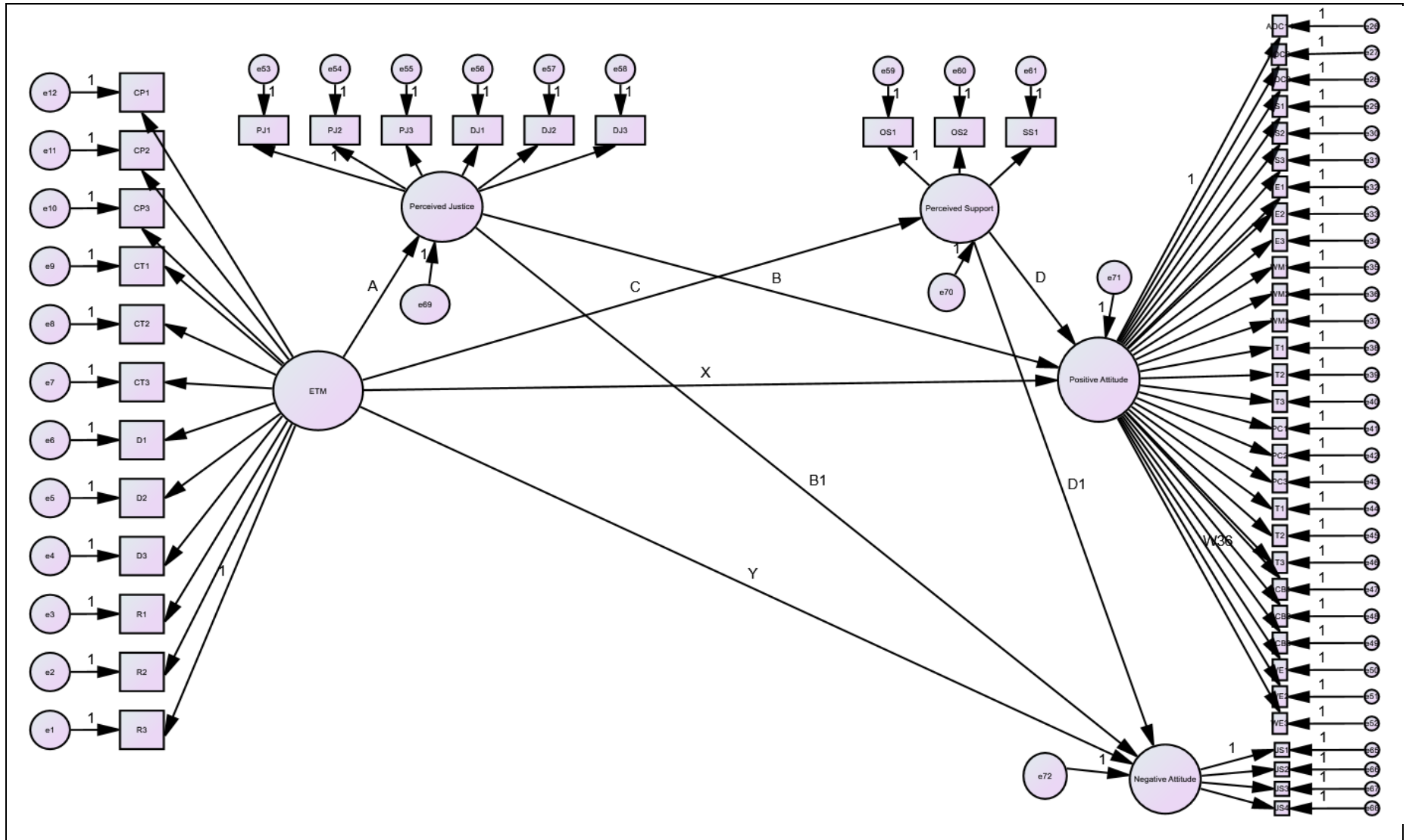
Organisational Citizenship Behaviour 3	Positive Attitude	0.752	Organisational Citizenship Behaviour 3	Positive Attitude	0.76	-0.008
Work Effort 1	Positive Attitude	0.838	Work Effort 1	Positive Attitude	0.763	0.075
Work Effort 2	Positive Attitude	0.806	Work Effort 2	Positive Attitude	0.705	0.101
Work Effort 3	Positive Attitude	0.785	Work Effort 3	Positive Attitude	0.613	0.172
Procedural Justice 1	Perceived Justice	0.848	Procedural justice1	Perceived Justice	0.824	0.024
Procedural Justice 2	Perceived Justice	0.555	Procedural Justice 2	Perceived Justice	0.564	-0.009
Procedural Justice 3	Perceived Justice	0.817	Procedural Justice 3	Perceived Justice	0.788	0.029
Distributive Justice 1	Perceived Justice	0.938	Distributive Justice 1	Perceived Justice	0.925	0.013
Distributive Justice 2	Perceived Justice	0.935	Distributive Justice 2	Perceived Justice	0.921	0.014
Distributive Justice 3	Perceived Justice	0.915	Distributive Justice 3	Perceived Justice	0.898	0.017
Organisational Support 1	Perceived Support	0.886	Organisational Support 1	Perceived Support	0.853	0.033
Organisational Support 2	Perceived Support	0.848	Organisational Support 2	Perceived Support	0.841	0.007
Organisational Support 3	Perceived Support	0.837	Organisational Support 3	Perceived Support	0.805	0.032

Job Strain 1	Negative Attitude	0.851	Job Strain 1	Negative Attitude	0.853	-0.002
Job Strain 2	Negative Attitude	0.876	Job Strain 2	Negative Attitude	0.874	0.002
Job Strain 3	Negative Attitude	0.872	Job Strain 3	Negative Attitude	0.86	0.012
Job Strain 4	Negative Attitude	0.893	Job Strain 4	Negative Attitude	0.882	0.011

4.7 Structural Equation Model (SEM)

After the CFA model was found to be a good fit, the researcher proceeded toward designing the SEM. For this study, positive and negative attitudes were identified as endogenous constructs, whereas the Exclusive Talent Management practices were labelled as exogenous constructs. Moreover, the relationship between endogenous (dependent) and exogenous (independent) constructs is proposed to be mediated by Perceived Justice and Perceived Support. Both exogenous constructs and mediators are presented with an error term in the model so as to fully explain the variable. The model was designed in the statistical software AMOS, which is represented in Figure 4.2, and the analysis was conducted using the maximum likelihood estimation method.

Figure 4.2: Structural Equation Model



4.7.1 Model Fit

The fit indices reported for the CFA measurement model are also reported for the SEM. The chi-square to degrees of freedom ratio is 2.673 where the chi-square value is 3339.016 and the degrees of freedom is 1266 ($p < .05$). The model fit indicators represented in Table 4.12 achieves the acceptable fit.

Table 4.12: SEM Model Fit Indices

Fit Indicators	Observed Values	Recommended Values	Source
CMIN	3339.016	---	
df	1266	---	
CMIN/df	2.673	Between 1 and 5 Between 1 and 3	Hair et al., 2010 Kline, 1998
CFI	0.943	>0.90	Hair et al., 2010; Bentler & Bonnet, 1980
GFI	0.834	GFI \geq 0.9 means satisfactory fit 0.8 < GFI < 0.9 means acceptable fit	Hair et al., 2010; Awang, 2012; Greenspoon & Saklofske, 1998; Forza & Filippini, 1998
AGFI	0.820	GFI \geq 0.9 means satisfactory fit 0.8 < GFI < 0.9 means acceptable fit	Hair et al., 2010; Awang, 2012 Greenspoon & Saklofske, 1998; Forza & Filippini, 1998
NFI	0.911	0 (no fit) to 1 (perfect fit)	Hair et al., 2010
PNFI	.870	0 (no fit) to 1 (perfect fit)	Hair et al., 2010
RMSEA	0.047	< 0.08 < 0.06	Hair et al., 2010 Steiger, 2007

4.7.2 Regression Weights

In the SEM, there are two direct paths labelled as Path X & Y, whereas six indirect paths from independent variables to dependent variables via the two parallel mediators and

are labelled as Path A, B, C, D, B1, and D1 as shown in Figure 4.3. Standardised regression weights and unstandardised regression weights show the direct effect and the significance of independent constructs (Exclusive Talent Management) toward dependent constructs (Positive and Negative Attitude) in the existence of mediators (Perceived Justice and Perceived Support). From these tables (Table 4.13 & 4.14), it is found that all relationships were significant except the effect of ‘Perceived Support’ on ‘Positive Attitude’.

Table 4.13: Standardised Regression Weights

Relationship			Estimate
Perceived Justice	←	Exclusive Talent Management	0.736
Perceived Support	←	Exclusive Talent Management	0.507
Positive Attitude	←	Perceived Support	-0.029
Positive Attitude	←	Perceived Justice	0.387
Negative Attitude	←	Perceived Justice	0.226
Negative Attitude	←	Perceived Support	0.298
Positive Attitude	←	Exclusive Talent Management	0.462
Negative Attitude	←	Exclusive Talent Management	0.208

Table 4.14: Regression Weights

Relationship			Estimate	SE	CR.	P	Label
Perceived Justice	←	Exclusive Talent Management	0.82	0.045	18.414	0.002 ***	A
Perceived Support	←	Exclusive Talent Management	0.774	0.061	12.7	0.001 ***	C
Positive Attitude	←	Perceived Support	-0.017	0.018	-0.962	0.336	D
Positive Attitude	←	Perceived Justice	0.306	0.033	9.298	0.000 ***	B

Negative Attitude	←	Perceived Justice	0.291	0.064	4.507	0.001***	B1
Negative Attitude	←	Perceived Support	0.28	0.038	7.369	0.001***	D1
Positive Attitude	←	Exclusive Talent Management	0.406	0.042	9.712	0.001***	X
Negative Attitude	←	Exclusive Talent Management	0.298	0.079	3.782	0.001***	Y

4.8 Summary

The chapter initially presents the demographic profile of the respondents who participated in the study and also depicts that the sample collected for the data approximately represents the actual population characteristics. The data collected for the study was tested for different assumptions such as normality, homoscedasticity, multicollinearity, and common method bias before running any statistical analysis. Exploratory and confirmatory factor analyses were conducted because of the presence of too many inter-correlated variables in the study. The study also assessed the fit of the EFA and CFA model using appropriate fit indices and the fit of the models was found to be satisfying. Further, the scale adopted for the study also established construct and composite reliability along with convergent and discriminant validity. Later, the structural equation model was designed to study the objectives of the study. The fit for the model was found to be good and, therefore, further analysis is carried out in the next chapter

This chapter presents an overview and profile of the employees of this study. Descriptive statistics has been used to study the characteristics of the sample respondents. The chapter then discusses about the suitability of the data and test various assumptions which are considered pre-requisite before performing any statistical analysis. This chapter presents the analysis of exploratory factor analysis, confirmatory factor analysis and structural equation modelling that were conducted to fulfil the needs of the objectives depending upon the variables and scales adopted for the study. The chapter also provides the analysis of reliability and validity of the constructs identified from the EFA and CFA.