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## **Impact of Human Development on Turnover Intention with Mediating Effect of Organizational Commitment**

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### **Abstract**

The purpose of this study aimed to investigate the nature of coalition between talent management with turnover intentions. The evidence is collected by local private schools of Karachi, Pakistan. Specifically, this study is done with the aim of testing the mediating role of organization commitment between talent management and employee turnover intentions relationship. Approach of this paper is based on quantitative study. For data collection, this research used a convenience sampling method. The data were collected from 166 private schools teachers of Karachi, Pakistan. The deductive approach used in this paper. This paper is based on exploratory research design. Findings - The finding of this study reveals that the proposed hypothesis is accepted and organization commitment has a significantly negative effect on turnover intention. Talent management and organizational commitment shared positively significant with each other. The researcher faced certain level of limitations while conducting this research that somehow affects the study. Limitation that researcher faced included not having adequate population, delay in online form filling and less time period.

**Keywords:** Talent Management, Organizational commitment, Turnover intension, human resources management.

### **Background**

Markets are now globally becomes highly competitive, therefore it's essential for the survival of the organizations to become responsive to change around them. Growth and development of every organization requires talent to get a competitive lead. Talent Management is basically a set of organization's practice which focus on the motive of attraction, management, retention of selected persons is seen to be both potentially and actually essential to an organization's efficiency. (Thunnissen, Boselie & Fruytier, 2013). In previous decades, the role for talent management in an organization has broad and abiding attention (Son, Park, Bae & Ok, 2018). "The War for talent' is the publication that generated a tremendous interest in Talent Management (Michaels, Handfield-Jones & Axelrod, 2001). Talent Management includes functions like selection, recruitment, planning, compensation and it's concerned with motivation to stay in the job. Globally leading companies like Pepsi.co, Microsoft and Ingersoll Rand has analyzed the role of Talent Management in attaining organizational success (Silzer & Dowell, 2009). It's a



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professional setback that employees leaving an organization are psychologically painful for both, i.e. the organization and for other employees. Employees leaving an organization has a negative impact on the social life of the organization. The Human Resources department functions not only includes procuring and management of the personnel but to enhance and maintain talent based on k.S.A (knowledge. Skills. Ability) to meet the requirements of the organization (Armstrong, 2007; Joyce & Slocum, 2012). For organizational growth and survival, employees play a significant role so that's why it is necessary to retain them for their maximum tenure. It is challenging for an organization to retain talent over the long term and to attain the required strategic advantage. Human resource management (HRM) practices for selected top employees, being supported and discriminated against by unselected employees. Therefore, this practice can create an environment of unfairness or credibility within an organization and fierce internal competition (Cooke, Saini & Wang, 2014). In companies, money is also considered as a key variable and normally included in hard Human Resources strategies.

### **Problem Statement**

For the betterment of the organization, talent management is the key element of its success. Due to the current economic and political challenges that is now facing Pakistan it is essential for management to get more concerned than before about possibilities to enhance the performance of their organization while retaining their talented workers. In Pakistan, where talent management policies, strategies and practices are in the developmental process, so in this scenario, there is a need for planned intervention (Owens, 1988). Shamsi et al., (2010) discussed that the talent management in an educational organization is basically a development of professional skills in teachers and administrators, these types of activities are hardly seen especially in developing country as Pakistan. In this regard, the topic of "why do educational organizations require TM?" has recently come up. In the context of postmodernism and globalization, when educational institutions are undergoing constant change, it can be challenging for them to adjust to these changes while also gaining and retaining an advantage over competitors in the labor market. Educational institutions must carefully select and employ their human resources in such a setting if they are to thrive ((Aytaç, 2015). Nowadays, the great majority of firms deal with issues that have frequently not even surfaced yet and function in a complex, diversified, dynamic, fiercely competitive, and extremely volatile environment (Tarique and Schuler, 2010). In this situation, businesses have the difficulty of understanding how to manage their human resources efficiently.

### **Gap Analysis**

The current situation indicates a negative relationship between turnover retention and talent management. Our research aims to study talent management in educational organizations, specifically in Pakistan as a developing country. We aim



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to conduct a realistic study based on talent management strategies and their influence on the retention rates of teaching faculties through surveys in private schools. This research seeks to seek the factors and circumstances effecting private schools in Pakistan concerning turnover retention, the reasons for skilled employee retention, and the sustainability of talent.

### **Research Objectives**

The point of this study is to identify accessing consequences that help us to understand the need of talent management practices in educational institutes. The prime objective of this research is to survey the factors that are the influencing turnover intentions in private schools of Pakistan. The analysis is done for the determination of the element that are effecting on turnover intentions and their impact in private schools.

### **Research Question**

- a) What is the relationship between institutional factors that impact turnover rate an employee.
- b) Retention of teachers in private schools of developing country like Pakistan.

### **Significance of the Study**

Talent management has recently been seen as a crucial elements of success in the development of educational organizations. Currently less research work has been performed on TM in educational organizations especially in developing country Pakistan. Our study of the research is based on TM strategies and their influences

### **Review of the Related Studies**

Rumawas, (2021) investigated the relationship of talent management operations has cognizant of organizational support, employee engagement in an organization with their impact on turnover intentions of young and talented employees. The conceptual model of this study was developed by the Theory of Social Exchange.

For the data collecting method, the researcher used a questionnaire survey method to test the research and hypotheses. For this study the questionnaire was constructed on 63 items that are designed to test various variables.

The significance for the study is to explore and understand the effect of perceiving talent management practices on young and talented employees' intention to leave their jobs. The result of this study indicates a significant negative association between young and talented employee's perception of their talent management practices and turnover intentions.

This study investigated the connection among expertise control practices, organizational help, and worker engagement in an organization, specially specializing in how those elements affect turnover intentions amongst younger and gifted personnel. The conceptual framework for this have a look at become primarily based totally at the Theory of Social Exchange, which posits that reciprocal exchanges among employers and personnel have an effect on



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organizational effects. Data for the have a look at had been accumulated via a survey questionnaire, including sixty three gadgets designed to degree numerous key variables. The studies aimed to discover the good sized effect of perceived expertise control practices on personnel' purpose to depart their jobs, specially individuals who are younger and gifted. The have a look at discovered a good sized bad courting among personnel' perceptions of expertise control practices and their turnover intentions, suggesting that personnel who understand their organization`s expertise control efforts definitely are much less probable to do not forget leaving

"The War for Talent" is a book that was published in 2001, argued that the companies are now realizing how crucial talent management mechanism is for sustainable competitive edge. When they were surveying, they observed that the organizations which are more successful in attraction, and who have development and maintenance managers with higher talents are more profitable and productive. They further predicted that there will be some crucial forces that will make or break organizations in the next two decades that are attracting ability, development and retaining managers of all levels. The idea of "The War for Talent," first popularized in a 2001 book, highlighted the developing consciousness amongst organizations that powerful expertise control mechanisms are essential for gaining and keeping a sustainable aggressive advantage. The authors argued that companies that excel at attracting, growing, and maintaining high-expertise managers are much more likely to outperform competition in phrases of profitability and productivity. Their studies in addition expected that the cap potential to draw pinnacle expertise, put money into worker improvement, and keep high-capacity managers in any respect organizational tiers could be a number of the maximum essential elements influencing company achievement over the approaching decades. This attitude underscores the want for companies to undertake proactive expertise control practices to stay aggressive and make sure long-time period achievement in an increasing number of expertise-pushed international economy.

In this study of (De Boeck, Meyers 2017) in their paper Employees response to talent management with some Assumptions versus some evidence, we investigate the two supposition about workers reaction which has driven from the arguments of talent management; first assumption is that talent management practices drive to practical outcomes in employees clarified as talent; the second assumption is the talent management practice create difference between talents and employees, which is not identified as talents. This paper supports the Theory of Social Exchange. For data, they has used 7 quantitative studies that evaluate the beliefs of talent status on efficient result that included total 18 effect sizes, in which half of them were significantly statistic . The result of this study is that employees who are selected for talent management programs will always positive to them while employees who are not selected will react negatively. De Boeck and Meyers performed a have a look at exploring worker responses to expertise control practices and the assumptions underlying those responses. The number one



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assumptions tested had been that expertise control practices because progressed effects for personnel diagnosed as high-capacity expertise, and that those practices create a difference among gifted personnel and people who aren't taken into consideration a part of the expertise pool. Their studies, grounded the Theory of Social Exchange, worried the evaluation of 7 quantitative studies, together analyzing 18 impact sizes. The findings supported the speculation that personnel decided on for expertise control applications generally tend to have superb responses to such initiatives, even as the ones now no longer decided on frequently react negatively. These findings emphasize the significance of truthful and inclusive expertise control practices to keep away from growing department and dissatisfaction amongst personnel.

In this study “Double-edged effect of talent management on organizational performance” the moderating role of HRM investments, the authors (Son, Park, Bae and Ok, 2018) argued on the dark and bright side of talent management. The contributions of this study are twofold. Firstly, this study shows the more balanced view of the darker and brighter side of talent management together. Secondly, on organizational overall performance, emphasizing the moderating function of HRM investments. Their studies contributes to extra nuanced information of expertise control through analyzing each its “bright” and “dark” sides. They additionally highlighted the effect of contextual elements, inclusive of HRM investments and voluntary turnover rates, at the effectiveness of expertise control practices. The Knowledge-Based View (KBV) theory, which stresses the strategic cost of expertise as a key organizational useful resource, this have a look at discovered that expertise control is definitely correlated with HRM investments. However, it additionally indicated that even as expertise control can pressure overall performance improvements, it could have bad effects if now no longer controlled carefully, specifically in phrases of worker turnover and useful resource allocation. for more understanding about talent management, they show the effect of contextual factors i.e. human resource management investments and voluntary turnover rate. This study supports the Theory of Knowledge-based view (KBV). Knowledge based theory (KBV) defines that knowledge is the most strategically significant resource of the organization. This theory indicates knowledge resources rather than tangible resources. This study used the data that are collected by the Korea Research Institute Vocational Education and Training as part of its Human Capital Corporate Panel (HCCP) survey from 2007 to 2013. The researcher used a questionnaire survey method to test the research and hypotheses. They obtained a sample of 444 firms and 1126 observations for analysis. The result of this study shows that talent management positively and significantly correlates with human resource management investment while on the other hand talent management.

Through the mediating function of talent management outputs in the relationship, the primary goal of this study is to determine the impact of talent management methods on fostering employee performance behavior. The organization's management must support and consider the type of strategy that helps us attract, recruit, and retain talented, skilled, and developed employees based on their



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behavior if we want to increase employee competence in their skills and abilities (Collings & Mellahi, 2009). Making ensuring a person is compatible with the appropriate function and job description is the primary goal. This study investigates the connection between employee performance behavior and talent management strategies through empirical testing. One type of testing where data is gathered through observations is called empirical testing centered on information the function of expertise control in improving worker overall performance conduct inside companies. Their studies shows that powerful expertise control techniques ought to align with the organization`s dreams and make sure that personnel are well-perfect to their roles, thereby fostering an surroundings in which people can thrive and make a contribution to organizational achievement. The number one goal of expertise control, consistent with the have a look at, is to draw, recruit, and keep gifted folks that are professional and aligned with organizational objectives. Through empirical testing, this have a look at confirmed that expertise control techniques definitely have an effect on worker overall performance and organizational dedication. It highlighted the essential function that organizational help and well-designed expertise control practices play in enhancing each person worker overall performance and usual organizational achievement.

Making ensuring a person is compatible with the appropriate function and job description is the primary goal. This study investigates the connection between employee performance behavior and talent management strategies through empirical testing. Empirical testing is a type of testing where data is obtained by direct or indirect observations or experiments. The data, which was collected from 200 people working as mobile operators in Rawalpindi, was analyzed using descriptive statistics, regression tests, and correlation. Employee performance behavior, talent management outputs, and the size of talent management techniques were all modified (Rich, LePine, & Crawford, 2010). Employee performance and organizational commitment are positively impacted by talent management practices, according to the study's findings. Strong empirical data suggests that effective Therefore, in order to achieve long-term success, it is crucial to develop innovative talent management practices that allow employees to express favorable sentiments about the company. Khoreva, Vaiman, and Van Zalk (2017) looked into how high-potential individuals' dedication to developing their leadership skills is impacted by the efficacy of talent management practices. The Social Exchange idea is supported in this research. 439 high-potential individuals from 11 multinational Finish organizations participated in an online poll that was used to collect data for this study. They employ the SEM model to examine survey data analyzing how powerful expertise control practices affect the dedication of high-capacity people to growing their management skills. Drawing at the Theory of Social Exchange, their studies discovered that expertise control techniques have a good sized superb effect at the willpower of high-capacity personnel, especially when it comes to management improvement. The have a look at surveyed 439 high-capacity personnel from eleven multinational Finnish companies, the usage of Structural Equation Modeling (SEM) to research the data. The findings



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underscored the significance of expertise control practices in shaping high-capacity personnel' attitudes and behaviors, specially their willingness to interact in management improvement applications. The have a look at highlighted the essential function that well-based expertise control techniques play in maintaining and growing high-capacity expertise, which in flip contributes to the long-time period achievement of the organization. This study clarified the connection between high potential employees' dedication and talent management. The outcome demonstrated that the commitment of high potential individuals is positively impacted by talent management strategies.

### **Theoretical Background**

This paper supports the theory of social exchange (Blau, 1964), which defines that when organizations invest in their human resources, the human resources mostly likely to repay these corporate investments in positive ways. The finding shows that talent management strategies could help high-potential employees in understanding their working relationship and communicating to staff the attitudes and behaviors that organizations desire. The authors argue that firms must invest in talent management strategies that are viewed favorably by staff members in order to achieve intended outcome, such as, for instance, a greater commitment to the development of leadership competence. Collings, (2014) believed that when the companies give more importance to their employees in the objective, the more employees will be motivated and give more efforts for the attainment of organizational aims or goals.

### **Talent Management and Turnover Intention**

To understand talent management, it is necessary to understand talented individuals first. Although few scholars have defined talent according to cultures, values and organizational attributes. For example, according to (Lorsch and Tierney, 2002) talented individuals are those who are highly potential and have excellent abilities to increase the future value of an organization. Gallardo-Gallardo & Thunnissen, (2016) also developed a thought that a talented individual is a person who combines excellent input with an extraordinary output.

The authors of a 2000 McKinsey and Company article contend that organizations are beginning to recognize the value of talent management mechanisms as one of the key components of a sustainable competitive edge and that holding managers accountable for hiring more employees is at least as crucial as holding them accountable for their budget. They are increasingly emphasizing the relation in between organizational success and talent management and the need of developing talent.

### **Talent Management and Turnover Rate**

There is a huge number of studies have been conducted in the previous decades about Turnover intention. In today's world, managing turnover intentions is the most difficult challenge (Reina,s, Peterson, Byron & Hom, 2017). According to



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social exchange theory, those employees in whom the organization invested higher, in return they expect a positive outcome. (Narayanan et al., 2018) reported that retaining valued employees of the organization is always the successful strategy in talent management. The detecting of (Björkman et al., 2013) agree with the social exchange theory by indicating that employees who are aware that they identify as talented are unlikely to have turnover intentions than those employees who perceive that they are not identified as talented.

H 1 There is a negative relationship between talent management and turnover rate.

### **Talent Management and Organizational Commitment**

Human Resources operation also affect other organizational behaviors, such that the more companies invest in employees, the more the employee will be linked to the organization, engaging in a kind of social exchange with the organization (Luu, 2018). In fact, Human resources practices affect employee organizational commitment (Meyer, Stanley, Herscovitch & Topolnytsky, 2002). One of the relevant dependent variables is organizational tment has an emotional link with the organization because the talented employee wants the organization to be successful and wishes to feel proud for being a part of the plan and succession of the organicommitment, which is widely highlighted in the scientific literature (Luu, 2017) and that we link to Talent management practices. Emotional commization (Cohen, 2007). As previously mentioned, TM in organizations tends to embrace inclusion policies. Prior studies also relate this inclusion to commitment in the organization.

H2. There is a positive relationship between talent management and organizational commitment.

### **Organizational Commitment**

It is viewed as a stable attitude in OC, which generates a affective response to the organization as a whole. In this study, the employee's values are aligned with the organization's goals, this lead to their willingness to remain in the organization. According to (Mowday, 1998), employees who have been highly committed with the organization are less likely to leave the organization and also they build good relationships with other employees. Therefore, the final hypothesis used for this study is to look at the relationship between employee's turnover intention and organizational commitment.

H3. There is a negative relationship between organizational commitment and turnover intention.

### **Organizational Commitment as a Mediator**

Buck & Watson, (2002) found sufficient relations between Organizational Commitment and talent management. They further inferred that high level of Organizational Commitment could help to reduce the intention to leave among the employees. (Eisenberger et al., 1990) indicated that talent management practices that are well planned, managed and implemented are able to increase the

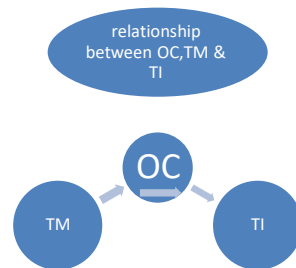




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organizational commitment of staff and also able to decrease the leaving intentions of employees because to top management the employees tends to respond positively and support when they have high level of organizational commitment.

H4. Organizational commitment plays a mediating role between the relationship of talent management and turnover intention.



### Model

The SMART PLS (Partial Least Squares Structural Equation Modeling) model is a highly regarded and robust statistical tool used extensively in the field of social sciences for conducting complex multivariate data analysis. It has proven to be particularly effective when testing theoretical models that involve a multitude of variables and intricate relationships. By incorporating both measurement and structural models, SMART PLS enables researchers to understand how various latent constructs are interrelated and how they impact one another in a theoretical framework. This modeling technique provides clear insights into the intricate dynamics between constructs and the underlying latent variables they represent. As outlined by Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., and Ray, S. (2021), this tool is especially valuable when researchers aim to explore complex data sets, as it is more forgiving in terms of the sample sizes and the data distribution, offering unique advantages over more traditional methods.

In particular, SMART PLS is well known for its effectiveness in handling complex, multivariate models that involve many different constructs and their relationships. It stands out as a powerful tool because it can test and validate theoretical models that are not only intricate but also involve significant numbers of variables and indicators. The model's flexibility is further enhanced by its ability to deal with both reflective and formative measurement models, allowing it to cater to various types of data structures.

This open-access guide offers a practical and step-by-step approach to using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the SEMinR package in R, a software environment for statistical computing and graphics. R's SEMinR package serves as a robust, open-source tool that has revolutionized the way researchers in the social sciences approach PLS-SEM. The guide provides an in-depth yet accessible treatment of the methodology, offering a detailed look at each step involved in performing SEM analysis. One of the standout features of this



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guide is its emphasis on illustrating key concepts with real-world case studies, allowing researchers to see how PLS-SEM can be applied to a variety of research scenarios. Moreover, the guide makes a deliberate effort to present the material in a clear and concise manner, offering readers a balanced blend of theoretical knowledge and practical insights.

The significant advantages of SMART PLS are highlighted throughout the guide. First and foremost, the PLS approach is a variance-based technique that focuses on maximizing the explained variance of dependent variables. Unlike other SEM techniques that rely on covariance-based estimation methods, PLS is ideal for predictive purposes and is more flexible when it comes to the requirements for data distribution and sample size. This makes it a more versatile tool, particularly for researchers dealing with non-normal data distributions or smaller sample sizes. In contrast, covariance-based SEM methods such as LISREL or Amos may require a larger sample size and more stringent assumptions about the data, which makes them less suitable for some real-world research scenarios.

Structural Equation Modeling (SEM) itself is a comprehensive statistical technique that combines elements of factor analysis and multiple regression analysis, allowing researchers to test complex relationships between observed variables and latent variables. SMART PLS extends this by providing a specialized software tool that facilitates the use of PLS-SEM. It does this by offering an intuitive graphical user interface (GUI), making the process of conducting advanced statistical analyses much easier for researchers who may not have extensive programming or statistical modeling expertise. This accessibility lowers the barrier to entry for many researchers and ensures that more people can utilize powerful statistical tools without the need for deep technical knowledge.

SMART PLS has found applications in a wide range of academic disciplines and industries, with some of its most prominent uses being in marketing, information systems, organizational behavior, and psychology. In particular, it has become an invaluable tool for researchers working on exploratory studies, theory development, and testing complex models. The software's ability to handle large and intricate datasets makes it particularly suitable for situations where researchers need to explore complex relationships between many constructs. Whether it is understanding consumer behavior, organizational dynamics, or psychological phenomena, SMART PLS is equipped to handle the complexity involved.

The SMART PLS (Partial Least Squares Structural Equation Modeling) version is a surprisingly appeared and sturdy statistical device used appreciably with inside the area of social sciences for accomplishing complicated multivariate information evaluation. It has validated to be especially powerful while trying out theoretical fashions that contain a large number of variables and elaborate relationships. By incorporating each dimension and structural fashions, SMART PLS allows researchers to recognize how numerous latent constructs are interrelated and the way they effect each other inside a theoretical framework. This modeling approach affords clean insights into the elaborate dynamics among constructs and the



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underlying latent variables they represent. As mentioned via way of means of Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., and Ray, S. (2021), this device is in particular treasured while researchers intention to discover complicated information sets, as it's miles greater forgiving in phrases of the pattern sizes and the information distribution, presenting specific blessings over greater conventional strategies. In particular, SMART PLS is widely known for its effectiveness in coping with complicated, multivariate fashions that contain many unique constructs and their relationships. It sticks out as a effective device due to the fact it could check and validate theoretical fashions that aren't handiest elaborate however additionally contain vast numbers of variables and indicators. The version's flexibility is in addition stronger via way of means of its cap potential to cope with each reflective and formative dimension fashions, permitting it to cater to numerous kinds of information structures. This open-get entry to manual gives a sensible and step-via way of means of-step method to the use of Partial Least Squares Structural Equation Modeling (PLS-SEM) with the SEMinR bundle in R, a software program surroundings for statistical computing and graphics. R`s SEMinR bundle serves as a sturdy, open-supply device that has revolutionized the manner researchers with inside the social sciences method PLS-SEM. The manual affords an in-intensity but handy remedy of the methodology, presenting an in depth study every step worried in acting SEM evaluation. One of the standout functions of this manual is its emphasis on illustrating key ideas with real-global case research, permitting researchers to look how PLS-SEM may be implemented to a number of studies eventualities. Moreover, the manual makes a planned attempt to give the fabric in a clean and concise manner, presenting readers a balanced mixture of theoretical information and sensible insights. The vast blessings of SMART PLS are highlighted at some point of the manual. First and foremost, the PLS method is a variance-primarily based totally approach that specializes in maximizing the defined variance of structured variables. Unlike different SEM strategies that rely upon covariance-primarily based totally estimation strategies, PLS is good for predictive functions and is greater bendy in relation to the necessities for information distribution and pattern length. This makes it a greater flexible device, especially for researchers handling non-everyday information distributions or smaller pattern sizes. In contrast, covariance-primarily based totally SEM strategies including LISREL or Amos may also require a bigger pattern length and greater stringent assumptions approximately the information, which makes them much less appropriate for a few real-global studies eventualities. Structural Equation Modeling (SEM) itself is a complete statistical approach that mixes factors of issue evaluation and more than one regression evaluation, permitting researchers to check complicated relationships among found variables and latent variables. SMART PLS extends this via way of means of offering a specialized software program device that enables the usage of PLS-SEM. It does this via way of means of presenting an intuitive graphical person interface (GUI), making the manner of accomplishing superior statistical analyses plenty less complicated for researchers who might not have full-size programming or



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statistical modeling expertise. This accessibility lowers the barrier to access for lots researchers and guarantees that greater human beings can make use of effective statistical gear without the want for deep technical information. SMART PLS has located programs in a huge variety of educational disciplines and industries, with a number of its maximum distinguished makes use of being in marketing, statistics systems, organizational behavior, and psychology. In particular, it has end up a useful device for researchers operating on exploratory research, concept development, and trying out complicated fashions. The software program`s cap potential to deal with massive and elaborate datasets makes it especially appropriate for conditions wherein researchers want to discover complicated relationships among many constructs. Whether it is knowing purchaser behavior, organizational dynamics, or mental phenomena, SMART PLS is prepared to deal with the complexity worried.

The software also provides robust support for dealing with non-normal data distributions, an issue that often arises in real-world datasets. Traditional SEM techniques can struggle with non-normal data, but SMART PLS handles it with ease, making it a preferred choice for many researchers who are working with data that may not meet the usual assumptions of normality. These advantages, combined with the software`s user-friendly interface, make SMART PLS an indispensable tool for those seeking to test and validate theoretical models that involve complex, multivariate relationships. The principal advantages of the use of SMART PLS move past simply its flexibility with information distribution and pattern sizes. The major benefits of using SMART PLS go beyond just its flexibility with data distribution and sample sizes. The software also excels in its ability to handle small to medium sample sizes effectively, making it an excellent choice for exploratory studies where collecting large datasets may not be feasible. In addition, SMART PLS allows researchers to estimate models that include a variety of constructs and indicators, making it particularly well-suited for the types of complex, multifaceted research questions that are common in the social sciences. Furthermore, SMART PLS offers a variety of tools for estimating both formative and reflective measurement models, which are critical for understanding the nature of the relationships between different variables.

The software program additionally excels in its cap potential to deal with small to medium pattern sizes efficiently, making it a superb desire for exploratory research wherein accumulating massive datasets might not be feasible. In addition, SMART PLS lets in researchers to estimate fashions that consist of a number of constructs and indicators, making it especially well-proper for the kinds of complicated, multifaceted studies questions which can be not unusual place with inside the social sciences. Furthermore, SMART PLS gives a number of gear for estimating each formative and reflective dimension fashions, which might be important for know-how the character of the relationships among unique variables. The software program additionally affords sturdy help for handling non-everyday information distributions, a difficulty that regularly arises in real-global datasets. Traditional SEM strategies can battle with non-everyday information, however SMART PLS



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handles it with ease, making it a favored desire for lots researchers who're operating with information that might not meet the same old assumptions of normality. These blessings, mixed with the software program`s person-pleasant interface, make SMART PLS an essential device for the ones looking for to check and validate theoretical fashions that contain complicated, multivariate relationships. Overall, SMART PLS is a effective and flexible device that allows researchers to check and refine theoretical fashions with more than one interrelated variables. Its potential to deal with complicated information and its flexibility in phrases of pattern length and information distribution make it an critical useful resource the social sciences.

The mixture of its intuitive person interface, statistical rigor, and large applicability throughout unique fields and studies eventualities in addition cements its price as an essential device for researchers who intention to push the limits of information. Overall, SMART PLS is a powerful and versatile tool that enables researchers to test and refine theoretical models with multiple interrelated variables. Its capacity to handle complex data and its flexibility in terms of sample size and data distribution make it an essential resource in the social sciences. The combination of its intuitive user interface, statistical rigor, and broad applicability across different fields and research scenarios further cements its value as an indispensable tool for researchers who aim to push the boundaries of knowledge in their respective fields. With the guidance of resources such as the step-by-step open-access guide mentioned above, researchers can effectively harness the power of SMART PLS and apply it with confidence in their own research projects.

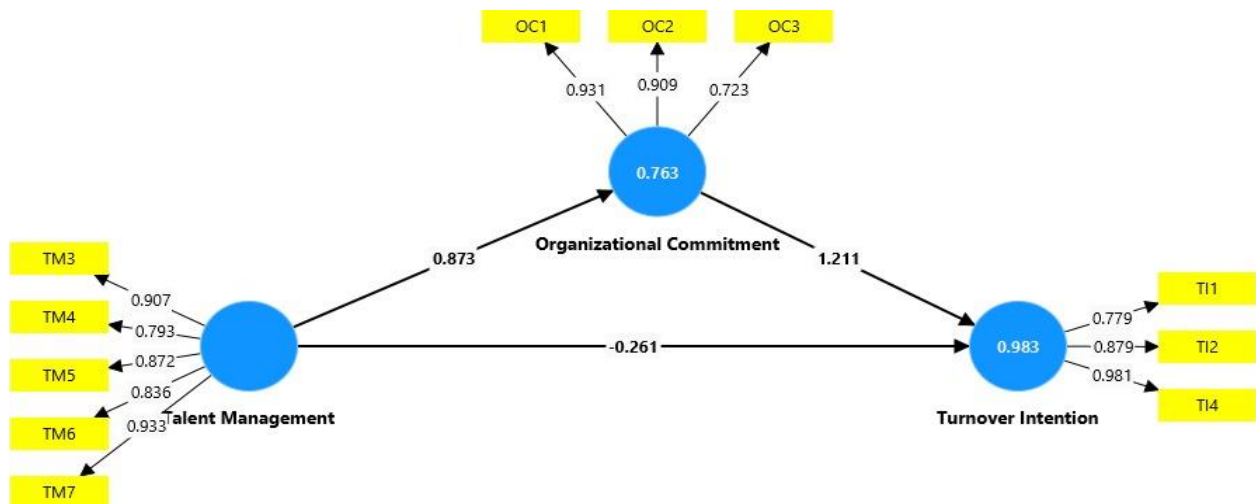
Here are the key features of SMART PLS:

1. **Partial Least Squares (PLS) Approach:** PLS is a variance-based method that focuses on maximizing the explained variance of the dependent variables. It is well-suited for predictive purposes and is less restrictive in terms of data distribution and sample size compared to covariance-based SEM methods like LISREL or Amos.
2. **Structural Equation Modeling (SEM):** SEM combines factor analysis and multiple regression analysis, allowing researchers to examine complex relationships between observed and latent variables. SMART PLS specifically enables measurement model and structural model (relationship of both are underlying latent constructs)
3. **Software Tool:** SMART PLS is a software application that facilitates the application of the PLS-SEM technique. It provides an intuitive graphical user interface, making it accessible for researchers who may not have extensive programming skills.
4. **Applications:** SMART PLS is widely used in various fields such as marketing, information systems, organizational behavior, and psychology. It is particularly useful for exploratory research, theory development, and testing complex models with many constructs and indicators.
5. **Advantages and other features :**



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- Handles small to medium sample sizes effectively.
  - Accommodates complex models with many constructs and indicators.
  - Deals with non-normal data distributions.
  - Allows for the estimation of formative and reflective measurement model
- Overall, SMART PLS is a powerful tool for researchers aiming to test and validate theoretical models involving multiple interrelated variables.



## Relationship between Talent Management (TM) & Organization Commitment (OC) And Organization Commitment (OC) And Turnover Intention (TI)

The findings illustrated in structural model indicate the direct positive effect of TM on

OC ( $\beta$  0.873 ,  $\rho < 0.001$ ), meaning that a 100% increase in tm perception by employee will result in a increase in OC.

OC has a direct and significant effect on TI ( $\beta$  1.211,  $\rho < 0.001$ ). This effect means that an increase in OC will result increase in TI.

TM has a significant and direct influence on employee's TI ( $\beta$  0.261),

Accordingly, the results demonstrate a positive total effect of TM on employee's TI. Direct effect of TM on TI 1 ( $\beta$  0.779,  $\rho < 0.002$ ), TI 2( $\beta$  0.879,  $\rho < 0.002$ ), ( $\beta$  0.981,  $\rho < 0.002$ ).



	Outer loadings
OC1 <- Organizational Commitment	0.931
OC2 <- Organizational Commitment	0.909
OC3 <- Organizational Commitment	0.723
TI1 <- Turnover Intention	0.779
TI2 <- Turnover Intention	0.879
TI4 <- Turnover Intention	0.981
TM3 <- Talent Management	0.907
TM4 <- Talent Management	0.793
TM5 <- Talent Management	0.872
TM6 <- Talent Management	0.836
TM7 <- Talent Management	0.933

	Total effects
<b>Organizational Commitment -&gt; Turnover Intention</b>	<b>1.211</b>
<b>Talent Management -&gt; Organizational Commitment</b>	<b>0.873</b>
<b>Talent Management -&gt; Turnover Intention</b>	<b>0.797</b>

## Hypothesis

H1: There is a negative relationship between talent management and turnover intention.

Rejected

H2: There is a positive relationship between talent management and organization commitment.

Accepted

H3: There is a negative relationship between organizational commitment and turnover intention.

Rejected



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## **Research Approach**

There are two types of research approaches including qualitative and quantitative approach. Qualitative approach basically deals with the word, and emphasize non statistical tools and techniques for data analysis, while quantitative approach deals with number and involves statistical tools for data analysis (Williams, 2007). The research approach is designed quantitatively. Our survey has close ended questions which is statistically verified. We make online questionnaire and send it to private schools teachers in order to find the gap exist currently.

## **Research Design**

Research design includes all of these four i.e. descriptive theory, experimental evidences, correlational and capsulized material. In this research, researchers investigate talent management and turnover intention and how organizational commitment impact their relationship in the context of private schools in Pakistan. For that reason the design which can be used in this research is correlation design.

## **Research Purpose**

The research purposes which are descriptive, exploratory and explanatory research design through which the researcher observes the correlation between the factors that affect turnover intention of teachers in context of private schools.

## **Type and Nature of the Study**

The nature of the study is exploratory with minimal interference of the researchers. It is a non-contrived research study. In this research deductive approach has been practical which is based on comprehensive literature review about turnover intention of employees including factors like talent management, organizational commitment.

## **Target Population**

The research investigates the relationship of between turnover intention & talent management and organizational commitment ( which has mediating effect). So, the targeted population is private schools teachers. The survey was conducted online from teachers of private schools in Karachi. As the research investigates turnover intention of teachers between the ages of 17-29 and above. Private schools teachers were requested to fill the questionnaire.

## **Sampling Design**

In this research non probability sampling technique has been used because there is no assurance that every element has specific chance of being selected. Convenience sampling method has been used as it's a time saver for researcher to select the people who are conveniently available that's why private schools' teachers in Karachi were selected for the survey.3.8 Ethical Consideration. In this research, all the data was gathered from private school teacher's age between 17-29 and above.





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All the information is gathered with honesty. The data is gathered through online survey ethically without the exploitation of individuals. Respondent's personal information has been confidential. Moreover, no one is forced to complete the questionnaire. Respondents are free to provide their information according to their desire.

### Sample Size

The sample size was calculated via Daniel Soper sample size calculator, which researchers used to estimate the minimum sample size that is required for conducting this research. The anticipated effect size is 0.3 and the desired statistical power level is 0.8. In this research the number of latent variables are 3 and the number of observed variables are 20 at 0.05 probability level. The calculator suggested 119 minimum sample size for this research.

### Statistical Technique

Statistical technique was used to analyses data to conclude the results. This research investigates the role of talent management and organizational commitment and their impact on turnover intentions. In this research IBM SPSS 22 is used to measures the exploratory factor analysis. In the first step we have eliminated the outliers from our collected data by using Z-score technique. Secondly, we have performed Factor Analysis in which our KMO and Bartlett's Test result is accepted for further analysis then we have performed regression analysis for hypothesis Thesis. Moreover, the process tool of Andrew Hayes (Hayes, 2013) for the estimation of mediation model 3.11 Data Collection Technique:

The data is going to be collected through online survey via e-questionnaire which was design through Google forms and the link was distributed through social apps. We have adopted close ended questions from previous research articles that are based on five-point Likert scale (1-strongly disagree while 5-strongly agree) (Brown, J. D., 2011).

### Data Collection Instruments

Instruments were developed from previous literature. We collected our data via e-questionnaire which was filled by the private schools teachers. For questionnaire we used 5 points Likert scale and the range of our scale is starting from strongly disagree, disagree, neutral, agree and strongly agree. The instruments for measuring organizational commitment were adapted from (Mowday et al., 1982; Meyer & Allen, 1997). Researchers adopt 7 items to measured OC. There is no scale exist to measured talent management so researchers made 7 items for measuring TM according to previous studies. Jacob & Roodt, (2008) items are adapted to measured turnover intention of staff. A **\*\*sturdy model\*\*** in studies is one which always produces dependable results, even if the information does not meet best assumptions together with normality or linearity. It guarantees validity no matter problems like outliers, lacking information, or different deviations from predicted distributions. Robust fashions are critical in real-international social



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technology studies, wherein information is frequently messy. Techniques together with bootstrapping and sturdy well known mistakes assist account for violations in assumptions like non-normality or small pattern sizes, making the findings adaptable, dependable, and generalizable throughout numerous conditions. This robustness makes those fashions vital for making sure consistency and minimizing bias results. The Likert scale is a famous psychometric device used to degree attitudes, critiques, and perceptions. It commonly affords respondents with statements and asks them to charge their settlement on a scale ranging from "Strongly Disagree" to "Strongly Agree." The scale lets in for quantifying subjective critiques. Its simplicity and flexibility make it extensively applicable, from measuring private attitudes to organizational perceptions. The Likert scale generates quantifiable information, making it simpler to investigate statistically. Despite its advantages, the Likert scale has barriers. Response bias can arise if respondents pick out center or socially ideal responses, and the "Neutral" choice may be ambiguous, making it hard to interpret whether or not respondents are detached or unsure. Additionally, the restricted wide variety of reaction alternatives might not seize the overall variety of attitudes or critiques. In conclusion, each sturdy fashions and Likert scales are important gear in studies, making sure reliability and consistency in findings. Robust fashions decorate the validity of results, whilst Likert scales offer a simple, quantifiable manner to degree subjective attitudes, even though researchers ought to be privy to their barriers while decoding information.

### Research Items Reliability

In order to measure the internal consistency or reliability of research items researchers used Cronbach Alpha which is a reliability test and conducted through SPSS. According to (Hair et al., 2014) the value of Cronbach Alpha must be 0.7 or greater than 0.7. The value of Cronbach Alpha of organizational commitment is 0.711, talent management is 0.796 and turnover intention is 0.773. As the values of Cronbach Alpha of variables are good enough to perform rest examinations.

S.No	Variables	Cronbach's Alpha
1	Organizational Commitment	0.711
2	Talent Management	0.796
3	Turnover Intention	0.773

### Statistics

Questionnaire were sent to approximately 200 school teachers via Whatsapp and Facebook out of which 166 school teacher responded. We used SPSS software for the analysis of descriptive profile of the respondents. The table below shows the descriptive profile of the respondents. The analysis reveals that 33% of online forms were filled by male while 66.9% online forms were filled by female private school teachers. Age details are 9.0% were lie between 17-20 ages, 24.1% were lie



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between 21-24 ages, 34.3% were lie between 25-28 and 32.5% were lie between the age group of 29-above.

Education details are 7.2% of population were associated with intermediate, 21.1% were associated with under-graduation, 34.9% were graduated and 36.7% were associated with master's degree. Years of experience details were 15.7% has less than 1 year experience, 29.5% has 1-2 years of experience, 25.3% has 3-5 years of experience and 29.5 has more than 5 years of experience

### Descriptive Statistic Table

Variables	Frequency	Percentage
<u>Gender</u>		
Male	55	33.10%
Female	111	66.90%
<u>Age</u>		
21-24	40	24.10%
25-28	57	34.30%
29-above	54	32.50%
<u>Education</u>		
Intermediate	12	7.20%
Undergraduate	35	21.10%
Graduate	58	34.90%
Masters	61	36.70%
<u>Years of experience</u>		
Less than 1 year	26	15.70%
1-2 years	49	29.50%
3-5 years	42	25.30%
More than 5 years	49	29.50%

### Regression Analysis

The impact of talent management on turnover intention is represented that the value of R square is 0.2247 & the p-value is less than 0.05 which mean it is significant. It indicates that 22.47% change will occurs in organizational commitment with a change in talent management. The beta value is -0.0568 that means single unit change in talent management will bring -0.0568 change in turnover intention. The p-value is >0.05. Hence, H1 is rejected because it has negative but insignificant impact on turnover intention.

According to the model summary, the value of R square is 0.251 which means that there will be 25.1% of changes occurs in organizational commitment due to talent management, it is also significant ( $p < 0.05$ ) Thus, we can say that this model is acceptable. The value of b is 0.5386 which indicates that one unit change in talent management will bring 0.5386 change in organizational commitment. The



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coefficient of regression is also significant because the p-value is less than 0.05. Hence, H2 is acceptable because it has positive and significant impact of talent management on organizational commitment.

The third hypothesis is accepted because organizational commitment has negative but significant impact on turnover intention (  $B = - 0.55$   $p = 0$  ) when organizational commitment is increased by one standardized unit it effects turnover intention to decrease by -0.550 standardized units. Hence, H3 is accepted as they have a significant and negative impact on turnover intention. In the result of mediation analysis, the indirect effect is based on 5000 bootstrap samples which show a significant indirect negative relationship between talent management and turnover intention mediated by organizational commitment (  $b = - 0.29$  Bootstrap  $CI * 95 = - 0.45$  and  $-0.17$ ). The mediator, organizational commitment, account for approximately 83% of the total effect on turnover intention [ $PM = (-.29)/(-.35$  On the other hand, there was insignificant direct effect between talent management a turnover intention

(  $b = - 0.06$   $t = - 0.54$   $p > 0.5$  )

### **Pearson Correlation**

The Pearson correlation of turnover intention with talent management was found weak negative and significant correlated ( $r=-0.270$ ,  $p= <0.001$ ). The correlation between turnover intention and organization commitment is moderate negative and scientifically significant ( $r=-0.473$ ,  $p= <0.001$ ). Lastly the correlation between organizational commitment and talent management is high positive correlated and significant ( $r=0.502$ ,  $p= <0.001$ ).

### **Discussion**

The results of this study supported 2 hypotheses out of 3. H1 showed that Talent management has negative and insignificant impact on turnover intention ( $p>0.05$ ). The finding is agreeable with the previous study of (Bui & Chang, 2018) which found that Talent management has an insignificant and negative effect with intention to leave. H2 was found to be supported which represented that Talent Management has a positive and significant impact on Organizational commitment. The result of this hypothesis is supported the study of (Hussain and Amin, 2020) as they found Talent management had a sufficient and positive relationship with OC, Organizational Commitment.

H3 was also found to be supported which stated that OC (organizational commitment) have negative but sufficient effect on TI ( turnover intention) ( $p<0.05$ ). The outcomes is agreeable with the previous study of (Hussain & Asif, 2012) which found that the Organizational Commitment had a sufficient and negative effect on turnover intention. This H4 finding is agreeable with the study of (Buck & Watson, 2002) which found that talent management and organizational commitment shared a sufficient relations & they also inferred that high level of organizational commitment help to reduced then turnover intentions. The results of this study support 2 out of 3 hypotheses. H1 shows that talent management has



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a negative and unusual effect on turnover intent ( $p > 0.05$ ). This is in line with previous studies on findings (Bui & Chang, 2018) which found that talent management has an extraordinary and negative impact with the intention of quitting. According to research by Bui & Chang, the negative relationship between talent management and turnover intent is not statistically significant, suggesting that talent management strategies may not be strong enough or have a measurable enough impact to influence employee decisions to exit. Likewise, this study also found insufficient evidence to conclude that talent management practices significantly reduce turnover intent. These results may suggest that while talent management may contribute to employee retention, the impact alone may not be strong enough to have a statistically significant impact on turnover intent in all cases.

Supported H2s representing talent management have a positive and significant impact on organizational commitment. The results of this hypothesis are supported by studies (Hussain and Amin, 2020) because they found that talent management has a significant and positive relationship with organizational commitment. A study by Hussain and Amin (2020) shows that talent management practices, such as training, development, and recognition, are closely related to higher levels of organizational commitment. In this context, organizational commitment refers to the emotional attachment, involvement and identity of employees to their organization. When talent management practices are implemented effectively, employees are more likely to feel valued, engaged and committed to their workplace. The results of this study further confirm the positive relationship between talent management and organizational commitment, suggesting that organizations that invest in the growth and development of their employees may see an increase in the level of employee commitment, which can lead to better job satisfaction, productivity and loyalty.

H3 is also supported by stating that organizational commitment (OC) has a negative but large impact on turnover intensity (TI) ( $p < 0.05$ ). Agree with the previous study of the results (Hussain and Asif, 2012) which found that organizational determination has a large and negative effect on turnover intentions. Hussain & Asif (2012) show that employees who are more committed to their organization are less likely to consider quitting or experience the intention of running more business. This relationship shows that when employees feel a strong emotional bond and dedication to their organization, they are less likely to get a job elsewhere, even if opportunities arise. Organizational commitment acts as a safety factor.

### **Univariate Outlier- Z score method**

We have calculated Z score values of our datasheet. In the univariate outlier detection process, we calculated the Z-ratings for the records. According to the Z-rating method, any records factor with a Z-rating more than 3.29 or much less than -3.29 is taken into consideration an outlier and have to be removed from the



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dataset. However, on this study, we did not now no longer come upon any lacking values or records factors that handed the edge of 3.29 or fell below -3.29. As a result, no rows have been removed throughout the outlier detection process, and all records last final analysis.

### ***Multivariate Outliers (Mahalanobis Method)***

In multivariate outliers, detecting multivariate outliers by using the Mahalanobis Distance method. We have calculated the probability of our data, the values which are less than 0.001 has been eliminated. So total 4 multivariate outliers got detected and eliminated from our data through Mahalanobis method. In the multivariate outlier detection system, we used the Mahalanobis Distance technique to pick out ability outliers the dataset. This technique calculates the space of every statistics factor from the distribution, contemplating the correlations among the variables. We then calculated the possibility related to every statistics factor's Mahalanobis Distance. Any statistics factor with a possibility cost much less than 0.001 turned into taken into consideration a multivariate outlier. As a result, the statistics factors with chances under this threshold have been removed from the dataset. The Mahalanobis Distance technique is especially beneficial in multivariate statistics as it debts for the relationships among variables, in preference to treating every variable independently. After making use of this technique, we diagnosed a complete of four multivariate outliers. These outliers have been eliminated from the statistics to make certain that the evaluation might now no longer be unduly prompted via way of means of excessive values. By putting off those outliers, we aimed to decorate the accuracy and validity of the results. The system helped make certain that the very last dataset pondered extra standard styles of behavior, enhancing the robustness of our evaluation.

### **Conclusion and Recommendation**

This research understands and explores impact of talent management & organizational commitment on turnover intention of private school teachers in Karachi. This research findings expose that the OC (organizational commitment) is having negative effect on turnover intention discussed that, for maintaining positive attitude and behavior of employees an organization should have to plan some innovative TM strategies for attaining sustainable success and reducing employees intention to leave. Previous studies stated that, employees who have been highly committed with the organization are less likely to leave the organization and also they build good relationships with other employees (Mowday, 1998). (Björkman et al., 2013) agree with the social exchange theory by indicating that employees who are aware that they identify as talented are unlikely to have turnover intentions than those employees who perceive that they are not identified as talented. (Bui & Chang, 2018) which focuses on Talent management and employees turnover found that TM and TI had an insignificant and negative relationship. Prior study of (Hussain & Asif, 2012) which is focused on OC and TI finds that, OC & TI shared a negative and significant relationship. Prior study of



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(Hussain and Amin, 2020) which is focused on Talent Management and OC finds that Talent Management has a positive and significant impact on OC. In the prior study of Buck and Watson (2002) which found that talent management and organizational commitment shared a significant relationship and they also inferred that high level of organizational commitment help to reduced then turnover intentions. This study highlighted that OC has a negative role on employees' TI Moreover TM has a negative role on employees TI. That's the main purpose of our research findings that having a little focus on TM and OC will help school principals to retain their employees for a long run which will definitely enhance employees productivity, dedication and lower absentees.

### **Policy Implications**

In accordance to the significant results of relationship of TM & OC and their effect on TI. It is recommended to the school principals to focus on talent management as it has a negative relation with turnover intention. This study highlighted Talent Management plays a greater role in an employee's turnover intention Therefore it is recommended that in schools there has to be talent management system which will eventually help teachers to achieve their targets as well as it will enhance productivity. It also helps educational organizations to identifying the right person for suitable task at the right timing and costing according to their skills level and interests which motivated them to stay productive and ensures their sustainability in organization and plays a diminishing role in intention to leave the organizations. Based at the sizable findings of the connection among expertise control (TM) and organizational commitment (OC) and their impact on turnover intention (TI), it miles encouraged that college principal's cognizance on enforcing powerful expertise control structures. Since expertise control has a poor courting with turnover intention, making an investment in such structures can lessen the probability of instructors leaving their roles. By making sure that instructors are well supported, recognized, and evolved thru expertise control practices, faculties can beautify trainer engagement, productivity, and activity satisfaction. Talent control additionally facilitates instructional establishments perceive the proper people for unique tasks, aligning their capabilities and pastimes with an appropriate roles. This alignment now no longer best improves overall performance however additionally motivates instructors to live of their positions, in the long run lowering turnover and making sure the sustainability of the organization. Therefore, a well-based expertise control device can substantially lower turnover intentions and foster a extra dedicated and efficient body of workers in faculties.

### **Limitations of the Study**

The researchers faced certain level of limitations while conducting this research. Due to short period of time, researchers used convenience sampling technique. The survey of this research is based on cross-sectional data. The researchers faced demo- graphical limitation of Karachi city only for data collection. The researchers



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encountered numerous boundaries even as carrying out this research. A giant problem changed into the ease sampling technique, which changed into hired because of the restricted time available. This sampling approach allowed the researchers to accumulate information quickly, however it could now no longer have supplied a totally consultant pattern of the wider population. Consequently, the findings won't be generalizable to all people or organizations. Additionally, the have a look at trusted cross-sectional information, which captures statistics at a unmarried factor in time. As such, it does now no longer permit for the evaluation of causal relationships or how variables may evolve over time. Finally, the demographic problem of the have a look at changed into that information changed into gathered completely from Karachi, Pakistan. This restricted the geographical scope and won't replicate the views or behaviors of personnel in exceptional cultural, economic, or nearby contexts, therefore affecting the outside validity of the results.

### **Future Research Recommendations**

This research in future could be carried out to investigate the role of other mediating and moderating effects of other construct that may influenced the relationship. As this research was only conducted in Karachi, Pakistan so it would be interesting to widen up the scope of this research samples by contrasting with several countries. Future studies may want to increase in this examine via way of means of investigating the position of different mediating and moderating variables which could affect the relationships among skills control, organizational dedication, and turnover intentions. Exploring extra constructs or elements may want to offer an extra complete expertise of ways those variables have interaction in exclusive contexts. Additionally, using a longitudinal studies layout may want to offer insights into how those relationships broaden over time, supporting to set up causal hyperlinks and the long-time period effect of skills control practices. Moreover, as this examine changed into constrained to Karachi, Pakistan, destiny research may want to develop the scope via way of means of along with a couple of nations or regions. This cross-cultural contrast may want to screen whether or not the findings keep in exclusive geographical or cultural settings, presenting precious insights into how skills control and organizational dedication have an effect on turnover intentions in various organizational environments.

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### Questionnaire

[https://docs.google.com/forms/d/e/1FAIpQLSeE4D\\_tUwnWPTYc18\\_NZsJClAIgxtiYe8tlGFxmWNoASBFnLg/viewform](https://docs.google.com/forms/d/e/1FAIpQLSeE4D_tUwnWPTYc18_NZsJClAIgxtiYe8tlGFxmWNoASBFnLg/viewform)