

Analysis the Influence of Talent Management Practices on Employee Retention: Mediating Role of Job Satisfaction

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Abstract

The main aim of the present study was to conduct an in-depth investigation into the impact of "talent management practices" and "employee retention" in private sector banks in the Jaipur area. In addition, the study aimed to explore the potential of job satisfaction as a mediator for improving the relationship between the two variables above. To achieve these objectives, a structured questionnaire was distributed to a research sample of 200 employees who were randomly selected from six private sector banks in the Jaipur circle. A quantitative research method was used for data collection, and the research instrument consisted of a self-administered questionnaire. The convenience sampling technique was used to select the research participants. The proposed hypotheses were evaluated using a structural equation model. The study's results revealed a strong and significant positive relationship between talent management practices in banks and staff retention. Furthermore, the study found that job satisfaction played a crucial role in mediating this relationship between the independent and dependent variables. Overall, the study employed a well-fitted model to clarify the relationship between talent management practices and employee retention in private-sector banks. The findings of this research could be valuable for banks in the Jaipur area and other organizations in the financial industry that are interested in enhancing their talent management practices and retaining their valuable employees.

Keywords: Employee Retention, Job Satisfaction, Practices of Talent Management, Private Banks.

Introduction

Banks in India have recently experienced unusually high levels of turnover as modern corporations compete for talent by offering lucrative salary packages, particularly in the IT sector. Between 30 and 50 percent of employees have left banks including "HDFC Bank, Axis Bank, IndusInd, and Bandhan". The overall attrition rate at "HDFC Bank", which has witnessed dropout rates in sales officers of more than 40%, is 19%. "With the revival of the economy so after the pandemic-induced stagnation, the bank's attrition has increased to 19%," remarked HDFC Bank's managing director, Sashidhar Jagdsihan. The information presented in Figure 1 illustrates the percentage increase in employee attrition from the financial year 2019 to 2020. The data reveals that there has been a significantly higher rate of attrition among the younger workforce, which is a matter of concern. IndusInd Bank is also experiencing high amounts of attrition among its junior employees. "Staff turnover at the junior level is around 32%, and it's going to occur across

the industry in tech and frontline support staff; managing this up to a certain point is not possible," said Sumant Kathpalia, managing director of IndusInd Bank.

The alarming attrition rate of new hires at Axis Bank is revealed by staff data, which also offers a fleeting glance at new hire staff turnover in India's private banking sector. This seems to be a sign of the bank's toxic workplace culture, where staff members are clearly under a lot of pressure to meet goals or are unfit for their positions. The performance of the bank may be impacted by the high employee turnover. "Lack of recognition, unfulfilling jobs, limited career advancement, poor management practices, untrustworthy leadership, and dysfunctional work cultures" are the seven reasons employees leave organizations (1).

In today's competitive world, retaining talented/high-potential employees is crucial to organizational excellence (2, 3). A wide range of tasks for employees to keep an organization competitive in the market is called talent management. These responsibilities include

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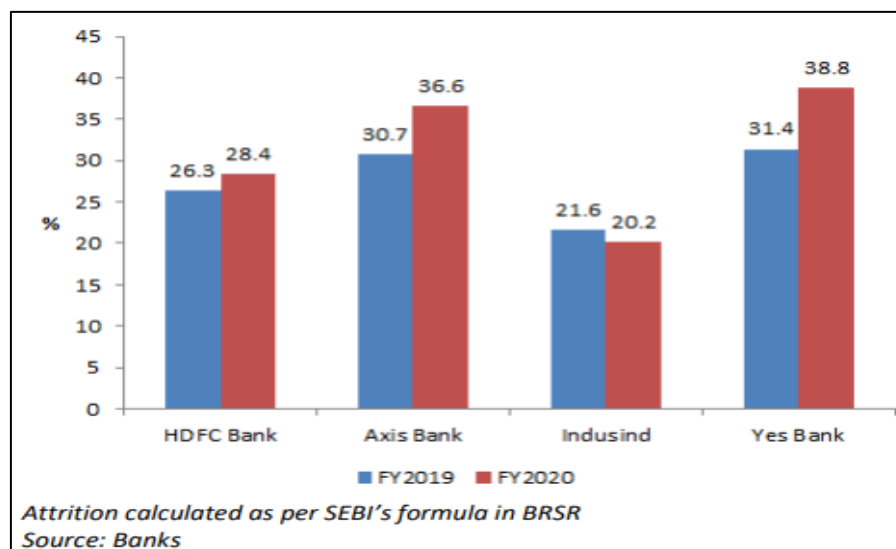


Figure 1: Attrition in Select Bank

“recruiting, retaining, motivating, training, and developing talent” (4). A productive employee is an invaluable resource to a company because they are the main driver of successful growth in modern businesses (5). According to academics, TM strategies such as training, career development, training, international assignments, team projects, and communication improve talented employees' opportunities, motivation, knowledge, and retention. This research aims to assist the banking industry in retaining talented employees and evaluate the link between talent management strategies and through these strategies how satisfied the workers are. The work will assist the Banking Industry in building effective and long-term talent management strategies to meet business objectives.

Review of Literature and Hypothesis Development

Talent and Talent Management: The concept of talent has been articulated at both the macro and micro levels. At the macro level, it relates to the necessary abilities in worldwide HR markets (6). Talent might be observed at several levels, including individual and group levels. Authors of the nineteenth century characterized talent as acquiring knowledge, competencies, innate gifts, abilities, expertise, assessment, cognitive ability, and knowledge. However, authors in the twenty-first century (2-3, 7-10) recognized talent in the form of an inclusive and exclusive perspective. The inclusive approach evaluates the potential of all employees whereas the exclusive approach

considers talent in terms of top performers/high potential (8, 11).

Talent Management: TM includes all HR procedures, administration, and technologies (12) Six stages of the TM process have been identified by authors (13), that covers "Analysis of company and profile development, recognition and attraction, acquisition and an orientation, evaluation, mentoring, and development, rewarding, maintaining, motivating and transitioning." Recent studies, (14), and (15) defined TM as a planned process that involves modern HR Practices that incorporate the attraction of talented employees, development of a talent pool, planning of competent successors, engagement of employees, and retention of talented employees at globally as well as domestically also.

Significance of Talent Management: Originally, the human resources department was critical since it was the primary engine of organizational revenues, productivity, and employee result effectiveness. As a result, organizations rely on their personnel to meet market goals (2). A few issues cannot be disregarded in every organization, such as loss of enthusiasm and reduced involvement due to low productivity. Implementing a talent management approach that enhances job descriptions, payment services, and competitive salary models is one solution to this problem (16). The importance of talent management provides the organization with a competitive advantage on both operational and

strategic levels. Institutions are built to be competitive and stay in business.

Employee Retention: Retention is defined (17) as "the effort by an employer to retain outstanding employees to meet organizational goals." Retaining talent is more important for organizations to sustain competitiveness. On the other hand, (18) it is said that retaining valuable personnel has risen to the top of the list of organizational challenges.

TM Practices and Employee Retention: TM is a multifaceted and integrated process that addresses all significant crucial phases of the human resource life cycle in an organization i.e., selection, development, utilization, succession planning, and performance management to enhance the employee's performance and commitment in the position(s) at hand as well as prepare them for potential career prospects in the future (12). More specifically, authors (19) define TM as a distinct set of practices, including "talent acquisition", "talent identification", "succession planning", "talent development", "talent acquisition", "talent retention", and "talent deployment", are brought together to make the TM process efficient for the organization.

Talent Attraction and Employee Retention: Attracting competent and exceptional performers is the first step in the talent management process (20). TA encompasses luring both internal and external high-potential employees/applicants for current and forthcoming open roles. The crucial step in selecting the employee who will be the greatest and most effective employee for the organization is the sort of talent attraction during recruiting. The best way to communicate an organization's sustainability and innovation is to hire exceptional individuals who are qualified for the position (21).

Talent Identification and Employee Retention: Companies distinguish themselves from their rivals by identifying/recruiting and obtaining those individuals whose skills and priorities line up with the firm's immediate and long-term needs (22). Examples of internal techniques include the supervisory ability model, the abilities and skills inventory, evaluations of performance, and human resource planning. Various interviewing approaches, talent centers, discussions, evaluations, etc. are examples of external tactics (23).

Succession Planning and Employee Retention: Studies show that having succession planning strategies in place in enterprises has an immense effect on staff loyalty (24).

Talent Development and Employee Retention: To develop potential employees, the company combines on-the-job experience with professional academic and learning programs (both official and unofficial), multidisciplinary training, extensive assignments, challenging duties, and career progression to create talent pools and improved mentoring and counseling support for high-potential individuals (25, 26). Growth opportunities can increase employee commitment to retain people in organizations (27).

Talent Engagement and Employee Retention: As acknowledged (28), the ability of the organization to effectively engage people to conduct commercial operations with the organization make talent engagement one of the biggest and most crucial organizational concerns over the next ten years. According to research, (29) more employee engagement lowers staff turnover, which in turn boosts employee profitability and productivity.

Leadership and Employee Retention: Many studies have demonstrated that a company's managerial approach has a more significant effect on retention of employees. When examining the relationship between the style of leadership and turnover among staff members (30) noted that an increase in turnover is triggered by employees being treated unfairly, therefore when interacting with people, leaders should reflect on their behavior.

Compensation and Employee Retention: In 2006, a team of researchers (31) discovered that performance-related remuneration increases retention According to researchers (32), extrinsic incentives (amount of remuneration and other benefits) are variables in employee retention.

Performance Management and Retention: A performance appraisal benefits both the company and the employee. As a result, employees learn about their strengths and weaknesses. As studied by researchers (33) providing "extra" is necessary to motivate staff.

Work-Life Balance and Retention: The need for a "healthy balance" was emphasized by researchers (34). For increased retention as stated by researchers (35) businesses should create a

"harmonious" balance between work and personal obligations. The study (36) showed that satisfaction with work-life balance results in reduced turnover intentions. (37, 38) proposed certain retention techniques, such as i.e. "flexible working hours", ii. "Flexible working arrangements", and iii. "Providing enough resources", that aid in reconciling personal and professional lives.

H1: There is a significant effect of Talent Management Practices on Employee Retention.

H2: Job satisfaction has a significant mediating effect on the association between employee retention and retention rates.

Job Satisfaction as a Mediator Factor in Retention of Employees: The connection between talent management, work satisfaction, and employee retention has been the subject of several research. As per research talent management strategies including rewarding exceptional work, providing training, and enhancing the work environment have a big influence on employee retention and job satisfaction (39). Researchers (40) went on to highlight the connection between work happiness and retention of employees, emphasizing the importance of leadership relationships, perks, and pay. Employee experience is a critical component in determining employee retention and effectiveness, as noted (41). Talent management techniques and practices have a significant role in these outcomes. To highlight the roles that organizational justice and talent perception

congruence play in the link between talent management and employee retention, (42) developed a study methodology.

Numerous research works have investigated the connection between talent management strategies and staff retention, emphasizing the moderating influence of job satisfaction. Hussain (43) discovered that job satisfaction acted as a partial mediating factor in the positive link seen between talent management techniques and organizational commitment. Similar findings were made by (44), who found that work satisfaction and sustainable talent management techniques were positively correlated, with corporate culture acting as a mediating factor. Researchers (45) found that organizational fairness, but not talent perception congruence, moderated the direct impact of talent management on employee retention. These results were corroborated by (46), who showed that in-service training moderated the correlations between work satisfaction and organizational commitment and that sustainable personnel management had a favorable impact on both.

Objectives of the Study

- i. Determine the key practices influencing the banking industry's talent management approach.
- ii. Examine how the banking industry's talent management practices influence employee retention using job satisfaction as a mediating factor.

Table 1: Market Penetration of Indian Private Sector Banks

Banks	Market Cap (2022) in crore	Revenue (2022) in crore	No of Bank Branches (2022)	No of Employees (Approx.) (2022)
HDFC Bank	Rs.6,17,499	INR 1.17	5,103	98,061
Kotak Mahindra Bank Ltd	Rs. 2,83,464	Rs. 31,346	1,500	50,000
ICICI Bank Ltd	Rs.2,66,974	INR 73,913	4847	97,354
Axis Bank	Rs.1,76,669	INR 41,409.25	4,758	78,300
IndusInd Bank	Rs. 96,912	44,540	1,938	33,582
Yes Bank	Rs. 34,575	Rs. 20,039	3,419	23,800

Source: RBI Bank's Website

Methodology

Population and Sample Size

The present study examines the private sector banks operating in the Jaipur Circle, as presented in Table 1. The sample is comprised of six banks, namely HDFC Bank, ICICI Bank, Yes Bank, Axis Bank, IndusInd Bank, and Kotak Mahindra Bank. These banks are considered significant for the study due to their market capitalization, revenue generation, number of branches, and number of employees, as reported by the Reserve Bank of India's (RBI) website data. 200 respondents from the banking industry were chosen using a purposive sample technique for the study on the impact of talent management strategies on employee retention, with an emphasis on the mediating function of work satisfaction. This sample size maintains practicality in terms of data collecting and processing efforts while also guaranteeing statistical robustness for complicated studies. Selecting participants according to certain standards, such their desire to participate and relevance to the study's topic, is made possible by the use of purposive sampling. This method seeks to collect data that is not only manageable but also rich in context, accurately representing actual talent management methods. It is combined with considerations of pragmatic issues like time, money, and personnel.

The study design and methods have been specifically adapted to investigate the dynamics present in the banking industry. The objective is to offer insights into how talent management techniques affect employee retention as viewed through the prism of work satisfaction. By concentrating on people who are affected by these activities directly, the research guarantees the significance and usefulness of its conclusions. Anticipatedly, the mediation analysis will provide insight into the complex interrelationships among these factors, providing theoretical and practical insights that may direct the creation of efficient talent management plans. These tactics provide significant contributions to academic research and HR practices by attempting to raise employee retention rates in the banking sector while simultaneously improving work satisfaction.

Variables Measurement

A number of variables pertaining to "talent management practices", "employee retention", "job satisfaction", "leadership", "performance management," succession planning, "training and development, talent attraction, talent engagement, talent identification, and work-life balance (WLB) were included in the construct of the questionnaire used in the study. A Likert scale was used to quantify

the variables, and respondents were asked to score statements on a range from 1–strongly disagree to 5–strongly agree on a five-point scale. The Likert scale made it possible to record the respondents' opinions and views regarding several concepts associated to employee retention and talent management initiatives.

Analysis

The information acquired from structural equation modeling (SEM) was evaluated using the program Smart PLS 4. SEM, a statistical method, makes it possible to assess the complex relationships between latent variables and observable variables. By using job satisfaction as a mediating variable, it aids in analysing both the immediate and long-term effects of numerous constructs on retaining staff members. It is feasible to examine correlations between several constructs at once with structural equation modeling, which also aids in comprehending how talent management strategies, job satisfaction, and employee retention interact. This study uses SEM to thoroughly examine how talent management strategies affect employee retention in private-sector banking.

Respondent Demographics:

The respondents' demographic information was gathered for a better understanding of the sample's composition and to guarantee that various groups were adequately represented out of the private sector banking workforce. With 62.0% of the population being male, the majority of them (43.5%) were in the age range of 31 to 40 years. 28% of them had postgraduate degrees. Middle-level management from the chosen institutions made up 55.5% of the responses. These demographic details constitute an outline of the respondents and facilitate analysis of any disparities in their views and experiences across various groups working in the private sector banking industry.

Results

In order to assess the latent or observed variables in this research, the researcher employed an SEM approach. A two-step strategy was utilized for the development of the measurement model as per the reliability and validity of the measurement model were assessed using SEM techniques, while the significance of the path coefficients and factor loadings was evaluated using a bootstrapping method (n=10000) (47).

Table 2: Construct items loadings with VIF value

Name	Outer loadings	Sample mean	Standard deviation	T statistics	P values	VIF
Comp_10 <- Comp	0.698	0.696	0.042	16.544	0	1.571
Comp_5 <- Comp	0.705	0.704	0.041	17.033	0	1.604
Comp_6 <- Comp	0.661	0.661	0.047	14.1	0	1.381
Comp_7 <- Comp	0.715	0.712	0.051	14.104	0	1.709
Comp_8 <- Comp	0.733	0.732	0.033	21.904	0	1.607
Comp_9 <- Comp	0.775	0.774	0.032	24.455	0	1.695
ER_10 <- ER	0.861	0.86	0.026	33.188	0	3.836
ER_2 <- ER	0.863	0.862	0.021	40.451	0	3.713
ER_3 <- ER	0.634	0.633	0.038	16.619	0	2.252
ER_5 <- ER	0.788	0.787	0.029	26.905	0	2.422
ER_6 <- ER	0.877	0.876	0.02	44.795	0	3.672
ER_7 <- ER	0.903	0.902	0.019	47.418	0	4.836
ER_8 <- ER	0.789	0.788	0.033	23.849	0	2.308
ER_9 <- ER	0.85	0.849	0.024	34.997	0	3.332
JS_2 <- JS	0.788	0.791	0.04	19.753	0	2.468
JS_4 <- JS	0.755	0.757	0.048	15.772	0	2.243
JS_5 <- JS	0.768	0.764	0.049	15.756	0	2.378
JS_7 <- JS	0.729	0.725	0.045	16.16	0	2.34
JS_8 <- JS	0.693	0.689	0.055	12.625	0	1.39
Lead_3 <- Lead	0.725	0.723	0.048	14.986	0	2.013
Lead_4 <- Lead	0.696	0.695	0.043	16.002	0	1.73
Lead_5 <- Lead	0.66	0.658	0.049	13.51	0	1.607
Lead_6 <- Lead	0.813	0.814	0.024	33.681	0	2.04
Lead_8 <- Lead	0.738	0.736	0.035	21.183	0	1.692
PM_4 <- PM	0.685	0.679	0.053	12.932	0	1.465
PM_5 <- PM	0.762	0.759	0.039	19.62	0	1.817
PM_6 <- PM	0.747	0.749	0.036	20.869	0	1.335
PM_7 <- PM	0.774	0.772	0.039	20	0	1.904
SP_2 <- SP	0.752	0.753	0.033	22.737	0	1.214
SP_3 <- SP	0.811	0.81	0.027	30.014	0	1.489
SP_5 <- SP	0.785	0.783	0.035	22.408	0	1.432
TandD_2 <- TandD	0.751	0.75	0.043	17.5	0	1.386
TandD_3 <- TandD	0.81	0.81	0.027	30.479	0	1.623
TandD_5 <- TandD	0.767	0.764	0.033	22.934	0	2.112
TandD_8 <- TandD	0.841	0.842	0.023	37.043	0	2.437
TA_2 <- TA	0.659	0.656	0.054	12.224	0	1.513
TA_4 <- TA	0.681	0.681	0.049	13.866	0	1.791
TA_5 <- TA	0.812	0.813	0.024	33.705	0	2.573
TA_6 <- TA	0.68	0.678	0.051	13.245	0	1.743
TA_7 <- TA	0.77	0.77	0.024	31.921	0	2.312

TA_8 <- TA	0.746	0.744	0.038	19.408	0	2.263
TA_9 <- TA	0.735	0.734	0.037	19.874	0	2.111
TE_4 <- TE	0.664	0.664	0.037	17.74	0	1.215
TE_5 <- TE	0.659	0.659	0.066	9.975	0	1.956
TE_7 <- TE	0.746	0.745	0.056	13.443	0	1.699
TE_9 <- TE	0.897	0.896	0.018	49.44	0	3.02
TI_1 <- TI	0.66	0.655	0.061	10.832	0	1.707
TI_2 <- TI	0.714	0.715	0.034	20.887	0	1.54
TI_3 <- TI	0.749	0.745	0.044	17.197	0	2.127
TI_6 <- TI	0.654	0.651	0.04	16.406	0	1.494
TI_7 <- TI	0.788	0.786	0.032	24.9	0	2.304
TI_8 <- TI	0.628	0.622	0.062	10.12	0	1.62
TI_9 <- TI	0.782	0.783	0.021	36.397	0	1.89
WLB_2 <- WLB	0.728	0.713	0.071	10.208	0	1.784
WLB_3 <- WLB	0.772	0.761	0.064	11.984	0	1.759
WLB_8 <- WLB	0.83	0.835	0.047	17.675	0	1.168

Outer loadings and validity

Table 2 presents the factor loadings for each item within the construct. From analysis, it is evident that all loadings surpass the recommended threshold value of 0.55 (48). Notably, the majority of factor loadings range between 0.714 and 0.850, well above 0.7. This indicates that the considered factors effectively capture substantial variance from the variables. Furthermore, the table also includes VIF to assess the collinearity of the model. The VIF values obtained in this study are < 3.5, indicating the absence of significant common method bias.

Assessment of construct Convergent validity

The measurement model evaluation involves several reliability and validity measures. Cronbach's α , CR (rho_a), CR (rho_c), and AVE are commonly used to assess the psychometric properties of a measurement model. A commonly utilised indicator of internal consistency reliability is Cronbach's alpha. It shows how closely the elements of a construct are connected according to the information presented in Table 3, convergent validity testing was conducted, and it is shown that the majority of constructs demonstrate good internal consistency (>0.7) reliability with Cronbach's α (49) composite reliability, measured by both rho_a and rho_c, is another reliability

assessment parameter that measures the internal consistency of a construct. Rho_a considers the average inter-item correlation, while rho_c accounts for the heterogeneity among items. Majority of constructs exhibit high composite reliability values, indicating strong internal consistency. AVE measures the amount of variance captured by a construct relative to measurement error. It estimates convergent validity, which indicates how well items within a construct measure the same underlying construct. AVE values above 0.5 are considered acceptable, and all constructs in this study meet this criterion, with AVE values ranging from 0.509 to 0.680 (50) as in Table 3.

Assessment of discriminant validity

The Heterotrait-Monotrait Ratio (HTMT) is a measure used to assess discriminant validity in a structural equation modeling (SEM) context. Table 4 examines the degree to which constructs within a model are more strongly related to their own indicators (monotrait relationships) compared to the indicators of other constructs (heterotrait relationships). From the Table 4 it is visible that Job Satisfaction and Employee retention, Talent Engagement and leadership, Talent Attraction and Succession planning, Talent identification and Talent Engagement are strongly related.

Table 3: Convergent Validity Testing

Construct Name	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Compensation (Comp)	0.809	0.811	0.863	0.512
Employee Retention (ER)	0.931	0.938	0.944	0.68
Job Satisfaction (JS)	0.802	0.805	0.863	0.559
Leadership (Lead)	0.779	0.793	0.849	0.53
Performance Management (PM)	0.736	0.756	0.831	0.552
Succession Planning (SP)	0.684	0.683	0.826	0.613
Training and Development (TandD)	0.805	0.812	0.871	0.629
Talent Attraction (TA)	0.851	0.858	0.887	0.53
Talent Engagement (TE)	0.729	0.749	0.833	0.559
Talent Identification (TI)	0.838	0.844	0.878	0.509
Work Life Balance (WLB)	0.706	0.759	0.821	0.605

Assessment of discriminant validity

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The Fornell-Larcker analysis provides empirical evidence supporting the notion that the square root of the Average Variance Extracted (AVE) for each construct exceeds the correlations observed with other constructs. This is demonstrated in

Table 5. The analysis indicates that all constructs exhibit discriminant validity.

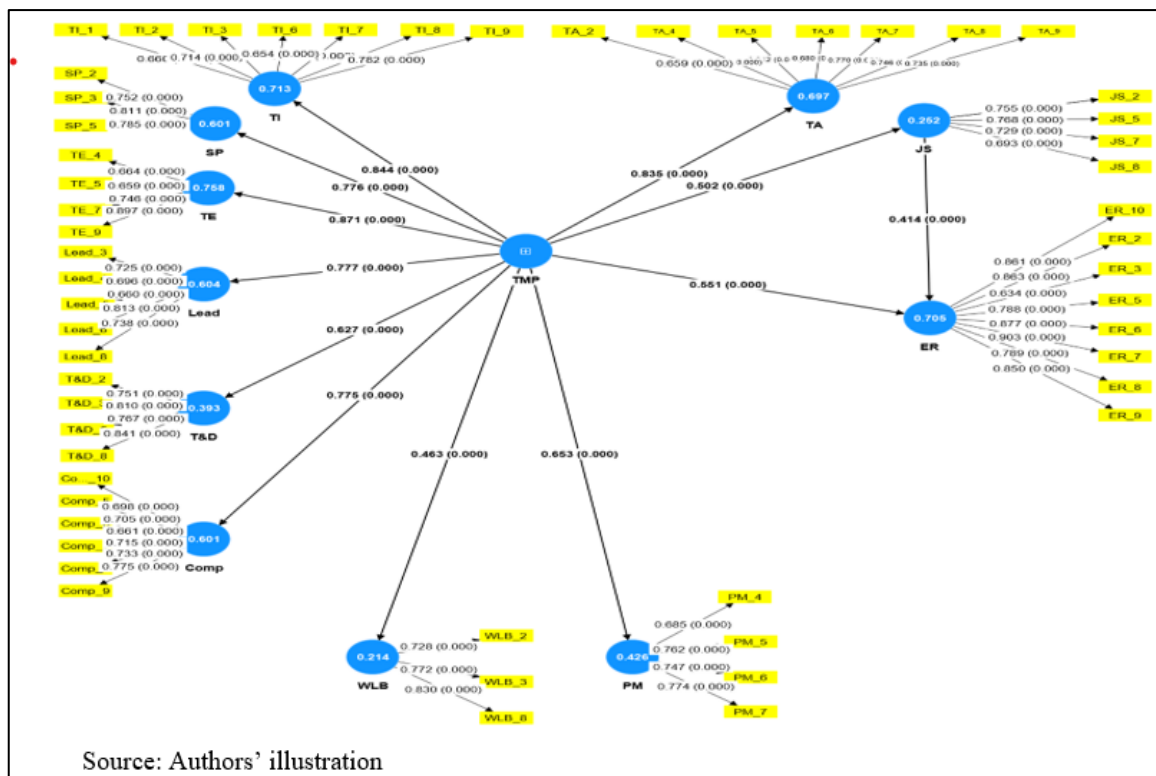
In SmartPLS, we have obtained a Measurement model which is illustrated in Figure 2. The model consists of two parts - the inner model and the outer model. The inner model displays the path coefficients which represent the strength and direction of the relationship between the latent constructs in the model. On the other hand, the outer model displays the outer weights or loadings which represent the relationship between the latent constructs and their observed indicators. These loadings indicate the extent to which each indicator is contributing to the measurement of its corresponding latent construct. Overall, this model provides a comprehensive view of the relationships between the latent constructs and their observed indicators.

Table 4: Discriminant validity - HTMT Matrix

	Comp	ER	JS	Lead	PM	SP	TandD	TA	TE	TI	WLB
Comp											
ER	0.595										
JS	0.679	0.798									
Lead	0.743	0.612	0.396								
PM	0.565	0.6	0.543	0.715							
SP	0.568	0.719	0.318	0.78	0.579						
TandD	0.648	0.536	0.349	0.393	0.311	0.792					
TA	0.564	0.778	0.488	0.695	0.524	0.899	0.51				
TE	0.835	0.773	0.682	0.889	0.878	0.869	0.487	0.867			
TI	0.742	0.689	0.451	0.607	0.504	0.771	0.675	0.776	0.846		
WLB	0.418	0.48	0.291	0.472	0.269	0.365	0.241	0.473	0.451	0.465	

Table 5: Fornell-Larcker criterion

	Comp	ER	JS	Lead	PM	SP	TandD	TA	TE	TI	WLB
Comp	0.715										
ER	0.529	0.824									
JS	0.556	0.691	0.747								
Lead	0.602	0.545	0.313	0.728							
PM	0.465	0.526	0.434	0.566	0.743						
SP	0.432	0.582	0.205	0.574	0.443	0.783					
TandD	0.520	0.483	0.270	0.321	0.293	0.612	0.793				
TA	0.474	0.700	0.384	0.587	0.434	0.685	0.424	0.728			
TE	0.660	0.648	0.544	0.681	0.659	0.616	0.359	0.710	0.748		
TI	0.618	0.619	0.366	0.511	0.429	0.600	0.569	0.669	0.681	0.713	
WLB	0.320	0.396	0.179	0.378	0.201	0.293	0.134	0.391	0.388	0.356	0.778



Source: Authors' illustration

Figure 2: Structural Equation Modeling

Testing hypotheses

In Table 6, the hypothesis for different pairs of variables is presented. The SEM path analysis results are also given in the Figure 2. In Table 6 the T statistics values indicate the significance of the relationships between the variables. First, the relationship between Job Satisfaction (JS) and Employee Retention (ER) shows a significant positive association ($\beta = 0.414, T = 8.387, p < 0.001$), suggesting that higher job satisfaction is related to increased employee retention. Second, Talent Management Practices (TMP) has a significant positive impact on various factors. It positively

influences Composite ($\beta = 0.775, T = 29.450, p < 0.001$), ER ($\beta = 0.551, T = 11.726, p < 0.001$), JS ($\beta = 0.502, T = 10.476, p < 0.001$), Leadership ($\beta = 0.777, T = 32.173, p < 0.001$), Performance Management ($\beta = 0.653, T = 19.409, p < 0.001$), Work-Life Balance ($\beta = 0.463, T = 7.266, p < 0.001$), and other factors. Additionally, TMP exhibits a particularly strong positive influence on Talent Engagement ($\beta = 0.871, T = 60.132, p < 0.001$), indicating its crucial role in fostering engagement within the organization. Overall, these findings emphasize the significance of TMP in driving various organizational outcomes.

Table 6: Hypothesis testing

Relationship	Path coefficient	Sample mean	Standard deviation	T statistics	P values	C.I 2.5%	C.I 97.5%
JS -> ER	0.414	0.416	0.049	8.387	0.000	0.317	0.511
TMP -> Comp	0.775	0.777	0.026	29.450	0.000	0.722	0.824
TMP -> ER	0.551	0.549	0.047	11.726	0.000	0.452	0.636
TMP -> JS	0.502	0.506	0.048	10.476	0.000	0.411	0.599
TMP -> Lead	0.777	0.779	0.024	32.173	0.000	0.729	0.825
TMP -> PM	0.653	0.659	0.034	19.409	0.000	0.593	0.724
TMP -> SP	0.776	0.776	0.033	23.406	0.000	0.707	0.838
TMP -> T and D	0.627	0.628	0.044	14.289	0.000	0.538	0.708
TMP -> TA	0.835	0.835	0.021	39.061	0.000	0.790	0.874
TMP -> TE	0.871	0.873	0.014	60.132	0.000	0.842	0.899
TMP -> TI	0.844	0.845	0.018	46.149	0.000	0.807	0.878
TMP -> WLB	0.463	0.470	0.064	7.266	0.000	0.344	0.592

Table 7: Specific indirect effects and Total indirect effects

Hypotheses		Original sample	Sample mean	Standard deviation	T statistics	P values	C.I 2.5%	C.I 97.5%
H1	TMP -> ER	0.208	0.211	0.034	6.161	0.000	0.149	0.282
H2	TMP -> JS -> ER	0.208	0.211	0.034	6.161	0.000	0.149	0.282

Table 7 shows the unique indirect influence of Talent Management (TMP) on Employee Retention (ER) via the mediating variable Job Satisfaction (JS). The analysis reveals a significant indirect effect of TMP on Employee Retention through Job Satisfaction ($\beta = 0.208$, $T = 6.161$, $p < 0.001$). It indicates from Table 7 that Talent Management Practices positively influence Employee Retention through its impact on Job Satisfaction.

With an original sample effect size of 0.208 for each, the analysis of the specific and total indirect effects in Table 7 shows a strong positive influence of team performance on employee retention, both directly (H1) and indirectly through work satisfaction (H2). Together with a statistically significant T statistic of 6.161 and a P value of 0.000, this consistent impact size strongly supports the idea that improving team performance might lead to higher employee retention rates. The importance and dependability of this link are further supported by the confidence interval for these effects, which does not cross zero and ranges from 0.149 to 0.282. This data highlights the direct relationship between these

two factors by indicating that efforts directed at enhancing team performance are likely to result in greater staff retention rates.

Moving further work satisfaction completely mediates the association between team performance and employee retention, according to the same statistical measures for H1 and H2. This suggests that team performance influences work satisfaction, which is the only way in which it influences employee retention. Because of this mediation, improving team performance has a direct effect on employee retention as well as a large favorable influence on work satisfaction, both of which help to retain personnel. This realization emphasizes the two ways in which team performance may be used to increase employee retention: directly and through work satisfaction as a mediator. It also suggests that organizational leaders who want to increase retention rates should strategically concentrate on team dynamics and satisfaction.

Enhancing job happiness is essential because it fully mediates the link between employee retention and team performance. This might entail

taking care of elements like the work atmosphere, employee recognition, and chances for professional development that affect job happiness.

The investigation emphasizes the role that work satisfaction plays as a complete mediator in the link between employee retention and team performance, which is a critical component. Employers may use these data to create focused initiatives that improve work satisfaction and teamwork, which will increase employee retention overall.

Significant insights into the internal consistency, general reliability, and validity of organizational behavior and human resource management structures may be gained from the examination of reliability and validity measurements. Strong internal consistency is seen across most constructs, as seen by Cronbach's Alpha values, which are particularly high for constructs like Employee Retention (ER) with 0.931, showing that elements inside each construct are well-correlated. The Composite dependability measures in table 1.3 (ρ_a and ρ_c) further highlight the constructs' dependability in assessing the intended ideas, with all constructs above the ideal threshold of 0.7 and ER shining out in particular ($\rho_a = 0.938$, $\rho_c = 0.944$). The constructs are further validated using the Average variation Extracted (AVE), which shows that the majority of them have AVE values over the desirable threshold of 0.5. ER has the highest AVE of 0.680, as shown in Table 3 suggesting a significant amount of variation.

All of these indicators together confirm the validity and reliability of the measurement; in particular, they emphasize the strong measurement consistency and notable variation capture of Employee Retention. Although the reliability ratings of certain constructs, such as Work-Life Balance (WLB) and Succession Planning (SP), are significantly lower, their sufficient AVE values indicate a reasonable degree of construct validity. This suggests the opportunity for additional development in certain areas but overall dependability and validity in the context of organizational and talent management research. It also provides a strong basis for appropriately assessing the targeted concepts.

Findings from Mediation Analysis

Each item and its accompanying construct have significant correlations, as indicated by the outer

loading values, which vary from around 0.660 to 0.903 as in Table 2. This shows that the items capture the essence of the latent variables they are meant to represent, making them powerful indicators of their constructions. These items are relevant and adequate for assessing the many constructs (Comp, ER, JS, Lead, PM, SP, Tand D, TA, TE, TI, WLB) as evidenced by significant loadings among these constructs.

The statistical significance of the connections between the items and their constructs is shown by the T statistics and P values obtained for all the items. The P values are 0.000 and the T statistics are far higher than the typical significance threshold (e.g., 1.96 for a 95% confidence level), suggesting that there is very little possibility that these correlations are the result of chance. This demonstrates how strong the links that have been seen are and bolsters the legitimacy of the model's structures.

Consistency in the strength of the connections throughout the sample is shown by how closely the outer loadings match the sample means. Furthermore, the modest standard deviations suggest that these correlations are not very variable between various data. This consistency suggests that the model is dependable throughout the sample under study, which is critical for the generalizability of the results.

There is little chance of multicollinearity among the items within each construct, according to the Variance Inflation Factor (VIF) values, all of which are much below the typical threshold of concern (50). By doing this, we can make sure that the strong correlations between the independent variables—the items linked to the same construct—do not cause bias in the regression coefficients. The low VIF values imply that each item contributes distinct information to the construct it assesses, improving the interpretability and dependability of the model.

The measurements in the table offer compelling proof of the measuring model's validity and dependability, which was employed in this investigation. The results demonstrate a low degree of variability and a low probability of multicollinearity between the observed items and their corresponding constructs. These results highlight how well the chosen items capture the essence of their constructs, hence bolstering the model's structural integrity and potential

usefulness in future studies or real-world scenarios.

Mediating Role of Job Satisfaction

The HTMT ratio matrix provides insights that underscore the interdependence of concepts like employee retention and talent attraction, as well as chances for cross-functional collaboration and customized training programs. By delving further into these correlations with HR analytics, customized interventions may be created and organizational strategies can be further refined. Essentially, the HTMT matrix Table 4 shows strategic interrelations that can direct the creation of more coherent and successful organizational strategies in addition to verifying the uniqueness of important organizational constructions. Organizations may better customize their activities and create greater cross-functional cooperation and improve organizational performance by having a better understanding of these complex linkages.

The Fornell-Larcker criteria Table 5 analysis provides valuable insights that highlight the significance of discriminant validity in organizational research. This ensures that different phenomena are measured by constructs such as Leadership, Job Satisfaction, Employee Retention, and Compensation. This uniqueness is essential to organizational management theory clarity as well as real-world applicability. The study shows that each construct clearly separates itself from the others through its own Average Variance Extracted (AVE), which enables focused actions and strategies.

In particular, concepts like work-life balance and employee retention are renowned for being very distinctive, indicating that they have special functions within the organizational setting. This makes it possible for organizational interventions to be precisely targeted, enabling methods to deal directly with certain issues like work-life balance or retention without inadvertently overlapping with other areas. This fact is further highlighted by the low correlations among several dimensions, which highlights the successful differentiation necessary for the creation of an effective organizational strategy.

These observations have important strategic ramifications for organizational management. Delineating structures facilitate the creation of customized interventions and policies, ensuring

that efforts in areas like talent engagement and leadership development are concentrated and do not unintentionally overlap. Targeting with such accuracy can help organizational development initiatives work better since methods will be more closely matched with the particular component that they are meant to change.

In order to affirm the uniqueness of organizational constructions and to aid in the formulation of more accurate and effective methods for organizational change, the Fornell-Larcker criteria offer a fundamental instrument. This approach makes it easier for researchers and practitioners to carry out focused interventions by making sure that each construct measures a distinct aspect of the organizational environment. This could lead to an increase in the efficacy and efficiency of these interventions in promoting organizational development and improvement.

Discussion and Conclusion

Strong correlations between certain items and the underlying components suggest areas that are valued by employees. For example, factors like work-life balance (WLB), employee recognition (ER), and job satisfaction (JS) are probably important for total employee engagement and retention. Initiatives that directly improve these areas, such as career development opportunities, recognition programs, and flexible work schedules, should be given top priority by organizations. The most influential constructs are shown by the statistical significance and strength of connections. These data should be used by talent management to customize interventions that focus on these important areas. If the data indicates that, for instance, leadership (Lead) and employee retention are strongly correlated, funding leadership development initiatives may have a big influence on keeping talent on staff. The sample-wide consistency of item-construct associations indicates that retention is strongly impacted by corporate culture and policy implementation uniformity. Higher retention rates might result from improved employee views of justice and equity brought about by the consistent implementation of policies and procedures across departments and levels.

Organizations should be on the lookout for any indications of overlapping or duplicate activities that might lessen the efficacy of talent management techniques, even when low VIF

values suggest a low likelihood of multicollinearity. Streamlining initiatives to make sure they each provide something special can improve productivity and efficacy.

Organizations should engage in career development programs that provide clear avenues for progression and professional growth, given the importance of these opportunities in employee retention. Employee happiness and loyalty may be greatly impacted by mentoring programs, continual learning opportunities, and customized development plans.

Organizations may create a culture that encourages retention and leads to a more engaged and dedicated staff by using these insights to improve people management practices. This will eventually lower turnover rates.

The results of this study also show a substantial indirect influence of talent management practices on employee retention through job satisfaction ($\beta = 0.208$, $T = 6.161$, $p < 0.001$) based on the analysis performed using structural equation modelling. This shows that TMP has a beneficial effect on Employee Retention through raising Job Satisfaction. These results have significant ramifications for the private banking sector and shed light on the connection between talent management strategies and worker performance. The findings imply that employees' retention is increased when they believe their potential is acknowledged and fostered by the company. This drive results in higher levels of job satisfaction. Employee retention increases when employees are satisfied with their jobs as they're prone to stay with the organization. It underlines that in an attempt to maximize employee retention, organizations must concentrate TMP and job satisfaction along with hiring talent and recognition. Out of the Talent Management practices talent engagement has positively influenced employee retention in the private banking sector. Talent engagement is defined as an individual's involvement, contentment, and excitement for their Employees who are engaged to assist the company in achieving its goals, implementing its plans, and generating substantial company outcomes. Elements influencing employee engagement in the workplace include career advancement opportunities, working hours, a fair wage structure, an open and candid working atmosphere, and participation in decision-making.

So Talent Engagement practice needs to be much focused by the Banks.

The study's findings also highlighted that when employees are provided with appropriate talent management practices, they are more satisfied with their jobs and organizations, and so they tend to stay in the same organization for a long time. These findings have important relevance for the private banking sector. Banks should engage in personnel management practices that go beyond acquiring new employees and concentrate on motivating and retaining existing employees. This may entail developing effective leadership skills, encouraging work-life balance, creating performance management systems that recognize and reward talent, and devising comprehensive talent development programs. To maintain a competitive edge in the market, banks must maximize the possibility that their outstanding personnel will be retained.

Limitations and Future Research Suggestions

The study focused on private-sector banks in Jaipur Circle and used a quantitative strategy to address high attrition rates. Future studies should consider a blended method with qualitative approaches and examine other talent management practices such as mentoring.

Abbreviation

TMP- Talent Management Practices
SEM- Structural Equational Modelling
AVE- Average Variance Extract
VIF- Variance Inflation Factor
HTMT- Heterotrait- Monotrait Ratio

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Author Contributions

Ms. Shreya Mathur and Dr. Nandini Srivastava have taken sole responsibility for the study's conceptualization and design, data collection, result analysis and interpretation, as well as manuscript writing. Their efforts and dedication have been instrumental in ensuring the success of the project.

Conflict of Interest

I certify that there are no financial or personal relationships that could be perceived as having an influence on the work presented in this document. Therefore, there are no conflicts of interest to disclose.

Ethics Approval

This written work is original and has never been published before. The manuscript is not being reviewed for publication anywhere else. The authors' research and analysis are accurately and thoroughly presented in the paper. The valuable contributions of co-author and co-researchers have been appropriately acknowledged in the paper.

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