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THE INFLUENCE OF TALENT MANAGEMENT PRACTICES ON EMPLOYEE RETENTION: AN EMPIRICAL STUDY OF PUBLIC SECTOR ORGANIZATIONS

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Abstract
Employee Retention is major issue for public sector organizations as retaining competent and experienced employees is considered essential for organization's better performance and future success. This study examines effect of talent management practices on employee retention in public sector organizations in Khairpur, Pakistan. The study specifically examines effects of compensation and recruitment and selection. Quantitative method was used for this study and questionnaire was developed to collect data from 94 employees working in various public sector organizations in Khairpur. The data obtained was analyzed by using demographic analysis, reliability analysis, correlations analysis and regression analysis to understand relationship between research factors and results of study showed that talent management practices have positive effect on employee retention. In particular, compensation and recruitment and selection have significant impact on employees' decision to stay in organization. This shows that if employees are paid fairly and recruitment & selection process is done well chances of employees leaving organization are reduced and they prefer to work with organization for longer period. The study concludes that employee retention in public sector organizations can be strengthened by improving talent management practices. This study provides useful information for policymakers and human resource managers to create better talent management strategies, reduce employee turnover rates and improve overall performance of organization.

INTRODUCTION

According to HR experts talent management system plays vital role in long-term survival and growth of any organization. Through this system organization identifies talented employees, recognizes their capabilities, provides them with suitable opportunities and strives to retain them. Although such employees typically constitute small fraction of total workforce, they play significant role in achieving organizational goals and advancing its interests by their high performance and expertise (Berger et al., 2003).

Compensation and Recruitment & Selection are important factors in determining whether employees will stay or leave organization (Allen et al., 2010). Employee retention has become major issue today as high employee turnover increases costs of recruiting and training new employees causes loss of experienced employees and affects performance of organization (Allen et al., 2010). Retaining competent and experienced employees is especially important in public sector organization as these organizations rely on experienced individuals to provide continuous and improved services to public (Kim, 2015). If employees in public sector organization leave their jobs in large numbers it can affect quality of public services, work performance and government objectives (Kim, 2015). Compensation is important part of talent management that plays major role in retaining employees in organization. Appropriate and fair compensation system not only meets financial needs of employees but also shows that organization values their hard work and services (Milkovich et al., 2020). Compensation includes direct financial benefits such as salary, bonuses and rewards while indirect benefits include health care, retirement plans and paid vacations (Armstrong & Taylor, 2023). When employees feel that they are being compensated fairly and competitively for their efforts they are more satisfied with their jobs, their commitment to organization increases and they prefer to stay with organization rather than leave (Grotto et al., 2017). According to equity theory, employees compare their efforts and rewards they receive with those of other employees. If they feel that their compensation is commensurate with their efforts, they increase their trust in organization and feel more loyal to organization which reduces their intention to leave (Adams, 1965). Therefore, good compensation system is very important to motivate employees and retain them in organization (Milkovich et al., 2020). Recruitment & Selection are also important parts of talent management that help retain employees. The goal of this process is to hire people who have desired abilities, skills and values that they can perform their jobs better (Breaugh, 2013). Good recruitment provides candidates with accurate information about job which leads to right people coming to organization while better selection methods create better fit between employee and job (Dessler, 2020). When employees' abilities, personal values and organizational environment are in harmony with each other employees are more satisfied and their commitment to organization is stronger (Barrick & Zimmerman, 2005). Conversely if wrong people are hired, employees may become dissatisfied, performance may decrease and turnover may increase because they do not perceive themselves as a good fit for their job or organization's environment (Barrick & Zimmerman, 2005). Effective recruitment and selection practices help organizations build competent workforce and reduce risk of employees leaving (Breaugh, 2013). The combined effect of compensation and recruitment & selection practices plays significant role in employee retention. When organizations provide appropriate rewards and select employees who are well-suited to their positions, employees are more likely to be motivated, committed and loyal (Allen et al., 2010). However, public institutions face several difficulties in retaining talented employees such as strict management procedures, inflexible reward and incentive systems and increasing competition from private institutions (Kim, 2015). Therefore, it is very important to study effect of talent management practices in public institutions especially compensation and recruitment and selection on employee retention. The aim of the current research is to find out how compensation and recruitment and selection practices affect employee retention in public institutions.

Research Objectives

1. To examine influence of compensation on employee retention.
2. To examine influence of recruitment and selection on employee retention.
3. To examine association among compensation, recruitment & selection and employee retention.

Research Questions

1. What is influence of compensation on employee retention.

2. What is influence of recruitment and selection on employee retention.
3. What is association among compensation, recruitment & selection and employee retention.

Research Significance

In today's business environment retaining skilled and capable employees has become major concern for organizations in public sector where employee commitment and stability are essential for effective service delivery. To understand factors that influence employee retention is vital for developing strategies which reduce turnover and strengthen organizational performance. This study focuses on examining how talent management practices specifically compensation and recruitment & selection influence employee retention in public sector organizations.

This research provides valuable insights for public sector institutions, human resource managers, and policymakers by highlighting importance of effective talent management practices in retaining employees. The findings of this study will assist government organizations in developing improved human resource policies, designing fair compensation systems and implementing transparent recruitment and selection procedures which enhance employee satisfaction and organizational commitment. The results will contribute to existing literature by providing empirical evidence on role of talent management practices in improving employee retention within public sector organizations. Furthermore, this study will help decision-makers understand importance of attracting suitable employees, providing competitive rewards and creating effective retention strategies to maintain stable and motivated workforce. The findings can be utilized to improve human resource management practices, enhance organizational effectiveness and support better performance in public sector institutions.

Literature Review

Compensation and Employee Retention

Compensation provided to employees is considered very important process in HR it not only meets financial needs of employees but also shows organization's appreciation for their hard work and services. If salary and benefits system is well designed, employees' motivation to work increases, they are more satisfied with their jobs and their commitment to organization strengthens. As result chances of employees leaving job decrease. When employees feel that their salary, bonuses and other benefits are adequate and fair they prefer to work with organization for longer period (Allen et al., 2010; Milkovich et al., 2020). Good compensation package includes direct financial benefits, such as salary, wages, bonuses and rewards while indirect benefits include health insurance, retirement benefits, paid vacations and other welfare programs. These financial and non-financial benefits make employees feel valued by their organization which makes them more loyal to their work and organization. Organizations that periodically review and improve their pay and benefits systems are more successful in attracting and retaining talented employees than those that pay below market wages (Milkovich et al., 2020; Armstrong & Taylor, 2023). Employees who feel that they are being compensated fairly and in line with their efforts are more likely to stay with their organization longer because they feel respected and valued. According to equity theory, employees also compare their efforts and rewards with those of their peers. If they feel that they are fair, their commitment to organization increases and their intention to leave their job decreases. Thus, fair compensation increases employee trust and builds strong bond between employees and organization (Allen et al., 2010; Dessler, 2020). Several research studies conducted in different sectors and countries have shown that there is strong positive relationship between fair compensation and employee retention. Employees who receive good pay and benefits are more motivated show greater loyalty to organization and are less likely to look for another job. These results show that fair compensation is an important strategy that plays significant role in retaining employees in organization and reducing rate of voluntary departure from job (Allen et al., 2010; Grotto et al., 2017; Shrestha & Prajapati, 2023).

H1: There is positive and significant influence of compensation on employee retention.

Recruitment & Selection and Employee Retention

Recruitment and Selection are fundamental factors in human resource which play crucial role in employee retention. An effective recruitment and selection system helps organizations find and appoint individuals whose knowledge, abilities, skills and values are in line with organization's goals. Good recruitment activities help identify suitable candidates while good selection procedures ensure that employees are well-suited to their jobs and responsibilities which increases their job satisfaction (Breaugh, 2013; Dessler, 2020). Quality recruitment practices attract qualified and talented candidates because they provide accurate information about job, development opportunities, clear descriptions of responsibilities and realistic expectations about organizational environment. When organizations select employees who have desired skills and who are aligned with organization's values those new employees are more likely to be satisfied and stay with organization for long term. Thus, effective recruitment strategies reduce employee turnover and help build strong and stable workforce (Breaugh, 2013; Armstrong & Taylor, 2023). Appropriate selection methods such as structured interviews, psychological tests, competency-based assessments and job-related tests, create better fit between employee and job. Employees whose skills match job requirements and whose values are aligned with organizational environment generally exhibit higher job satisfaction, stronger organizational commitment and better performance. These factors play significant role in employee retention (Barrick & Zimmerman, 2005; Dessler, 2020). When employees feel better fit with their job and organizational environment, they are less likely to leave their jobs as they experience greater job satisfaction, better relationships with colleagues and more opportunities for professional development. Organizations that invest in strong recruitment and selection systems are more successful in avoiding hiring wrong people and developing stable workforce that helps organization achieve its long-term goals (Barrick & Zimmerman, 2005; Allen et al., 2010).

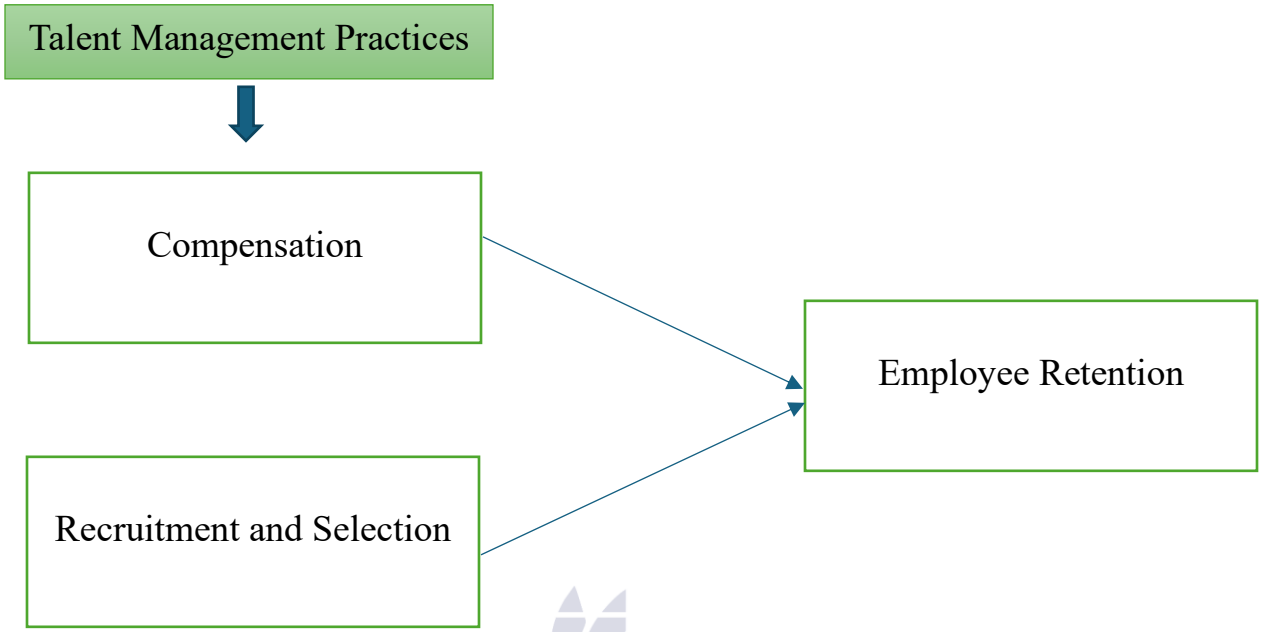
H2: There is positive and significant influence of recruitment & selection on employee retention.

Compensation, Recruitment & Selection and Employee Retention

Compensation and Recruitment & Selection are among most important practices of Talent management as they together play vital role in attracting, motivating, engaging and retaining employees. While good recruitment and selection system helps organization select qualified individuals who are suited to organization's needs, good compensation encourages employees to stay with organization for long time (Allen et al., 2010; Grotto et al., 2017). Adequate salary and other financial benefits meet financial needs of employees and recognize their hard work and service. On other hand effective recruitment and selection process ensures that organization employs individuals whose skills and values are aligned with organization's goals. The combined effect of these two factors increases employee satisfaction and improves organizational performance by reducing turnover intentions (Milkovich et al., 2020; Breaugh, 2013). When better compensation system is combined with good recruitment and selection policies, employee happiness, loyalty, motivation and commitment increase. Employees who receive good benefits and work that is appropriate to their abilities are more engaged, perform better and prefer to stay with organization. This results in stable workforce and lower costs of hiring new employees (Armstrong & Taylor, 2023; Allen et al., 2010). Organizations that focus on better compensation system and effective recruitment and selection practices together have lower employee turnover rates and higher employee retention rates than organizations that focus on single human resource process. Such integrated HR strategies enhance organizational success because they create loyal, competent and hardworking workforce that helps organization achieve its long-term goals (Allen et al., 2010; Grotto et al., 2017; Shrestha & Prajapati, 2023).

H3: There is positive and significant association compensation, recruitment & selection and employee retention.

Research Model



Research Hypothesis

1. There is positive and significant influence of compensation on employee retention.
2. There is positive and significant influence of recruitment and selection on employee retention.
3. There is positive and significant association among compensation, recruitment & selection and employee retention.

Research Methods

Positivism is philosophical and scientific perspective that asserts that all legitimate knowledge is either tautology or founded on empirical data obtained through reasoning and logic derived from sensory experiences. This viewpoint dismisses alternative forms of knowledge, like intuition or faith as unproven or insignificant (19th century, Auguste Comte). This study is grounded in positivist philosophy which asserts that reality is objective and can be comprehended through observation and measurement. Positivism stresses application of scientific and empirical approaches to examine social phenomena. In this scenario positivist method allows researcher to analyze how compensation and recruitment & selection affect employee retention through measurable data. The research seeks to identify causal links between independent factors compensation and recruitment & selection and dependent factor employee retention. Deductive approach is utilized starting with established theories and literature related to compensation, recruitment & selection and employee retention. These theories guide creation of specific hypotheses which are then assessed using information collected from employees. This method transitions from general theories to precise observations. Systematic questionnaire is given to employees to gather their opinions on pay, recruitment and employee retention. The survey method is selected for this research as it efficiently meets study's goals. This method allows for systematic and efficient collection of large-scale quantitative data. The research employee mono-method strategy cantered exclusively on quantitative methods as numerical information offers distinct and objective basis for examining relationships between compensation,

recruitment & selection and employee retention. Data has been gathered using structured questionnaires, guaranteeing that answers stay consistent and precise among varied group of participants. Furthermore, study employee cross-sectional time frame indicating that information was collected at single moment instead of across multiple intervals. This method is especially effective for grasping present employee views and feelings about their pay, recruitment and their plans to remain with or depart from the company. This methodological framework guarantees that research is objective, dependable and valid offering significant insights into the elements influencing employee retention at public sector organization in Khairpur. Reliability will be confirmed using Cronbach's Alpha test which evaluates internal consistency of measurement scales. Validity will be preserved by incorporating items from studies that have been previously validated. The research design, participant selection and analysis techniques enhance precision, reliability and reproducibility of findings. This research demonstrates connection in employee retention related to compensation and recruitment & selection with acting as independent variables and employee retention as dependent variable. Additionally, regression analysis has been performed to identify which factor recruitment & selection and rewards exhibit stronger relationship with employee retention. For the questionnaire, 5-point rating scale (Likert scale) was used and rating was divided into five scales which are Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4) and Strongly Agree (5). The questionnaire was randomly given to participants through in-person meetings and before questionnaire was distributed respondents were informed about main goal of research to ensure they were fully engaged and supportive. This would help ensure they completed questionnaire accurately and additional data was collected from various articles, journals, books, thesis and websites.

Data Analysis

The collected data were analyzed using SPSS software version 24. Demographic statistics were used to summarize respondents' characteristics while reliability analysis assessed internal consistency of the measurement scales. Pearson correlation analysis was conducted to examine relationships among study variables and multiple regression analysis was performed to know impact of compensation and recruitment & selection on employee retention.

Demographic Analysis

Statistics

		Gender of Respondent	Age of Respondent	Education of Respondent	Experience of Respondent	Job Position of Respondent
N	Valid	94	94	94	94	94
	Missing	0	0	0	0	0

Frequency Table

Table no. 01

Gender of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	36	38.3	38.3	38.3
	Female	58	61.7	61.7	100.0
	Total	94	100.0	100.0	

Out of 94 respondents 38.3% were male and 61.7% were female. This shows that female respondents have majority of sample.

Table no. 02
Age of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 20	6	6.4	6.4	6.4
	21–30	58	61.7	61.7	68.1
	31–40	25	26.6	26.6	94.7
	41–50	4	4.3	4.3	98.9
	Above 50	1	1.1	1.1	100.0
	Total	94	100.0	100.0	

Among 94 participants majority 61.7% were aged 21–30 years, followed by 26.6% between 31–40 years. Respondents aged below 20 years accounted for 6.4%, while 4.3% were aged 41–50 years. Only 1.1% was above 50 years of age. These findings show that sample was predominantly composed of between 21 and 30 years old.

Table no. 03
Education of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Intermediate	4	4.3	4.3	4.3
	Bachelor's Degree	48	51.1	51.1	55.3
	Master's Degree	39	41.5	41.5	96.8
	MPhil / MS	3	3.2	3.2	100.0
	Total	94	100.0	100.0	

More than half participants with 51.1% held Bachelor's degree, while with 41.5% possessed Master's degree. Little proportion had completed Intermediate education with 4.3% and only 3.2% held MPhil/MS degree. Overall, findings show respondents were highly educated with majority holding undergraduate.

Table no. 04

Experience of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	30	31.9	31.9	31.9
	1–3 years	44	46.8	46.8	78.7
	4–6 years	13	13.8	13.8	92.6
	7–10 years	2	2.1	2.1	94.7
	More than 10 years	5	5.3	5.3	100.0
	Total	94	100.0	100.0	

The results show largest proportion of respondents 46.8% have 1–3 years of work experience. This is followed by 31.9% with less than one year of experience. 13.8% having 4–6 years of experience, while 2.1% had 7–10 years of experience, 5.3% indicated having more than 10 years of work experience.

Table no. 05
Job Position of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Junior Staff	32	34.0	34.0	34.0
	Mid-level Staff	19	20.2	20.2	54.3
	Senior Staff	14	14.9	14.9	69.1
	Managerial	19	20.2	20.2	89.4
	Others	10	10.6	10.6	100.0
	Total	94	100.0	100.0	

The findings show Junior Staff with 34.0% is at majority. Mid-level Staff and Managerial employees each account for 20.2% demonstrating equal representation across these categories. Senior Staff consist of 14.9%, while 10.6% fall under other positions.

Reliability Analysis
Table no. 06 **Reliability Statistics**

Variables	Cronbach's Alpha	N of Items
1. Compensation	.814	7
2. Recruitment and Selection	.853	7
3. Employee Retention	.782	7

As shown in table no. 06, results show Compensation consisting of 7 items achieved Cronbach's Alpha of 0.814 shows compensation is highly reliable and consistently capture intended construct. Similarly, Recruitment and Selection variable also measured using 7 items recorded highest reliability of 0.853 and this value demonstrates strong internal consistency indicating items effectively measure recruitment and selection. Employee Retention variable comprising 7 items obtained Cronbach's Alpha of 0.782 and this value is slightly lower than other two constructs indicating acceptable good reliability and confirming items consistently measure employee retention.

Correlations Analysis
Table no. 07
Correlations

		Compensation	Recruitment and Selection	Employee Retention
Compensation	Pearson Correlation	1	.615**	.457**
	Sig. (2-tailed)		.000	.000
	N	94	94	94
Recruitment and Selection	Pearson Correlation	.615**	1	.633**
	Sig. (2-tailed)	.000		.000
	N	94	94	94
Employee Retention	Pearson Correlation	.457**	.633**	1
	Sig. (2-tailed)	.000	.000	

N	94	94	94

**. Correlation is significant at the 0.01 level (2-tailed).

As shown in table no. 07, the relationship between Compensation and Employee Retention is positive and moderate with r = 0.457, p < 0.01 indicating improved compensation practices are associated with higher level of employee retention and suggests employees who perceive compensation as fair and attractive are likely to remain with organization. The analysis also shows positive and strong relationship between Recruitment & Selection and Employee Retention with r = 0.633, p < 0.01 and this is strongest relationship in study implying that effective recruitment and selection practices are closely associated with employee retention. Organizations that recruit and select suitable candidates are likely to retain their employees. Overall, correlation analysis shows that study variables are positively and significantly related to one another and correlation coefficients are below 0.80 there is no indication of severe multicollinearity among independent variables and findings support expectation that compensation and recruitment & selection are associated with employee retention.

Regression Analysis

Table no. 08

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.638[a]	.408	.395	4.14637

a. Predictors: (Constant), Recruitment and Selection, Compensation

As shown in table no. 08, coefficient of determination R Square is 0.408 means that 40.8% of variation in employee retention is explained by combined effects of compensation and recruitment & selection. The remaining 59.2% of variation is attributable to other factors not included in regression model such as organizational culture, leadership style, work-life balance and other factors.

Table no. 09

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1076.316	2	538.158	31.302	.000[b]
	Residual	1564.503	91	17.192		
	Total	2640.819	93			

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), Recruitment and Selection, Compensation

As shown in table no. 09, Anova result shows model is statistically significant with p < 0.001, indicating that predictors significantly explain variance in employee retention. Therefore, Compensation and Recruitment & Selection have significant combined effect on Employee Retention.

Table no. 10
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	10.805	2.104		5.135	.000
	Compensation	.104	.098	.109	1.064	.290
	Recruitment and Selection	.484	.087	.566	5.531	.000

a. Dependent Variable: Employee Retention

As shown in table no. 10, The results show Compensation has positive but statistically insignificant effect on Employee Retention with p = 0.290 because p-value is greater than 0.05. In contrast, Recruitment & Selection has positive and statistically significant effect on Employee Retention with p = 0.000. Overall, the findings suggest Recruitment & Selection is significant predictor of Employee Retention whereas Compensation does not have significant individual effect within regression model.

Table no. 11
Hypothesis Status

Hypothesis	Statement	p value	Status
H1	There is positive and significant influence of compensation and employee retention.	0.000	Accepted
H2	There is positive and significant influence recruitment and selection on employee retention.	0.000	Accepted
H3	There is positive and significant relationship among of compensation, recruitment & selection and employee retention.	0.000	Accepted

Discussions

The results revealed significant positive relationship between compensation and employee retention ($r = 0.457$, $p < 0.01$) showing that better compensation policies play crucial role in retaining employees within public sector organizations. This moderate positive correlation suggests that employees who perceive their compensation as fair, adequate and competitive demonstrate greater loyalty and commitment to their organization and are more inclined to remain in their jobs. compensation has significant positive influence on employee retention. The findings are consistent with the study of Khan et al. (2022), who reported that competitive compensation significantly enhances employee satisfaction and organizational commitment, ultimately reducing turnover intentions in public sector organizations. Similarly, Armstrong and Taylor (2023) argued that fair compensation systems, including salaries, incentives, and employee benefits, play vial role in attracting and retaining talented employees by increasing motivation and long-term commitment. Likewise, Milkovich, Newman and Gerhart (2020) emphasized that well-designed compensation strategies improve employee morale, strengthen organizational loyalty and serve as important mechanism for retaining skilled workforce.

The results also demonstrated significant and strong positive relationship between recruitment & selection and employee retention ($r = 0.633$, $p < 0.01$). This finding indicates that effective, transparent and merit-based recruitment and selection practices significantly contribute to retaining employees within public sector organizations. Employees who are appropriately matched to their assignments during recruitment

process are more likely to experience job satisfaction, organizational commitment and long-term employment. Likely same many scholars has alos showed this effect positive and significant Collings and Mellahi (2009), who argued that strategic recruitment and selection are fundamental talent management practices that enable organizations to attract and retain high-performing employees. Similarly, Dessler (2020) stated that effective recruitment and selection improve person–job fit, increase employee satisfaction and reduce voluntary turnover. Furthermore, Singh and Kaur (2019) found that transparent and competency-based recruitment practices improve employee retention by ensuring that employees possess required skills, values and commitment to remain with organization over long term.

Overall, results show that employee retention in public sector organizations is closely linked to talent management activities particularly compensation and recruitment & selection. The findings reveal positive and significant relationship between compensation and recruitment & selection and employee retention, this suggests fair salaries, benefits and transparent, merit-based recruitment systems enhance employees' commitment to organization and their inclination to serve over long term. Furthermore, positive and significant relationship was also observed between compensation and recruitment & selection. This indicates government institutions with effective recruitment and selection procedures also implement fair compensation policies more effectively. Overall, these findings underscore fostering competitive compensation, transparent recruitment and selection, and effective talent management strategies within public sector organizations is vital for employee retention and enhancing organizational performance.

Conclusion

This is essential for long-term success of organization in public sector organization as employee retention within organization improves, organization's performance will automatically increase as well. The primary objective of study is to examine how talent management practices compensation and recruitment & selection influence retention and this study shows that if employees are well managed and well-managed, they stay with organization for longer period of time rather than leaving. But effect is not same in every organization because principles, procedures and work environment are different everywhere. The results of this study showed that salary and benefits as well as recruitment and selection process have positive and significant relationship with employee retention in organization. When employees receive appropriate salary, allowances and other facilities, they are more satisfied with their work, their loyalty to organization increases and they prefer to continue working. Similarly, if recruitment process is done in clean, merit-based and accurate manner, people who are more suitable for job are selected and stay with organization for long time. When person's qualifications, skills and experience are in line with requirements of job, he is more satisfied with his job and chances of leaving job are reduced. Overall, this research demonstrates that both pay and benefits and recruitment and selection play significant role in employee retention. Although there has been considerable research on these topics, relatively little attention has been paid to combined impact of these two factors in government organizations. This research fills this gap and demonstrates that better human resource practices can increase employee commitment, create organizational stability and improve overall performance strengthening organization in long term.

Recommendations

General Recommendations

- Develop and implement comprehensive talent management strategy aligned with organizational objectives.
- Strengthen employee training, learning and professional development programs.
- Establish fair, transparent and merit-based recruitment and selection processes.
- Implement objective and performance-based appraisal systems.

- Provide competitive monetary and non-monetary rewards to recognize employee contributions.
- Create structured career development and promotion opportunities.
- Strengthen succession planning to prepare future leaders.
- Promote employee engagement by participatory decision-making and effective communication.
- Foster positive, inclusive and supportive organizational culture.
- Introduce work–life balance and employee wellness initiatives.
- Conduct regular evaluations of talent management practices and employee retention outcomes.
- Utilize employee feedback to continuously improve HR policies and practices.

Specific Recommendations for Public Sector Organizations

- Establish dedicated talent management units within public sector organizations.
- Digitize recruitment and human resource management processes using Human Resource Information Systems.
- Ensure recruitment, promotion and retention decisions are based on merit, transparency, and competency.
- Conduct regular training needs assessments to know employee development requirements.
- Implement structured mentorship and coaching programs for new and high-potential employees.
- Develop competency-based career progression and succession planning frameworks.
- Introduce formal employee recognition and appreciation programs.
- Conduct periodic employee satisfaction and retention surveys to know retention challenges.
- Strengthen leadership development programs for current and future public sector managers.
- Review and update human resource policies regularly to align with modern talent management practices.
- Allocate adequate resources for employee training, development and retention initiatives.
- Enhance employee well-being by health, counseling and work–life balance programs.
- Promote ethical leadership, fairness, accountability and transparency across all public sector institutions.
- Monitor employee turnover trends and use workforce analytics to guide retention strategies.
- Encourage collaboration between government agencies to share best practices in talent management and employee retention.

Limitations and Future Directions

This research has such limitations which are as. First, data for this study was collected from public sector organizations working in Khairpur. Therefore, the findings may not applicable for private sector organizations and other districts of Sindh while future researchers can study on private sector organizations and also can get data from other districts of Sindh. Second, data was also collected from these job position holders' junior staff, mid-level staff, senior staff, managerial so this study may not be applicable for all employees while other researchers and scholars can also get data from employees having different job positions. Third, data was also collected in single phase using adopted quantitative questionnaire while others can collect data from employee at different times gathering data once, pausing for a while, collecting data again and pausing again. Fourth, data has been collected from specific number of workers due to limited time and sources which may not necessarily represent all workers while data can be collected from larger number of respondents that they can accurately reflect entire population. Fifth, study has comprised of how compensation and recruitment & selection influence employee retention. However, these variables may not be sufficient to fully capture impact while Future researches can integrate some other variables such as performance appraisal, job autonomy, job

security, training and development that upcoming research holds significant potential to enhance academic literature, assist policymakers and organization heads in developing effective, sustainable and employee focused strategies related their retention.

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