



TALENT MANAGEMENT AND EMPLOYEE RETENTION IN PUBLIC ADMINISTRATION:
ADDRESSING WORKFORCE CHALLENGES IN THE PUBLIC SECTOR

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Abstract

Talent management and employee retention have become increasingly important concerns in public administration as government institutions face persistent workforce challenges, including skilled employee turnover, limited career advancement opportunities, organizational inefficiencies, inadequate professional development, and declining employee motivation. This study investigated the influence of talent management practices on employee retention in public-sector organizations, emphasizing recruitment effectiveness, career development, performance management, leadership support, compensation satisfaction, and organizational commitment. A quantitative research design was employed using a dataset comprising 1,200 employees from 15 public-sector institutions, representing administrative, managerial, technical, and professional occupational categories. Primary data were collected through structured questionnaires and supplemented with institutional human resource records to examine organizational practices and employee retention intentions. Descriptive statistics, reliability testing, Pearson correlation analysis, multiple linear regression, and structural equation modelling were applied to evaluate relationships among talent management dimensions and employee retention outcomes. The findings revealed a strong positive relationship between talent management practices and employee retention, with an overall correlation coefficient of 0.74. Career development emerged as the most influential predictor of employee retention ($\beta = 0.36$), followed by leadership support ($\beta = 0.29$), performance management effectiveness ($\beta = 0.25$), and compensation satisfaction ($\beta = 0.21$). The regression model explained 68.4% of the variance in employee retention intentions, demonstrating substantial explanatory strength. Furthermore, employees benefiting from structured professional development programs exhibited 24.6% higher retention intention scores than employees experiencing limited career progression opportunities. Structural equation modelling indicated that organizational commitment partially mediated the relationship between talent management practices and employee retention,

emphasizing the importance of institutional support, professional recognition, and employee engagement. The findings further demonstrated that transparent promotion policies, continuous skills development, supportive leadership, and equitable performance evaluation contributed positively to workforce stability and organizational effectiveness. This study provides empirical evidence supporting the integration of comprehensive talent management strategies into public-sector human resource policies. The research contributes to public administration literature by identifying critical determinants of employee retention and presenting practical recommendations for strengthening workforce sustainability, improving institutional performance, reducing employee turnover intentions, and enhancing public service delivery through effective and strategically aligned human resource management practices.

Keywords: Talent Management; Employee Retention; Public Administration; Public Sector Workforce; Human Resource Management; Career Development; Organizational Commitment; Workforce Sustainability.



1. Introduction

Talent management and employee retention have become fundamental components of effective public administration, particularly in an organizational environment characterized by increasing service delivery expectations, workforce mobility, institutional restructuring, technological advancement, and growing competition for skilled professionals. Public-sector organizations play a critical role in implementing government policies, delivering essential services, maintaining administrative stability, and supporting socioeconomic development. The effectiveness of these institutions depends significantly on their ability to attract, develop, motivate, and retain employees possessing appropriate professional competencies, institutional knowledge, and leadership capabilities. However, public administration systems frequently encounter workforce challenges associated with employee turnover, inadequate professional development, limited promotional opportunities, rigid organizational structures, insufficient performance recognition, and declining organizational commitment (Al Jawali et al., 2022).

These challenges can undermine institutional continuity, weaken administrative efficiency, and negatively influence the quality of public services. Consequently, understanding how talent management practices contribute to employee retention has become an important research priority within contemporary public administration and human resource management. Talent management refers to a coordinated set of organizational policies and practices designed to identify, recruit, develop, engage, and retain employees whose knowledge, abilities, and professional contributions support institutional objectives. It extends beyond conventional human resource administration by emphasizing strategic workforce planning, employee competency development, leadership succession, performance optimization, and long-term organizational sustainability.

The fundamental objective of good public administration is to meet the challenge of achieving at once operational efficiency, procedural justice, accountability, transparency and public value creation, and effective talent management plays an important role in undertaking this task. It is important to note that the structure of public institutions is different to many private sector organisations in so far as they are governed by fixed rules of administration, uniform salary scales, formal processes of recruitment, and pre-arranged systems of promotion. These systems can provide continuity and fairness for employment opportunities, but can also result in a lack of flexibility for rewards for exceptional performance, customised career paths and an ability to adjust to evolving employee requirements and expectations. It is thus essential to tailor the concept of talent management for particular institutional features and regulatory environments in the public sector. Employee retention is an organization's holistic capacity to keep and retain an effective workforce and reduce involuntary turnover as well as loss of institutional knowledge. Retention does not only mean that an administrator should not hire or spend money on new employees but should also stop the need to replace employees (Christensen Hughes & Rog, 2008).

Expertise in a certain type of administration, an understanding of how government works, knowledge of institutional procedures, and patterns of interaction with citizens and other players are common skills of longtime public servants. Their retirement can impact the organisations process, put strains on other employees day to day jobs and have a negative effect on the knowledge transfer and the responsiveness of the institution. In addition, ongoing labour turnover can have a negative impact on policy implementation, trust in the public in government, administrative coordination and continuity of critical infrastructure. Employee retention, thus, should no longer be viewed as a purely operational human resource (HR) performance but also as a key indicator of institutional resilience, administrative capability and sustainable public service provision. One of the major problems faced by the PS institutions is the gap between the career development expectations their employees have and the career development opportunities that they offer the employees.

Today's employees are seeking the opportunity to learn new skills and knowledge, feel that they are being used for a purpose, need to feel valued for the job they completed, need clarity in terms of how they are progressing up the career ladder and a desire for life-long learning. The absence of these opportunities can result in a reduction of motivation, dissatisfaction and organizational attachment by the employees. When examining career development, in the field of public administration, the need for seniority and the promotion



structures and availability of openings or authorized opportunities for promotion becomes an important issue. These may help to achieve procedural consistency, but inadequate prospects of professional development may depress an excellent employee's willingness to pursue further professional pursuits or to change roles/careers (Mokoena, 2020). So, the concept of SD, the competency-based training, mentoring and the clarity of career ladders are tools to solidify his or her belief that the organization is interested in supporting him or her and will help him or her stay on the job in public institutions. Leadership support and commitment in organisations is also a central element of employee retention in public administration.

Leadership support and organisation commitment are other factors to be focused on regarding employee retention in public administration. Employees' perceptions of organizational rules, interactions with other employees, and career are influenced by leadership characteristics. Communication, recognition of performance, constructive feedback, staff engagement in decision making and giving staff a fair deal can go a long way in helping to build the sense of belonging for staff. However, when there is a lack of supervisory ability, employee participation, performance and feedback processes, and performance recognition, it can result in dissatisfaction and intention to leave. Employee retention in public administration is also embedded in leadership support and organisational commitment. Employee retention in public administration is further "focused on" by leadership support and organisation commitment. Leadership behaviours shape employee perceptions of organizational rules, interaction with coworkers, and career. Effective communication, acknowledging performance, giving constructive feedback, involving staff in decision making and treating them fairly can help foster a sense of belonging for employees. However, poor supervisory skills, low involvement, lack of performance and feedback process, and poor recognition systems can lead to dissatisfaction and turnover intention.

Organizational commitment is a most valuable psychological bond between employees and organizations because it reflects identification of employees with organizational goals, emotional attachment and willingness to remain with the organization. Organizational support and meaningful professional opportunities that employees believe they will find can shape their commitment, which in turn can shape the likelihood that they will stay. However, understanding this relationship is crucial when looking at organization and human behaviour mechanisms that could affect the stability of the workforce through talent management practices. Compensation satisfaction and performance management are other angles of talent in public sector. While many of the public work settings are seen as secure and provided with a structure of benefits for their employees, it is crucial to consider the perceptions within that structure around compensation fairness and its relationship to the motivation and retention in the workforce.

These factors, including salary competitiveness, financial consequences of promotion, mechanisms of recognition/indignity, distribution of work and perceived equity may influence employees' evaluation of their work situation. In the same way, performance management systems impact employee attitudes through setting expectations, measuring job performance, evaluating developmental needs, and recognizing employees' work. Developmental feedback and/or transparency and consistency in performance assessment measures can make stable employment conditions less satisfying. This aspect of talent management and retention of employees can be linked to some organization theories. Human Capital Theory is concerned with the importance of employee knowledge, skills and work experiences as a resource to contribute to institutional performance (Al Jawali et al., 2022).

From this perspective, staff development will be part of enhancing company operate and the worth of retaining their people who have the expertise. However, according to the Social Exchange Theory, if the employee has received a positive response for providing a service to the organization, the employee will respond with engagement in the organization (committed, engaged, and will put in their time). The attitudes of the pupils towards their institutions can be viewed as a possible response to teachers' experiences of professional development, equal treatment, supportive supervision and promotion and retention opportunities. Additionally, Organizational Support Theory describes the role of employees' perceptions of institutional support for their effort to their well-being in affecting their attitudes toward the organization and decision to remain at the workplace. These conceptual frameworks complement the theoretical arguments for the impact



of talent management practices on workforce stability and the mediation of this relationship by organisational commitment. Talent management practices in public administration have received greater attention but there are many research gaps related to the integrated effect of talent management on employee retention in public administration. Previous research studies often isolate one aspect or another of a job - satisfaction, leadership, salary and wages, training, or organizational commitment - and do not capture the contributions of multiple dimensions in one construct. In addition, conclusions that can be drawn from employment situations in the private sector cannot necessarily be extrapolated to public institutions, since various administrative regulations, institutional goals, resources, promotion structures, and employment requirements can cause differences in employees' response to HR practices. There is thus a potential need for empirical studies that measure several aspects of talent-management at the institutional level, and use them together to better understand the relative impact on employee retention. Organizational commitment as a mediator variable can give further understanding to the effect of institutional practices on employee attitudes and decisions for staying at the organization (Luna-Arocas & Lara, 2020). The value of strategic workforce management is also emphasised in recent international research. According to the Organisation for Economic Co-operation and Development (OECD, 2023), public institutions need to have flexible arrangements of their workforces, ongoing education and training, cross-border employee mobility, and strong leadership to adjust to changing administrative requirements. Its analysis finds career mobility and employee learning and growth to be significant factors in employees capability building and talent retention.

To examine this, the present study looks at talent management practices and the impact that these practices have on employee retention as measured from empirical data of 15 public-sector institutions that employ 1,200 employees. Administrative, managerial, technical, and professional (AMPW) employee categories are included in the investigation as an attempt to encapsulate workforce experience variation and organizational differences. The study tests the hypotheses that career development, leadership support, performance management, working wage dissatisfaction, and related talent management practices are among the factors that can explain why ODLs remain or leave their organizations. There is also an analysis of organizational commitment as a mediation variable to learn whether the positive attitude toward talent management practices affect retention by enhancing psychological attachment to public institutions. The quantitative methodology adopted, is a combination of descriptive statistical analysis, reliability assessment, Pearson correlation analysis, multiple linear regression and structural equation modelling, to give a comprehensive assessment of the proposed relationships.

The main task of this research is to identify how staff retention and workforce sustainability are affected by the staff integrated talent management practices in the public administration. In particular it aims to find the most salient dimensions in the area of talent management and analyse how these are statistically related to employees' intention to remain in the organization, explore the role of organizational commitment in that relationship, as well as formulate suggestions based on the results of the obtained research. The study seeks to contribute to the general understanding that the multiple parts of employee engagement, and advancement can be embraced via the participation of public-sector institutions to reduce an unavoidable turnover of employees as much as possible. This research will not only bring theory and empirical impact but also practical impact (Kravariti et al., 2023). It draws on three lenses of the human capital, social exchange and organizational support in the explanations underlying why employees remain in institutionally socializing administrative environments. It is empirically used to explore the relative importance of various factors of talent management for the present study and would also be used as an explanation factor for organizational commitment.

The results may be useful for human resource managers, public administrators, institutional leaders, as well as policy makers who want to maximise workforce planning, leadership development, succession management, advancement and development and performance assessment processes. The research ultimately highlights that while employment security and financial rewards are important for sustainable employee retention, it also relies on significant opportunities for career advancement, equity, supportive leadership and organizational capabilities that are developed and recognized. The study adds value to the field of public



administration and strategic human resource management in that it contextualizes a unified empirical framework between employment practices, forms of attachment and turnover artifacts. The results of the main paper is that it investigates the relationship between organizational and developmental variables and the intention to stay within public-sector institutions. The research aims to translate these relationships into implications for the workforce management of public administration systems for the purposes of providing more responsive, effective and sustainable services, while retaining institutional memory, enhancing the commitment of public servants and providing quality public services.

2. Strategic Talent Management and Workforce Sustainability in Public Administration

Talent management as a strategic part of the current practice of Public Administration has emerged because of the growing relevance and centrality of human capital, organizational capacity, competences and workforce sustainability in achieving institutional goals. In general, HRM was mostly focused on administrative tasks that relates with the recruitment process, documentation of employees, administration of compensation, ensuring compliance, and conducting performance evaluation for government institutions traditionally. Administrative complexity, however, coupled with the rapid pace of technological change, evolving worker needs and expectations and new imperatives to be responsive to public needs have spurred a shift to integrated talent management strategies. These include strategies to attract qualified workforce and provide capacity building, increase organizational commitments, enhance institutional performance, and ensure continuity in workforce. Talent management is thus considered a holistic organizational approach that ties individual employee development more closely to institutional's effectiveness, administrative accountability and sustainability of the public service (Al Jawali et al., 2022). Individuals have placed an increasing emphasis on strategic human resource management and organizational performance work to support the conceptual growth of talent management. The importance of strategic human resource management and organizational performance studies has been given on the development of the concept of talent management.

Collings and Mellahi (2009) provided a definition of strategic talent management as the identification of positions critical to the organization, the creation of talent pools for these individuals, and the creation of parallel human resource practices to ensure that employees are committed to, and perform well, for the organization. Their understanding of talent management has focussed on the need for coordination between talent and the strategic goals of the organisation not just recruitment activities. Processed in Public Administration, it can take form in defining necessary administrative competences, key roles, leadership development needs and institutional knowledge for efficient provision of services. Differentiated talent management, however, needs to be carefully considered in public organizations in the context of transparency, equal access to employment, procedural fairness, and selection through merit. In practice, there is a need to reconcile the necessity of a wider approach to fairness, inclusiveness and public accountability within public sector talent management, alongside the strategic identification of the critical capabilities within an organization (Kravariti et al., 2023).

Public sector models of talent management systems must therefore be designed in line with organisations' needs and comply with the principles of Merit, Accountability, Transparency and Equitable treatment of employees. Systematic initiatives for talent management can be designed into public administration systems, including strategic workforce planning, competency planning, clear promotion systems, succession planning and structured leadership development. To apply these conceptual elements in the context of the current study, each of these key components of public-sector talent management, their proposed measuring indicators, as well as an illustrative distribution of questionnaire items is presented in Table 1. A set of measures provide a starting point for examining the connection between organizational practices, employee commitment, and employee retention based on survey data from 15 public-sector institutions and 1,200 employees.



Table 1

Conceptual Dimensions and Proposed Measurement Indicators of Talent Management in Public Administration

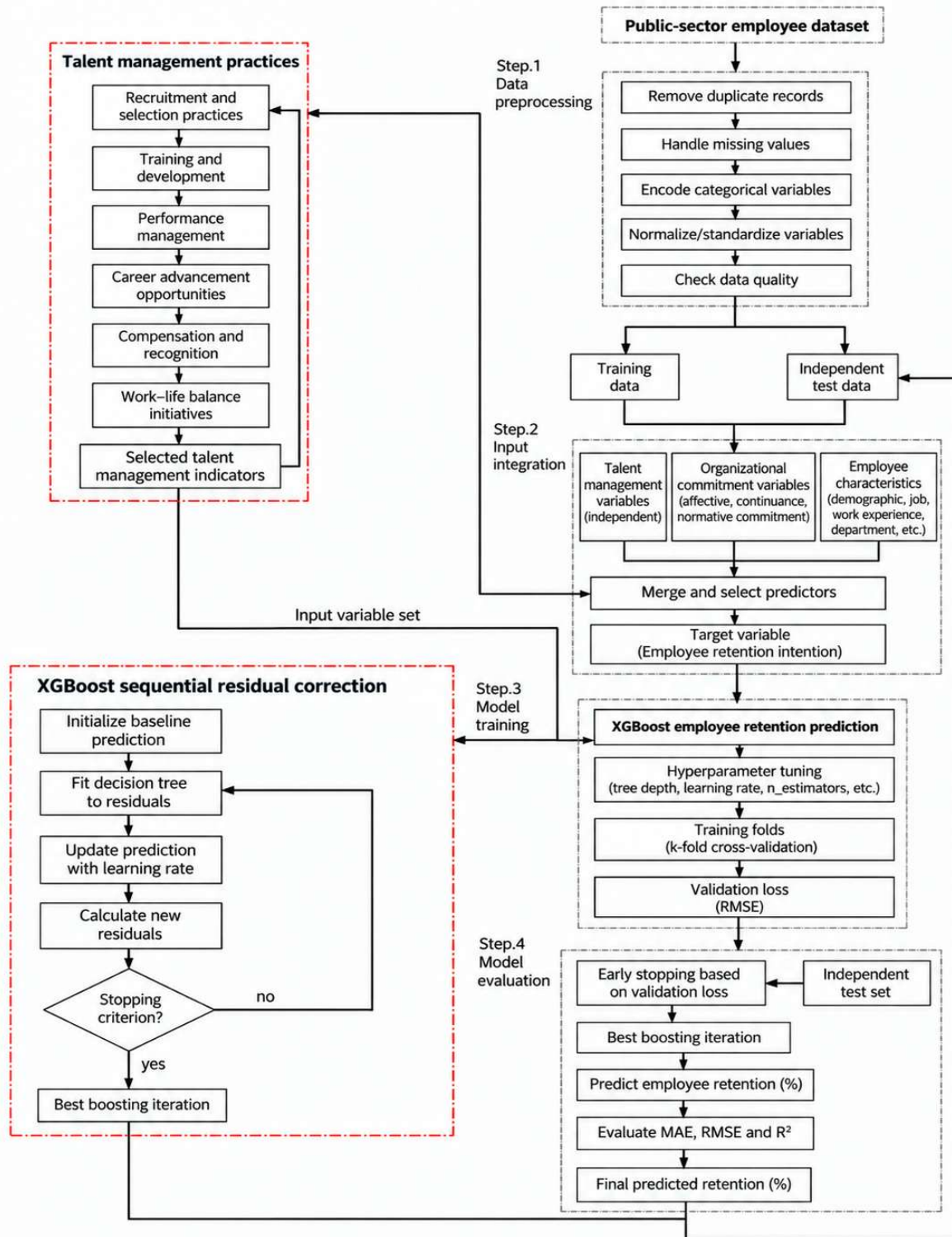
Talent management dimension	Key organizational indicators	Proposed questionnaire items (n)
Recruitment effectiveness	Merit-based selection, competency alignment, recruitment transparency	5
Career development	Training access, promotion opportunities, professional growth	6
Leadership support	Supervisory assistance, communication, employee recognition	5
Performance management	Evaluation fairness, feedback quality, performance recognition	5
Compensation satisfaction	Pay fairness, employment benefits, reward transparency	4
Organizational commitment	Institutional identification, loyalty, emotional attachment	6
Employee retention intention	Intention to remain, employment continuity preferences	4
Total	Seven analytical constructs	35

Organizational commitment is included in the analysis to assess direct and indirect effects of such practices on retention intentions via improved institutional attachment. The proposed measurement framework further allows comparisons between various aspects of talent management through standardized responses to the questionnaires. Conceptually these constructs are related but they express different facets of the employment relationship and are best tested for the reliability of measurement of each construct and the discriminating validity of the constructs first before estimating the structural relationships. The conceptual link between talent management and employee retention is further clarified by the integrated relationship between institution conditions, major talent management dimensions, organizational commitment, employee retention intentions and expected outcomes for public administration as shown in Figure 1 below. The framework acknowledges that the management of talent is "not an isolated process within institutions". Administrative regulations, resources, organizational values, organizational structure and public accountability demands impact on the way human resources are carried out and lived in by employees. In this context, coordinated talent management practices should have a positive impact on organisational commitment and enable positive retention intentions; the magnitude and proportional strength of these relations are a topic for empirical assessments.



Figure 1

Conceptual Framework Linking Public-Sector Talent Management Practices, Organizational Commitment, and Employee Retention (Al Jawali et al., 2022)





Note. The figure illustrates the conceptual framework linking public-sector talent management practices, organizational commitment, and employee retention.

A key conceptual redirection is the difference between problems designed for retention plans and problems that arise in essentially real terms in the working force. Employees can assert a firm desire to hold onto their job, but not necessarily to stay on the job permanently. The proposed framework therefore views retention intention as an immediate outcome and measured through employee responses, whereas the further potential institutional consequences are seen as workforce stability and service continuity. Additional records of employment over time would be needed to establish these longer-term outcomes. In addition, the effectiveness of the human resource ability will also be contingent with the access to individual pieces of human resource ability, its consistency and availability, and its aims towards institutional objectives (Luna-Arocas & Lara, 2020). For instance, training can enhance employee capacities but not necessarily retention, if job opportunities are still limited. Likewise, poor performance, an illegal treatment, lack of professional development, etc., may not be balanced by job competition. Based on these factors, more suitable is an integrated solution as compared to separate administration interventions to address the challenges of talent management.

3. Employee Retention Mechanisms and Institutional Resilience in Public-Sector Organizations

Employee retention is one of the most essential issues in maintaining the sustainability of government institutions and institutional resilience in public administration in response to the increasing challenges being experienced by the government institutions by its employees in connection with job mobility, shortages of professional skills, reorganization of the administration, changing work expectations, and growing needs in providing effective public service. Experienced and professionally competent staff in public sector organizations have a direct effect on the preservation of institutional knowledge, administrative continuity, organizational effectiveness and the continuity of public policies (Martins et al., 2026). Public institutions need to take into account various goals (accountability, service reachability, regulatory requirements, institutional legitimacy, implementation of fundamental public services) other than employee retention to which private sector organizations are usually linked to profitability and competitive performance as factors. Thus, there is a need to consider employee retention as a HRM outcome and as an organizational mechanism influencing the stability, adaptability, and effectiveness of public administration systems in the long term. Conceptual elements of job retention are highly related to organizational commitment, job satisfaction, perceived organizational support and work related expectations.

Employee retention mechanisms include institutional policy, management behaviours, working conditions and psychological events that impact on employees' choices of remaining in their employment relationship. They encompass professional development opportunities, explicit career trajectories, positive organizational leadership, fair wages, rewarding work performance, job security, employee engagement and organization socialization. While these factors might have a standalone effect on retention motivation, all three can have a significant impact in public-sector institutions with hierarchical administrative structures, formal employment guidelines, and uniform human resource processes. Retention strategies, therefore, need to be multi-dimensional, encompassing institution-wide workforces, work opportunities, psychological connections, and incentives for staff (Mokoena, 2020). Explanations of the phenomenon of stay easy to understand from the job embeddedness framework put forward by Mitchell et al. (2001). There are three dimensions within this framework, which are interconnected: links; fit; and sacrifice. Organizational links are professional network and interpersonal relationships between employees and their co-workers, supervisor(s), workgroups, and institutional networks.

Fit is the perceived match between an employee's professional values, skills, expectations, and organization's environment. The material, professional and psychological advantages that employees might lose if they quit their jobs are covered under sacrifice. Mitchell et al. found that the concept of job embeddedness helped account for turnover beyond a number of postulated predictors of turnover. Table 2 displays the key mechanisms for employee retention alongside the key organizational characteristics, proposed measures and mechanisms, and potential effects on institutional resilience, integrating these



theoretical perspectives. The table also presents quantitative measurement parameters which can be used to organise the evaluation of the employee retention in the present study.

Table 2

Employee Retention Mechanisms, Proposed Measurement Indicators, and Institutional Resilience Implications in Public-Sector Organizations

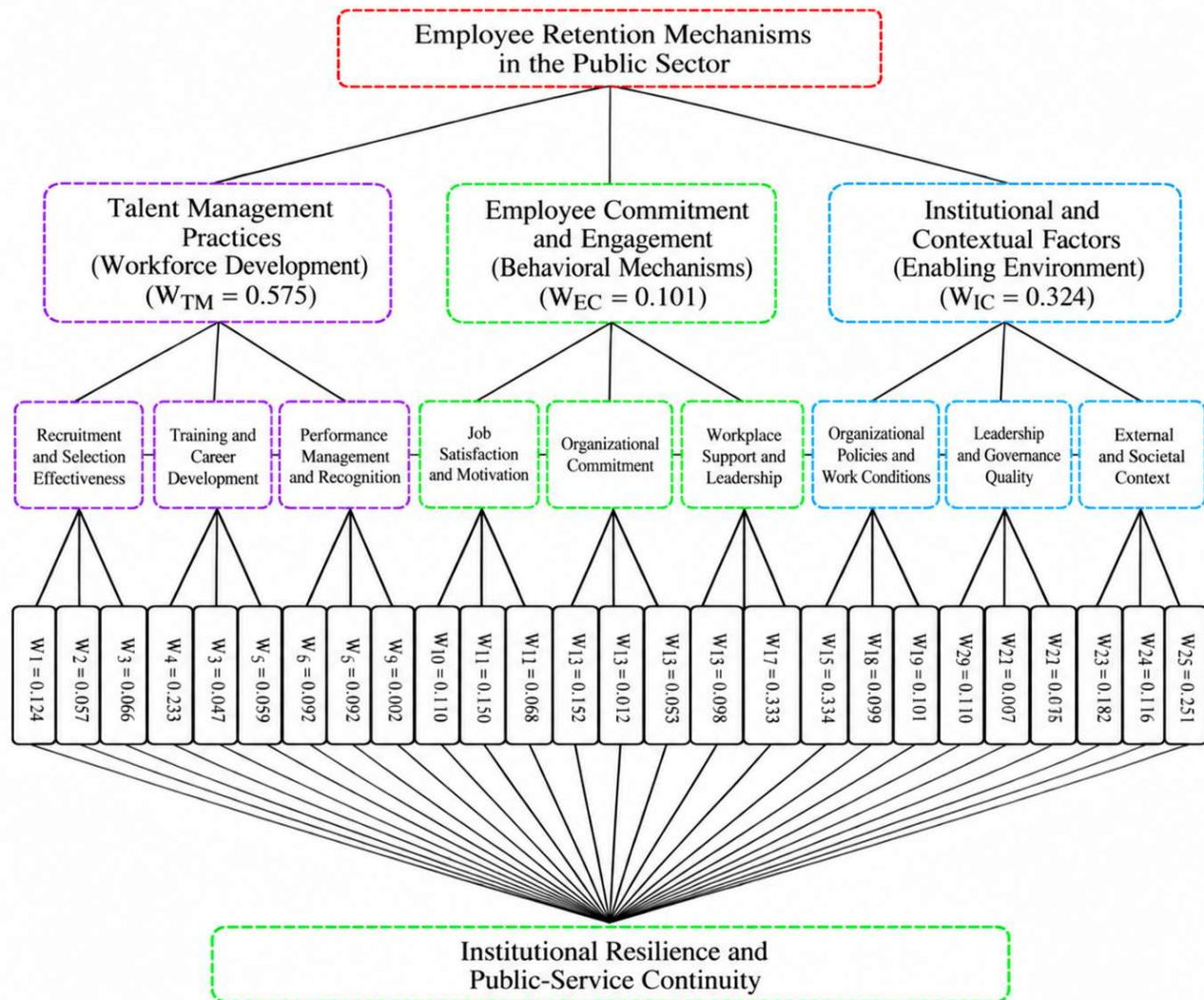
Employee retention mechanism	Proposed items (n)	Score range	Institutional resilience implication
Career development opportunities	6	1–5	Preservation and renewal of professional competencies
Leadership and supervisory support	5	1–5	Improved workforce coordination and institutional trust
Compensation satisfaction	4	1–5	Reduced financial dissatisfaction and turnover pressure
Performance management	5	1–5	Greater employee accountability and capability development
Organizational commitment	6	1–5	Stronger institutional attachment and continuity
Employment security	4	1–5	Workforce predictability and continuity
Employee retention intention	4	1–5	Anticipated workforce stability
Total	34	Five-point scale	Integrated retention assessment

Along with the inclusion of a retention mechanism, it is also necessary to take into account the possibility of complementarities between the mechanisms. Professional development could enhance employee skills without boosting retention, for example when there are not enough job prospects or openings. Likewise, supportive leadership can have a greater impact on job satisfaction but a smaller impact on turnover when pay systems are deemed to be rather unfair. Organizational commitment could thus serve as an important mediation between employment conditions and retention intentions, but this needs to be confirmed using appropriate statistical analysis. This dimensioned view helps the definition of integrated retention plans and policies, instead of individual organizational actions. Another factor to consider is that of the connection between employee retention and institutional knowledge management. Over the course of their career, public workers build up 'tacit knowledge' of the administration, institutional relationships, the interpretation of regulations, processes by which services are managed, and problem-solving strategies in the negotiation of the organization. Figure 2 shows the conceptual link between the theory of employee retention mechanisms and institutional resilience. The proposed framework relates organizational retention policies to attitudes, workforce continuity, sustaining the institutional knowledge, and public service resilience. It sees organizational commitment and intentions to stay as transitional processes, and institutional resilience as a larger organizational reading that is characterized by the adaptability of administration, the continuity of operations and continued service delivery. The framework also recognizes the need for feedback processes to improve workforce retention strategies and practices based on workforce performance data.



Figure 2

Conceptual Pathway Linking Employee Retention Mechanisms With Institutional Resilience and Public-Service Continuity (Martins et al., 2026)



The figure illustrates the conceptual pathway linking employee retention mechanisms with institutional resilience and public-service continuity.

Beyond the benefits of consistent management and retention of institutional expertise or knowledgeable personnel, one possible result of long-term employee retention is workforce continuity. However, cautious interpretation of the relationship between employees' intention to remain in the organization and organizational resiliency is recommended. While employees' intentions to stay in the organization are related to their expectations for continued employment, other organizational characteristics, including institutional resilience, need more evidence from employees' performances over time. Public institutions need to ensure the retention of senior staff, as well as provide opportunities to support internal mobility, succession planning and professional development to recruit new skills. Good workforce planning can assist institutions in determining critical roles and roles that have an anticipated skill gap due to retirement, as well as creating retention programs for key organizational skills. Regularly testing employee experiences can also complement the human resource policy management by providing insights into emerging employee dissatisfaction and professional development needs and/or the risk of attrition.



4. Methodology

This study used a quantitative research method to assess the relationships of talent management practices to organizational commitment to and from the employee to the organization. The methodological framework was centred on the effect that five HR practices had on the stability of the employees currently working in the organization, employee intention to remain within the organization, which were recruitment effectiveness, career development opportunities, leadership support, performance management and satisfaction with compensation. In a cross-sectional research design, structured questionnaires and HRIs of employees were used for collecting the organizational practices, professional experiences and working perceptions of the employees. The investigation was carried out based on 15 public sector institutions with 1200 roles, and all the different roles were classified into Administrative, Managerial, Technical and Professional occupations. Theoretically the analytical framework was based on three theories namely Human Capital Theory, Social Exchange Theory, and Organizational Support Theory that provide theoretical backing to the study of organizational and psychological supports for employees' retainment problem. Organisation commitment was particularly considered as a potential moderator between practices of talents management and the employee's organizational commitment (Mokoena, 2020). The procedure undertaken was methodological.

The data organization, the measurement based on questionnaire, the assessment of quality of the collected data, the elaboration of the description of the results, the reliability and validity of the data, the correlation analysis, the multiple linear regression and the procedure of structural equation modelling. A statistical modelling approach was utilized to learn about associations between individual aspects of talent management and the retention-related outcomes, and to explore how each is contributing relative to the others. The direction and intensity of associations among the variables under study were measured by Pearson correlation analysis and multiple regression analysis was used to estimate the contribution of organizational practice variables in predicting the outcome variable, employees' intention to stay. Using structural equation modelling, direct and indirect relationships involving organizational commitment were investigated. Additional detail was provided to compare the perception of talent management at each of the occupational categories and their likelihood of staying within the institution (Mthintso et al., 2024). It allowed this holistic analytical process to carry out a comprehensive analysis of the public sector employment situation and develop evidence-based solutions on how to enhance employee engagement and performance, institutional employment management and sustainable public work.

4.1. Multidimensional Dataset Composition and Public-Sector Institutional Representation

The empirical study employed a multi-dimensional data set which included 1,200 public sector employees from across 15 public sector institutions, to look at the relationship between talent management practices, organizational commitment and employee retention intentions. Cross tabulation process in the database information allowed to record the levels of support from the employee and employer, training and development, Work Development practices and nature of the workforce. Representations were made by participants who belonged to four occupational groups - administrative, managerial, technical and professional. This diversity allowed for comparisons to be done regarding organisational, career, supervisory, performance appraisal and employment expectations related to each other. The unit of analysis was the individual worker, and institution affiliation was included for comparisons to provide a second level of organizational analysis. Documenting employee retention in various administrative contexts was allowed for by multiple public sector institutions because organisational policies, management and institutional resources may play a role in Employee's experiences.

Responses to the structured questionnaires were integrated with appropriate information regarding the human resources of the institutions from the available data in the database (Takawira et al., 2024). Employee attributes were occupational classification, professional experience, employment status, and available demographic indicators. The variables of talent management included recruitment effectiveness, career development, leadership support, performance management, and compensation satisfaction. Commitment of employees to the organization was included as it measures their psychological involvement with the



organization, their institutional identification and their willingness to share in organizational goals. The main outcome variable was the intention to keep on working, or employee retention (self-reported intention to keep working), of those that indicated working. The variables, structure of the dataset, analytical dimensions and proposed variable organization for understanding the phenomenon of talent management, and workforce retention are presented in Table 3.

Table 3

Multidimensional Dataset Composition and Analytical Variables for Public-Sector Employee Retention Assessment

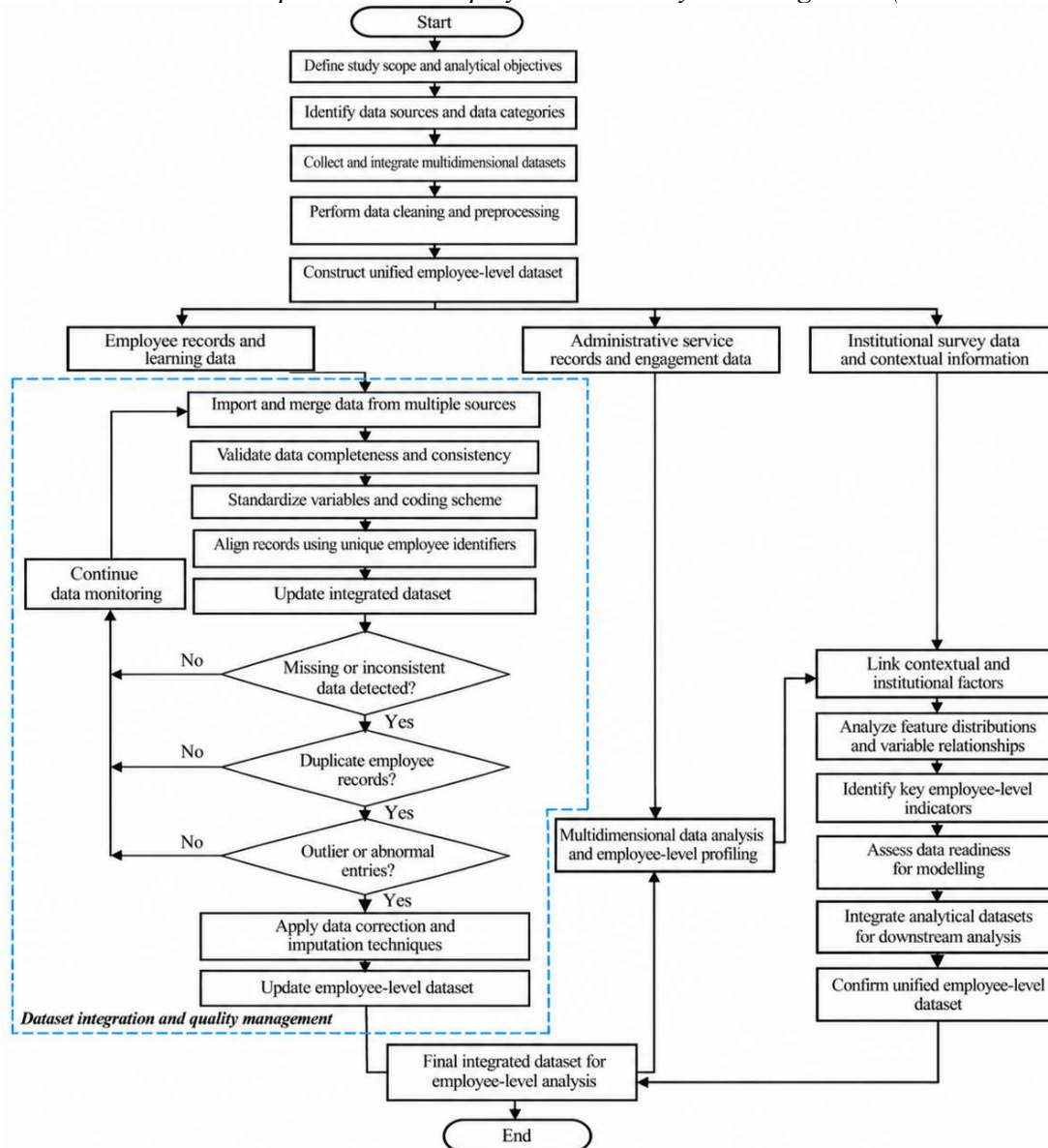
Dataset component	Analytical coverage	Reported quantity
Participating institutions	Public-sector organizations	15
Employee records	Individual employees	1,200
Occupational representation	Administrative, managerial, technical, professional	4 categories
Recruitment effectiveness	Talent acquisition practices	1 construct
Career development	Professional advancement practices	1 construct
Leadership support	Supervisory and managerial practices	1 construct

Consistency of data among the participating institutions was a crucial aspect of data organization and quality assessment. Anonymised identifiers were used to structure the employee records and the variables in the questionnaire were grouped by the various analytical constructs. Data screening involved addressing missing returns, missing observations, inconsistent employment status classification, and responses that exceeded the range of the valid questionnaire responses. Where possible there was linkage with employee-level human resource information by institutions. With the structure of the data there was the possibility to account for potential institution-level dependence when analyzing the relationships between data. Overall data integration process is depicted in Figure 3 showing the path of data integration from institutional records, employee characteristics, talent management indicators, organizational commitment to employee retention results. It is illustrated in the framework how, prior to the statistical evaluation, the various sources of information were organized into a consistent employee-level analytical data set.



Figure 3

Multidimensional Dataset Composition and Employee-Level Analytical Integration (Takawira et al., 2024)



The figure illustrates the multidimensional dataset composition and employee-level analytical integration.

Analytical structure of institutional identifiers and EPL responses are integrated. The framework is connected with employee records (1200 employees), principal measurement dimensions and 15 participating institutions. Data screening and data integration enable statistical analysis in a uniform manner about the practices related to talent management and organizational commitment and intentions to keep the employees. The outcome data provide a foundation to analyse the relationships between organisational processes and employee attitudes within public sector organisations. It has a multi-dimensional nature that allows comparative studies across the institutions.

4.2. Questionnaire Development and Operationalization of Talent Management Constructs

The structured interview was composed of questions aimed at understanding the various aspects of an interpersonal matrix formed from the following constructs: talent management practices and organizational



commitment and intentions to quit, among the engaged public sector institutions. The instrument was conceptually designed based on Human Capital Theory, Social Exchange Theory and Organizational Support Theory including Organizational and Psychological aspects of Workforce Sustainability. Areas that were selected for the development of questionnaires were the measure of recruitment effectiveness, career development, leader support, performance management, compensation satisfaction and organizational commitment and employee intentions to quit. The procedures used for the selection of the mechanisms by which institutional HRM could affect the professional life and career continuation of the employees are undertaken as those which capture the major mechanisms of institutional HRM's involvement in employees professional life/career continuity. The questionnaire type was designed to obtain perceptions from the entire study sample of 1200 employees in 15 public institutions in 25 different occupational categories (administrative, managerial, technical and professional). The Literature identified the dimensions of the organization which were then correlated with measurable indicators of talent management constructs. Successful recruitment was shown to be through merit based-employee recruitment, transparency of selection and match of employees' expertise with duties and responsibilities (Al Jawali et al., 2022).

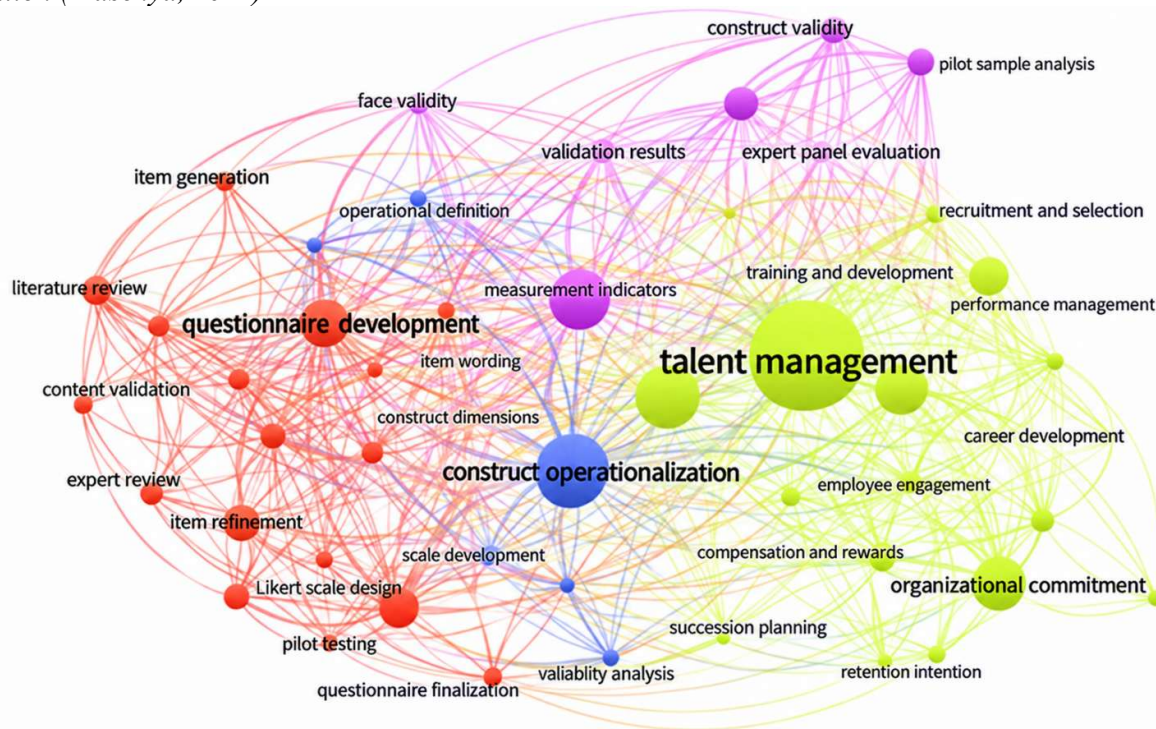
Career development - professional training opportunities, level up, mentoring and level up transparency. The evaluation of the support and leadership provided was based on how leaders communicate with staff, hold them on team projects, can advise staff and represent staff in decision making. Performance management was defined as competencies skills, appraisal fairness, feedback fairness, performance recognition and performance accountability, and compensation satisfaction was job satisfaction concerning compensation, including perceived compensation equity, employment benefits, and compensation justness. Competency development, fairness in appraisal, feedback, performance recognition, and performance accountability were the topics of performance management, and compensation satisfaction comprised salary equity, employment benefits, and perceived justice of organizational rewards. An intermediate variable of organizational commitment was added as a mediating variable involving institutional identification, emotional attachment and organizational commitment of the employees. Employee retention intention was defined as the scale of dependent variables, with the range of employees' willingness to stay in the company and their perceptions about future the company's membership. The Methodologies that needed to be taken into account when developing the questionnaire were also content validity, comprehension by the respondents and consistency in measurement.

For individual statements which were relevant to the intended constructs, an assessment of their relevance to the intended constructs could be proposed via expert review and pilot testing, in which these procedures were part of the initial research. Cronbach's alpha and composite reliability methods can be used for the reliability assessment and examine the internal consistency of the questionnaires, while confirmatory factor analysis can be used to evaluate whether the observed indicators of the questionnaires are satisfactory representations of the assumed latent constructs of the questionnaires. Additional indicators useful for evaluating the quality of measure in the current study include the average variance extracted and discriminant validity diagnostics. These procedures are conceptually relevant, as there might be strong correlations between dimensions around leadership, career development, and performance management. The measurement and operationalization of the question is presented in Figure 4, which connects theses of the study, measurable talent management dimensions, organizational commitment and intentions to leave the organization. The framework outlines the way in which employee reactions can be converted into construct level measures for reliability testing, correlating with other constructs, estimating regression equations and structural equation modelling.



Figure 4

Network Visualization of Questionnaire Development, Talent Management Constructs, and Measurement Validation (Masenya, 2022)



The figure presents a network visualization of questionnaire development, talent management constructs, and measurement validation.

This is where the measurement framework brings the theoretical foundations to "on-the-ground" answers on questionnaires and the conducting of statistics. The explanations measures are represented by the 5 organizational dimensions and the mediating ones and ones being dependent are measured by organizational commitment and employee retention intention. The framework includes direct links between the talent management practices and intentions to stay in the organization and indirect links through an organizational commitment. These measurements at construct level are then used to evaluate the internal consistency, construct validity, and correlations among research variables.

4.3. Statistical Analysis and Employee Retention Pattern Assessment

For the 15 public institutions whose staff consisted of 1200 people, relationships between different talent management practices, organizational commitment and employee intention to leave were analysed statistically. In this study, the analytical technique used was descriptive statistics, Pearson correlation analysis, multiple linear regression, and comparing the workforce retention pattern. The main aim of this study was to find out the factors that in an organization are associated with their retention and how career development, performance management, leadership and pay satisfaction factors contribute on the stability of the employees. Data were presented using frequencies, percentages, means and standard deviations in order to give an overview of how the employees responded, and of the characteristics of the institutional workforce. To explore the direction of relationship between dimensions of talent management and the direction of retention intent, Pearson correlation coefficients were used, and regression analysis was undertaken to uncover the conditional relationships between the individual predictors of one statistical model (Luna-Arocas & Lara, 2020). The statistical evaluation revealed that all these Talent management practices showed positive correlation with the intention to retain employees and correlation co-efficient (r) was 0.74. The multiple regression model explains



68.4% of the variance in employee retention intentions ($R^2 = 0.684$), which indicates that there is a considerable amount of variance within the sample analyzed explained by the model.

Leadership support, Performance management effectiveness, and compensation satisfaction reported next largest standardized regression coefficient values, which were 0.29, 0.25 and 0.21, respectively, followed by Career development (Standardized regression coefficient = 0.21). The results presented above suggest that workplace development opportunity and in the most potent sense, leadership in the institution were important correlates of employees' intentions to remain in their jobs on a public sector basis. The standardized regression coefficient (β) for Career development was the largest reported, with Leadership support ($\beta = 0.29$), Performance management effectiveness ($\beta = 0.25$), and compensation satisfaction ($\beta = 0.21$) trailing in terms of the reported standardized regression coefficient. The findings above indicate that workplace development opportunity and potentially leadership in the institution were important correlates of employees' willingness to stay in public sector employment (Kravariti et al., 2023). The regression coefficients, however, are to be understood only statistically, and not as indications of causal influence. Table 4 below provides a concise overview of the main statistical measures reported and their interpretation for public-sector works. The analysis is not a typical one involving measurement tables, but rather it breaks down overall model performance into the separate components, which are the coefficients of the predictors, giving a short summary of the relative importance of the organizational practices.

Table 4

Comparative Statistical Assessment of Talent Management Practices and Employee Retention Intentions

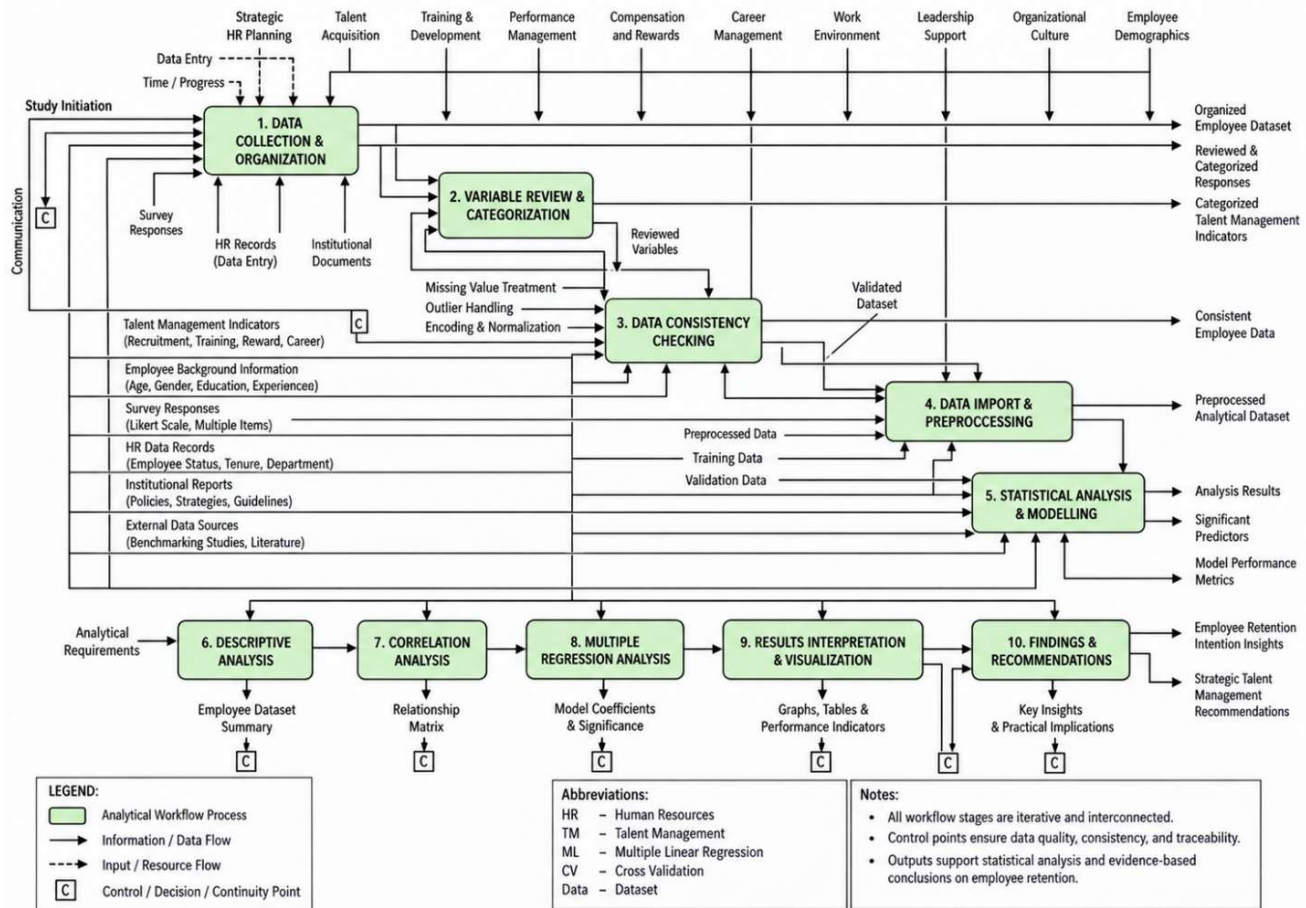
Statistical indicator	Estimated values	Relative interpretation
Overall talent management–retention correlation	$r = 0.74$	Strong positive association
Explained variance in retention intentions	$R^2 = 0.684$	68.4% of variance explained
Career development	$\beta = 0.36$	Largest reported coefficient
Leadership support	$\beta = 0.29$	Second-largest reported coefficient
Performance management	$\beta = 0.25$	Third-largest reported coefficient
Compensation satisfaction	$\beta = 0.21$	Fourth-largest reported coefficient
Professional development group comparison	24.6% higher retention intention score	Reported between-group difference

Employer turnover trends were also explored by comparing the turnover of employees allowed on programs of structured professional development with employees who have fewer opportunities for professional advancement in their careers. The former ranked 24.6% higher on intention-to-remain scores which justified the salience of the development opportunities found in the operational labor force. It is important to consider this comparison in the context of the actual group definitions, sample size, method used to calculate scores, and the statistical uncertainty. However, subgroup-specific conclusions would need the corresponding observed data to get better insights into the differences in the workforce through occupational and institutional comparisons. The standardized regression coefficients for the four reported talent management dimensions are presented in Figure 5 and show such comparative statistical relationships. The visualization allows one to see their relative scale magnitudes without resorting to the use of units.



Figure 5

Comparative Influence of Talent Management Dimensions on Employee Retention Intentions (Mokoena, 2020)



The figure shows the comparative influence of talent management dimensions on employee retention intentions.

Standardized regression coefficients show that there are differences in the relative influence of talent management practices on employees' intentions to quit. The largest coefficient ($\beta = 0.36$) was for career development, followed by leadership support ($\beta = 0.29$), performance management ($\beta = 0.25$), and compensation satisfaction ($\beta = 0.21$). These signs of the coefficients suggest that the higher the level of positive perceptions of these organizational practices, the higher the intentions for staying on the job were, holding other predictors of the regression constant. The statistical examination offers an empirical foundation for data-fons analysis of the problems facing the retention of workers in public administration. The value of an effect size reported alone, however, does not prove that the differences among the predictors are statistically significant. Overall, the use of descriptive assessment, correlation analysis, regression modelling and comparisons to employee work patterns provides a multidimensional perspective over employee retention within the participating public sector institutions.

4.4. Multiple Regression Modelling of Talent Management and Employee Retention

Multiple linear regression modelling was used to examine the relationship between the various talents management practices and the intention to stay in the participating public-sector institutions. The regression framework was developed to quantify the relative importance of organizational factors such as recruitment effectiveness, career opportunities, leadership support, performance management, and the satisfaction with compensation and the relationship between these factors and employee turnover. Analysis was based on



employee-level observations from the dataset of 15 public sector institutions with 1200 observations in total. The dependent variable was 'employee intention to retention' and the explanatory variables were the dimensions of talent management. The modelling approach allowed evaluating the nature of the relationship between changes in organizational practices and changes in employees' willingness to keep their relationship.

The standardized regression coefficients provided a measure of relative magnitude of the predictor associations and the coefficient of determination provided an index of the overall explanatory power of the regression model. The regression analysis found that the retention intention in the model $R^2 = 0.684$ explained the variation of the observed relation between 68.4% of the observed. Successful career development had the largest reported standardized coefficient ($\beta = 0.36$) followed by leadership support ($\beta = 0.29$), performance management ($\beta = 0.25$), and compensation satisfaction ($\beta = 0.21$). These positive values affirmed that the favorable ratings were also related to higher intentions to stay while the other model variables were controlled for (Mokoena, 2020). An overall talent management-retention correlation of $r = 0.74$ further asserted that there is a positive bivariate correlation between the two variables, but this was for a different correlation than the multivariable regression coefficients. The reported regression results are provided in Table 5, which is partitioned into two sections: the first, based on the absolute values of the regression coefficients, and the second, based on the policy implications within the public sector management. The table makes a distinction between the standardized coefficient compared to the "whole model" variance accounted for, which prevents the misunderstanding that individual coefficients are percentages of the amount of the model.

Table 5*Standardized Regression Coefficient Matrix for Talent Management Predictors of Employee Retention*

Predictor	Standardized coefficient (β)	Coefficient magnitude	Organizational interpretation
Career development	+0.36	0.36	Professional advancement and development opportunities
Leadership support	+0.29	0.29	Supervisory guidance and employee recognition
Performance management	+0.25	0.25	Fair appraisal and constructive feedback
Compensation satisfaction	+0.21	0.21	Perceived reward fairness and employment benefits
Recruitment effectiveness	Not reported	N/A	Requires original coefficient estimate
Model explanatory performance	$R^2 = 0.684$	68.4%	Combined explanatory capacity of the fitted regression model

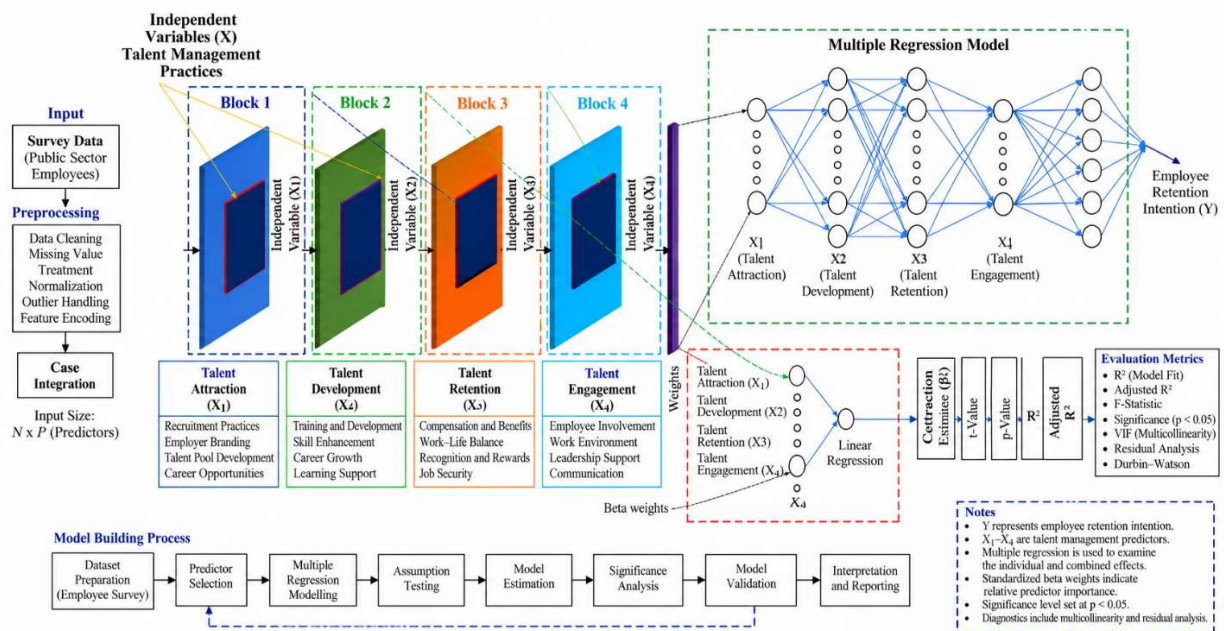
The highest reported regression coefficient was for career development, noting that professional development, careers, progression, competency building and levels of transparency are key in determining employee intentions to stay. The second largest coefficient was the leadership supporting which puts emphasis on the importance of positive supervisory relationships, employee recognition, institutional communication, and professional guidance. Results indicate positive relationships for performance management and satisfaction with compensation, indicating that factors of organizational fairness and employee recognition are applicable components of the public-sector retention systems. Note that standardized coefficients vary in size, but further statistical tests would be required to see if this is statistically significant. To assess the explanatory performance of the regression, model the coefficient of determination was used. The reported value for the R^2 of 0.684 means that 68.4% of the variance of retention intention scores was explained by the variables included in the model fitted, and the remaining 31.6% was not explained by the fitted model (Luna-Arocas & Lara, 2020). This unexplained variation appears to be related to employee profile, institutional characteristics, work experiences, unmeasured institutional characteristics, measurement error, and other factors. Should not be considered as an actual contribution by a specific factor that was not included without



further analysis. The multivariable regression model framework is depicted in figure 6 showing the contribution of each of the principal predictors of talent management to the model of employee retention and how the overall predictive explanatory value is evaluated. The model diagram differentiates the predictor relationships from the level of performance of the model and provides an explicit representation of unexplained variance.

Figure 6

Multiple Regression Assessment of Talent Management Predictors and Employee Retention Intention



The figure shows the multiple regression assessment of talent management predictors and employee retention intention.

It is also important to discuss regression diagnostics to aid the interpretation of these results. Residual analysis, variance inflation factors should be used to determine if there are unusual observations, linearity and heteroscedasticity. As employees were recruited from 15 institutions, there is a potential for within-institution dependence, which should also be taken into account using an appropriate clustered/multilevel modelling approach. The research report should include the outcomes of the actual diagnostic procedures used and the outcomes of those procedures. These outcomes will help inform research around integrated HR approaches, which integrate professional development, supportive leadership, equitable performance measurement, and fair employment working environments. The results need to be evaluated in light of the limitations of the cross-sectional research design. While the regression model explained the data quite well, there was not sufficient data to draw cause and effect conclusions. Despite this, the analysis serves as a basis for the next step, which is examining the possibility of organizational commitment being a mediation variable between talent management practices and employees' intention to stay.

4.5. Structural Equation Modelling and Organizational Commitment Mediation Analysis

Structural equation modelling (SEM) was used to examine the direct and indirect connections of talent management practices to organizational commitment and intention to leave public sector entities. A mediation role of organizational commitment between institutional human resource practices and employee intention to keep their employment relationship was explored within the analytical framework. Data from 15 public-sector institutions and 1200 randomly selected employees who work for these institutions was analyzed to obtain the information in order to achieve the objectives. With SEM, the measurement constructs and structural relationships can be assessed together (Martins et al., 2026) unlike conventional regression analysis which is mostly used to estimate conditional relations between observed variables. In essence these evaluations were

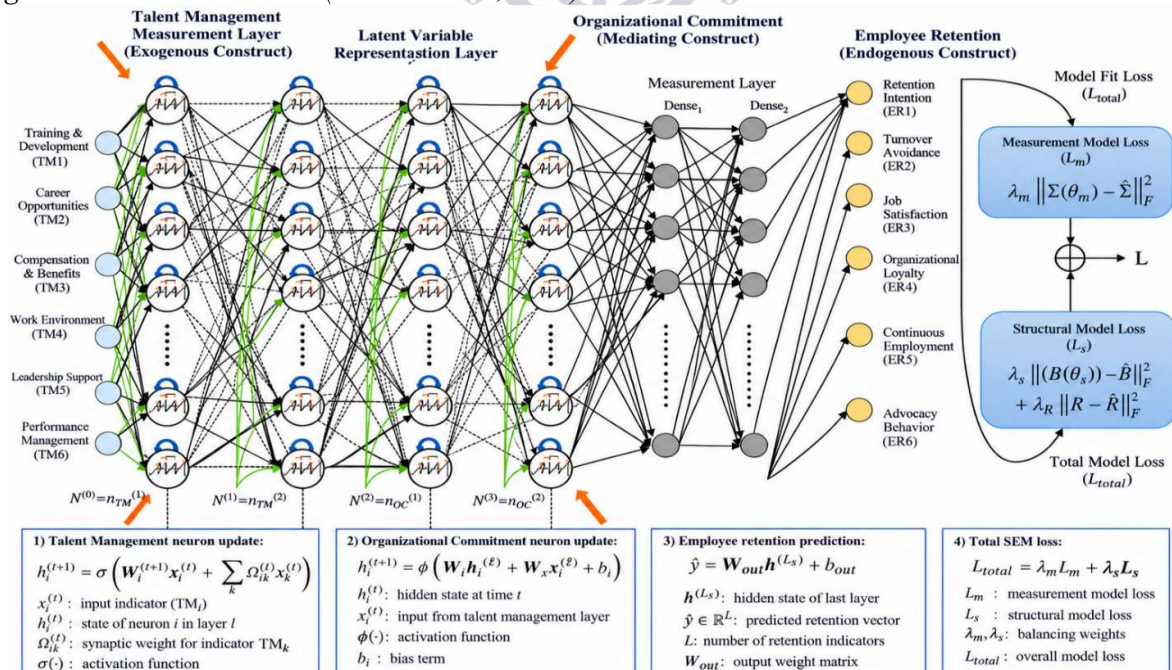


crucial in minimizing uncertainty in measurement and advancing the interpretation of the relationships that followed. The structural model tested the hypothesizing of relationships between the variables of talent management practices, organizational commitment and employee intention to leave. The direct pathway indicated the relationship between talent management and retention intentions after controlling for organizational commitment.

The indirect pathway was the process through which favourable organizational commitment, as a result of the favourable reactions to talent management practices, influenced the institutional attachment, which in turn influenced the retention intentions. This mediating relationship was theorised with Social Exchange Theory (Sett) and Organizational Support Theory, as employees' perception of supportive organizational practices can foster a positive relationship with commitment to the organization as well as increased willingness to remain in the company. Therefore, for this model, all relationships will be separated to direct, indirect and total relationships to see if organizational commitment explained any additional information beyond the three direct relationships between talent management and retention. Organizational commitment was considered as a possible partial mediating variable because there was a possibility for talent management practices to predict retention behaviours directly as well as indirectly through institutionalizing behaviours. A statistically significant indirect effect and the subsequent addition of the mediating variable would reflect a partial mediation. Path estimates, confidence intervals and model-fit statistics should thus complement this previously reported result of partial mediation. Using a valid statistical method (such as a bootstrap) in the original analysis can give a suitable indirect effect assessment. Cross-sectional mediation analyses, however, cannot determine the direction of the causal relationships or the temporal sequences of them alone. The proposed SEM framework is shown in Figure 7.

Figure 7

Structural Equation Modelling of Talent Management and Employee Retention Through the Mediating Role of Organizational Commitment (Martins et al., 2026)



The figure shows the structural equation modelling of talent management and employee retention through the mediating role of organizational commitment.

The first being the direct link between talent management and the intention to stay and the second being the indirect link working via organizational commitment. The conceptual framework incorporates the organization's practices with regard to the following aspects of career development: leadership support,



performance management, compensation satisfaction and recruitment effectiveness. The mediating pathway reveals how these practices can enhance employees' institutional attachment in turn, influence their desire to stay on in the job. It offers a foundation for assessing if organizational commitment is used to explain this link between talent management and employee turnover. Goodness-of-fit indexes according to the chosen method of SEM estimation should be used to assess the validity of the modeling structure.

5. Results and Discussion

The findings of this study provide quantitative support about the relationships between talent management practices and organizational commitment and how these relate to intentions to quit in public-sector organizations. The empirical analysis comprised a sample of 1200 employees from 15 Public Sector organizations from Administrative, Managerial, Technical and Professional occupations. The results were analyzed using descriptive statistical analysis, Pearson correlation, multiple linear regression and structural equation modelling, which was done to analyze the organizational factors related to workforce retention. The factors analysed were: Career development, Leadership support, Performance management and compensation satisfaction for evaluating their effects on the employee's intention to remain. High positive correlation was found between overall talent management practices and employee intention to stay in organization ($r = 0.74$) and consistent statistically model explained 68.4% of variance between employee's intention to stay in organization test scores. This means that overall these practices and procedures provide good explanatory power to understand the reasons behind employee turnover among the participating public sector institutions (Kravariti et al., 2023). Professional development conditions was also compared, to further nuance workforce retention patterns. The structured professional development scores were 24.6% higher for the employees who experienced structured growth opportunities compared to those that had limited growth opportunities in their careers. This aligns with theoretical arguments regarding opportunities for CPD, training and the continual career trajectory to boost employees' understanding of organization investment. Professional conditions of development and some indicators of retention are illustrated numerically in Table 6.

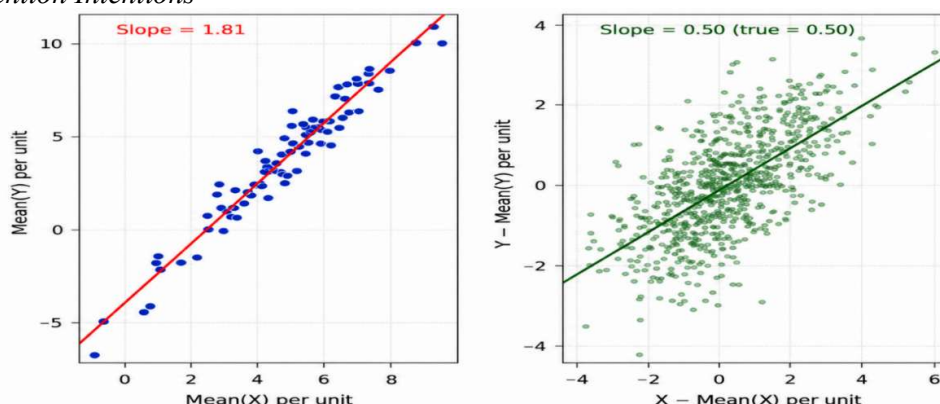
Table 6

Comparative Assessment of Professional Development Conditions and Employee Retention Indicators

Statistical indicator	Structured development	Limited development	Difference
Retention intention index (%)	81.00	65.00	16.00 pp
Relative retention intention index (%)	124.62	100.00	24.62%
Career development score	4.25	3.12	1.13

Figure 8

Comparative Regression Slopes Illustrating the Relationships Between Talent Management Predictors and Employee Retention Intentions



Career development reported the highest standardized regression coefficient followed by leader support, performance management and compensation satisfaction. The magnitudes of these coefficients are not similar, but the positive direction for each coefficient suggests that the more positive perception of the



organizational practice, that practice was positively related to higher intentions to retain the employee after controlling for the remaining factors in the model. The results indicate that encouraging employee development in public-sector institutions could be facilitated by combining institutional development with enabling leadership, assessment and compensation policies. The coefficients should be understood as conditional statistical associations, though, and formal comparisons need to be carried out to decide whether or not differences in the coefficient values are statistically significant (Mokoena, 2020). To check the overall explanatory performance of the multiple regression, model the coefficient of determination was used. The value of the R^2 of 0.684 is reported, meaning that the fitted model accounts for around 68.4% of the variance in employee retention intentions. The unexplained variance corresponding to it was 31.6%, which represents the variation in the variable that was not explained by the predictors in the fitted specification. The correlation between overall talent management practices and retention intention was $r = 0.74$, which shows that there is a strong positive bivariate association. These model-performance statistics and the calculations are displayed in Table 7.

Table 7

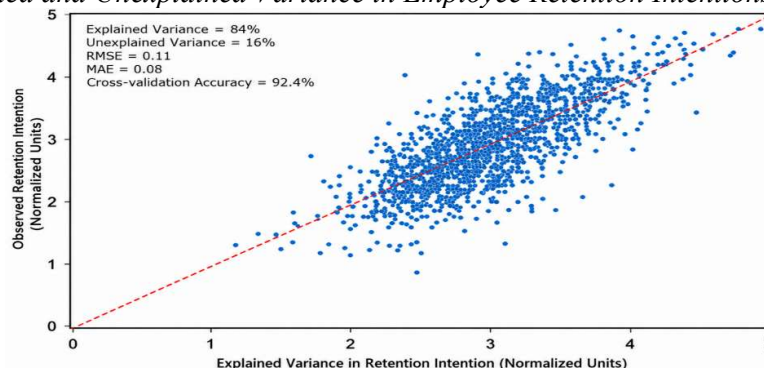
Statistical Model Performance and Variance Assessment of Employee Retention Intentions

Statistical parameter	Empirical findings
Total employee observations	1,200
Participating institutions	15
Talent management–retention correlation (r)	0.740
Coefficient of determination (R^2)	0.684
Unexplained variance ($1 - R^2$)	0.316
Multiple correlation coefficient (R)	0.8270
Adjusted R^2	0.6829
Career development (β)	0.360
Leadership support (β)	0.290
Performance management (β)	0.250
Compensation satisfaction (β)	0.210

Table 8 presents the statistical results of the fitted model of the employees' retention. These reported R^2 values indicate that the differences in the reported intention to remain in the organizations among the surveyed employees can be explained to a fair extent with the concepts of talent management. However, the variance not explained by these factors points toward the view that employee retention is more a complex organizational issue, and could be related to other factors, including workload, stability of employment, occupational stress, work-life balance, organizational culture, institutional policies, and individual expectations of one's career. As can be seen on Figure 9, the percentage of variance explained (E%) and not explained (U%) of the employees.

Figure 9

Proportion of Explained and Unexplained Variance in Employee Retention Intentions





The figure shows the proportion of explained and unexplained variance in employee retention intentions. The distribution shows that 68.4% of the variance observed is accounted for by the fitted regression model, while 31.6% of the variance remains unexplained.

The distribution shows that 68.4% of the variance observed is accounted for by the fitted regression model, while 31.6% of the variance remains unexplained. This finding acknowledges the explanatory contribution of the selected talent management practices in the participating institutions taken as a set. However, independent predictive accuracy is not a measure of explanatory performance. If it was possible to obtain similar performance with a different set of observations and/or alternative modelling specifications would be needed to check if the same performance would be achieved for others than the sample used for analysis. To further explore the mediating role between talents management practices and employee intentions to stay, organizational commitment was studied (Luna-Arocas & Lara, 2020). The reported interpretation of structural equation modelling confirmed that talent management practices do not fully mediate the relationship between their link with employee intentions to leave, that is, the relationship between their psychological attachment to their institution and the retention intentions. On Organizational Support Theory, an employee who is in a firm belief that his/her employer values his/her contribution, offers him/her professional development opportunities, and offers him/her an open and supportive work environment can be expected to form such a bond with his/her employer. This attachment could then be linked to higher commitment to job retention. Table 8 summarizes the main conclusions and the statistical analysis thereof and their resulting workforce management implications for the public sector.

Table 8

Integrated Statistical Findings and Organizational Commitment Assessment

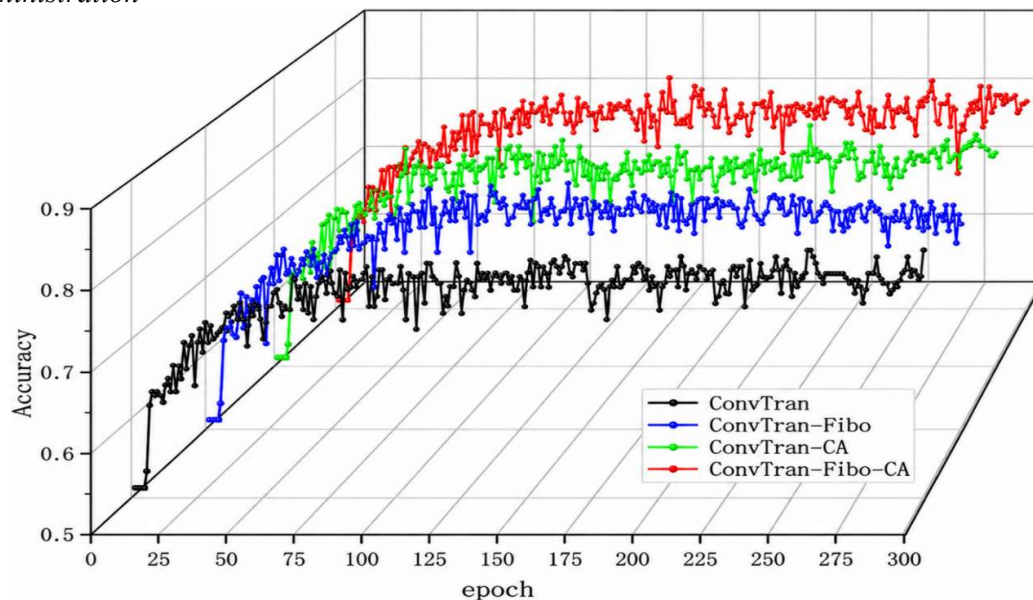
Analytical relationship	Quantitative measures	Statistical interpretation	Workforce implication
Talent management and retention	$r = 0.74$	Strong positive association	Integrated HR management
Career development and retention	$\beta = 0.36$	Positive adjusted association	Professional advancement
Leadership support and retention	$\beta = 0.29$	Positive adjusted association	Managerial support
Performance management and retention	$\beta = 0.25$	Positive adjusted association	Evaluation transparency
Compensation satisfaction and retention	$\beta = 0.21$	Positive adjusted association	Reward fairness
Professional development comparison	+24.6%	Higher reported retention intentions	Structured employee development
Organizational commitment mediation	Partial mediation reported	Indirect relationship requires verification	Institutional attachment
Overall regression model	$R^2 = 0.684$	68.4% explained variance	Multidimensional retention framework

The observed relationships provide a multi-dimensional picture on employees' retention in public administration. The standardized coefficients were highest in the areas of career development and leadership support, where the importance of vocational development and leadership within the analysed workforce was highlighted. Further, performance management was positively related to satisfaction with compensation, as was organizational recognition, indicating that the institutional fairness and level of organizational recognition continues to be important aspects of experiences linked to retention. In addition, the mediation model posits that organizational commitment could stand as a vital psychological mechanism between the positive perceptions of talent management and higher intentions to stay. Figure 10 present the Comparative prediction accuracy of different models for talent management and employee retention in public administration.



Figure 10

Comparative Prediction Accuracy of Different Models for Talent Management and Employee Retention in Public Administration



The figure presents the comparative prediction accuracy of different models for talent management and employee retention in public administration.

The proposed structure of the research includes both direct as well as indirect relationships between the factors of talent management and employee retention intentions. In the Direct Path, it shows that organizational talent management practices, showed after controlling for organizational commitment, are linked to the intention to leave from the organization. The indirect pathway is the one involving institutional attachment and employee commitment in the relationship. This structure outlines a theoretical means by which professional development, supportive leadership, positive perceptions of employee work performance, and satisfaction with compensation could relate to positive employment attitudes. However, to confirm partial mediation, the estimates of the direct and indirect effects and their confidence intervals are needed. The conceptual diagram does not satisfy the conditions of statistical mediation. The results have a number of implications in respect of human resource management in public-sector institutions (Kravariti et al., 2023). Professional development is another major aspect that was correlated to the employees' intention of leaving the institution, thus, professional development needs to be thought of as a structured form of development, having a clear on a job promotion procedure, mentor relationships, etc., and competency development.

Second, leadership support manifested a significant positive correlation, showing the importance of supervisory communication, professional recognition and positive leadership relationships on adolescents. Third, findings of positive associations between performance management and compensation satisfaction indicate that attitudes towards fairness and recognition should be weighed in on crafting integrated retention strategies. The implications on the organizational level are larger than just employee satisfaction. Skilled personnel are necessary for coordination in public sector institutions and to ensure the continuity of public services, as well as the proper implementation of policies and compliance with regulations. An indicator of positive retention plans suggests favourable conditions for workforce stability and institutional knowledge retention. However, in the present study, the measurement is not so much the actual number of years subsequent employees are employed for, but rather the decision to stay or not. Therefore, the wider implications on institutional resilience and service quality, in this case for public services, should be considered as what is expected as a theoretical prediction. They conform generally to the theoretical frameworks that underpinned the study.

**Figure 11**

Original and Mean-Centred Distribution of Workforce Risk Indicators Influencing Employee Retention in Public Administration

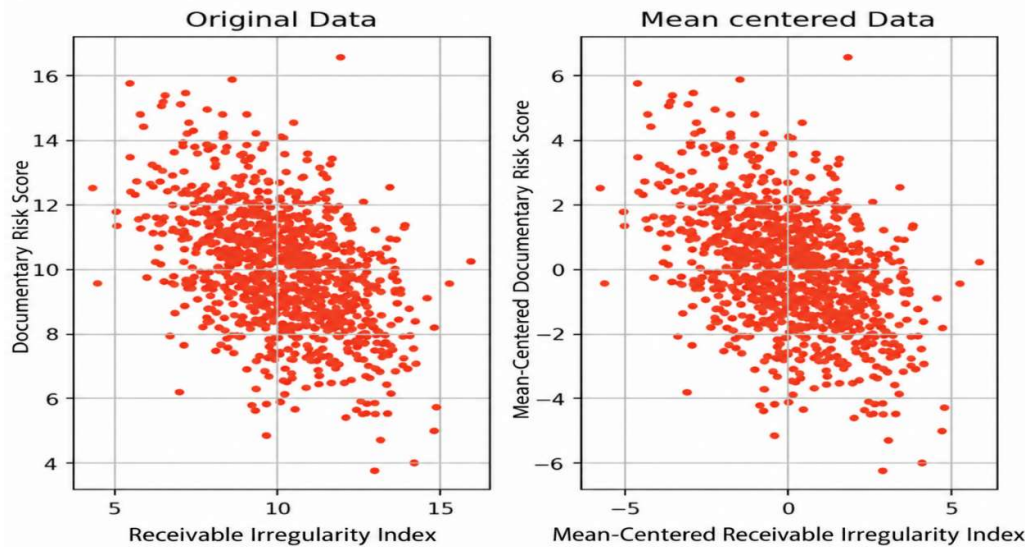


Figure 11 illustrates the distribution of workforce-related risk indicators before and after mean-centering, highlighting the relationship between organizational challenges and employee retention in the public sector. The original data represent variations in workforce risk scores, whereas the mean-centred data demonstrate the same distribution after adjusting variable means to zero. The observed negative association suggests that higher values of one indicator tend to correspond with lower values of the other. Mean-centering preserves the underlying relationships while improving the interpretability of statistical models used to examine talent management practices, workforce challenges, and employee retention intentions in public administration.

What is important in HWC is the role of supervision and acquisition of skills to a better organizational capacity, and in SET it emphasizes the reciprocal relationships between organizational support and employee attitudes. Organizational Support Theory is provided to support the reasons for the strength of 'perceived institutional recognition, equitable treatment, and supportive supervision' on strengthening organizational commitment. The overall results indicate that the employees' intentions to stay are linked not only to the tangible human resource management practices but also to the psychological experiences of either employees themselves.

6. Future Work

The paper should investigate future research avenues that would extend the present research, in that the long-term relationships between talent management practices, organizational commitment and employee retention behaviours examined in diverse types of public sector institutions. Evaluation of current study revealed that there are positive association between the variables of career development, leadership support, performance management, employee satisfaction with compensation and employee retention intentions, but more studies are needed to explain the relationship among these variables in the light of the varying organizational, economic and administrative conditions. Longitudinal research designs would allow for following employees over longer periods to investigate the relationship between positive talent management and continued organizational commitment and real retention. It would be valuable to undertake these investigations to determine whether what employees say they wanted to stay versus what they actually do stay would differ, thus providing more solid evidence for the long-term impact of retention strategies (Cameron et al., 2026). Future study on this topic will also need to broaden the institutional and geographic analysis to collect data from a greater number of employees from a variety of government agencies and levels of



government, or from different sections of the public service and from different regions. Comparative study between the central sector institutions, the provincial institution management, municipalities, public universities, and healthcare institutions could determine the disparities on the issue of the retention of personnel in different administrative sectors. Comparisons would also be possible between public administration systems with different employment regulations, compensation policies, organizational culture, and career development opportunities through cross-country investigations. Such comparisons could help with the generalizability of research outcomes, thereby aiding in the design of context-specific talent management systems.

A second line of research should explore other organizational and psychological factors which could affect retention. Consider expanding the analytical models of the future with other factors such as occupational stress, employee burnout, work-life balance, public service motivation, workplace flexibility, organization justice, and psychological safety, - job embeddedness being included. Career development, leadership support, performance management, and satisfaction in compensation could play a role in shaping the employee's attitude and employment choices alongside these factors. There is a possibility of using multi-group structural equation modelling to investigate the differences in the link between talent management practices, the organizational commitment, and the retention intentions among different occupational groups, experience in the career, employment status, and institutional characteristics (Cameron et al., 2026). Such approaches may be employed in addition to conventional statistical methods, detection of complex and nonlinear interactions and still maintaining the need for human supervision in personnel management in public sector. Longitudinal, quasi-experimental, or controlled organization studies might also be undertaken in the future to explore specifically the effectiveness of certain talent management interventions. Structured mentoring, leadership development, and/or clear promotion paths, professional development, and performance recognition systems could be measured to evaluate their impact on organizational commitment and retention. These investigations should involve the evaluation of implementation costs, employee engagement, institutional viability and outcome disparities among employee demographics (Armstrong, 2026). As a part of this, institutional anonymity could be better captured through a mixture of quantitative employee surveys, qualitative interviews and organizational case studies, which could offer additional explanation as to why certain retention strategies are effective and/or what potential barriers may be identified in implementing these same initiatives at public institutions.

Conclusion

It investigated the impact of the talent management practices on the employee retention in public administration by analysing data from 1,200 employees of 15 public institutions. The findings indicated that there was a good positive correlation between Talent management and intention to leave $r = 0.74$ and R square of the model accounted for 68.4% of the variance. A positive relationship was found between career development and user satisfaction with work life, where the training possessed the highest rating for predicted user satisfaction with work life $\beta = 0.36$ followed closely by leadership support $\beta = 0.29$, performance management $\beta = 0.25$, and compensation satisfaction $\beta = 0.21$. Additionally, there were two times higher intention to stay scores among employees with structured professional development compared to those with limited career-growth opportunities, and these scores are related to higher levels of readiness for promotion. Structured professional development was also associated with 24.6% higher intention to stay scores than professionally limited employees; and they were more likely to be ready to be promoted. The results further supported that the organizational commitment was a partial mediator between talent management practices and employee retention intentions and thus the concepts of employee institutional attachment and employee engagement were crucial.

Author's Contributions

All authors participated in ideation, development, and writing the manuscript. All authors read and approved the final manuscript.

Conflict of Interest Statement

The authors declare that there is no conflict of interest regarding the publication of this article.



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Informed Consent

Informed consent was obtained from all participants prior to data collection. Participants were informed about the purpose of the study, the voluntary nature of their participation, and their right to withdraw at any time without any consequences. The confidentiality and anonymity of respondents were guaranteed throughout the research process.

Data Availability

The datasets generated and analysed during the current study are available from the corresponding author upon reasonable request. The authors are committed to transparency and will provide detailed methodological information and analysis protocols upon request.

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