

THE IMPACT OF TALENT MANAGEMENT PRACTICES AND EMPLOYEE WELL-BEING IN ENHANCING EMPLOYEE RETENTION

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ABSTRACT

Pakistan's healthcare sector, particularly in Karachi, struggles with significant challenges in retaining skilled professionals despite growing demand for quality healthcare services. This quantitative study explores the complex relationships between talent management practices, employee well-being, and retention rates within Karachi's healthcare organizations. The research investigates three key relationships: how talent management directly affects employee retention, the influence of well-being on retention decisions, and how well-being mediates the connection between talent management and retention outcomes. Using established human resource management theories, the study develops a comprehensive framework positioning employee well-being as a crucial link between talent management strategies and retention success. Karachi's healthcare organizations operate in demanding environments marked by high stress, emotional challenges, and competitive pressures that directly impact employee satisfaction and retention. This study addresses the urgent need for evidence-based approaches that healthcare leaders can use to improve retention while enhancing organizational performance and patient care quality. The theoretical framework encompasses key talent management dimensions including talent acquisition, performance management, learning development, and compensation systems. Employee well-being is examined through both physical and psychological perspectives, acknowledging the comprehensive nature of workplace wellness in healthcare settings. This research contributes valuable insights to strategic human resource management in healthcare by demonstrating how organizations can utilize talent management and well-being initiatives to achieve sustainable competitive advantages through improved employee retention.

Keywords: Talent Management Practices, Employee Well-being, Employee Retention, Organizational Justice, Healthcare Sector, Human Resource Management.

INTRODUCTION

Pakistan's healthcare landscape, particularly in Karachi, faces a critical paradox where rising demand for quality healthcare services conflicts with persistent difficulties in attracting and retaining qualified professionals (Aman-Ullah et al., 2020; Shahzad et al., 2024). Healthcare organizations compete intensely for limited talent while managing complex operational demands and resource constraints (Gelencser et al., 2023). The departure of experienced healthcare professionals

creates cascading effects including increased recruitment costs, knowledge loss, and potentially compromised patient outcomes (De Vries et al., 2023).

Contemporary scholarly discourse emphasizes talent management as a strategic imperative for organizational success, especially in service-intensive sectors like healthcare (Lulewicz-Sas et al., 2022; Shahzad et al., 2024). Talent management involves systematic identification, development,

and retention of high-performing employees to achieve sustainable competitive advantages (Bostjancic & Slana, 2018). However, applying these principles in healthcare contexts requires nuanced understanding of unique environmental challenges and opportunities (Naz et al., 2020).

Employee well-being has gained significant recognition as a critical organizational outcome in human resource management literature, encompassing physical health, psychological wellness, work-life balance, and job satisfaction (Bostjancic & Slana, 2018; Gelens et al., 2013). In healthcare settings, where employees regularly encounter high-stress situations and emotional demands, well-being considerations become particularly crucial for retention decisions (Martins et al., 2023). These multiple dimensions collectively contribute to employees' overall organizational experience and commitment (Khalid & Nawab, 2018).

While existing literature has explored talent management and employee well-being relationships individually, significant gaps remain in understanding their synergistic interaction on retention outcomes in healthcare organizations (Shahzad et al., 2024b). This study addresses these gaps by investigating employee well-being's mediating role between talent management practices and retention within Karachi's diverse healthcare sector (Aman-Ullah et al., 2020). The research adopts a quantitative approach using rigorous statistical methods and validated instruments to provide empirical evidence for evidence-based retention strategies (de Vries et al., 2023).

2. Objectives of the Study

The primary purpose of this research is to provide comprehensive insights into the complex relationships between talent management practices, employee well-being, and employee retention within healthcare organizations in Karachi, Pakistan. The study's objectives are strategically designed to address critical gaps in existing literature while providing practical implications for healthcare administrators and human resource practitioners.

2.1 Primary Objectives

(a) To examine the association between talent management practices, employee well-being, and

employees' retention in perspective of Healthcare Sector Hospitals in Karachi, Pakistan.

(b) To investigate the cause and effect of Talent Management and employee well-being on Employees' Retention in perspective of Healthcare Sector Hospitals in Karachi, Pakistan.

(c) To find out the intervening function of employee well-being linkage between employees' retention and talent management in perspective of Healthcare Sector Hospitals in Karachi, Pakistan.

3. Research Questions

The research questions are carefully formulated to align with the study objectives while providing specific directions for empirical investigation. These questions guide the development of hypotheses and inform the selection of appropriate statistical analyses for examining the relationships between study variables.

(a) Is there any connection between talent management practices, employee well-being, and employees' retention?

(b) Is there an impact of talent management practices and employee well-being on employees' retention?

(c) Is there any mediating effect of employee well-being on connection between talent management and employees' retention?

4. Significance of the Study

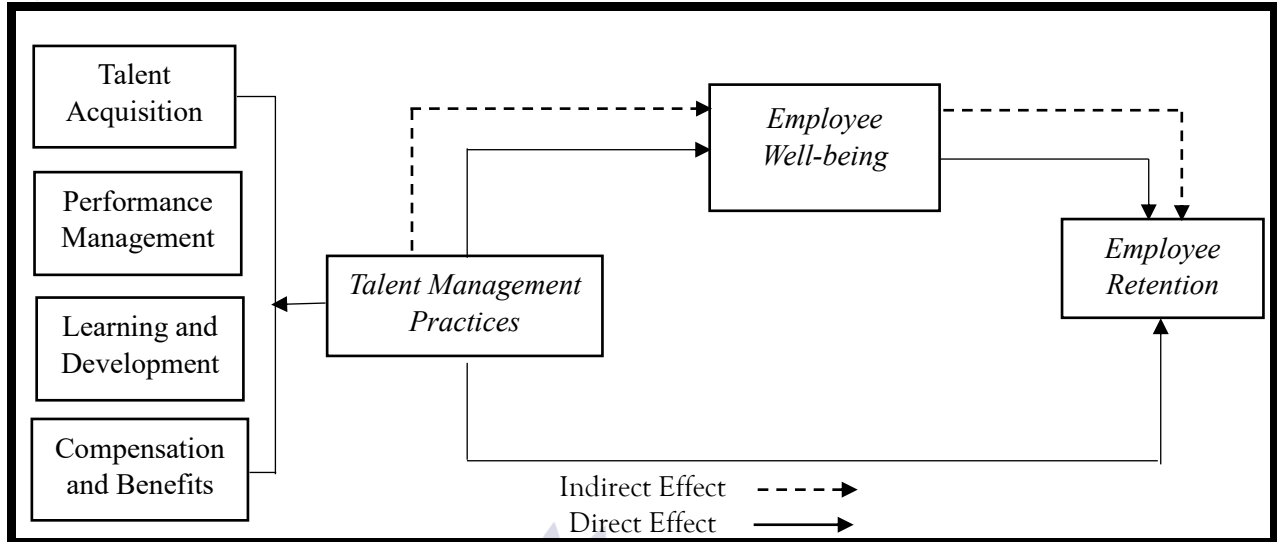
This research provides important contributions to human resource management by examining how talent management practices and employee well-being affect staff retention in healthcare sector Karachi, Pakistan. The study fills a gap in literature by focusing on a developing country context where cultural and resource factors may influence these relationships differently than in developed nations. Methodologically, it uses advanced statistical techniques and develops validated tools that can benefit future researchers and healthcare managers. Practically, the findings help healthcare administrators make evidence-based decisions about talent management and well-being programs that improve employee retention while balancing organizational resources with patient care needs. The research also supports policy development at both organizational and sector levels to address healthcare workforce shortages and improve service delivery sustainability.

2. Literature Review

The suggested framework, as seen in Figure 1, encompasses many components of talent management, including talent acquisition, performance management, learning and development, and compensation and benefits, treated as distinct variables. Employee Well-being

is included as a mediating variable, while employees' retention serves as the dependent variable. The theoretical framework presents a set of variables that seek to study the influence of different aspects of talent management on the retention of workers, with a specific emphasis on the intervening role played by employee well-being.

Figure 1 Research model of the study



Source developed by author

2.1 Employee Retention

Employee retention within healthcare organizations represents a critical strategic imperative influencing patient care quality, organizational effectiveness, and system sustainability, with complex retention decisions encompassing job satisfaction, career development, organizational commitment, and work-life balance factors (Griffeth et al., 2000). Healthcare professional turnover costs extend beyond recruitment expenses to include disrupted patient relationships, reduced team cohesion, knowledge loss, and care quality compromises, with replacement costs ranging from 75% to 200% of annual salary plus hidden costs related to productivity loss and training investments (NSI Nursing Solutions, 2022). The healthcare sector faces acute retention challenges due to demographic trends including aging populations increasing healthcare demands, aging workforces approaching retirement, and educational pipeline limitations creating competitive labor markets requiring comprehensive retention strategies (Roche et al., 2015).

2.2 Employee Well-being

Employee well-being in healthcare encompasses physical, psychological, and social dimensions that collectively influence job satisfaction, performance effectiveness, and retention decisions, with the demanding nature of healthcare work creating unique challenges requiring comprehensive organizational responses (Grant et al., 2007). Contemporary research emphasizes the multidimensional nature of well-being, recognizing that effective initiatives must address stress management, emotional support, work-life balance, and resilience building beyond traditional occupational health concerns (Wright & Cropanzano, 2000). The relationship between employee well-being and organizational outcomes demonstrates that healthcare professionals with higher well-being levels exhibit greater job satisfaction, enhanced performance, reduced absenteeism, and lower turnover intentions, directly influencing patient care quality (Bakker & Demerouti, 2017).

2.2.1 Physical Well-being

Physical well-being represents a fundamental component of healthcare employee wellness, particularly critical given the unique physical

demands, irregular schedules, and occupational hazards that characterize healthcare environments and significantly impact professional health and career sustainability (Trinkoff et al., 2006). Occupational health research reveals elevated rates of musculoskeletal injuries, cardiovascular problems, and immune system compromises among healthcare professionals compared to general population rates, contributing to absenteeism, performance limitations, and premature career endings (K. G. Davis & Kotowski, 2015). Organizational interventions supporting physical well-being include ergonomic workplace design, safety protocol implementation, fitness programs, and schedule management approaches that minimize health risks while promoting sustainable work practices (Long et al., 2012). Effective physical well-being programs require tailored interventions addressing healthcare-specific risks across diverse professional roles, with research demonstrating that comprehensive programs reduce injury rates, lower absenteeism, and enhance employee satisfaction and retention (Nelson, 2005).

2.2.2 Psychological Well-being

Psychological well-being encompasses emotional, cognitive, and social dimensions of healthcare employee experience that significantly influence job satisfaction, performance effectiveness, and career sustainability, with healthcare professionals routinely encountering emotionally challenging situations requiring comprehensive organizational support (Maslach et al., 2001). The concept of burnout has received extensive attention in healthcare research, with studies revealing elevated rates of emotional exhaustion, depersonalization, and reduced personal accomplishment that impact individual well-being and contribute to reduced patient care quality, increased medical errors, and elevated turnover rates (Shanafelt et al., 2019). Organizational factors influencing psychological well-being include workload management, supervisor support, team relationships, autonomy, and culture characteristics, with organizations prioritizing comprehensive support programs experiencing enhanced employee satisfaction and retention (West et al., 2018). Resilience building represents an important component of psychological well-being initiatives, helping healthcare professionals develop coping strategies and emotional regulation skills, with research

demonstrating that resilience training significantly reduces burnout risk while enhancing job satisfaction and career longevity (Rushton et al., 2015).

2.3 Talent Management

Talent management encompasses a strategic, integrated approach to attracting, developing, and retaining high-performing employees who drive organizational success and competitive advantage (Lewis & Heckman, 2006). In healthcare contexts, this approach is particularly critical due to specialized professional requirements, patient safety implications, and high turnover costs (Collings et al., 2019). Contemporary talent management frameworks emphasize holistic employee lifecycle management that coordinates multiple HR functions including recruitment, performance management, learning and development, and career planning (Thunnissen et al., 2013). Research demonstrates that effective talent management practices significantly enhance employee engagement, job satisfaction, and retention while improving organizational performance, though implementation requires careful attention to organizational culture and contextual factors (Cheese et al., 2007).

2.3.1 Talent Acquisition

Talent acquisition forms the foundational component of healthcare talent management, encompassing recruitment, selection, and onboarding processes that critically determine employee quality and organizational fit (Berthon et al., 2005). Healthcare talent acquisition requires sophisticated multi-dimensional evaluation approaches to assess professional competencies, cultural fit, and long-term development potential beyond basic qualifications (Backhaus & Tikoo, 2004). Contemporary research emphasizes employer branding and value proposition development as critical factors for attracting healthcare professionals in competitive labor markets where skilled practitioners have multiple career options (Bauer, 2010). Effective onboarding emerges as particularly crucial in healthcare settings, involving orientation to complex clinical systems, team integration, and adaptation to organizational cultures that significantly influence early employment experiences and retention decisions (Masaracchia et al., 2024).

2.3.2 Performance Management

Performance management systems in healthcare serve critical functions including quality assurance, professional development, and retention enhancement through sophisticated approaches that balance individual accountability with team-based care delivery while maintaining focus on patient outcomes (Aguinis & O'Boyle, 2014). The multi-dimensional nature of healthcare responsibilities, encompassing clinical competency, patient interactions, team collaboration, and safety protocol adherence, requires innovative measurement strategies beyond traditional evaluation approaches (DeNisi & Murphy, 2017). Research demonstrates that healthcare professionals respond positively to developmental performance management frameworks emphasizing improvement and growth rather than punitive evaluation, leading to enhanced job satisfaction, retention, and clinical outcomes (Pulakos et al., 2015). Comprehensive multi-source evaluation systems integrating patient outcome measures, peer evaluations, and self-assessments provide accurate, fair assessments that reflect collaborative healthcare delivery while supporting professional development planning (Yazdani et al., 2021).

2.3.3 Learning and Development

Learning and development opportunities represent crucial components of healthcare talent management, addressing individual professional growth aspirations and organizational needs for skilled, adaptable healthcare professionals in rapidly evolving healthcare environments (Noe et al., 2017). Healthcare-specific learning requirements encompass clinical skill advancement, technology proficiency, leadership development, and interdisciplinary collaboration, necessitating comprehensive programs that accommodate demanding professional schedules while addressing both technical and soft skill needs (Dysvik & Kuvaas, 2008). Empirical research demonstrates strong positive relationships between development opportunities and healthcare professional retention, with learning programs serving as significant predictors of job satisfaction, organizational commitment, and career advancement satisfaction (Cook et al., 2008). Technology-enhanced learning approaches, including simulation training, online platforms, and mobile applications, offer promising solutions

for addressing development needs while accommodating scheduling constraints and accessibility requirements despite resource limitations in developing healthcare contexts (Munawar et al., 2025).

2.3.4 Compensation and Benefits

Compensation and benefits systems represent fundamental components of healthcare talent management that significantly influence recruitment success, employee satisfaction, and retention outcomes, with healthcare professionals' specialized skills commanding competitive compensation in tight labor markets (Gerhart & Rynes, 2003). Effective healthcare compensation systems must address market competitiveness, internal equity, performance differentiation, and regulatory compliance while creating fair, motivating structures that support organizational objectives and meet diverse employee expectations (Dosedel, 2021). Research demonstrates that healthcare professionals particularly value comprehensive benefits packages addressing financial security and work-life balance, including health insurance, retirement planning, flexible scheduling, and professional development funding (J. H. Davis, 2011). Performance-based compensation design requires careful consideration of individual versus team contributions and patient outcome measures, as inappropriately designed pay-for-performance systems may undermine collaboration while well-designed systems enhance motivation and organizational performance (Mendelson et al., 2017).

3. Hypothesis Development

The development of research hypotheses represents a critical component of this quantitative investigation, providing specific, testable predictions regarding the relationships between talent management practices, employee well-being, and retention outcomes within Karachi's healthcare sector. These hypotheses emerge from comprehensive literature review, theoretical framework analysis, and preliminary observations of healthcare employment dynamics, reflecting both theoretical expectations and practical considerations relevant to healthcare organizations.

The first hypothesis addresses the fundamental relationship between talent management practices

and employee retention, predicting that healthcare organizations implementing comprehensive talent management strategies will experience significantly higher retention rates compared to organizations with limited talent management initiatives. This hypothesis reflects extensive empirical evidence demonstrating positive relationships between talent management and retention across diverse organizational contexts while acknowledging the need for healthcare-specific validation.

H1: Comprehensive talent management practices positively influence employee retention in healthcare organizations.

The second hypothesis focuses on the relationship between employee well-being and retention outcomes, predicting that healthcare professionals reporting higher well-being levels will demonstrate greater retention intentions and lower turnover behavior. This hypothesis acknowledges the demanding nature of healthcare work and the critical role of well-being in supporting career sustainability and organizational commitment within healthcare environments.

H2: Employee well-being positively influences employee retention in healthcare organizations.

The third hypothesis examines the direct relationship between talent management practices and employee well-being, predicting that comprehensive talent management initiatives will enhance both physical and psychological well-being among healthcare professionals. This hypothesis reflects theoretical expectations regarding the resource-providing function of talent management practices that can buffer job demands and promote employee well-being.

H3: Talent management practices positively influence employee well-being in healthcare organizations.

4. Mediating Role of Employee Well-being with Talent Management Practices and Employee Retention

The mediating role of employee well-being in the relationship between talent management practices and employee retention represents a crucial theoretical proposition addressing how organizational investments translate into improved retention outcomes through psychological and behavioral processes (Blau, 2017). Social Exchange

Theory provides theoretical foundation for well-being mediation, suggesting employees reciprocate organizational investments in their development and well-being through increased commitment and reduced turnover intentions, while the Job Demands-Resources Model explains how talent management resources reduce demands and promote well-being as the primary mechanism influencing retention decisions (Bakker & Demerouti, 2017; Demerouti et al., 2001). Empirical research demonstrates that organizational practices often achieve retention outcomes indirectly through their impact on employee well-being rather than direct effects, suggesting organizations should focus on practices that effectively enhance well-being as the critical pathway for retention benefits (Nielsen et al., 2017; Zheng et al., 2016). The healthcare context may be particularly conducive to well-being mediation due to demanding work nature and significant impact of organizational support, with healthcare professionals experiencing enhanced well-being likely to reciprocate through increased commitment given well-being's importance for sustaining demanding healthcare careers (Christian et al., 2011).

The fourth hypothesis addresses the central theoretical proposition of this research, predicting that employee well-being serves as a mediating mechanism through which talent management practices influence retention outcomes. This mediation hypothesis suggests that talent management practices achieve retention benefits primarily through their positive impact on employee well-being rather than through direct effects on retention intentions.

H4: Employee well-being mediates the relationship between talent management practices and employee retention in healthcare organizations.

3. Methodology

3.1 Research design

This study utilizes a quantitative cross-sectional research design to examine organizational factors that support the retention of skilled professionals in healthcare facilities in Karachi, Pakistan.

3.2 Sample Size and Sampling Technique

The research utilized purposive sampling to recruit one hundred twenty-eight participants (N=128) from healthcare facilities in Karachi. Inclusion

criteria required participants to have completed minimum six months of continuous employment and hold formal professional qualifications relevant to their healthcare roles. This non-probability sampling approach ensured representation across medical, nursing, allied health, and administrative categories while maintaining adequate statistical power for regression analysis.

3.3 Research Instrument

Data were collected using a structured survey instrument with a five-point Likert scale ranging from strongly disagree to strongly agree, allowing for consistent measurement of participant responses across all study variables.

3.4 Data Collection Procedure

Data collection was executed through a dual-mode approach combining electronic survey distribution and in-person questionnaire administration to maximize response rates and accommodate participant preferences. The survey was distributed through online channels and in-person methods to reach one hundred twenty-eight (128) healthcare professionals, including doctors, nurses, allied health staff, and administrative employees.

3.5 Data Analysis Techniques

The research framework consisted of six main constructs measured through twenty-six (26)

specific questionnaire items that captured both key variables and relevant demographic information. Data analysis was conducted using the Statistical Package for Social Sciences, applying descriptive statistics and inferential tests including correlation analysis, multiple regression, and mediation analysis using Hayes' PROCESS macro. This analytical approach provided robust evidence for examining the relationships among study variables while maintaining methodological rigor throughout the research process.

4. Results

4.1 Descriptive Statistics

Descriptive statistics provide fundamental summaries of data characteristics through measures of central tendency, variability, and distribution shape, offering researchers essential insights into the basic properties of collected data (Gravetter & Wallnau, 2017). These statistical measures include mean, median, and mode for central tendency, while standard deviation, variance, and range quantify data dispersion around central values (Field, 2024). Additionally, descriptive statistics encompass measures of skewness and kurtosis to assess data normality, which is crucial for determining appropriate analytical procedures in subsequent inferential analyses (Tabachnick & Fidell, 2019).

Table 1 Descriptive Statistics

Var.	Mean	Median	Min.	Max.	Std. Deviation	Kurtosis	Skewness	N Statistic
TMP	62.2188	64.0000	22.00	81.00	12.31920	-.072	-.490	128
EWB	46.9688	47.0000	17.00	67.00	7.92478	1.698	-.489	128
ER	21.0625	21.0000	8.00	29.00	4.53638	-.528	.025	128

TMP = Talent Management Practices, EWB = Employee Well-Being, ER = Employee Retention

The descriptive statistics presented in **Table 1** reveal the distributional characteristics of the study variables across the sample of 128 healthcare professionals. Talent management practices (TMP) demonstrated a mean score of 62.22 (SD = 12.32), with responses ranging from 22 to 81, indicating considerable variability in perceived organizational

talent management approaches. The distribution exhibited negative skewness (-.490) and negative kurtosis (-.072), suggesting a relatively normal distribution with a slight tendency toward higher scores. Employee wellbeing (EWB) recorded a mean value of 46.97 (SD = 7.92), spanning from 17 to 67, with positive kurtosis (1.698) and negative skewness (-.489), indicating a relatively

peaked distribution with most responses clustering around the central tendency. Employee retention (ER) yielded a mean score of 21.06 (SD = 4.54), ranging from 8 to 29, with minimal skewness (.025) and negative kurtosis (-.528), reflecting an

approximately symmetrical and platykurtic distribution.

Table 2 Reliability Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TMP	68.0313	123.007	.678	.644
EWB	83.2813	232.723	.681	.519
ER	109.1875	339.571	.598	.736

TMP = Talent Management Practices, EWB = Employee Well-Being, ER = Employee Retention

Table 2 presents the reliability statistics for the study instruments, demonstrating the internal consistency of the measurement scales. The Corrected Item-Total Correlation values for talent management practices (TMP), employee wellbeing (EWB), and employee retention (ER) were .678, .681, and .598 respectively, all exceeding the recommended threshold of .30, thereby indicating strong item-scale correlations and confirming that each construct adequately measures its intended dimension. The Cronbach's Alpha if Item Deleted values suggest that removing any of these variables would yield alpha coefficients of .644, .519, and .736 respectively, which generally fall within acceptable ranges for exploratory research. The scale means and variances further illustrate the distributional properties of the combined scales when individual constructs are excluded.

4.2. Correlation Analysis

Bivariate and partial correlations represent fundamental statistical techniques extensively

utilized in social science research to investigate relationships between predictor and criterion variables. When data meets normality assumptions, researchers typically employ Pearson correlation analysis, while non-parametric alternatives such as Spearman's rank correlation coefficient (Spearman's rho) and Kendall's rank correlation coefficient (Kendall's tau) are preferred for non-normally distributed data (Field, 2024). Partial correlation analysis offers additional analytical depth by examining relationships between variables while statistically controlling for confounding factors such as demographic characteristics and organizational variables. The correlation coefficient provides a standardized measure ranging from -1 to +1, indicating both the strength and direction of linear relationships between quantitative variables (Hinkle et al., 2003). These correlation techniques collectively enable researchers to establish foundational understanding of variable relationships before proceeding to more complex analytical procedures.

Table 3 Correlation

		TMP	EWB	ER
TMP	Pearson Correlation	1	.640**	.540**
	Sig. (2-tailed)		.000	.000
	N	128	128	128
EWB	Pearson Correlation	.640**	1	.551**
	Sig. (2-tailed)	.000		.000
	N	128	128	128
ER	Pearson Correlation	.540**	.551**	1
	Sig. (2-tailed)	.000	.000	

	N	128	128	128
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** . Correlation is significant at the 0.01 level (2-tailed).

TMP = Talent Management Practices, EWB = Employee Well-Being, ER = Employee Retention

Table 3 displays the Pearson correlation coefficients examining the bivariate relationships among talent management practices (TMP), employee wellbeing (EWB), and employee retention (ER). The analysis reveals statistically significant positive correlations among all study variables at the $p < .001$ level. Specifically, talent management practices demonstrated a strong positive correlation with employee wellbeing ($r = .640, p < .001$) and a moderate positive correlation with employee retention ($r = .540, p < .001$). Similarly, employee wellbeing exhibited a moderate positive correlation with employee retention ($r = .551, p < .001$). These correlation coefficients indicate that higher levels of talent management practices are associated with enhanced employee wellbeing and improved retention outcomes.

4.3. Regression Analysis

Multiple regression analysis serves as a sophisticated statistical technique for examining

the predictive relationships between multiple independent variables and a dependent variable simultaneously. This analytical approach enables researchers to quantify the relative contribution of each predictor variable while controlling for the effects of other variables in the model (Hair, 2009). Through regression modeling, researchers can assess the extent to which independent variables collectively explain variance in the dependent variable, thereby providing insights into the practical significance of predictor relationships. The technique is particularly valuable in organizational research as it allows for the examination of complex phenomena where multiple factors may simultaneously influence outcomes such as employee retention, performance, or well-being (Field, 2024). Regression coefficients provide standardized measures of effect size, enabling comparison of relative importance across different predictor variables within the same model.

Table 3 Model Summary (Talent Management Practices, Employee Well-being and Employee Retention)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F Change	Sig. Change	F	Durbin-watson
1	.603	.363	.353	3.64872	35.655	.000		2.071

a. Predictors: (Constant), TMP, EWB

b. Dependent Variable: ER

TMP = Talent Management Practices, EWB = Employee Well-Being, ER = Employee Retention

Table 4 presents the regression model summary examining the relationships among talent management practices, employee wellbeing, and employee retention. The model demonstrates a multiple correlation coefficient of $R = .603$, with an R Square value of $.363$, indicating that approximately 36.3% of the variance in employee retention is explained by the predictor variables. The Adjusted R Square of $.353$ provides a conservative estimate accounting for the number of predictors. The F change statistic ($F = 35.655, p <$

$.001$) confirms the overall model is statistically significant, demonstrating that the predictors collectively contribute meaningfully to explaining employee retention outcomes. The Durbin-Watson statistic of 2.071 falls within the acceptable range, indicating no autocorrelation among residuals and confirming the independence of errors assumption has been satisfied, thereby supporting the validity of the regression model.

Table 5 ANOVA (Talent Management Practices, Employee Well-being and Employee Retention)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	949.354	2	474.677	35.655	.000b
	Residual	1664.146	125	13.313		
	Total	2613.500	127			

a. Predictors: (Constant), TMP, EWB

b. Dependent Variable: ER

TMP = Talent Management Practices, EWB = Employee Well-Being, ER = Employee Retention

The ANOVA results presented in **Table 5** indicate that the regression model is statistically significant ($F(2, 125) = 35.655, p < .001$). The total sum of squares (2613.500) is partitioned into regression sum of squares (949.354) and residual sum of squares (1664.146), with corresponding degrees of freedom of 2 and 125 respectively. The mean square values for regression (474.677) and residual (13.313) yield an F-ratio that substantially exceeds

the critical value, confirming that the predictor variables significantly explain variance in employee retention beyond what would be expected by chance. This significant F-statistic validates the overall fit of the regression model and supports the conclusion that talent management practices and employee wellbeing are meaningful predictors of employee retention in the healthcare sector Karachi, Pakistan.

Table 6 Coefficients^a (Talent Management Practices, Employee Well-being and Employee Retention)

	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistic	
Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	4.435	2.017		2.199	.030		
TMP	.117	.034	.318	3.418	.001	.590	1.695
EWB	.199	.053	.348	3.744	.000	.590	1.695

a. Dependent Variable: ER

TMP = Talent Management Practices, EWB = Employee Well-Being, ER = Employee Retention

Table 6 presents the regression coefficients examining the individual effects of talent management practices (TMP) and employee wellbeing (EWB) on employee retention. The results indicate that both predictor variables exert statistically significant positive influences on employee retention. Talent management practices demonstrated a significant positive effect ($\beta = .318, t = 3.418, p = .001$), suggesting that a one-unit increase in TMP corresponds to a .117-unit increase in employee retention when controlling for employee wellbeing. Similarly, employee wellbeing exhibited a significant positive effect ($\beta =$

$.348, t = 3.744, p < .001$), indicating that a one-unit increase in EWB results in a .199-unit increase in employee retention while holding TMP constant. The standardized beta coefficients reveal that employee wellbeing ($\beta = .348$) exerts a slightly stronger influence on retention compared to talent management practices ($\beta = .318$). The collinearity statistics, with tolerance values of .590 and VIF values of 1.695 for both predictors, fall well within acceptable thresholds (tolerance $> .10$, VIF < 10), confirming the absence of multicollinearity concerns and ensuring the stability and reliability of the regression estimates.

Table 7 Results of Mediation Analysis

Hypothesis	Regression Path	Effect type	Beta	P-Value	Remarks
H1	TM → WB	Path a	0.412	0.000	Accepted
H2	WB → ER	Path b	0.199	0.000	Accepted
H3	TM → ER	Direct effect (c')	0.117	0.001	Accepted
H4	TMP → EWP → ER	Indirect Effect (axb)	0.082	0.000 (BootCI [0.035, 0.134])	Accepted

TMP = Talent Management Practices, EWB = Employee Well-Being, ER = Employee Retention

Table 7 presents the results of the mediation analysis examining the direct and indirect effects among talent management practices (TMP), employee wellbeing (EWB), and employee retention (ER). The findings reveal that all hypothesized pathways are statistically significant and empirically supported.

Hypothesis 1, which posited a positive relationship between talent management practices and employee wellbeing (Path a), was accepted ($\beta = 0.412$, $p < .001$), indicating that effective talent management significantly enhances employee wellbeing.

Hypothesis 2, examining the relationship between employee wellbeing and employee retention (Path b), was also accepted ($\beta = 0.199$, $p < .001$), demonstrating that improved wellbeing contributes to higher retention rates.

Hypothesis 3, which tested the direct effect of talent management practices on employee retention (Path c'), was supported ($\beta = 0.117$, $p = .001$), confirming that talent management independently influences retention outcomes.

Most notably, Hypothesis 4, which proposed that employee wellbeing mediates the relationship between talent management practices and employee retention, was accepted with a significant indirect effect ($\beta = 0.082$, $p < .001$, 95% BootCI [0.035, 0.134]). The bootstrap confidence interval excludes zero, providing robust evidence for the mediating role of employee wellbeing. These findings collectively suggest that talent management practices enhance employee retention both directly and indirectly through the mechanism of improved employee wellbeing.

5. Discussion and Conclusion

This investigation examined the associations among talent management practices, employee wellbeing, and employee retention within healthcare institutions in Karachi, Pakistan with particular emphasis on understanding the mediating mechanisms at play. The empirical evidence demonstrates that talent management exerts a substantial positive influence on retention outcomes, reinforcing the critical role of deliberate human resource interventions in sustaining skilled medical personnel within organizational settings. Furthermore, the analysis confirms that employee wellbeing functions as a partial mediator in this relationship, suggesting that professionals experiencing enhanced wellbeing demonstrate greater organizational commitment and continuity. These results emphasize the necessity for healthcare establishments to adopt dual-focused strategies that simultaneously address systematic human resource management and comprehensive wellbeing programs to achieve sustainable workforce stability.

5.1. Implications

5.2. Theoretical Implications

This research advances human resource management scholarship by constructing an integrated theoretical model that simultaneously examines talent management and employee wellbeing as determinants of retention behavior. The study extends social exchange theory by empirically validating that organizational investments in professional development, career advancement opportunities, and equitable treatment foster reciprocal commitment among employees, with this reciprocity being amplified through enhanced wellbeing states. The demonstrated mediating function of wellbeing

offers novel understanding regarding the underlying processes through which talent management influences retention decisions, thereby enriching employee-centered theoretical frameworks within organizational behavior literature.

5.3 Practical Implications

Healthcare administrators should establish comprehensive talent management systems encompassing systematic training protocols, defined career progression pathways, and transparent succession frameworks to mitigate personnel turnover. Organizational leaders must operationalize wellbeing interventions including psychological support services, stress mitigation programs, adaptive work arrangements, and secure occupational environments to strengthen retention outcomes. Human resource policies require fundamental restructuring to synthesize professional advancement initiatives with personal wellbeing provisions as interconnected pillars supporting workforce continuity. Enhanced employee wellbeing simultaneously elevates patient care quality, as engaged and psychologically healthy staff demonstrate superior performance outcomes and service delivery.

5.4 Limitations and Future Research Directions

Several methodological constraints warrant acknowledgment. The geographical specificity of this study, confined to healthcare practitioners in Karachi, potentially limits the transferability of findings to alternative contexts, necessitating replication across diverse industries and geographical regions throughout Pakistan. The reliance on self-reported measurement instruments introduces potential response bias, suggesting that subsequent investigations might employ mixed-methodology approaches incorporating qualitative interviews and longitudinal tracking mechanisms to substantiate these findings. The current framework exclusively investigated employee wellbeing as a mediating construct, whereas future scholarship could explore additional mediating or moderating variables including leadership approaches, organizational commitment dimensions, or work engagement levels. Given the cross-sectional nature of data collection, causal inferences remain tentative, indicating that longitudinal research designs would provide more definitive evidence regarding the temporal effects

of talent management and wellbeing on retention trajectories over extended periods.

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