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Talent Management and Employee Retention: Assessing the Influence of Career Development, Workplace Well-Being and Organizational Commitment

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ABSTRACT: Talent management has become a strategic human resource priority as organizations increasingly compete for skilled employees while facing changing employee expectations, career mobility and concerns about workplace well-being. This study examines the influence of career development, workplace well-being and organizational commitment on employee retention within a talent management framework. The study is designed to assess whether employees who perceive stronger career opportunities, supportive and healthy work environments, and stronger psychological attachment to their organizations are more likely to remain. The study proposes a structured questionnaire approach for employees in selected service and knowledge-intensive organizations in Chennai, Tamil Nadu. For the illustrative empirical analysis, responses from 384 employees are considered and analyzed using descriptive statistics, reliability analysis, correlation and multiple regression. The analytical model treats employee retention as the dependent variable and career development, workplace well-being and organizational commitment as explanatory variables. The illustrative results indicate positive, statistically significant relationships between all three predictors and employee retention, with organizational commitment showing the strongest relative contribution, followed by career development and workplace well-being. The findings suggest that

retention cannot be achieved through compensation-oriented practices alone; it requires an integrated talent management system that creates visible career pathways, protects employee well-being and strengthens employees' sense of belonging and commitment. The study contributes to the human resource management literature by bringing these three dimensions together in a single retention-oriented framework and offers practical implications for managers seeking to reduce avoidable turnover and sustain organizational capability across contemporary and increasingly mobile labour markets.

1. INTRODUCTION

Talent management has moved from a specialist human resource activity to a strategic organizational concern because employee knowledge, skills, relationships and adaptive capabilities increasingly influence competitive advantage. From a resource-based perspective, valuable and difficult-to-imitate human resources can contribute to sustained organizational advantage when effectively developed and deployed (Barney, 1991). Human resource systems that improve employee capability and reduce turnover have also been associated with stronger organizational performance (Huselid, 1995). Consequently, organizations are paying greater attention not only to attracting capable employees but also to creating conditions that encourage employees to remain, grow and contribute over time.

The concept of talent management has evolved through several interpretations. Lewis and Heckman (2006) highlighted conceptual ambiguity and called for a systematic understanding of how talent is identified, developed and managed. Collings and Mellahi (2009) emphasized strategic talent management as processes for identifying pivotal positions, developing talent pools and creating differentiated human resource architectures. Cappelli (2008) argued that organizations need dynamic approaches because workforce requirements change rapidly and external hiring alone cannot reliably meet future capability needs. These perspectives indicate that retention should be treated as an integral outcome of talent management rather than as an isolated human resource problem.

Employee retention matters because unwanted turnover creates recruitment costs, productivity losses and knowledge disruption. The turnover literature has developed from early control-oriented approaches toward broader examination of why employees stay, leave or reconsider their employment relationships (Hom et al., 2017). Meta-analytic evidence indicates that job satisfaction and organizational commitment contribute to turnover intentions and withdrawal cognitions (Tett & Meyer, 1993). Effective retention therefore requires attention to psychological and organizational conditions shaping employees' willingness to continue employment. Career development is a major mechanism through which talent management can influence retention. Employees evaluate present jobs and opportunities for learning, advancement, recognition and growth. It may include training, mentoring, mobility, promotion and career planning. Benson (2006) found that development opportunities can strengthen organizational commitment and reduce intentions to leave. Weng et al. (2010) reported that career goal progress, professional ability development, promotion speed and remuneration growth are positively associated with organizational commitment. Evidence from Indian information technology employees also shows a positive relationship between organizational career development and retention, with job satisfaction and organizational engagement playing important roles (Kumar et al., 2023). Employees are therefore more likely to remain when they can visualize a credible future within the organization and perceive that advancement is attainable.

Workplace well-being is a second dimension, reflected in psychological safety, manageable workloads, supportive supervision, work-life balance, respect and autonomy. Rhoades and Eisenberger (2002) showed that perceptions that an organization values employee contribution and cares about employee well-being are associated with favorable work attitudes. Supervisor support can also contribute to perceived organizational support and employee retention (Eisenberger et al., 2002). Recent reviews connect employee well-being with important organizational outcomes (Pandey et al., 2025). Such evidence suggests that well-being should be integrated with everyday work design and managerial practices rather than treated only as a peripheral benefit. Organizational commitment provides a third pathway linking talent management with retention. Allen and Meyer (1990) conceptualized commitment through affective, continuance and normative dimensions, while Meyer and Allen (1991) established a three-component framework explaining why employees may remain because they want to, need to or feel obligated to do so. It can be strengthened through meaningful work, development, fair treatment, supportive leadership and recognition.

The relationship between talent management and commitment has received increasing empirical attention. Narayanan et al. (2019) developed an integrative framework linking talent management and retention through resource-based and social exchange perspectives. Antony et al. (2024), using evidence from higher educational institutions in southern India, found that talent recruitment and engagement are associated with organizational commitment and that commitment is negatively related to turnover intention. Recent evidence from small and medium-sized enterprises also reports that talent management positively affects employee retention and that employee development can partially mediate this relationship (Journal of Organizational Effectiveness, 2026). Research on talent sustainability indicates that talent management, work engagement and perceived organizational support can positively influence intention to stay (Sopiah et al., 2023). Together, these studies support examining retention through an integrated talent-management lens. The present study brings career development, workplace well-being and organizational commitment together to assess their influence on employee retention. Career development can create future orientation, workplace well-being can make continued employment sustainable, and organizational commitment can provide the psychological bond supporting staying behavior. The study focuses on selected organizations in Chennai, Tamil Nadu, where knowledge-intensive sectors compete for skilled employees. Accordingly, the study seeks to determine how career development, workplace well-being and organizational commitment predict employee retention and to identify their relative contributions. The research is guided by the resource-based view and social exchange perspective, while organizational commitment theory explains employees' willingness to remain. By integrating these perspectives, the study aims to provide a practical explanation of retention within contemporary talent management and help managers design sustainable career systems, healthy work environments and stronger employee-organization relationships.

Objectives of the Study

1. To assess the influence of career development on employee retention.
2. To examine the influence of workplace well-being on employee retention.
3. To determine the influence of organizational commitment on employee retention and identify the strongest predictor among the three factors.

2. REVIEW OF THE LITERATURE

Griffeth, Hom and Gaertner (2000) conducted a comprehensive meta-analysis of turnover antecedents and identified a wide range of individual, job and organizational factors associated with employee turnover. Their work demonstrates that retention is multidimensional and cannot be adequately explained by a single work attitude.

Kahn (1990) proposed that meaningfulness, psychological safety and psychological availability are central conditions for personal engagement at work. The framework is relevant to retention because employees who can invest themselves safely and meaningfully in their roles are more likely to develop positive work relationships.

Mitchell, Holtom, Lee, Sablinski and Erez (2001) introduced job embeddedness as a framework explaining why people stay. Links, fit and sacrifice create forces that connect employees to their jobs and communities, providing an important complement to conventional satisfaction and commitment explanations of retention.

Allen, Bryant and Vardaman (2010) argued that retention management should be evidence based and context sensitive. They emphasized that organizations should understand the actual causes of turnover rather than rely on generic retention practices, thereby strengthening the strategic role of employee data in talent management.

Bakker and Demerouti (2007) developed the Job Demands–Resources model, explaining how job demands can contribute to strain while job resources support motivation and engagement. The model provides a useful theoretical basis for understanding workplace well-being as a condition that can influence employee attitudes and staying behavior.

Saks (2006) found that perceived organizational support and job characteristics are important antecedents of employee engagement. Engagement was associated with positive job and organizational outcomes, indicating that supportive talent practices can influence employees through psychological involvement.

Deci and Ryan (2000) explained through self-determination theory that autonomy, competence and relatedness are fundamental psychological needs. Career development can support competence, supportive work environments can support relatedness and autonomy, and together these experiences can strengthen sustained motivation.

Shockley, Smith and Knudsen (2017) reviewed the relationship between work-life balance and employee retention. Their synthesis indicates that work-life conflict is associated with withdrawal-related attitudes, while supportive work-life conditions can contribute to retention-related outcomes.

Singh (2018) examined organizational career management practices among Indian employees and found positive relationships with career satisfaction and negative relationships with intention to quit. The findings are particularly relevant to the Indian context because they demonstrate the importance of organizationally provided career support.

Ng, Yim, Chen and Zou (2024) reported from a large meta-analysis that employer-sponsored career development practices are related to job performance and lower turnover through perceived organizational support and organizational attachment. The study suggests that development can strengthen retention when employees interpret it as organizational investment.

Goswami and D'silva (2025) reviewed the interplay among training and development, employee engagement and retention. Their review highlights the continuing importance of development opportunities while identifying the need for more research on contextual and moderating conditions.

Özdemir (2024) conducted a meta-analytical review of employee development and turnover intention, covering developmental feedback, competence development, professional development, training and career development. The findings support the relevance of development-oriented HR practices in reducing turnover intentions.

Pandita and Ray (2018) reviewed talent management and employee engagement as mechanisms for talent retention. Their synthesis indicates that talent management can influence retention through engagement, reinforcing the need to connect talent identification and development with employees' psychological experience.

RESEARCH GAP

Existing studies provide substantial evidence that talent management, career development, employee well-being and organizational commitment are associated with retention-related outcomes. However, the literature remains fragmented in three respects. First, many studies examine talent management broadly without separating the employee experience into developmental, well-being and commitment dimensions. Second, career development and workplace well-being are often examined independently, even though employees may evaluate them together when deciding whether an organization offers a sustainable future. Third, organizational commitment studies frequently examine turnover intention rather than employee retention as a positive staying outcome. Evidence from India is also uneven across sectors and locations. The present study addresses these gaps by integrating career development, workplace well-being and organizational commitment into a single framework and examining their relative influence on employee retention among employees in selected Chennai organizations. This approach provides a comprehensive view of retention within contemporary talent management and compares the relative strength of the three predictors.

3. METHODOLOGY

The study adopts a quantitative, cross-sectional and explanatory research design to assess the influence of career development, workplace well-being and organizational commitment on employee retention. The target population comprises employees working in selected service, information technology, financial, professional and knowledge-intensive organizations in Chennai, Tamil Nadu. Since no field dataset was supplied, the empirical figures in this draft are illustrative and must be replaced with actual survey responses before publication. For the illustrative analysis, a sample of 384 employees is considered using a proportionate convenience approach across participating organizations. Data collection is assumed to have been conducted through online and printed questionnaires after explaining the academic purpose and voluntary nature of participation. The questionnaire contains demographic items and five-point Likert-scale statements measuring the four study constructs.

Career development is operationalized through training, mentoring, advancement, internal mobility and career planning. Workplace well-being covers psychological safety, workload manageability, work-life balance, supportive supervision, respect and autonomy. Organizational commitment reflects affective attachment, perceived obligation and willingness to remain, while employee retention captures intention to continue employment. Reliability is assessed using Cronbach's alpha; descriptive statistics summarize respondent characteristics and construct levels. Pearson correlation determines the direction and strength of relationships. Multiple linear regression estimates the combined and relative influence of the three predictors on employee

retention. The analysis reports R , R^2 , adjusted R^2 , F statistics, standardized beta coefficients and significance values. The decision rule is based on a 5 per cent level of significance and tests whether the predictors jointly and independently contribute to employee retention.

4. ANALYSIS AND INTERPRETATION

Table 1. Demographic Profile of the Respondents

Category	Group	Frequency	Percentage
Gender	Male	208	54.2
	Female	176	45.8
Age	Below 30 years	142	37.0
	30–39 years	136	35.4
	40–49 years	71	18.5
	50 years and above	35	9.1
Experience	Below 5 years	151	39.3
	5–10 years	127	33.1
	Above 10 years	106	27.6

The illustrative sample contains a relatively balanced gender distribution and is concentrated in the below-40 age group. Employees with less than five years of experience form the largest experience category. This profile is appropriate for examining retention because early- and mid-career employees are likely to evaluate career growth and workplace conditions actively.

Table 2. Reliability Statistics

Construct	No. of Items	Cronbach's Alpha	Interpretation
Career Development	6	0.884	Highly reliable
Workplace Well-Being	7	0.901	Highly reliable
Organizational Commitment	8	0.918	Highly reliable
Employee Retention	5	0.872	Highly reliable

All four constructs show Cronbach's alpha values above the commonly accepted threshold of 0.70, indicating satisfactory internal consistency. Workplace well-being and organizational commitment show particularly strong reliability. The results support the use of the composite construct scores for correlation and regression analysis.

Table 3. Descriptive Statistics and Correlation Matrix

Variable	Mean	SD	CD	WWB	OC	ER
Career Development (CD)	3.72	0.71	1.000	0.612**	0.584**	0.641**
Workplace Well-Being (WWB)	3.68	0.69	0.612**	1.000	0.623**	0.578**
Organizational Commitment (OC)	3.81	0.66	0.584**	0.623**	1.000	0.704**
Employee Retention (ER)	3.76	0.70	0.641**	0.578**	0.704**	1.000

Note: ** Correlation is significant at the 0.01 level (two-tailed).

The explanatory variables have positive and statistically significant correlations with employee retention. Organizational commitment has the strongest bivariate association with retention ($r = 0.704$), followed by career development ($r = 0.641$) and

workplace well-being ($r = 0.578$). The correlations among the independent variables are moderate and do not indicate an immediate concern about excessive overlap. The pattern suggests that employees who experience stronger career prospects, better workplace conditions and stronger commitment are more likely to express an intention to remain.

Table 4. Multiple Regression Results Predicting Employee Retention

Predictor	Beta (β)	t-value	p-value	Decision
Career Development	0.284	6.42	<0.001	Supported
Workplace Well-Being	0.219	4.98	<0.001	Supported
Organizational Commitment	0.451	10.37	<0.001	Supported

Model summary: $R = 0.764$; $R^2 = 0.584$; Adjusted $R^2 = 0.581$; $F = 178.40$; $p < 0.001$.

The regression model explains approximately 58.4 per cent of the variation in employee retention in the illustrative dataset. All three predictors make positive and statistically significant contributions. Organizational commitment is the strongest predictor ($\beta = 0.451$), indicating that the psychological bond between employees and the organization has the largest relative influence when the other variables are controlled. Career development is the second strongest predictor ($\beta = 0.284$), demonstrating the importance of visible growth and advancement opportunities. Workplace well-being also has a significant positive contribution ($\beta = 0.219$), confirming that supportive and sustainable work conditions matter for retention. The significant F statistic indicates that the predictors jointly provide a meaningful explanation of employee retention.

Table 5. Hypothesis Testing

Hypothesis	Statement	Result
H1	Career development significantly influences employee retention.	Accepted
H2	Workplace well-being significantly influences employee retention.	Accepted
H3	Organizational commitment significantly influences employee retention.	Accepted

The analysis supports the proposed integrated retention framework. The strongest emphasis should be placed on organizational commitment, while career development and workplace well-being should be treated as complementary mechanisms that help build and sustain that commitment.

5. CONCLUSION

Talent management is increasingly concerned with creating an employment relationship in which capable employees can develop, remain productive and see a meaningful future within the organization. This study examined employee retention through career development, workplace well-being and organizational commitment. The literature indicates that talent management has moved beyond recruitment toward strategic identification, development and retention of human capability. The illustrative analysis is consistent with this broader view. Positive relationships were observed between each explanatory variable and employee retention, indicating that employees are more likely to stay when organizations provide developmental opportunities, supportive working conditions and a strong sense of organizational attachment.

Among the three predictors, organizational commitment emerged as the strongest contributor to employee retention in the illustrative regression model. This result is consistent with the view that employees who identify with organizational values, feel emotionally attached and perceive meaningful reasons to remain are less likely to consider leaving. Career development was the second strongest predictor, demonstrating that employees value visible pathways for learning, advancement and professional growth. Workplace well-being also showed a significant contribution, confirming that retention is difficult to sustain when employees experience workload pressure, poor supervisory support or inadequate work-life integration. The findings support an integrated talent management approach rather than isolated retention programmes.

The study has practical implications for managers and human resource professionals. Organizations should establish transparent career pathways, mentoring, internal mobility and continuous learning while strengthening psychological safety, workload management, work-life balance and supportive leadership. These practices can improve the employee experience and strengthen organizational commitment. However, because this article uses illustrative numerical results in the absence of a supplied field dataset, the statistical findings should not be interpreted as evidence from an actual Chennai employee survey. Future research should use primary longitudinal data, larger sector-specific samples and structural equation modelling to test mediation and moderation. Despite this limitation, the framework provides a useful basis for understanding employee retention as a strategic outcome.

RECOMMENDATIONS

Organizations should develop transparent career pathways with regular career discussions, mentoring, skill development and fair internal promotion opportunities. Well-being should be embedded in work design through manageable workloads, supportive supervision, psychological safety, flexible work arrangements and accessible employee assistance initiatives. Managers should strengthen organizational commitment by recognizing contributions, communicating organizational purpose, involving employees in decisions, and ensuring procedural fairness. HR departments should monitor retention indicators by employee segment and use exit, stay, and engagement data to identify avoidable turnover risks. Talent management should also be integrated with succession planning so that high-potential employees can see credible long-term opportunities inside the organization. Finally, retention strategies should be evaluated continuously rather than implemented as one-time programmes. These actions can help organizations move from reactive turnover control toward a sustainable system supporting employee growth, well-being, commitment and long-term organizational capability. Regular employee surveys should assess whether these practices are fair, accessible and effective.

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