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Talent Sustainability and Development: How Talent Management Affects Employees' Intention to Stay through Work Engagement and Perceived Organizational Support with the Moderating Role of Work–Life Balance

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Abstract: The pandemic and the war have caused challenges, creating a shortage of labor and talent crisis. Organizations have reviewed their work patterns to retain talent and increase employee retention. Data are collected from 344 employees working in Taiwan. This study divides the sample into "key talents" and "non-key talents" and aims to examine how talent management, work engagement, and perceived organizational support affect employees' intention to stay. The results of this study indicate a significant positive relationship between talent management, work engagement, perceived organizational support, and the intention to stay. This study also confirmed the mediating role of work engagement and perceived organizational support in the relationship between talent management and the intention to stay. Furthermore, work–life balance exerts a notable moderating influence on the relationships among work engagement, perceived organizational support, and the intention to stay. The findings of this research reveal that when employees consider themselves "key talents", talent management is positively and significantly correlated with the intention to stay. Companies must continuously innovate their talent management strategies to meet employees' high expectations for a favorable work environment and development opportunities, achieving mutual benefit for both the organization and its employees.

Keywords: key talent; talent management; work engagement; perceived organizational support; intention to stay; work–life balance

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1. Introduction

In recent years, the rapid spread of COVID-19 around the world and the outbreak of the war in Ukraine have made the supply chain, which was already unstable during the epidemic, face more severe challenges. These global disruptions have affected people's work routines. Employees are facing significant challenges in their work, which could impact their work-related well-being [1]. Meanwhile, since the beginning of 2021, there has been a surge of voluntary resignations by employees in America. The U.S. Bureau of Labor Statistics has released figures indicating that about 4.4 million workers in the United States quit their jobs. The COVID-19 pandemic has had significant implications for organizations and employees in the United States, leading to a noteworthy occurrence known as the "Great Resignation" [2]. This unprecedented employee turnover incident in the United States has resulted in workers either leaving the labor market or switching jobs. The pandemic has prompted employees to reassess their professional paths. As a result, both organizations and employees are rethinking current working patterns and conditions in search of possibilities for change. While organizations strive to attract and compete

for top talent, it becomes crucial to implement effective retention strategies to address the challenges posed by the "Great Resignation". Retaining talent, reducing turnover rates, and increasing employee engagement have become increasingly important priorities.

With the constantly changing business environment, it is essential for organizations to adapt and increase employee retention. Organizations and employees must collaborate to ensure the retention of top talent, which is crucial for maintaining the competitiveness of a business. Work engagement (WE) refers to employees who demonstrate complete dedication to their job and emphasize their loyalty to the organization. Employees who are deeply committed are inclined to cultivate a heightened sense of connection to the organization, resulting in a reduced desire to quit and a greater inclination to remain in their current roles [3]. Perceived organizational support (POS) pertains to the degree to which employees feel their efforts are recognized and their welfare is a priority for the organization [4]. Employees' perception of organizational support can serve as a motivating factor for their involvement in professional growth initiatives and active participation within the work environment. Active participation and positive views of the organization have been linked to a higher willingness to stay among employees [5].

In recent years, talent management (TM) has gained significant attention from both academia and industry. This interest can be traced back to 1997 when McKinsey's advisory team introduced the term "talent war" [6]. Talent management is a tactic employed by human resources that seeks to recruit, cultivate, and maintain skilled individuals, thereby positioning organizations to fulfill both current and future business aims [7]. There is a direct association between talent management and employee retention with their current employer. Specifically, research indicated that organizations that place greater emphasis on talent management are more successful in retaining employees [8].

In the modern workforce, there is a growing trend of employees actively seeking to manage both their professional and personal lives [9]. Simultaneously, employers are striving to establish work environments that foster work–life balance (WLB) [10]. Lindfelt [11] discovered that work–life balance is a crucial element in motivating employees to remain with an organization.

Past research has not concurrently examined the impact of talent management on work engagement and perceived organizational support or subsequently investigated the effects of work engagement and perceived organizational support on employees' intention to stay (ITS). Few studies have explored work–life balance as a moderating factor, leading to a lack of research on the moderating interactive effects of work–life balance on work engagement and perceived organizational support with regard to employee retention intention. To address these research gaps, this study aims to (A) investigate how a company's talent management, work engagement, and perceived organizational support will affect employees' intention to stay; (B) explore work engagement as a mediator between talent management and the intention to stay; (C) ascertain perceived organizational support as a mediator between talent management and the intention to stay; and (D) examine whether work–life balance moderates the relationship between work engagement, perceived organizational support, and the intention to stay.

This study has four contributions. First, using social exchange theory as a basis, this study shows how talent management can be utilized by organizations to enhance employees' intention to remain in the company. Second, it contributes to the literature on talent management. Prior studies have investigated how work engagement can moderate the link between talent management and the intention to stay [12]. This research contributes to the existing literature by investigating whether there is a difference in the relationship between talent management and the intention to stay when work engagement and perceived organizational support are utilized as mediating factors. Third, research on the moderating impact of work–life balance has been scarce. This study examines the balance between work and life as a moderating factor in the relationship between work engagement, perceived organizational support, and the intention to stay. Fourth, the majority of prior studies have concentrated on "key talent" [13,14]. This study divided the sample into "key

talent" and "non-key talent" to investigate whether an organization's focus on only "key talent" in talent management affects intention to stay. Accordingly, the goal of this research is to address the following research inquiries:

RQ1. Does a significant and positive association exist among talent management, work engagement, perceived organizational support, and the intention to stay?

RQ2. Does the relationship between talent management and the intention to stay change when work engagement and perceived organizational support are introduced as mediating variables?

RQ3. Does the relationship between work engagement, perceived organizational support, and the intention to stay change depending on work–life balance as a moderating variable?

RQ4. Does the self-perception of employees as either "key talent" or "non-key talent" affect their willingness to stay in a company when the company only manages "key talents"?

The subsequent sections of this research paper are structured as follows. First, the relevant literature on talent management, work engagement, perceived organizational support, and the intention to stay as well as the moderating variable work–life balance are reviewed, and the hypotheses of this paper are developed. The methods used in the paper are presented in the Section 3. In the Section 4, the research is analyzed, and the research results and practical significance are discussed. In the Section 5, we will discuss the results of our research, as well as any limitations we encountered and recommendations for future studies. The Section 6 will present the conclusions we have drawn from this research.

2. Literature Review

2.1. Talent Management

In recent years, the importance of talent management has been increasingly recognized by both professionals and academics, as evidenced by a growing body of research [15]. Talent management is a modern and novel research field in human resource management [16]. Talent management has conventionally been acknowledged as an essential component of human resource management strategies [17]. To create a successful team composed of skilled professionals, it is important for a company to implement an effective talent management strategy. Therefore, it is crucial for a company to prioritize talent management, which encompasses the abilities, expertise, knowledge, and attitude of employees, in order to thrive in the current competitive business landscape [18]. In addition, talent management strategies are integral to human resource management. Al Aina and Atan [19] highlighted the significance of implementing talent management approaches across all types of organizations. El Dahshan et al. [20] identified three key aspects of talent management: attraction, development, and retention. Talent management is an approach to attracting, nurturing, and retaining talent so that an organization can achieve both its present and future objectives. The definition of talent management refers to the process of recognizing, nurturing, and retaining individuals with exceptional potential who can contribute to the success of an organization. It covers an extensive scope of capabilities, encompassing both technical and managerial aptitudes. The process of attracting, selecting, developing, and retaining employees who can help an organization achieve its objectives is commonly referred to as talent management. It is acknowledged that the successful implementation of talent management strategies can lead to favorable and sustainable organizational performance [21].

2.2. Work Engagement

William [22] developed the idea of employee work engagement in his research on personal engagement. Work engagement can be described as having a high level of absorption, dedication, and vigor towards one's job. It is regarded as a state of mind that is positive and fulfilling in relation to work [23]. Work engagement is considered a crucial component of talent management, which helps in acquiring and retaining high-performing employees [24]. Optimal workplace well-being and activation are linked to

work engagement [25]. Therefore, improving employee well-being is crucial to enhancing organizational performance. Research has shown that there is a connection between work engagement and different motivational results, in addition to serving as a predictor of employee well-being [26]. Therefore, companies need employees who are devoted and enthusiastic about their job.

If talent management practices are provided to employees, they are more likely to perceive themselves as talented. Sopiah et al. [27] found that implementing efficient strategies in talent management positively affects work engagement. Barkhuizen et al. [28] discovered that work engagement can be positively influenced by the talent management mechanism. Among the factors that contribute to work engagement, talent management plays an important role [29]. Consequently, this study suggests that talent management has a positive impact on employees' work engagement. The following research hypothesis is proposed:

Hypothesis 1. *Talent management is positively related to work engagement.*

2.3. Perceived Organizational Support

Perceived organizational support pertains to how employees perceive that their contributions are esteemed by the organization and that their well-being is a priority [4]. Perceived organizational support could contribute to employees' commitment to the company and facilitate other favorable employee sentiments and actions [30]. Research has demonstrated that perceived organizational support is linked to several positive results, including heightened job satisfaction, enhanced feelings of competence, stronger emotional commitment to the organization and organizational identification, and a decreased employee turnover rate [31,32]. Perceived organizational support was discovered to amplify the positive relationship between job insecurity and employees' emotional exhaustion among frontline staff [33]. Therefore, when employees experience perceived organizational support, they believe that the organization stands with them and develop a higher level of dedication to their work and to the organization [34]. During the COVID-19 pandemic, studying healthcare professionals revealed that proactive personality and perceived organizational support interacted, thereby influencing well-being outcomes, and perceived organizational support can reduce PTSD symptoms [35,36]. When employees perceive support and recognition from their organization, they tend to develop a stronger sense of commitment and dedication towards the organization, resulting in an increased contribution to its success. Therefore, they tend to exhibit more proactive work behaviors when employees perceive high levels of support from their organization.

Allen et al. [37] found that organizations demonstrate their value and appreciation for employees through their human resources practices, which involve investing in their employees and recognizing their hard work. Research has indicated that talent management practices that focus on attracting, selecting, developing, and retaining talented employees can lead to increased perceived organizational support [38]. The way in which employees perceive talent management practices is significant since their actions and attitudes can be impacted by the level of supportiveness of an organization's human resource policies [39]. Hence, talent management can be considered as a human resource approach that provides support to employees, which can positively affect employees' perceptions of their organizational support [40]. Perceived organizational support is positively associated with talent management practices, as noted by previous research conducted by Gupta [13]. Thus, this study suggests that talent management practices that invest in employees and demonstrate appreciation contribute to increased perceived organizational support, and this leads to the following research hypothesis:

Hypothesis 2. *Talent management is positively related to perceived organizational support.*

2.4. Intention to Stay

Lyons [41] defined the intention to stay as an employee's intention to continue working for the same organization. Over the past ten years, a significant trend in the academic literature has been to move away from studying employees' turnover intentions and instead examine the intention to remain with an organization [42]. Exploring the intention to stay is relatively more positive and beneficial compared to turnover intention. The intention to stay emphasizes the establishment of a stable, supportive, and growth-oriented company culture, contributing to enhancing employees' sense of engagement and belonging while exerting a positive influence on the company's long-term development. The intention to stay is defined as an employee's intention to continue working for the same organization. It is often seen as the opposite of the intention to leave, intention to quit, and turnover intention [43]. Employees' intention to stay can be influenced through various human resource practices, including remuneration, recognition, rewards, career development, and work–life balance [44]. Retaining an organization's most valuable employees is crucial as they are considered to be the most important resource [45]. The intention to stay is an attitude that indicates how attractive an organization is to employees, especially those who are married, older, have longer tenures, and have children [46]. Gould-Williams and Davies [47] proposed that the social exchange theory framework predicts various workplace outcomes, including employee motivation, commitment, and the intention to stay. Employees who perceive that their employer prioritizes talent development and leadership training tend to develop a stronger emotional connection with the organization, leading to a reduced likelihood of turnover [48].

Organizational behavior affects employees' intentions in significant ways, and talent management plays an equally important role within this context along with the behavior of the employer. Retaining talented employees is essential for organizations to excel in this competitive era. Practitioners view talent management as a crucial strategy for retaining talented employees [49]. As a result, companies must ensure that their talent management is effective and that employees are satisfied with the working conditions they experience. Employers must effectively manage their perception of what employees can contribute to the company, as well as the promises made to ensure their loyalty, commitment, and the intent to remain with the organization [50]. Empirical research suggests that organizations can reduce employee turnover through implementing talent management systems that benefit their employees [51]. Therefore, this study proposes that talent management plays a critical role in retaining skilled employees and impacting their intentions, and this is reflected in the following research hypothesis:

Hypothesis 3. *Talent management is positively related to the intention to stay.*

The importance of employee engagement in job performance has been a subject of significant research attention, and it is widely acknowledged that engaged employees tend to remain with an organization for a longer duration. The intention of employees to remain with an organization is influenced by various factors such as their attitude towards their job and organization, as well as their commitment to the organization, satisfaction with their job, and engagement [3]. Employees who perceive or assess a strong level of engagement with their work tend to have a positive intention to stay within their organization [52]. Bakker and Leiter [53] found that turnover intention and work engagement had a significant negative association. Work engagement was found to have a negative correlation with employees' intention to leave the organization [54]. Therefore, this research suggests that employees' work engagement has a significant impact on their intention to stay with the organization, and the hypothesis is as follows:

Hypothesis 4. *Work engagement is positively related to the intention to stay.*

It is likely that employees will exhibit favorable attitudes and behaviors related to intention to stay when their organization shows positive support, care, compassion, help, and concern for their welfare [55]. The level of perceived support from the organization positively impacts employees' inclination to remain with their respective companies [56]. The social exchange theory suggests that employees are more likely to have a sense of obligation to the organization if they perceive it as supportive, resulting in higher levels of commitment and longer tenure [57]. In general, when employees perceive that their organizations support them, they tend to be more motivated to work harder, care more about the well-being of their organizations, and stay with the organization longer [58]. A perception of organizational support can enhance employees' inclination to remain in the organization for an extended period. Consequently, it is anticipated that the perceived support from the organization will have a favorable correlation with the intention to stay. Therefore, employees' intention to stay with the organization is significantly affected by the perceived support from the organization, and the hypothesis is as follows:

Hypothesis 5. *Perceived organizational support is positively related to the intention to stay.*

Research discovered a noteworthy link between talent management and work engagement [27]. Schaufeli and Bakker [59] found that employees who demonstrate work engagement tend to exhibit greater job satisfaction and interest in their work, which can ultimately lead to longer tenures with the organization. Moreover, Pandita and Ray [60] carried out research to investigate the impact of talent management on improving employee retention and motivation through developing their skills and capabilities. Therefore, this research suggests that talent management practices positively impact work engagement, which in turn influences employees' intention to stay with the organization, and the hypothesis is as follows:

Hypothesis 6. *Work engagement mediates the relationship between talent management and the intention to stay.*

Providing employees with support through investment can be beneficial for organizations. Studies indicate that employees who are engaged in talent management systems have a lower likelihood of leaving their company [61]. Employees who show commitment to their organization by staying with it tend to demonstrate positive attitudes and improved performance. Research has shown that a significant proportion of employees who have an emotional connection to their organizations are those who perceive encouraging organizational support [62], which can increase their intention to stay for an extended period. Therefore, organizations that adopt talent management systems may decrease the probability of employee turnover [51]. Hence, this study suggests that perceived organizational support mediates the relationship between talent management and the intention to stay, and the hypothesis is as follows:

Hypothesis 7. *Perceived organizational support mediates the relationship between talent management and the intention to stay.*

2.5. Work–Life Balance

Employees' ability to manage their professional and personal responsibilities, including family, hobbies, and social activities, is referred to as work–life balance [63]. Over the past few years, there has been an increased emphasis on promoting the well-being of employees, both in terms of their physical and mental health, and maintaining work–life balance has been acknowledged as essential to retaining employees [64]. Nowadays, employees place greater emphasis on their personal activities and social interactions with family and friends. The presence of an uneven distribution between work and personal life can elevate the probability of employee attrition [65]. Organizations that support work–life

balance for their employees tend to have higher engagement, commitment, and productivity levels, while also experiencing lower turnover rates [66]. Both organizations and their employees can benefit from achieving a healthy work–life balance.

Studies have shown that flexible working hours have many positive outcomes in the organizational scenario, with the main benefit being employee motivation to remain with the company [67]. Work–life balance can positively affect the intention to stay at a company [68]. In addition to work engagement, retaining and increasing their intention to stay is also important. Research has demonstrated that employee retention is positively impacted by work engagement [69]. Consequently, the present study proposes that work–life balance may act as a potential moderator in the relationship between work engagement and the intention to remain in an organization. Hence, the following hypothesis is put forth:

Hypothesis 8. *Work–life balance moderates the positive relationship between work engagement and the intention to stay.*

Malone and Issa [70] found that maintaining equilibrium between professional and personal life can influence an employee's contentment with their job, dedication to the organization, and desire to remain with the company. Fayyazi and Aslani [71] found that employees' intention to stay with an organization can be impacted by work–life balance. Numerous studies have found that perceived organizational support influences employees' intention to stay in organization [72,73]. According to De Cieri et al. [68], offering employees more flexibility in an organization leads to a greater ability to choose from available options, and this reduces turnover due to conflicting work–life schedules. Therefore, the equilibrium between work and personal life could act as a moderating element in the link between employees' perceived organizational support and their intention to stay, giving rise to the formulation of the following hypothesis:

Hypothesis 9. *Work–life balance moderates the positive relationship between perceived organizational support and the intention to stay.*

After reviewing the literature, this thesis proposes Figure 1 as a conceptual framework. This study investigates the correlation between talent management, work engagement, perceived organizational support, and the intention to stay, as well as the mediating impacts of work engagement and perceived organizational support on the intention to stay. Furthermore, this study analyzes how work–life balance may moderate the positive association between work engagement, perceived organizational support, and the intention to stay.

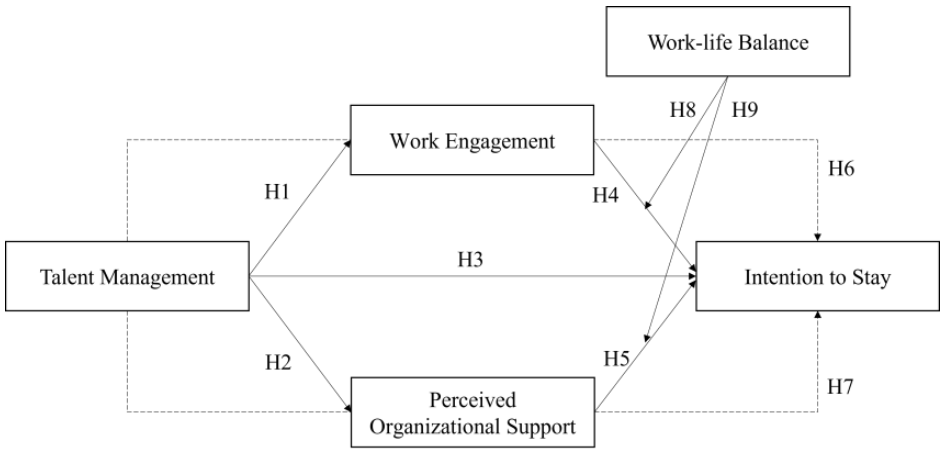

Figure 1. The conceptual model of this study.

3. Research Methodology

3.1. Measurement Development

Following a thorough examination of existing research, we formulated the questionnaire items. The questionnaire used in this study included statements related to five key constructs: talent management, work engagement, perceived organizational support, the intention to stay, and work–life balance. Respondents were instructed to rate their level of agreement with every statement using a Likert scale with five points, with 1 indicating strong disagreement and 5 indicating strong agreement. Talent management was measured using the 11-item talent management scale [20], which includes talent attraction (four items), development (four items), and retention (three items). Work engagement was measured using the eight-item work engagement scale developed by Schaufeli et al. [23]. Perceived organizational support was measured using the five-item perceived organizational support scale developed by Eisenberger et al. [4]. The intention to stay was measured with four items adapted from the questionnaire [74]. Work–life balance was measured using the four-item work–life balance scale developed by Parkes and Langford [44].

This study uses age, marriage status, and having children as control variables. It is believed that these three control variables can influence employees' work engagement, perceived organizational support, intention to stay, and work–life balance. Employees may exhibit different outcomes based on their age, marriage status, and whether they have children. For example, older employees may choose to stay in the organization for the sake of stability. Employees who are married or have children may prioritize the company's work–life balance policies due to the need to balance family and work responsibilities. Therefore, age, marriage status, and having children are considered as control variables in this study.

3.2. Study Design and Sample

The aim of the study is to examine how a company's talent management policies impact employees' intention to stay. To collect data, a survey-based questionnaire method was utilized and administered online. The original measures were created in English, and to ensure semantic equivalence, a back-translation process was utilized to generate a Chinese translation. As native Chinese speakers, we initially translated the English measures into Chinese. Subsequently, the Chinese version was independently back-translated into English separately by us. Discrepancies between the original and back-translated versions were reviewed and discussed by us, and adjustments were made upon reaching an agreement. This study focuses on individuals who have full-time jobs. The collection of data spanned from September of 2022 to April of 2023, with a grand total of 344 responses being procured.

3.3. Demographic Characteristics of the Study

This research collected data from individuals who had work experience through conducting an online survey. Of the respondents, 65.7 percent were female, and 37.5 percent were under the age of 25. Additionally, 73.6 percent of respondents reported that they were single. Moreover, 38.4 percent of respondents considered themselves to be key talents for the company. Additional information on the sample characteristics can be found in Table 1.

Table 1. Demographic information, n = 344.

Variables	Subgroups	Frequency	Per Cen
Gender	Female	226	65.7%
	Male	118	34.3%

Table 1. *Cont.*

Variables	Subgroups	Frequency	Per Cen
Age	under 25 years old	129	37.5%
	26–30 years old	101	29.4%
	31–35 years old	43	12.5%
	36–40 years old	23	6.7%
	41–45 years old	24	6.9%
	46–50 years old	19	5.5%
	51 years old or over	5	1.5%
Marriage Status	Single	253	73.6%
	Married	83	24.1%
	Divorced	8	2.3%
Children	Yes, I have	69	20.1%
	No, I do not have	275	79.9%
Perceived Key Talent	Yes	132	38.4%
	No	212	61.6%

3.4. Data Analysis

For this study, statistical analysis and structural equation modeling (SEM) were conducted using IBM® SPSS 25.0.0 and AMOS 24.0.0 software. The proposed hypotheses were examined through multiple statistical analysis methods, such as reliability analysis, validity analysis, structural model analysis, mediation analysis, and moderation analysis.

3.5. Common Method Bias

Throughout the questionnaire collection phase, we took steps to mitigate potential common method deviations often observed in cross-sectional studies through ensuring participant anonymity. Additionally, a unidimensional assessment was conducted to examine any common method biases. The sum of squares for the loading of the primary factor was 49.1%, and the overall explained variance of the scale amounted to 73.1%, which accounts for less than half of the total variance, indicating that a considerable portion of the variation is not attributable to any specific factor. Therefore, it can be inferred that this study does not encounter any significant issues related to common method variance.

4. Data Analysis and Results

4.1. Measurement Model

Ensuring the consistency and stability of results is crucial in any study, and one way to achieve this is through assessing its reliability. This study utilized CR and Cronbach's alpha to measure the reliability of the results. CR values greater than 0.6 [75] and a Cronbach's alpha value exceeding 0.7 are considered acceptable and extremely acceptable, respectively [76]. As shown in Table 2, the Cronbach's alphas for this study ranged from 0.770 to 0.951, indicating that all values are higher than the recommended threshold of 0.7. Additionally, the CR values were all above the recommended level of 0.7, ranging from 0.885 to 0.953, as shown in the results presented. Therefore, the study shows sufficient reliability between the scale and the items used in the research.

In this study, the validity of the research instrument was evaluated through employing confirmatory factor analysis to examine both convergent and discriminant validity. To evaluate the convergent validity of this study, the relationship among items measuring the same construct was examined. This was accomplished through employing factor loading and calculating the average variance extracted (AVE). As shown in Table 2, all 32 items in this study were found to have significant factor loadings, and their CR values were above the recommended threshold of 0.7 [77]. Furthermore, the AVE values of all constructs in this study were found to be above the suggested threshold of 0.5. The CR value of the construct should exceed the AVE value of the construct [78]. Therefore, we concluded that the research tool used in this study demonstrated satisfactory convergent validity.

Table 2. Reliability analysis and convergent validity.

Variable	Items	Factor Loadings	Cronbach's Alpha	CR	AVE
Talent Management	11		0.922	0.923	0.523
Talent Attraction	4	0.654–0.858	0.876	0.829	0.551
Talent Development	4	0.653–0.774	0.836	0.809	0.516
Talent Retention	3	0.633–0.751	0.770	0.747	0.497
Work Engagement	8	0.761–0.912	0.951	0.952	0.714
Perceived Organization Support	5	0.698–0.852	0.884	0.887	0.612
Intention to Stay	4	0.877–0.898	0.938	0.938	0.792
Work–life Balance	4	0.722–0.905	0.888	0.885	0.660

Discriminant validity means that the correlation between different constructs should be low to prove that the measured concepts are different from each other. The square root of the AVE for each construct should be used [75]. The AVE value should be greater than the correlations between constructs.

The results in Table 3 demonstrate that the square root of AVEs are higher than their correlation coefficients with any construct, which confirms the suggestion of Hair et al. [77] that the correlation coefficient between two different constructs should be less than the square root of each construct's AVE. Therefore, we can conclude that the discriminant validity of this study meets the criteria.

Table 3. Discriminant validity.

	Age	Marriage	Child	TM	WE	POS	ITS	WLB
Age	-							
Marriage	0.627 **	-						
Child	0.507 **	0.769 **	-					
TM	−0.001	0.156 **	0.105	**0.723**				
WE	0.168 **	0.164 **	0.152 **	0.662 **	**0.845**			
POS	0.020	0.024	0.082	0.688 **	0.720 **	**0.782**		
ITS	0.214 **	0.160 **	0.177 **	0.577 **	0.708 **	0.618 **	**0.890**	
WLB	−0.056	−0.006	0.091	0.491 **	0.567 **	0.576 **	0.532 **	**0.812**

** $p < 0.01$; The square roots of AVE are used bold and reported along the diagonal.

4.2. Structural Model

Table 4 shows that the path coefficients for both relationships were statistically significant ($p < 0.01$), except for the association between talent management and the intention to stay ($p = 0.062 > 0.05$). The findings provide evidence for H1, indicating a noteworthy and affirmative association between talent management and work engagement ($\beta = 0.720$, $t = 11.943$, $p < 0.001$). The positive association between talent management and perceived organizational support was also statistically significant ($\beta = 0.759$, $t = 11.353$, $p < 0.001$), supporting H2. Nonetheless, the results indicate that H3 is not supported, since the relationship between talent management and the intention to stay is not significant ($\beta = 0.145$, $t = 1.864$, $p = 0.062 > 0.05$). H4 is supported by the results, indicating that work engagement and the intention to stay are significantly positively related ($\beta = 0.461$, $t = 6.495$, $p < 0.001$). Finally, the statistical analysis revealed that the relationship between work engagement and the intention to stay was positively significant ($\beta = 0.206$, $t = 2.507$, $p = 0.012 < 0.05$), which supports H5.

Similar to the present study, Bonneton et al. [79] also found that the link between talent management and the intention to stay was not statistically significant. However, this study further divides the sample into two groups of "key talents" and "non-key talents" which shown in Figure 2 to investigate the association between talent management and the intentionn to stay.

Table 4. Hypothesis testing.

Variable	Without Control Variables			With Control Variables		
	β	*t*	*p*-Value	*β*	*t*	*p*-Value
H1: TM → WE	0.726	11.843	***	0.720	11.943	***
H2: TM → POS	0.781	11.396	***	0.759	11.353	***
H3: TM → ITS	0.104	1.340	0.180	0.145	1.864	0.062
H4: WE → ITS	0.534	7.297	***	0.461	6.495	***
H5: POS → IT	0.203	2.579	0.010 *	0.206	2.507	0.012 *

* $p < 0.05$, *** $p < 0.001$.

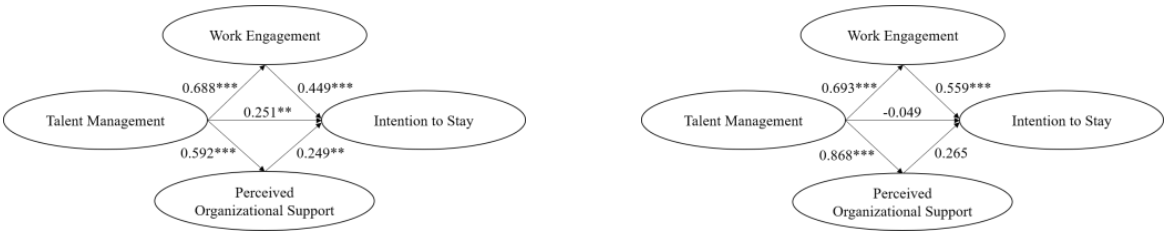

Figure 2. Path coefficients for "Key Talent" and "Non-Key Talent"; they should be listed as (**a**) key talent and (**b**) non-key talent. ** $p < 0.01$, *** $p < 0.001$.

The results indicate that when employees consider themselves "key talents", there is a statistically significant positive correlation between talent management and retention intentions ($\beta = 0.251$, $t = 2.818$, $p < 0.01$). Previous research has mainly focused on specific employee groups, such as the talent pool of employees [14], employees in the core operational areas of organizations [13], and industries that require highly skilled and talented employees [80], such as the high-tech industry and the information and communications technology industry. Effective talent management practices can lead to a higher intention to stay among employees in these industries.

In addition, this study explores the reasons why "non-key talents" may leave the company. First, employees hope to experience growth and development in their roles. If the company does not provide opportunities for employees to develop new skills or take on challenges, employees may seek other job opportunities that offer more development. Second, if the company's salary and benefits, as well as the performance evaluation system, are perceived to be unfair, employees may feel that their contributions are not being fairly rewarded, which may decrease their intention to stay. Third, employees seek recognition and appreciation for their work. If the company does not provide feedback, recognition, or rewards on a regular basis, employees may become dissatisfied and look for other job opportunities.

Based on the findings presented in Table 5, the indirect effect of work engagement on the relationship between talent management and the intention to stay is 0.488, as the *p*-value is less than 0.05 and the 95% confidence interval does not include zero. This suggests that the relationship between talent management and the intention to stay is significantly mediated by work engagement. The coefficient for the direct effect of talent management on the intention to stay is 0.145, with a *p*-value greater than 0.05 and a 95% confidence interval that encompasses zero. These results suggest that the direct effect of talent management on the intention to stay is not statistically significant. The findings suggest that talent management has a significant total effect on the intention to stay, with a coefficient of 0.633, a *p*-value of less than 0.05, and a 95% confidence interval that does not include zero. These findings support Hypothesis 6, which suggests that the relationship between talent management and the intention to stay is partially mediated by work engagement.

Table 6 displays significant results indicating an indirect effect of perceived organizational support on the relationship between talent management and the intention to stay. The coefficient of this effect is 0.488, and the 95% confidence intervals of bias-corrected

and percentile approaches confirm its significance as they do not encompass zero, with all *p*-values being less than 0.05. These results suggest that perceived organizational support plays a critical mediating role between talent management and the intention to stay. Conversely, the direct effect of talent management on the intention to stay is not significant as shown by the value of 0.145 and the 95% confidence intervals of bias-corrected and percentile methods that include zero, with *p*-values above 0.05. Finally, the results indicate that the total effect of talent management on the intention to stay is statistically significant, as evidenced by a value of 0.633, and the 95% confidence intervals of bias-corrected and percentile do not contain zero, with *p*-values less than 0.05. Overall, these findings support Hypothesis 7, which suggests that the relationship between talent management and the intention to stay is partialy mediated by perceived organizational support.

Table 5. The mediating effect of WE on the relationship between TM and ITS.

	Estimate	BC/PC *p*-Value	95% Confidence Interval	
			BC	PC
Indirect effect				
TM→WE→ITS	0.488	0.001/0.001 ***	0.337~0.657	0.330~0.648
Direct effect				
TM→WE	0.720	0.001/0.001	0.649~0.775	0.651~0.776
TM→ITS	0.145	0.143/0.001	−0.053~0.317	−0.048~0.322
WE→ITS	0.461	0.001/0.001	0.278–0.619	0.284~0.625
Total effect				
TM→ITS	0.633	0.001/0.001	0.547~0.712	0.545~0.710

*** $p < 0.001$.

Table 6. The mediating effect of POS on the relationship between TM and ITS.

	Estimate	BC/PC *p*-Value	95% Confidence Interval	
			BC	PC
Indirect effect				
TM→POS→ITS	0.488	0.001/0.001 ***	0.337~0.657	0.330~0.648
Direct effect				
TM→POS	0.759	0.001/0.001	0.677~0.839	0.674~0.838
TM→ITS	0.145	0.143/0.001	−0.053~0.317	−0.048~0.322
POS→ITS	0.206	0.028/0.032	0.018~0.420	0.015~0.414
Total effect				
TM→ITS	0.633	0.001/0.001	0.547~0.712	0.545~0.710

*** $p < 0.001$.

The relationship between work engagement and the intention to stay, as well as between perceived organizational support and the intention to stay, was examined using hierarchical regression to assess the moderating effect of work–life balance. The analysis results are presented in Table 7. The moderation analysis revealed a significant interaction effect between work engagement and work–life balance in predicting intention to stay ($\beta = 0.700$, $p < 0.01$). This suggests that the relationship between work engagement and the intention to stay is influenced by work–life balance. Therefore, Hypothesis 8 is supported.

Table 7. The moderating effect of WLB on the relationship between WE and ITS.

Variable	β	SE	CR	*p*-Value
WE × WLB	0.700	0.029	4.513	0.002 **

** $p < 0.01$.

Hypothesis 8 is confirmed, as the relationship between work engagement and the intention to stay is moderated by work–life balance (β = 0.700, p < 0.01). As shown in Figure 3, the connection between work engagement and the intention to remain is enhanced positively in the group with higher work–life balance, whereas it is attenuated in the group with lower work–life balance. The high-work–life-balance group exhibits a steeper slope compared to the low group.

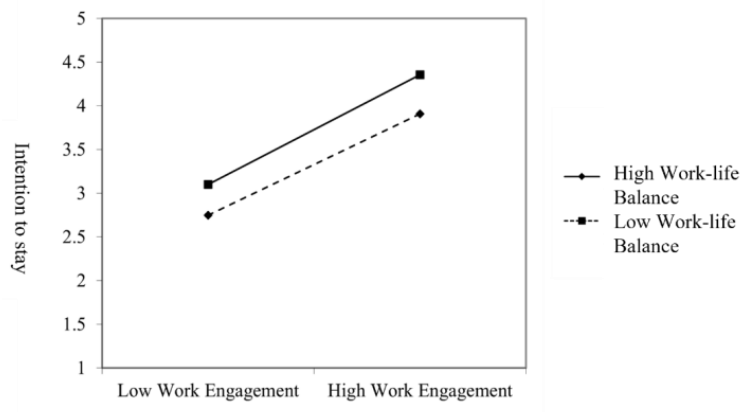

Figure 3. The moderating effect of WLB on the relationship between WE and ITS.

The findings from Table 8 provide support for Hypothesis 9, indicating a significant interaction effect between perceived organizational support and work–life balance in predicting intention to stay (β = 0.493, p < 0.01). These results suggest that the combined influence of perceived organizational support and work–life balance has a notable impact on employees' intention to stay with an organization.

Table 8. The moderating effect of WLB on the relationship between POS and ITS.

Variable	β	SE	CR	*p*-Value
POS × WLB	0.493	0.012	7.529	0.002 **

** p < 0.01.

The moderating effect of work–life balance on the relationship between POS and ITS shown in Figure 4. The positive relationship between perceived organizational support and the intention to stay is strengthened in the group with higher work–life balance, while it is weakened in the group with lower work–life balance. Therefore, the slope of the high-work–life-balance group is greater than that of the low group.

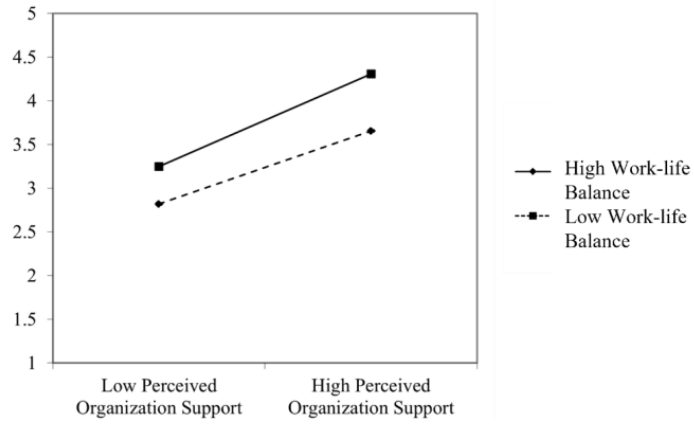

Figure 4. The moderating effect of WLB on the relationship between POS and ITS.

5. Discussion and Implications

This study's findings indicate that there are significant positive relationships between intention to stay and talent management, work engagement, and perceived organizational support. This result finds that talent management, work engagement, and perceived organizational support significantly affect employees' intention to stay. Conversely, the relationship between talent management and the intention to stay is not significant. The study also discovered that employees' self-perception as either "key talent" or "non-key talent" affects their intention to stay with the company, particularly when the company focuses solely on managing "key talents". Additionally, this study revealed that work engagement and perceived organizational support play crucial mediating roles between talent management and the intention to stay. Work engagement and perceived organizational support mediate the relationship between talent management and the intention to stay. Furthermore, the study finds that work–life balance serves as a significant positive moderator between work engagement, perceived organizational support, and the intention to stay. The relationship between work engagement, perceived organizational support, and the intention to stay is influenced by work–life balance as a moderating variable.

5.1. Theoretical Implications

The findings of this study hold implications that contribute to the advancement of the theories supporting the proposed associations. Talent management, having three key aspects which include attraction, development, and retention, is an approach to attracting, nurturing, and retaining talent so that an organization can achieve both its present and future objectives. Organizations engage in talent management initiatives and deploy proficient management tactics for their workforce, yielding a favorable influence on employees' levels of work engagement [27,81]. Talent management practices demonstrate their value and appreciation for employees, which leads to increased perceived organizational support [37,38]. Our results have demonstrated that the talent management focus plays an important role in the stimulation of work engagement and perceived organizational support among individuals. The intention of employees to remain with an organization is influenced by various factors. When employees perceive or assess a strong level of engagement with their work, they have a positive intention to stay within their organization [3,52]. When companies show positive support, care, compassion, help, and concern for their employees, employees can perceive more organizational support and feel a sense of responsibility for the organization and its goals. Employees will be willing to continue to work for their companies [55,57]. Our results have demonstrated that work engagement and perceived organizational support can enhance employees' inclination to remain in an organization for an extended period.

The majority of prior studies have concentrated on "key talent". Mensah [14] explored the topic of talent management, focusing on specific groups of employees, such as talent pools. Gupta [13] analyzed the core-operational areas of organizations in the field of talent management. Al-Dalahmeh [80] focused on specific industries that require highly skilled and talented employees, such as the high-tech industry and the information and communications technology industry. The findings suggest that talent management strategies can positively influence employees' inclination to remain within these sectors. However, some studies have suggested that the association between talent management and the intention to retain employees did not reach statistical significance [79]. In this investigation, the sample is further categorized into two segments: "key talents" and "non-key talents", aiming to explore the relationship between talent management and retention intentions. The findings suggest that a positive correlation exists between talent management and retention intentions when employees self-identify as core contributors. Conversely, for those who perceive themselves as non-core contributors, talent management policies do not show a significant correlation with their intent to remain in the organization. Furthermore, this investigation fills the voids in the exploration of talent management through offering a more lucid comprehension of the correlation between talent management and

employee retention. Additionally, it offers valuable insights for companies seeking to enhance employee retention among non-core contributors.

5.2. Practical Implications

Companies can enhance their talent management plan to increase employee work engagement and intention to stay. Firstly, companies should provide training and development opportunities that enable outstanding employees to enhance their personal capabilities through clear plans and strategies. This approach helps employees to continuously learn and grow, thereby improving their skills and knowledge in their respective roles. Secondly, companies should offer challenging and fulfilling jobs that make employees feel valued and recognized by the organization for their work and abilities. When employees feel encouraged and appreciated, they are motivated to work harder, embrace challenges positively, and achieve better results. Additionally, it is crucial for companies to recognize and reward exceptional employees. These rewards can take the form of bonuses, promotions, or other forms of recognition, providing suitable incentive mechanisms for employees. Through offering reasonable rewards, companies can encourage employees to sustain their commitment and enhance their work engagement. In conclusion, when employees feel encouraged, developed, and rewarded in their work, they are more likely to strive harder and choose long-term development within the organization instead of leaving.

In this study, which examines the relationship between talent management and the intention to stay, a detailed investigation was conducted specifically focusing on key talents and non-key talents. Regarding key talents, companies can employ talent management measures to attract and retain them. Firstly, companies can implement development and growth programs tailored for key talents, offering opportunities for continuous learning and advancement. Additionally, these talents can be assigned more challenging tasks and provided with attractive compensation and benefits, helping them recognize their significance and value within the organization. As a result, their intention to stay is likely to increase. For non-key talents, companies also need to adopt corresponding talent management strategies. Firstly, providing training and learning opportunities enables them to continuously learn and acquire new skills to enhance their abilities. Secondly, companies should offer these non-key talents challenging opportunities. This not only stimulates their potential and motivation but also improves their skills and experiences, bringing opportunities for innovation and improvement to the organization. Furthermore, regular feedback, recognition, or rewards should be provided by the company to help employees understand their performance and areas for improvement. Such feedback and recognition can motivate employees to continue working hard and improve their job performance. In conclusion, through appropriate talent management measures, companies can attract and retain key talents while enhancing the capabilities and contributions of non-key talents. Such practices will contribute to establishing a positive work environment, fostering personal development for employees, and ensuring organizational success.

Companies can strengthen their relationship with employees through implementing the following methods. Firstly, providing appropriate learning and development opportunities for employees is crucial. Companies can offer training programs, seminars, and other learning opportunities that allow employees to continuously learn and grow. This investment in employee growth and development demonstrates the company's commitment to their employees, while also enhancing their skills and knowledge, enabling them to excel in their work. Secondly, companies can show concern and support for employees through encouraging their feedback and sharing of opinions. Establishing open communication channels allows employees the opportunity to share their thoughts and ideas. Additionally, when employees need assistance, the company should provide appropriate support and assistance. Such care and support make employees feel valued and recognized for their contributions by the organization, while also experiencing the organization's investment, care, and support. Overall, through implementing these strategies, companies can foster a positive relationship between talent management, perceived organizational support,

and the intention to stay. This not only contributes to the employees' sense of value and commitment but also promotes a supportive and nurturing work environment that benefits both the organization and its employees.

To promote work–life balance, companies can implement various policies and practices, such as not requiring employees to work overtime, responding to messages after work hours, implementing flexible work arrangements, and encouraging employees to take reasonable vacations. Through doing so, employees will have sufficient time outside of regular working hours to relax, pursue their interests, engage in outdoor activities, and do things they enjoy. This enables employees to balance their work and personal lives, enhancing their work–life balance and ultimately increasing their intention to stay with the organization. In summary, companies can provide employees with training and development opportunities and recognize and reward high-performing employees. Companies can also provide regular feedback and challenging assignments as well as implement work–life balance strategies. These are considered as methods to increase employee's intention to stay.

5.3. Limitations and Directions for Future Research

This study has several limitations. First, this study solely concentrated on investigating work engagement and perceived organizational support as mediators. This relationship could be explained in more detail via examining other mediators in future research. Second, in this study, firm-specific differences in talent management practices were not examined. It is recommended that future studies address firm-level issues.

6. Conclusions

The global outbreak of the COVID-19 pandemic has resulted in significant disturbances to business operations across the world [82]. In this fast-paced and ever-changing environment, talent is a very important resource in an organization. How to effectively manage and develop the value of talents is a challenge that companies must face. In this uncertain environment, utilizing effective management practices can establish employees' confidence and efficiently alleviate their concerns within the current circumstances [83]. Effective talent management is a key driver of competitiveness for organizations. Through developing and nurturing their talent pool, companies can establish a strong foundation for sustainable growth and success.

Several interdependent factors influence an employee's intention to stay, such as talent management, work engagement, perceived organizational support, and work–life balance. Our study finds that organizations can enhance work engagement and perceived organizational support through talent management mechanisms, effectively boosting employees' intention to stay. Furthermore, this research reveals that work–life balance serves as a significant positive moderator between work engagement, perceived organizational support, and the intention to stay. Talent management positively affects work engagement [27] and perceived organizational support [38], which can be achieved through providing opportunities for development, acknowledging exceptional performance, and encouraging feedback. Companies can increase employees' intention to stay through recognizing and rewarding their work, giving them fulfilling roles, and supporting their work–life balance. Businesses must enhance their talent management strategies. Nowadays, employees have high expectations for their work, and companies must prioritize creating a favorable work environment and offering development opportunities to the employees. Achieving a mutually beneficial situation for both the enterprise and employees is critical for enhancing competitiveness and long-term success.

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