



Impact of Talent Acquisition on Employee Retention Mediating Perceived Organizational Support

Ajitha A¹

MBA (BUSINESS ANALYTICS), School of Management Studies,

Vels Institute of Science, Technology & Advanced Studies Chennai 600 117, India.

Dr. Dinesh Babu Mahendiran²

Associate Professor, MBA, School of Management Studies, Vels Institute of Science,

Technology & Advanced Studies Chennai 600 117, India.

EMAIL ID : dineshbabum.sms@vistas.ac.in

How to Cite this Article:

A, A. (2026). Impact of Talent Acquisition on Employee Retention Mediating Perceived Organizational Support. International Journal of Creative and Open Research in Engineering and Management, <i>02</i>(05).

<https://doi.org/10.55041/ijcope.v2i5.363>

License:

This article is published under the terms of the Creative Commons Attribution 4.0 International License (CC BY 4.0), which permits unrestricted use, distribution, and reproduction in any medium, provided the original author(s) and the source are credited.

© The Author(s). Published by International Journal of Creative and Open Research in Engineering and Management.



<https://doi.org/10.55041/ijcope.v2i5.363>

ABSTRACT

In modern competitive labor markets, organizations do not only fight for attracting their future employees but also for retaining them. Though many approaches can be applied to attract skilled individuals, it is rather complicated to determine the ways how to improve retention after recruitment. This paper discusses the effect of recruitment strategies on the retention of employees, considering the aspect of perceived organizational support, or how employees perceive that their organization appreciates them. The sample for this research consisted of 115 respondents who answered questionnaires. To analyze the obtained data, correlation analysis, ANOVA, regression analysis, and structural equation modeling were used. As a result, it was found that recruiting strategies including employer branding, candidate experience, and selection of candidates significantly affected POS. Furthermore, POS positively correlated with retention and mediated the influence of recruitment practices on the same variable. This means that recruitment practices explained about 86% of variance in POS, which, in its turn, explained almost 82% of retention variation. Thus, the current research reveals that recruitment does not promote retention, while organizational support does, making workers feel valuable.

Keywords: Talent Acquisition, Employee Retention, Perceived Organizational Support (POS), Employer Branding, Candidate Experience, PLS-SEM, Mediation Analysis.



INTRODUCTION

The role of talent acquisition as crucial in acquiring and retaining talented staff for enhanced productivity in the competitive business environment is well understood by organizations. The practice entails selecting the right kind of candidates who fit the organization. However, despite investing lots of money in recruiting people who are competent, many firms fail in keeping these people in the organization due to several reasons, which include poor working conditions, job dissatisfaction, lack of opportunities for developing themselves, but more importantly, lack of organizational support. The last one is a key element that plays a major role in determining the employees' willingness to remain within the organization. Organizational support, therefore, can bring about positive outcomes such as an improved working environment, among others.

OBJECTIVE OF THE STUDY

- To examine the effect of talent acquisition on employee retention.
- To examine the effect of talent acquisition on perceived organizational support (POS).
- To examine the effect of perceived organizational support (POS) on employee retention.
- To examine the mediating effect of perceived organizational support (POS) between talent acquisition and employee retention.
- To examine talent acquisition factors which affect employee retention.[selection methods, employer branding, candidate experience].
- To examine employees' perception towards talent acquisition within the organization.

NEED OF THE STUDY

In today's highly competitive business world, talent management is one of the important factors that lead to organizational success and growth. Despite the large amount of time and resources spent by organizations on the recruitment process, retaining talented employees is still a difficult task. Issues like lack of organizational support, absence of career advancement prospects, inadequate working conditions, lack of employee appreciation, and job dissatisfaction can contribute towards the intention of employee turnover. Employee turnover leads to increased costs for recruitment and training and can also negatively impact organizational efficiency. Perceived Organizational Support is another aspect which can help organizations retain their employees because those who believe that they are respected and appreciated by their organizations tend to stay .

PROBLEM OF THE STUDY

Companies have difficulties in keeping their skilled workers because there is increased rivalry among firms providing more promising employment prospects. Organizations invest heavily in recruitment and selection processes yet fail to retain their talented personnel because of the

difficulties encountered during the retention process. Organizations concentrate on meeting the vacancy needs without ensuring that their recruited staff is fully satisfied and suited to the organization. Employer branding, selection processes, and recruitment processes play an important role in bringing talents to organizations. These individuals look forward to being treated fairly, having career advancement, being rewarded, and working in an enabling organizational environment.



REVIEW OF LITERATURE

S Dwiputrianti et al. (2023), identified a strong positive relationship between talent acquisition and talent retention in government organizations, emphasizing effective talent management practices for improving workforce stability and future leadership preparation. **S Hamadneh et al. (2024)**, revealed that AI-driven recruitment systems significantly improve recruitment efficiency and effectiveness, while candidate-job fit quality mediates the relationship between AI adoption and successful talent acquisition outcomes. **S Basnet (2024)**, explored AI-driven predictive analytics in HRM and concluded that AI helps organizations forecast employee turnover, personalize career development, and improve employee retention through proactive interventions and engagement strategies. **D Alzaid and S Dukhaykh (2023)**, found that employer branding positively influences employee retention, while perceived organizational support acts as a significant mediating factor in strengthening employee commitment. **Prysmakova and Lallatin (2023)** Performed a meta-analytic study involving 57 research studies covering a period of three decades in the domains of public and non-profit sectors internationally. The findings from their literature review showed that there is always a positive association between perceived organizational support and commitment, intention to stay, job satisfaction, and general well-being in various international settings. **M Li et al. (2022)**, proposed that perceived organizational support positively affects employee performance and motivation, emphasizing its mediating role in strengthening employee commitment and retention within organizations. **MN Babu et al. (2022)**, concluded that talent acquisition and retention fully mediate the relationship between talent management and organizational performance, while employee engagement partially strengthens organizational success and retention outcomes.

RESEARCH METHODOLOGY

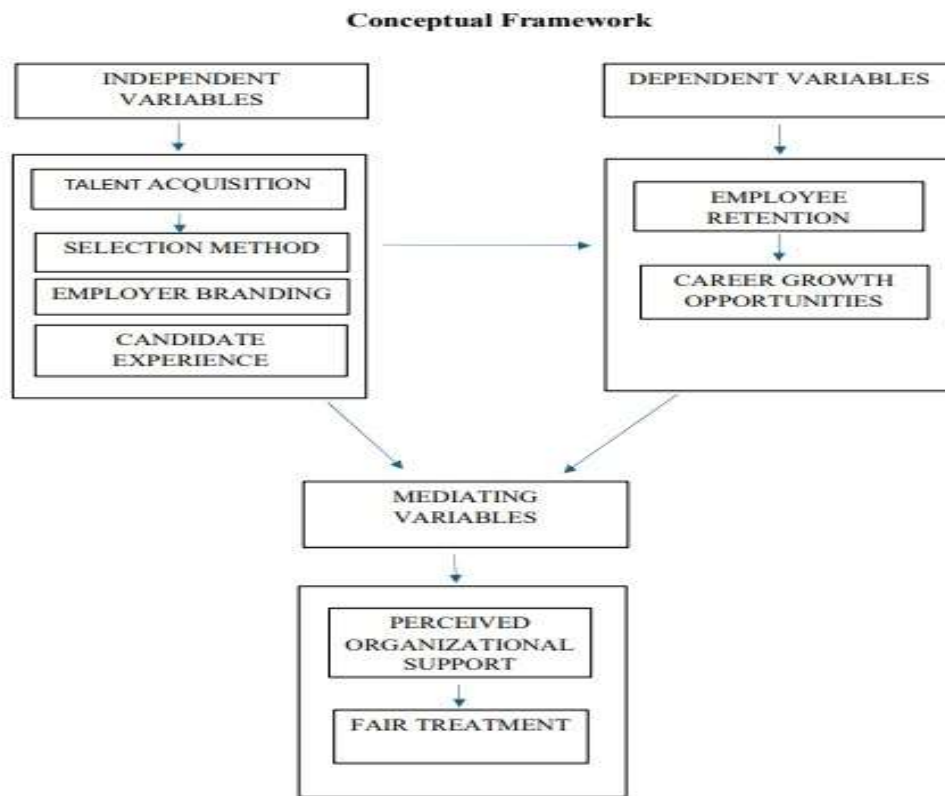
This paper adopted the quantitative research approach to examine the influence of talent acquisition on employee retention through Perceived Organizational Support (POS). First-hand information was obtained through structured questionnaires administered to 115 respondents on a five-point Likert scale. Variables considered include the aspects of recruiting processes such as selection methods, employer branding, and candidate experiences. The researcher evaluated the relationship between recruiting strategies and employees' intentions to stay in their jobs. Literature review involved journal articles, textbooks, and research papers available in academic databases online. Data analysis tools used include Pearson's correlation, ANOVA, chi-square, multiple regressions, and PLS-SEM through bootstrapping.

CONCEPTUAL FRAMEWORK

The theoretical framework illustrates the link between talent acquisition activities and employee retention in organizations. The independent variables, including talent acquisition, selection technique, employer branding, and candidate experience affect employee retention and career advancement. The theoretical framework indicates that there is an intermediary variable of perceived organizational support and fair treatment, which impacts on employee retention results positively. Organizational support helps to develop employees' trust and increase their satisfaction and commitment to the organization.



Fig 1 : CONCEPTUAL FRAMEWORK



DATA ANALYSIS AND INTERPRETATION

CORRELATION

Variable	Stat.	Sel. Method	Emp. Branding	Cand. Exp.	POS (CGD)
Selection Method	Pearson r	1	.925***	.937***	.876***
	Sig.	—	<.001	<.001	<.001
	N	115	115	115	115
Employer Branding	Pearson r	.925***	1	.931***	.891***
	Sig.	<.001	—	<.001	<.001
	N	115	115	115	115
Candidate Experience	Pearson r	.937***	.931***	1	.896***
	Sig.	<.001	<.001	—	<.001
	N	115	115	115	115
POS (CGO)	Pearson r	.876***	.891***	.896***	1



	Sig.	<.001	<.001	<.001	—
	N	115	115	115	115

*** Correlation is significant at the 0.001 level (2-tailed). $N = 115$ for all pairs.

Interpretation: According to the results of the correlation analysis, all variables in the Talent Acquisition domain have a significant positive correlation with POS. The correlation coefficients for Selection Method, Employer Branding, and Candidate Experience are $r = 0.876$, $r = 0.891$, and $r = 0.896$ respectively, and are all correlated significantly with POS at $p = 0.001$. Among the three variables, the variable “Candidate Experience” is shown to be most correlated with POS since, in case the employees have a good recruitment experience, they are likely to feel valued and supported within the organization.

One-Way ANOVA

Descriptive Statistics

Age Group	N	Sum	Mean	Variance
Below 25	38	666.90	17.55	44.85
25-35	47	1025.07	21.81	21.73
36-45	20	438.00	21.90	13.15
Above 45	10	228.00	22.80	18.40

ANOVA Summary Table

Source of Variation	SS	df	MS	F-value	P-value
Between Groups	502.676	3	167.559	6.050	<0.001***
Within Groups	3074.071	111	27.694		
Total	3576.748	114			

*** Significant at $p < 0.001$.

Interpretation:

A One-way ANOVA test was conducted to examine whether employee retention differs among various age groups. The analysis revealed that employees aged above 45 years, followed by those between 36–45 years and 25–35 years, showed higher levels of employee retention compared to younger employees. The obtained F-value was 6.050 with a significance value less than 0.001, indicating that the differences in employee retention among age groups are statistically significant. Since the significance value is below 0.05, the null hypothesis (H_0) was rejected and the alternative hypothesis (H_1) was accepted.



Chi-Square Test:

A Chi-Square analysis was conducted to examine the relationship between employees' designation and monthly salary. The results showed a statistically significant association between the two variables, with a Chi-square value of 24.761 and a significance value of $p = 0.016$, which is less than 0.05. This indicates that employee salary levels vary based on their designation within the organization. The analysis further revealed that employees working as Graphic Designers and Research Analysts were more likely to earn salaries above Rs. 40,000, whereas most Content Writers received mid-range salaries, possibly due to differences in job responsibilities and expertise levels associated with each designation.

MULTIPLE REGRESSION

Model Summary

Multiple R	R Square (R ²)	Adjusted R Square	Standard Error	Observations
0.915	0.837	0.831	0.387	115

a. Predictors: (Constant), Selection Method, Employer Branding, Candidate Experience, POS

ANOVA

Source	df	SS	MS	F-value	Significance F
Regression	4	84.717	21.179	141.490	<0.001
Residual	110	16.466	0.150		
Total	114	101.183			

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), SM, EB, CE, POS

Coefficients

Variable	Coeff. (β)	Std. Error	t-Stat	P-value
(Intercept)	0.601	0.168	3.586	<0.001***
Selection Method (SM)	0.268	0.116	2.308	0.023*
Employer Branding (EB)	0.216	0.129	1.678	0.096
Candidate Experience (CE)	-0.272	0.135	-2.009	0.047*
Perceived Org. Support (POS)	0.664	0.100	6.630	<0.001***

a. Dependent Variable: Employee Retention

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



Interpretation

From the results of the multiple regression analysis, the model is statistically significant with an $R^2 = 0.837$ and $p < 0.001$. The predictors that significantly impact employee retention are Perceived Organizational Support (POS) and Selection Method, whereas Employer Branding and Candidate Experience are not significant.

Mediation Analysis: PLS-SEM with Bootstrapping

PLS-SEM Path Coefficients and Mediation Results

Path	Beta	T-value	p-value	Interpretation
TA -> POS	0.901	27.928	<0.001***	TA strongly predicts POS
POS -> Employee Retention (ER)	0.430	3.048	0.002**	POS significantly predicts ER
TA -> ER (Direct Effect)	0.522	3.709	<0.001***	Partial mediation confirmed

R^2 (Employee Retention) = 0.861 | R^2 (POS) = 0.811. ** $p < 0.01$; *** $p < 0.001$.

INTERPRETATION:

The PLS-SEM analysis results indicate that talent acquisition has a strong and positive impact on Perceived Organizational Support (POS), with a beta value of 0.901 and a significant p-value of less than 0.001. The findings also reveal that POS positively influences employee retention, as indicated by a beta value of 0.430 and a p-value of 0.002. Furthermore, talent acquisition directly affects employee retention with a beta value of 0.522 and a significant p-value of less than 0.001. Since both the direct and indirect relationships are significant, the study confirms that Perceived Organizational Support partially mediates the relationship between talent acquisition and employee retention.

DISCUSSION

Based on the research results, it is essential to emphasize the importance of adopting a positive approach to talent management such as recruiting openly, employing employer branding, and creating a positive impression about candidates. In addition, Perceived Organizational Support (POS) acts as a mediator that positively influences retention since employees feel valuable and supported, and thus, they develop a sense of loyalty. Furthermore, the results show that mature employees are more likely to be retained than younger ones who usually search for better career prospects. Finally, regression and PLS-SEM analysis confirms the significant impact of Perceived Organizational Support on retaining employees.

CONCLUSION

The findings of this study will enable the HR managers in coming up with strategies for their company that would revolve around the three key areas discussed above. By promoting employer branding and creating a good candidate experience, this creates an opportunity for the workers to develop more commitment towards their organization. This study finds out that the acquisition of talent does influence employee retention as employees with good and supportive recruitment experiences become more committed. Also, the Perceived Organizational Support (POS) is found to play a mediating role in that employees who feel respected, recognized, and supported in terms of development show greater organizational commitment.



REFERENCES

1. Kadirov, A., Shakirova, Y., Ismoilova, G., & Makhmudova, N. (2024, April). AI in human resource management: Reimagining talent acquisition, development, and retention. In *2024 International conference on knowledge engineering and communication systems (ICKECS)* (Vol. 1, pp. 1-8). IEEE.
2. Vedapradha, R., Hariharan, R., David Winster Praveenraj, D., Sudha, E., & Ashok, J. (2023, January). Talent acquisition-artificial intelligence to manage recruitment. In *E3S Web of Conferences* (Vol.376,p.05001). EDP Sciences.
3. Dwiputrianti, S., Sutiyono, W., Suryanto, A., Rachmawati, T., & Purba, C. O. (2023). Understanding Indicators of Talent Acquisition and Retention of Different Generations in Building Talent Management: A Case Study of DKI Jakarta Provincial Government. *Policy & Governance Review*, 7(1), 86-107.
4. Hamadneh, S., Alshurideh, M. T., Alquqa, E. K., Al Kassem, A., Agha, K., & Alzoubi, H. M. (2024, February). AI-driven talent acquisition systems: transforming recruitment strategies in the digital age. In *2024 2nd International Conference on Cyber Resilience (ICCR)* (pp. 1-6). IEEE.
5. Perera, K. A. V. U. (2024). Applications of AI in talent acquisition and recruitment.
6. Basnet, S. (2024). The impact of AI-driven predictive analytics on employee retention strategies. *International Journal of Research and Review*, 11(9), 50-65.
7. Alzaid, D., & Dukhaykh, S. (2023). Employer branding and employee retention in the banking sector in Saudi Arabia: Mediating effect of relational psychological contracts. *Sustainability*, 15(7), 6115.
8. Prysmakova, P., & Lallatin, N. (2023). Perceived organizational support in public and nonprofit organizations: Systematic review and directions for future research. *International Review of Administrative Sciences*, 89(2), 467-483.
9. Li, M., Jameel, A., Ma, Z., Sun, H., Hussain, A., & Mubeen, S. (2022). Prism of employee performance through the means of internal support: A study of perceived organizational support. *Psychology research and behavior management*, 965-976.
10. Babu, M. N., Reddy, S., Gnanaprasuna, E., Madhavi, Y., & Susendiran, S. (2022). Impact Of Talent Management on Organisational Performance-Mediating Role of Talent Acquisition, Talent Retention, And Employee Engagement. *Journal of Positive School Psychology*, 6(11).