

THE ROLE OF TALENT MANAGEMENT ON EMPLOYEE  
RETENTION AND JOB SATISFACTION WITH MEDIATING  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN EDUCATION  
SECTOR OF PAKISTAN



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01-229182-003

A thesis submitted to Bahria University, Islamabad in fulfillment of the  
requirements for the degree of Master of Philosophy (Management Studies)

Department of Management Studies

BAHRIA UNIVERISTY ISLAMABAD

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## **Abstract**

Humans are considered to be the important asset of the organization. Due to globalization the hunt for talented employees' and talent management have become crucial for growth, development and even survival. Nowadays, the biggest challenge for any organization is the employee retention and job satisfaction as competitive edge and success in the market lies in having better human capital. Moreover, organizational citizenship behavior enhance the job satisfaction and employee retention. This proposed study aims to examine the relationship of talent management on employee retention and job satisfaction with mediating organizational citizenship behavior in education sector of Pakistan. This proposed study will fill the gap by investigating such variables in context of Pakistan in education industry. The study provided an empirical evidences from top 25 universities approved by HEC of Islamabad. The hypotheses of the study were tested through SPSS 25. The unit of analysis were lecturers. A total of 350 questionnaires were distributed in the top 10 approved universities by HEC in Islamabad. 320 questionnaires were received after filling. The data was collected by using stratified random sampling. The research established that talent management has significant and positive association with employee retention and job satisfaction. It is also found that organizational citizenship behavior partially mediates between talent management and employee retention, talent management and job satisfaction. The findings of this study provided an insight for top management and academia to device the strategy and practices to retain and satisfy the faculty of the university. This study provided some theoretical and practical implications.

**Keywords:** Talen Management, Organizational citizenship behavior. Job satisfaction, Employee Retention



## **Abbreviation**

TM: Talent Management

ER: Employee Retention

JBS: Job Satisfaction.

OCB: Organizational Citizenship Behavior

EE: Employee Engagement

PM: Performance Management

CD: Career Development

HEC: Higher Education Commission

SPSS: Statistical Package of Social Sciences

SET: Social Exchange Theory

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