

Influence of Talent Acquisition Towards Employee Retention In Relation to Organisational Citizenship Behaviour in it Companies, Tamil Nadu

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Abstract:

In the advent rise of Information Technology (IT) companies starting from early 2000's, the organisational structure, workforce planning, and workplace management exhibits significant changes in many companies. It is essential to create and implement strong talent acquisition practices viz., recruitment, selection, and onboarding to ensure employee competitiveness by adopting digital tools for employee retention. The present research paper enlightens how recruiting the right talent for the right job will improve the employee retention through the mediating role of organisational citizenship practices within IT companies. Employee structures and responsibilities are closely tied to strategic workforce planning and aligned selection processes. Effective onboarding fosters engagement and integration, which in turn strengthens employee retention during IT job transitions, where high attrition is common. The research suggests that organization should follow a well-structured human resources strategy is important to sustaining company viability over time.

Keywords: Talent Acquisition, OCB, Workforce Planning, Selection, Onboarding

1. Introduction

The IT sector's fastest growth in the 21st century makes an important transformation in the organisational set-up, especially in human capital management. The success of an organisation in an industry that expands on standard restructuring, digital transformation, or global competition depends on the significant aspect of acquisition and retention of well-equipped personnel. Hence, human resource management considers Talent Acquisition as a crucial aspect, shifting the traditional recruitment process to encompass identifying, attracting, selecting, and onboarding individuals with the ability to improve the company's performance. It has evolved from a traditional recruitment function into a planned, integrated process that matches human resources with Business Goals.

1.1 Talent Acquisition

A comprehensive approach to talent acquisition involves workforce planning, employer Branding, sourcing and selecting candidates, and recruiting them in accordance with organisational objectives. Talent Acquisition concentrates on long-term workforce specifications over cultural fit and employee engagement from the beginning of employment, instead of recruiting that happens only based on short-term workforce requirements. Recent research indicates that effective talent acquisition strategies impact skilled employees' attitude and behaviour. This has an essential transformation from reactive recruiting practices to proactive and digital talent acquisition strategies. [1].

Current literature enlightens that the digital shift has significantly reconstructed the talent acquisition process by infusing artificial intelligence, through social media, and data analytics into hiring procedures. Companies can access larger talent pools at present to improve the candidate experience and make more accurate decisions due to advancements. A systematic review by Lensari & Shekar highlights that social media-driven hiring has transformed talent acquisition by strengthening the efficiency and involvement in the recruitment process to enhance organisational competitiveness. [2]. Likewise, the study contends that modern acquisition believes the ongoing availability of capable human resources is essential for innovation and extension, and it is directly related to organisational sustainability. [3].

Rapid growth of technological enhancements, evolving job responsibilities, and intense global competition make talent acquisition a highly important element of IT companies. The acquisition of talent plays a crucial

role in ensuring organisational success and survival; it also needs to maintain cultural adaptability rather than the technical competence of employees.

1.1.1 Social Exchange Theory as the Theoretical Foundation

Social Exchange Theory (SET) recommends that reciprocated exchanges are necessary for talent acquisition and are the foundation of talent acquisition. Organisation which invest in fair, transparent, and supportive talent acquisition strategies tend to have a greater influence on employee commitment through organisational support for the employees. Talent acquisition is based on the SET theory, which highlights understanding of employee morality and employee assumptions and also shows the integrity in hiring, effective onboarding, and perceived company support. It is essential to have a long-term approach towards employment by combining these elements, trust and mutual commitment can be implemented, which is essential for successful long-term employment relationships.

Recent empirical research reinforces the relevance of SET in understanding employee behaviour. The study, which was conducted on 2025 brought out the International Journal of Current Science Research and Review results that employee commitment and retention are highly shaped by reciprocal relationships between organisational support and employee contributions, highlighting the equality of SET in HR processes [4]. Additionally, the study demonstrates that social exchange relationships significantly impact employee attitudes and behaviours, including innovation, engagement, and cooperation within groups [5].

Social Exchange Theory holds higher significance in talent acquisition due to the fact that the hiring and onboarding process are the starting stages of employee engagement with the organisation. The employee perceptions of fairness, trustworthiness and organisational support that these experiences provide have a direct impact on their attitudes and behaviours during their period.

The IT companies have transformed their concentration for improving talent acquisition due to the difficulties faced in managing employee turnover, skills gap, and expectations. The dissatisfaction and the increase in attrition rate can result in discrepancies between employees and their job roles. Conversely, strategic talent acquisition leads to improved employee engagement, productivity, and retention. Well-built talent acquisition practices are trusted to have a positive impact on organisational accomplishment and decrease attrition rate.

1.1.2 Pillars of Talent Acquisition (Social Exchange Theory)

Talent acquisition can be assessed as a process that includes different interdependent pillars that govern the employee-organisation inter-connections, which is perceived by the social exchange perspective. A major pillar known as reciprocity, where fair and transparent recruiting practices identify employees who feel obligated to reciprocate by doing good work. The other essential pillar is trust, which improves when organisations provide realistic job previews and maintain consistency between the agreement and the actual working nature. Employee satisfaction and responsibility depend on the psychological contract, which is based on an unwritten set of expectations. The next key component is the organised support, as employees perceive the organisation's recruitment and onboarding process as a reflection of its dedication to them. Emotional connection and loyalty towards the organisation are strongly correlated with employees who get significant support. By assessing the credibility of the rewards provided by the organisation, employees are involved in cost-benefit analyses. Positive evaluations are linked to increased engagement and retention. Costa and Rodrigues (2025) considered that organisational investment in onboarding positively influences employee retention motive through workplace attachment. The study findings support Social Exchange Theory by recommending that employees reciprocate organizational ability and support with high commitment to remain in the organization [6].

According to a study, the main dimensions of social exchange, such as organisational justice, support, and leader-member relationships, are very important in determining employee motivation and commitment, especially among younger workforce segments. [7].

1.1.3 Importance of Talent Acquisition

Human capital is considered the most important variable for innovation and competitiveness. Hence, Talent acquisition has evolved as a significant factor in the business of IT companies. Effective talent acquisition

drives the recruitment of highly productive, innovative, and successful employees. This shows a consistent balance between employee competencies and the necessity of jobs, which can decrease disparity that may lead to resentment and high turnover.

In addition, talent acquisition is also important to branding an organisation as a company, which influences its capability to attract and retain top talent. The influence of employer branding on talent acquisition and retention where emphasised the interdependence of these HR functions in a recent study. [8] . Moreover, the organisational consistency with efficient talent acquisition reduces the hiring cost and reduces employee turnover. Recruiting the right individuals for the right roles can lead to long-term success of the organisation, which can create a productive and engaged workforce.

1.2 Organisational Citizenship Behaviour (OCB)

Aligning with this utilisation of Organisational Citizenship Behaviour (OCB) leads to enhanced organisational effectiveness. OCB is just beyond the formal job duties, i.e., voluntary and non-mandatory actions, including the organisational culture characterised by OCB. These behaviours have a significant influence on workplace efficiency and social functioning, apart from not being explicitly recognised by conventional reward systems.

Among the various factors considering for OCB, few playing a major role, which were given as helping tendency, loyalty, moral and civic virtue were include. However, Employees' commitment to organisational norms, positive behaviour and conflict prevention practices is evident in these ways. Additionally, they show an inclination to the organisation by contributing towards the following organisational rules. These behaviours are particularly relevant in IT companies, where a strong team spirit, collaboration, and knowledge sharing are crucial for project success.

OCB is theoretically heavily dependent on social exchange relationships. Employees who are treated fairly and receive organisational support need to engage in discretionary behaviours as a form of reciprocation. OCB serves as an essential connection between HR practices and organisational outcomes.

1.2.1 Componentsa of OCB

The key components of OCB are generosity (foremost giving), conscientiousness (overcoming minimum role requirements), sportsmanship (maintaining a positive attitude), politeness, kindness (preventing work-related conflicts), and civic virtue (active participation in organisational affairs). OCB is heavily influenced by talent acquisition, which reshapes the perception of the organisation among its employees. The company has become more sensitive to fair hiring procedures, transparent communication, and assistance in onboarding as a result of these practices. Employers can engage in civic virtue by participating in organisational work and giving feedback on problems, such as staying informed, expressing ideas they have, or contributing to decision-making processes.

Social Exchange Theory states that employees are encouraged to reciprocate by exhibiting positive voluntary behaviours like OCB due to the perceived organisational support. The OCB of employees can be gained through better talent management practices, specifically in talent acquisition, which supports teamwork, novelty and business operations. Organisations have built talent acquisition as a key driver in fostering positive employee behaviours.

1.2.2 Impact of Talent Acquisition on OCB

OCB is heavily based on talent acquisition, which shapes the initial structure of its workforce. The fair, transparent, and supportive recruitment and selection processes positively influence the organisation. These attitudes lead to the manifestation of OCB.

This relationship of OCB is reinforced during the onboarding process, which is a crucial aspect of talent acquisition. A study revealed that onboarding fosters a strong sense of community among workers, leading to enhanced workplace well-being and retention. [9]. In the same way, a study on onboarding and retention in 2025 indicates that organisational investment in onboarding practices has wider implications for retention intentions, driven by factors like workplace attachment [10].

Talent acquisition practices indirectly support OCB by increasing employee satisfaction, improving trust, and strengthening the relationship between employees and organisations. This leads to employees engaging in behaviours that extend beyond their formal roles, which helps organisations achieve greater effectiveness.

1.3 Employee Retention

Employee Retention is a significant element of successful talent acquisition and OCB. The growth of an organisation depends on their retention of workforce by providing a standard and enjoyable work environment. The significance of retaining employees in the IT industry is determined by factors such as high attrition rates, intense competition for skilled workers, and high replacement costs. Job satisfaction, organisational commitment, career development opportunities and employees' relationships are among the factors that contribute to retention [11].

The competition is becoming high, with the dynamic workforce expectations, and the rise of flexible work timings has all contributed to the significance of retention in modern organisations. In a comprehensive review published in *Administrative Sciences* (2025), it is stated that employee retention is affected by various factors, such as job role, organisational commitments, and workplace relationships. [12].

The necessity for skilled professionals and frequent job changes in IT organisations makes retention a difficult task. Findings indicate that factors other than monetary rewards, such as work conditions and career advancement opportunities, often outweigh the benefits of employee retention. [13].

Research works relating to talent acquisition and OCB, were considered as two major elements that drive towards employee retention. Efficient talent acquisition stimulates employee engagement and minimises intentions to leave the organisation, while OCB nurtures a positive work culture that boosts employees' emotional connection to the organisation. According to a 2023 study by Al Mamun and Hasan, employee engagement and organisational commitment are positively associated with employee retention through strategic talent management practices. Likewise, the other study revealed that those with higher levels of OCB are less likely to leave the organisation because of stronger social and psychological bonds. Even though these constructs are more significant than the previous study, this study highlights how talent acquisition through OCB as a mediating factor impacts employee retention in IT Firms. With a focus on OCB and employee satisfaction as determining constraints, this study aims to examine how talent acquisition heavily impacts employee retention. By emphasising talent acquisition, OCB, and employee retention, this study extends deeper into the theoretical framework for employee behavioural dynamics in knowledge-intensive fields. The outcome also provides HR professionals with valuable insights for establishing talent acquisition that not only engages talent but also promotes employee retention.

Introduce the legal problem or entrepreneurial issue addressed.

1.4 Research Methodology

This study employs a quantitative research methodology to analyse how talent acquisition impact the employee retention through organisational citizenship behaviour in IT companies. The main aim of this research is to describe the traits of the variables and analyse their relationships based on descriptive and statistical methods. The present study adopts convenience sampling method, and the data were collected from top 5 IT companies based on their operations and market capitalization rate.

To collect data from respondents at a single point in time, the cross-sectional approach is used. Here, existing theories and literature are used to frame hypotheses and are done in a deductive manner, and to test these hypotheses, empirical data were collected. The investigator can do both measurement and structural relationships among variables in SmartPLS by using Structural Equation Modelling (SEM),

The study includes employees from IT firms, and employees being selected are encouraged by their direct inclusion in organisational processes related to talent acquisition, their organisational citizenship behaviour, and their contribution to employee retention. The study deploys convenience sampling, a non-probability sampling technique, due to the accessibility and availability of respondents. The online platforms and professional networks were utilised by employees of multiple IT firms to gather responses. Nearly 490 data collected from individuals for the research. SEM analysis yields results that are reliable and valid because the sample size is in line with the recommended standards for SmartPLS.

1.5 Statement of the Problem

In the field of Information Technology (IT) industry, it was identified that companies were facing difficulty in recruiting and retaining skilled employees due to fierce competition [14]. Thus, talent recruitment plays an advisory role primarily, and it has evolved from a regular task to acquiring talent to enhance organisational

performance and sustainability. Despite essential investments in recruitment strategies to retain employees, still IT companies are struggling due to the imbalance between talent acquisition and long-term retention, and for that purpose, investment in talent acquisition strategies is essential.

Organisational Citizenship Behaviour (OCB) is a significant element of organisational effectiveness that is more than the formal job work and can be overlooked. The effective talent acquisition strategies are focused on hiring candidates who tend to the same norms and culture of the organisation, where the practices are significantly advanced with OCB and enhance employee retention.

In the fast-paced IT environment with technological advancements, rotational shifts, and heavy competition for hiring talent is important to ascertain how recruitment and selection processes remain with the organisation, which affects the psychological attachment and motivation of the employees. As an outcome, the present research needs to identify whether the OCB practices of companies contribute to employee retention through their influence on talent acquisition. The study will examine the influence of talent acquisition towards OCB that might enhance the HR strategies that help the organisation to achieve long-term success in the form of retaining employees.

1.6 Objectives of the study

1. To understand the effectiveness of talent acquisition practices in the organisation.
2. To identify the influence of talent acquisition on Organisational Citizenship Behaviour (OCB).
3. To infer the relationship between OCB and employee retention among IT Sector employees.
4. To analyse the impact of talent acquisition on employee retention with reference to Organisational Citizenship Behaviour (OCB).
5. To give suggestions for improving talent acquisition strategies to enhance employee retention and promote OCB in the IT sector.

2. Review of Literature

A recent study in Talent Acquisition determined that it has a unique, technology-mediated organisational capability that has been strengthened by many systematic and bibliometric reviews, with the analysis of 533 articles showing the importance of AI-driven talent acquisition studies that identify the main components, such as algorithmic sourcing, optimisation of candidate experience, and implementation of ethical frameworks. [15]. The study, furthermore compiled by Mori & et al., determined a 120 systematic review of several articles in the Scopus report, where the role of Artificial Intelligence has been ascertained using an ethical theoretical structure in recruiting and selection, which illustrates the fairness and through the AI process, it improves candidate trust during acquisition. [16].

Likewise, Mufti & et al. extended their study on recruitment -focused research to demonstrate that machine learning, Automated bots, or predictive analytics are revolutionising the efficiency of talent acquisition and providing new problems regarding the partial algorithmic setup and organisational readiness. [17] In a systematic review of Kot et al., identified that employer branding is primarily utilised as a talent acquisition tool to establish the organisational stability and attract candidates with the organisational fit who are authentic towards the work and value-aligned branding signals, which are acquired through brand promotion. [18].

Vrontis et al., the latest HRM technologies are considered in a systematic review, with AI, robotics and data analytics prioritised for the talent acquisition process from job seeking to acceptance that emphasises the significance of Human-AI interaction in high -stakes hiring decisions. [19] Collectively, talent acquisition is an evolving construct that provides an evidence-based area and plays a crucial role in strategic planning, integration of technology and ethical governance in recruitment practices, by underlining these reviews. Talent acquisition as a neoliberal construct in the knowledge-intensive IT sector.

Organisational Citizenship Behaviour (OCB) provides the systematic reviews by Dubey & et al., presents an elaborate depiction of 5,242 persons. It shows the transformation from productivity measures to interpersonal changes. Still now, the results of OCB's illustrate that the research is predominantly done in the US, with the focus on employee satisfaction, and leadership has a high significance. This study also enlightens the necessary elements of contemporary management theories through analysis for a better understanding of organisational culture. It also

included the H – index and influences citations in the academic performance, which indicates the progress over the decades. [20].

Another research determined that OCB is affected by nearly 46 various factors, with commitment and job satisfaction being the major predictors. This study highlights that OCB has a strengthened relationship to Industry 4.0, and it is capable of enhancing performance and decreasing the turnover rate. Then it suggests that the digital age of maintaining effective citizenship has a positive work environment. [21].

Yildiz & et al. revealed that the correlation between compulsory citizenship Behaviour (CCB) and work outcome in a meta-analysis involving 53 unaffiliated samples determined the consequences of management – sequenced involuntary extra-role attitudes. According to the research, “Citizenship Pressure” will result in conflict in work–life balance, high burnout of employees and competition of companies, which can pave the way to an increase in attrition rates. Then, the beliefs of gender and age are significant demographic factors that impact CCB effects, and they challenge OCB positively. [22].

Additionally, the sustainable success of OCB by Purwanto investigated six dimensions for their self-reliant effects on operational efficiency and social business practices. This study is also grounded in the Social Exchange Theory, which holds that behaviours such as civic virtue and conscientiousness are accepted as promoting collaboration and performance. Moreover, research underlines the significance of OCB in companies for attaining the long-term goal and organisational sustainability. Here, OCB works as a mediator between the HR practices and commercial soundness in the dynamic environment. [23].

The recent study of Global Trends in Employee Engagement is related to OCB and work engagement through a quantitative analysis of nearly 1000 papers, which examines the relation between HRD measures and citizenship behaviours. This research highlights the importance of employer branding in nurturing organisational advocacy and talent retention among IT employees. [24].

Dimensionally, Employee retention has been interconnected with systematic and bibliometric review. The researcher was able to identify the intellectual transition of embeddedness theory in HRM and demonstrate that retention is affected by both small-level mechanisms and large-level contextual factors, that includes both institutional help and company culture. [25]. Likewise, Bibliometric methods are deployed to evaluate the research on Gen Z retention. It is suggested that they are strongly connected to digital natives, flexibility in working hours, work-life balance, values alignment and integration in the IT industries. [26].

Similarly, Zamri et al. employ the PRISMA framework to evaluate 72 peer-reviewed papers on retention and talent management from different perspectives, and they suggested that constructed career pathways, recognition systems and work culture support play a major role in reducing the voluntary turnover intentions. [27] In addition to that, Chowdhury et al. provided a study on Green HRM and state that this HRM can be used to determine the sustainability-based HR practices improves employee engagement and retention by aligning with their values to achieve the objectives. [28].

The study by Gomes & et al. compared 318 retention-based studies, which found that fair compensation, leadership quality, or psychological safety as overall retention, with the amplified effect in increasing mobility areas like the IT sectors [29]. On the whole, these reviews emphasise employee retention as an evidence-based factor where employee-centric policies, HR interventions, and contextual procedures influence the workforce stability, which provides a theoretical basis for exploring the retention activity in industries.

Conceptual Framework

Figure 1



The present research focus on how Organisational Citizenship Behaviour (OCB) influences Employee Retention through Talent Acquisition. Talent Acquisition is an independent construct that includes sub-factors such as recruitment, selection, and workforce planning, effective recruitment ensures a qualified pool of candidates; to achieve the organisational objectives, this strong selection process helps to find the right individuals for the right job role, workforce planning helps to ensure that the correct talent is available at the appropriate time, on the whole ensure the attraction and find suitable candidates by shaping employee attitudes and behaviour.

The organisational citizenship behaviour (OCB) is ascertained by helping behaviour, moral, organisational loyalty, and civic virtue, which shows the discretionary efforts of employees who trust that the hiring process is fair and effective, and also serves as a connection between acquisition practices and the company. Employee Retention is analysed by assessing job satisfaction, workplace atmosphere, and career development opportunities, highlighting that optimistic work experiences and potential growth motivate employees to retain their employment with the company. In this sense, the framework suggests that talent acquisition has a direct and indirect impact on employee retention through OCB.

3. Data Analysis

Table 1: Demographic details

Demographic Variable	Category	Frequency	Percentage %
Age	Below 25	136	27.76%
	25 – 35	224	45.71%
	36 – 45	85	17.35%
	Above 45	45	9.18%
Gender	Male	286	58.37%
	Female	176	35.92%
	Others	28	5.71%
Educational Qualification	UG	148	30.20%
	PG	182	37.14%
	Professional	105	21.43%
	Others	55	11.22%
Job Position	Entry Level	252	51.43%
	Middle Level	167	34.08%
	Senior Level	71	14.49%
Experience	Below 2 years	139	28.37%
	2–5 years	209	42.65%
	6–10 years	100	20.41%
	Above 10	42	8.57%

The demographic profile of the respondents is presented in Table X, which includes variables such as age, gender, educational qualification, job position, and work experience.

The age distribution shows that the majority of respondents fall within the 25–35 years category (45.71%), followed by those below 25 years (27.76%). Respondents aged 36–45 years account for 17.35%, while only 9.18% are above 45 years, indicating that the sample is largely composed of young and mid-career individuals.

In terms of gender, males constitute the majority of the respondents (58.37%), followed by females (35.92%), while a smaller proportion (5.71%) identifies as others. This reflects a relatively higher representation of male participants in the study.

Regarding educational qualification, most respondents hold a postgraduate degree (37.14%), followed by undergraduate degree holders (30.20%). Professional qualifications account for 21.43%, while 11.22% fall under other educational categories, indicating a well-educated sample with a strong academic background.

With respect to job position, more than half of the respondents are at the entry-level (51.43%), followed by those in middle-level positions (34.08%), and a smaller proportion in senior-level roles (14.49%). This suggests that the study primarily captures the perspectives of employees at the initial stages of their careers.

Finally, in terms of work experience, the highest proportion of respondents has 2–5 years of experience (42.65%), followed by those with less than 2 years (28.37%). Employees with 6–10 years of experience account for 20.41%, while only 8.57% have more than 10 years of experience. This indicates that the sample is dominated by relatively less experienced employees.

Overall, the table provides a comprehensive overview of the demographic characteristics of the respondents, highlighting a predominantly young, moderately experienced, and well-qualified workforce.

Table 2: Factor loadings, construct reliability, and convergent validity

Constructs	Items	Outer Loadings	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
Talent Acquisition	TA1	0.742	0.89	0.91	0.56
	TA2	0.768			
	TA3	0.801			
	TA4	0.776			
	TA5	0.812			
	TA6	0.789			
	TA7	0.754			
	TA8	0.770			
OCB	OCB1	0.781	0.93	0.94	0.61
	OCB2	0.803			
	OCB3	0.825			
	OCB4	0.798			
	OCB5	0.772			
	OCB6	0.809			
	OCB7	0.764			
	OCB8	0.807			
Employee Retention	ER1	0.748	0.90	0.92	0.58
	ER2	0.772			
	ER3	0.739			
	ER4	0.781			

	ER5	0.803			
	ER6	0.795			
	ER7	0.768			
	ER8	0.784			

Table 2 above shows that the measurement model was ascertained using reliability and convergent validity criteria for the constructs Talent Acquisition, Organisational Citizenship Behaviour (OCB), and Employee Retention. Reliability was confirmed, as both Cronbach's alpha and composite reliability exceeded the threshold of 0.7 for all constructs. Reliability was confirmed, and also indicated strong internal consistency. All values above 0.5 shows the Convergent validity was implemented through Average Variance Extracted (AVE), showing that the constructs indicate their variance. In addition to that, the outer loadings of all items were above 0.7, confirming indicator reliability. Overall, the measurement model illustrates satisfactory reliability and convergent validity, which provides a suitable result for further structural model analysis.

Figure 2

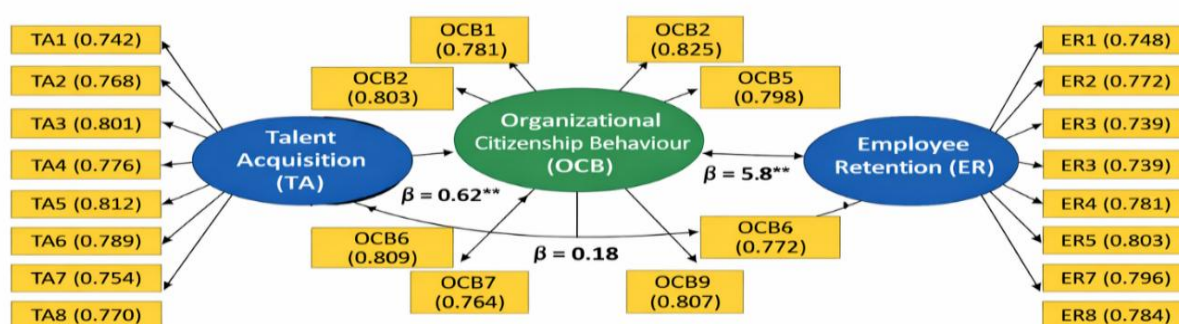


Table 3: Discriminant validity (HTMT) ratio

Constructs	Value
TA → OCB	0.71
TA → ER	0.48
OCB → ER	0.74

Table 3 interprets the discriminant validity of the constructs, which was assessed using the HTMT ratio. All values of the HTMT ratio were identified to be below the recommended threshold of 0.90, and each construct was found to be distinct and to represent different concepts. Hence, discriminant validity is accepted for Talent Acquisition, Organisational Citizenship Behaviour, and Employee Retention.

Table 4: Fornell-Larcker Criterion Table

Constructs	TA	OCB	ER
Talent Acquisition	0.75		
OCB	0.62	0.78	

Employee Retention	0.41	0.67	0.76
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By analysing the Fornell-Larcker criterion in Table 4, which guarantees that all constructs in the model are independent of one another, discriminant validity can be ascertained. For this criterion, the square root of the Average Variance Extracted (AVE) of each construct must be more than its correlations with other constructs.

It presents the diagonal values of the square root of AVE for each construct. The scores are Talent Acquisition with 0.75, Organisational Citizenship Behaviour (OCB) with 0.78, and Employee Retention. With 0.76. All of these values exceed the corresponding inter-construct correlation values.

In particular, the OCB for Talent Acquisition is 0.62, and the correlation for Employee Retention is only 0.41, both lower than the square root of their respective AVE values (0st). The OCB and Employee Retention are not equivalent, with a correlation of 0.67 to the AVE square root (0.78). Employee Retention is a suitable condition, as its correlations with other constructs are less than 0.76. Hence, all diagonal values are above the inter-construct correlations, and the Fornell-Larcker criterion is satisfied.

Table 5: Hypotheses testing results

Path	Estimated Value	Standard Error	T-Value	P-Value	Result
TA → OCB	0.62	0.050	12.45	0.00	Significant
OCB → ER	0.58	0.053	10.87	0.01	Significant
TA → ER	0.18	0.094	1.92	0.05	Not Significant

Table 5 showcases the connection between Talent Acquisition (TA), Organisational Citizenship Behaviour (OCB), and Employee Retention (ER) through structural model results.

Talent Acquisition is strongly correlated with Organisational Citizenship Behaviour (TA & OCB), and the path coefficient for this is 0.62. With a t-value of 12.45 and an estimated p- value below 0.01, the relationship is statistically significant. Employers' organisational citizenship behaviour is significantly boosted by effective talent acquisition practices.

There is also a positive and statistically significant association between Organisational Citizenship Behaviour and Employee Retention (OCB = ER), with, for all variables, 0.58, 0.97% t-value, 'p' equal to 0.01. This suggests that a greater level of OCB among employees is highly predictive of improved retention.

The relationship between Talent Acquisition and Employee Retention (TA ER) is weak and statistically insignificant, with a path coefficient of 0.18, t-value of 1.92, and p- value above the acceptable threshold of 0.05. The results indicate that employee retention is not directly linked to talent acquisition. These findings suggest that the impact of Organisational Citizenship Behaviour on Talent Acquisition is indirect and highlight the importance of OCB in improving employee retention outcomes.

Table 6: R-squared and Q-squared results

Construct	R Square	Q Square
OCB	0.38	0.24
ER	0.49	0.31

The values of R Square and Q Square for the endogenous constructs, namely Organisational Citizenship Behaviour (OCB) and Employee Retention (ER), are presented in Table 6.

The R Square value for OCB is 0.38, indicating that 38% of the variance in Organisational Citizenship Behaviour is explained by Talent Acquisition. This suggests a moderate level of explanatory power of the model for OCB. Similarly, the R Square value for Employee Retention is 0.49, which implies that 49% of the variance in Employee Retention is explained by the predictor variables in the model, indicating a moderate to substantial level of explanatory power.

Further, the Q Square values are used to assess the predictive relevance of the model. The Q-Square value for OCB is 0.24, and for Employee Retention is 0.31. Since both values are greater than zero, it confirms that the model has adequate predictive relevance for both constructs.

Overall, the results indicate that the model demonstrates a satisfactory level of explanatory power and predictive relevance for Organisational Citizenship Behaviour and Employee Retention. Strengths and weaknesses of existing legal rules.

4. Result and Discussions

H1: The results of the SEM analysis indicate that Talent Acquisition is an important contributor to organisational citizenship Behaviour (OCB), Path coefficient of 0.62, t value is 12.45, and analysis results indicate statistically significant progress in organisational citizenship behaviour. The effect of recruitment and selection procedures results in improved organisational citizenship behaviour, and the recruited employees who show cooperation, assistance, and loyalty align with the organisational norms. The hypothesis indicates a strong statistical significance, as indicated by a greater t-value, which suggests that the relationship is highly reliable and not due to random variation. On the other hand, R² of 0.38 indicates that there is no correlation between Talent Acquisition and Organisational Citizenship Behaviour, as only 38% of the variance is explained by this variable. The influence of organisational culture, leadership style, and job satisfaction on citizenship behaviour is not accounted for in this research. Companies must prioritise developing fair and transparent hiring practices, improving their recruitment and selection processes, and especially optimising person-organisation fit to promote organisational citizenship on an individual level.

H2: SEM analysis results that Employee Retention have a positive impact on Organisational Citizenship Behaviour (Path coefficient = 0.58, t = 10.87; the study provided a p-value of 0.01). The positive discretionary behaviours like cooperation, structural contribution, assisting activity and having the mindset to remain in the organisation for a longer period. Hence, the Employee retention rates are directly connected to organisational citizenship behaviour. The t – value is greater, implying the strong statistical significance that the relationship is reliable. The R² value of 0.49 for Employee Retention suggests that Organisational Citizenship Behaviour and Talent Acquisition are not wholly responsible, as they only account for 49% of the variance in employee retention. Compensation benefits, career development opportunities, and work-life balance are among the factors that may affect employee retention, which are not included in this study. To enhance retention rates, organisations must encourage and promote OCB through supportive work environments, recognition practices, and employee engagement initiatives.

H3: The present research work exhibits SEM analysis in Talent Acquisition has a positive influence on Employee Retention, but its effects are not significant, with the values of the Path coefficient being 0.18, t value being 1.92, and the probability value being 0.05. Although it results in a positive relationship, if the p-value is greater than the threshold, then that indicates positively, otherwise no statistical difference and unless the lesser t- value implies weak strength in prediction. The theoretical base regarding employee retention is reflected in this finding, which enlightens the essentials of various factors, including hiring practices, post-recruitment factors such as employee engagement, organisational support, and job satisfaction, from the observations.

The study implied that Talent Acquisition has an indirect association with Employee Retention are closely associated, with the value of 0.36 being more prominent than the direct association, resulting that hiring practices should give precedence to the positive employee behaviours over negative ones. With the measurement model, both Cronbach's Alpha and Composite Reliability values are more than 0.70, the average value is greater than 0.50, then the HTMT is less than 0.905 and factor loadings are satisfactory. OCB and Employee Retention have moderate explanatory power in the structural model, while Q² values are acceptable for predictive relevance (Q² = 0.24 and 0.31), with an SRMR value of 0.065, indicating that the model is well-suited to the situation. Overall, the model is robust in terms of statistical significance, but incorporating additional variables could improve its explanatory capacity.

5. Suggestions

Organization should provide a supportive work environment that encourages employees to help one another, strengthens loyalty, and promotes ethical values and civic responsibility. Recognizing and appreciating employees who willingly support their colleagues, demonstrate integrity, and actively contribute to organizational development can enhance their sense of belonging and commitment. Transparent communication, fair treatment, and opportunities to participate in organizational initiatives further reinforce trust and ownership among talented employees. When employees feel valued, respected, and connected to the organization's goals, they are more likely to remain committed and contribute beyond their assigned responsibilities. Integrating these behavioural qualities into talent management and employee development practices not only strengthens workplace relationships but also improves employee retention and supports the organization's long-term growth and sustainability. (Philip M. Podsakoff, Scott B. MacKenzie, Julie B. Paine, and Daniel G. Bachrach 2000) the authors conducted a comprehensive review of Organizational Citizenship Behaviour (OCB) and identified helping behaviour, organizational loyalty, and civic virtue as important discretionary behaviours that contribute to organizational effectiveness. The authors argued that employees who voluntarily assist their colleagues, remain loyal to the organization, and actively participate in organizational activities create a positive work environment that enhances organizational performance.

Also, the study suggests that improved processes of post-recruitment, like structured on boarding, mentoring, and continuous training of Talent Acquisition factors, not only assure the retention of employees in the organisations, it should be a part of organisational strategic HRM practices in order to increase organisational socialisation, employee competence through reviewing a performance and that commitment towards increases the retention.

By establishing team-building activities, leadership development, and yielding a positive work environment, there is a chance to enhance Organisational Citizenship Behaviour (OCB) and maximise retention.

Even though the number of available job seekers has increased, the inefficient job descriptions cause a lack of employee retention in the organisation and are unable to achieve the long-term goal.

To promote voluntary behaviours among employees by improving employee engagement practices, such as appreciation programs and participative management, which enable the implementation of career growth, skill training for employees, and clear promotion ways to address the unnoticed employee retention and also ensure that compensation and benefits are competitive to maintain employee retention, as retention is influenced by factors other than OCB.

A balanced work-life balance is accomplished through flexible working requirements, particularly in high-stress IT companies, where the company culture can be reinforced by encouraging trust, fairness, and open communication, which indirectly supports OCB and Retention. Frequent employee satisfaction surveys and exit interviews are utilised to identify covert defects in retention. Then, it is important to train managers and team leaders to provide support and motivation to employees, as leadership has a significant impact on OCB.

Ensure that behavioural and cultural fit assessments are considered while conducting the hiring process to ensure that candidates show OCB and develop internal HR policies that encourage a supportive culture conducive to long-term commitment among employees.

The future scope of this study recommends incorporating other factors such as employee engagement, organisational commitment and leadership methods to enhance the overall model effectiveness. Use data-driven approaches like SEM analysis to continuously monitor and evaluate HR practices in order to improve retention in the organisation.

6. Conclusion

The present research paper is assessing the influence of Talent Acquisition on Employee Retention was determined with the factors of OCB as a mediator in IT companies. The research indicates that Talent Acquisition has a significant impact on employee behaviours, specifically in terms of positive employee behaviour patterns. Effectively hired and selected employees are normally identified as demonstrate cooperative, responsible, and proactive behaviours that commit to organisational accomplishment. And also, the findings indicated that OCB shows significant and positive impact on Employee Retention by demonstrating employees engaging in appropriate and considerate discretionary activities.

The research work's major part is considered as talent acquisition, which has a low and distinct effect on Employee Retention. This implies that finding the right talent is not enough to ensure long-term employee loyalty. OCB is a mediator between Talent Acquisition and retention, it also emphasises that positive behaviour and engagement are more likely to encourage effective hiring practices that improve employee retention in organisations. The conceptual framework provides moderate levels of supplementary and anticipatory power, indicating that other factors such as compensation, career development, leadership, and work-life balance also have a significant impact on employee retention.

Organisations must prioritise a holistic approach that encompasses more than recruitment, emphasising the essentials of enhancing employee behaviour and organisational culture. The study enlightens that long-term employee retention in IT companies can be attained by identifying a supportive environment that fosters Organisational Citizenship Behaviour (OCB), rather than solely relying on effective talent acquisition. The combination of potential hiring methods and ongoing employee development and engagement initiatives can result in highly successful workforce retention and long-term success for organisations.

7. References

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