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TALENT MANAGEMENT AND ORGANIZATIONAL EFFICIENCY: EXPLORING THE MODERATING ROLE OF EMPLOYEE TURNOVER INTENTION IN THE PAKISTAN TELECOMMUNICATION SECTOR

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| KEYWORDS | ABSTRACT |
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| Telecommunication, Talent Management, Employee outcomes, Employee Turnover Intention, Organizational Efficiency | The high Employee Turnover Intention (ETO) is a prevalent issue in the contemporary world of business, which is, directly and indirectly affecting organizations. The TC of Pakistan is the fastest-growing sector; however, if Talent Management (TM) is not properly managed, it results in Employee Turnover Intention and reduces Organizational Efficiency (OE). This study is carried out to examine the impact of talent on OE and examine the moderating role of ETO in the Telecommunication sector (TC) of Pakistan. The study is carried out using structured questionnaires as distributed amongst 125 employees of cellular service providers working in franchises, regional offices and business centers operated in Lahore- the second-largest hub of mobile users in Pakistan. Regression and MODGRAPH were used to check the effect of moderating variable, ETO. The findings of the study indicate that managing talent has a significant role in improving OE. In addition, ETO moderates the relationship between TM and OE in the TC of Pakistan. |
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INTRODUCTION

The problem of inadequate TM on the behavior of employees has been the subject of debate in Human Resource Management for many years (Mamun & Hasan, 2017; Deery & Jago, 2015). One emerging topic that is still occupying researchers, which is improper TM and its impact on OE and the reason behind this weak TM strategy (Thunnissen, 2016). Research conducted on identifying underlying reasons for this improper TM provides mixed findings. For example, Hom, Lee, Shaw and Hausknecht (2017) stated that leadership style is the core reason for this inadequate talent management; but, Sparrow and Makram (2015) resolved that organizational

policies and regulations do not allow leaders to manage their people effectively and efficiently. The practitioners are interested in finding variables that may have impact on Human Resource Management of firm and negatively affect TM of firm. Research carried out on service sector of UK in year 2011, pinpoint that about 65% of employees are involved in Job hopping activities and want to switch their current jobs and assumes that their talent is not adequately managed, which is why almost 72% of employees are not happy with the current jobs (Badenoch & Clark, 2011).

According to Mohsen (2007), the progress of any organization depends on employee retention strategy and effective leaders who facilitate reducing employee turnover rate and improve OE. The organizational success factors and competitive advantage depend upon the identifying and implementing strategies that increase employee's intent to stay with organization like talent acquisition (Lee, Hom, Eberly, Li & Mitchell, 2017), the organizational citizenship behaviour (Thunnissen, 2016) and job satisfaction (Hom et al, 2017). Although, research on the impact of TM on OE is found abundantly in the literature but studies evaluating the moderating role of ETO between TM and OE are limited and are largely lacking in literature. In addition, studies on the impact of TM on OE and the moderating role of ETO is lacking in the Pakistan TC. This is rather alarming that recent survey concluded high rate of ETO in TC of Pakistan (Mathieu, Fabi, Lacoursiere & Raymond, 2016). As per Dahshan, Keshk and Dorgham (2018), in 2018, 35% of the employees changed their jobs with no less than forty percent planning to leave their job. In this regard, this trend raises concern over ETO and justified the need to conduct further study.

The present study tends to fill this research gap and examined the impact of TM on OE and the moderating role of ETO between TM and OE. This study draws on a sample of 125 employees from the TC of Pakistan and has examined the role TM has on OE and the extent to which ETO moderates this relationship between variables of this study. Originality/value: human resource development has a crucial role in retaining skilled and talented employees so that OE can be enhanced. This study has provided significant support to the research issues from the existing researches as there is extensive competition in Telecommunication industry of Pakistan, which has brought various challenges to telecommunication organizations in regard to their employee retention, TM and OE. In this crucial time, HR has important role to help firms and manage the employee turnover. This study is first to examine employee turnover issue in TC of Pakistan and by managing its employees could enhance their OE. Second, this study uses TM and entails that it helps to reduce ETO; and last, this study uses multiplying influence of TM and ETO on OE.

LITERATURE REVIEW

Talent Management

The studies were conducted that described and explained the concept of talent. They stated that talent includes all those people who can successfully contribute to organizational productivity, either by contributing immoderate level or by making long-term contributions through their highest level of capabilities. This concept is widely used by other scholars stating that talent is used to showcase skills or the capabilities a person has in all dimensions of life, especially at the workplace (Pandita & Ray, 2018). In same course, TM is frequently used concept that mentions systematic attraction, recognition, growth, engagement, development and retention of employee

who have special value for the firm either because they have high potential, they are committed to fulfill organizational operational critical roles (Thunnissen et al., 2013). Empirical literature shows that TM is frequently discussed concern in organizations (Boeck et al., 2018; McDonnell et al., 2017). According to McDonnell et al (2017), TM is a set of Human Capital Management (HCM) processes that is formulated to regulate and govern the organizational asset and people, however, the established rules and applications required to support TM processes is described differently .

TM is regarded by scholars as a multifaceted form of human capital management (HCM) that is formulated in the firm to govern its most important asset; people. Although, set of applications used to support such processes are different in diverse sectors but majority of scholars explain TM as a course of the following activities; recruitment, performance management, competency enhancement, career growth, learning and growth (Lombardi & Laurano, 2012). In the words, Thunnissen et al., (2013), TM is described as an organizational recognition of major positions and also the growth and enhancement and retention of an employee talent pool that is used to fill the position in the firm. A study by Sheokand and Verma (2015) illuminated that TM is the most essential concept in the contemporary world of talent environment. Sahoo and Patnaik (2010) cited TM as the most important critical success factor of HRM and is understood with regard to following three elements; the element of typical, offer structure in the linkage of HR activities across firm and attract, maintain and appraise employee talent. In this linking, firms use diverse activities and supported practices to manage talent pool like performance appraisal, career development, job satisfaction and retention strategies, so that, the ETO is expected to be reduced.

Nonetheless, TM assures that the firm has a sustainable supply of talented employees who are productive and are carrying out the right job at the right time (Sullivan, 2004). Cappelli (2008) explained that in order to secure further investment in talented workers, it is essential that a firm stick to the skilled employees and assign them challenging tasks that enhance their loyalty towards the firm (Rana et al., 2009). Another study was conducted by Aslam et al. (2011), who examined a relationship between TM with employees' job commitment and their intention to switch to another job. The authors concluded that decreasing the employee intention to switch their jobs, results in decreasing their turnover intention and adds value to the firm. They also examined the accurate influence of TM on improving OE and efficacy along with the behavioral outcomes of the workers. TM results in a positive environment that motivates employees and enhances OE and decreases ETO. A study by Bhatnagar (2007) found that TM is one of the very important factors in organization to retain employees and results in a high employee retention rate. In this connection, the researcher further affirmed that this strategy is workable when the organization incorporates other strategies to govern their employees and manage their talent adequately.

For an organization to retain talented employees, the following factors must be focused on by organizations; organizational culture, career planning that include rewards for employees and organizational support towards employees. A study by Deery (2008) emphasized two essential viewpoints that are i) personal traits and ii) job behavior. In the personal traits, he focused on positive and negative affection towards job and in job behavior, he mentioned job satisfaction and organizational commitment. According to him, employee job satisfaction and organization commitment have a crucial role in employee intention to stay in the firm (Dahshan, Keshk &

Dorgham, 2018). It is further illustrated by Almaaitah et al (2020) who stated that when an organization offers its employees access to essential resources like an opportunity to grow, TM through retention strategies, they also reciprocate with organization through commitment and reduces their likelihood of turnover intention. Such arguments are explained by a theory of organizational support by Eisenberger et al (1986) that when employee feel that organization care for them, they reciprocate their efforts to organization and exhibits long term commitment and reduces turnover intention. Based on these arguments, this study proposed the following hypothesis;

H1: There is positive and significant relationship between (TM) and (OE) in the TC of Pakistan

Organizational Efficiency

According to Richard et al (2009), OE exhibits the extent to which an organization is efficient in achieving its outcomes. In this regard, Beekun and Beedawi (1999) concluded that if a leader serves his team and guides their members towards organizational goals, it can improve OE and enhances organizational ability to retain talented employees and reduce its turnover intention of employees. When employee is demotivated, it can result in considerable turnover intention. It can negatively affect organizational efficacy and deteriorates its efficiency and performance (Rana et al., 2009). A study by Kataou (2008) found that OE is strengthened if the HRM gives adequate importance and makes strategies. His research also revealed that HRM policies can be related to TM of the employees, job evaluation and design, salary and rewards, training and developments. All these policies help in enhancing OE. As per Han and Shen (2007), there is a significant and positive relationship between salaries offered to employees, reward system with employee commitment and eventually, it results in OE. Arthur (1994) found that those firms that have control systems are less likely to exhibit efficiency and those that have implemented commitment policies are inclined toward productivity and OE. Rizov and Croucher (2009) found that if employee turnover is lower if a firm has the policy of commitment. It shows that HRM has integral role in enhancing relationship amid employee turnover and OE (Wright & McMahan, 1992).

Employee Turnover Intention

Rana et al (2009) defined employee turnover and stated that it is extent to an employee stays in an organization. According to them, if employee leaves an organization, it results in a huge loss in terms of time and capital resources. It means that an organization has to hire new employees and train them with additional capital resources. But as per Cappelli (2008), if an organization enhances two-way communication and executes the negotiating context, it can retain talented employees for long term. A study by Peter et al (2007) in Australian context had same results who stated that such organizations that are able to retain their employees are likely to become more efficient as compared to those who are not giving any importance on retention strategies and are focusing only recruiting employees. A high turnover rate results in reduced employee morale and low team collaboration (Abdullah, 2006). With the high turnover rate, OE is badly affected and influences organization performance and its market reputation (Ashforth, 1996); however, with socialization of employees and training and development strategies, OE can be improved. As per Adewale et al. (2011), organizational ETO can be of two types i.e., voluntary and involuntary. Voluntary is always made on employee choice but involuntary is initiated by firm like termination and employee is not given with any option (Mobley, Griffeth, Hand & Meglino, 1997).

A study by [Chiang et al \(2008\)](#) found that training and development have an integral role in employee retention and affect their decision to stay in the firm. The author further added that employee turnover and job satisfaction are directly linked with each other, and job satisfaction is increased with training and development offered to employees. Hence, job satisfaction has a positive and significant relationship with employee turnover rate. Whereas, quality of training offered to employees have an indirect relationship with employee intention to stay or leave the firm and here job satisfaction has moderating impact on this overall relationship. So, Chiang and his fellow authors suggested that main reason for every employee organization commitment is linked with the training offered to them and the rate of their development. This is why training and development should be focused on by organizations as it helps firms to maintain talented employee and reduce their ETO. [Wetland \(2003\)](#) offered that if organization makes investment on its human capital resources and train them, it inspires workers to perform well as compared to before and improves their employee skills so that they can perform their job well.

[Goldstein \(1991\)](#) found in his study that after hiring employees, when they were offered with training programs, their job skills improved, and they felt that their aptitude are in correct use. They also felt that their skills were polished, and abilities and skills were improved to the large extent ([Noe, 1999](#)). [Irshad \(211\)](#) further added that if the employees are retained in the firm, it increases organizational productivity but losing them would lead organization to bear huge loss. Empirical research shows that TC of Pakistan is going through high employee turnover rate and lower employee retention ([Ashar et al., 2013](#)). Consequently, as every day passes by, employee retention seems one of challenging issues and organizations in TC is facing issues in terms of reduced productivity because such companies are solely operated by efficient and talented employees and they are the key sources to generate revenue for the companies. As per [Madiha et al \(2009\)](#), an organization cannot gain unless its management is able to manage its turnover crisis, efficiently. TC of Pakistan is emerging sector and if industry continues facing such issue, it may adversely affect their OE and productivity and influences economic growth of Pakistan.

Not only this, [Pahi, Hamid and Khalid \(2016\)](#) identified that TC is already facing shortage of talent and high turnover rates; thus, there is need to implement effective HR policies that could help them reduce this turnover intention of the employees. A study by [Izhar et al. \(2011\)](#) was carried out in service sector of Pakistan. Authors concluded that HRM activities have crucial role in decreasing employee turnover rates and by enhancing the retention rates, the organizational productivity can be enhanced. In this connection, the authors carried out studies and used the following variables likewise, the career development, work-life balances, leadership supports, rewards, employees' recognition and cultural support and found that these elements have the important role in reducing ETO. Thus, their study also concluded that HRM activities have the positive and significant association with the employees' retention and results in low ETO in an organization.

H₂: The employee TM results in reduced ETO.

H₃: There is a negative correlation between ETO and OE in the TC of Pakistan

H₄: ETO has moderating impact on the TM and OE.

Empirical and Theoretical Discussion

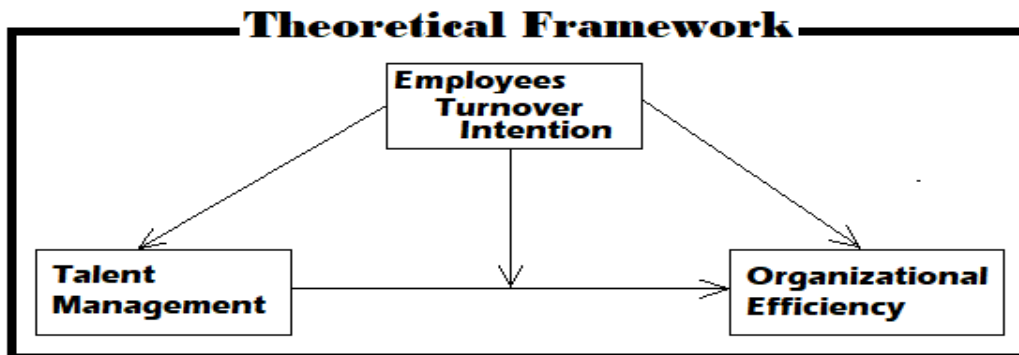
Attracting and retaining employees for considerable time is key challenge facing TC of Pakistan. The prime advantages of effectively executed TM strategy involves enhanced employee retention rates so that employees can become a source of competitive advantage (Kontoghiorghes, 2016). One of key advantages of TM is its positive impact on OE and employee retention. According to Erasmus, Grobler & Van Niekerk (2015), reduced employee retention and increasing employee turnover rate is the key challenge facing HR section of contemporary firms. The author further elaborated that if organizations follow the effective retention strategies like talent management, employee branding and career development opportunities; probability of ETO is considerably reduced. A study by Hughes et al (2008) concluded that TM is effective strategy for employee retention and engagement in the hospitality sector and effectively implementing TM strategy reduces the employees' turnover rates. This outcome is linked with the enhanced operational effectiveness of the firm that results in the improved financial performance. Another study by Plansoongnern et al (2011) also examined the TM strategies and the employee commitment in three cement companies in Thailand. The authors uncovered that if organization implements a robust TM strategy and practice, it can enhance OE and can keep the talented workers with the firm.

Nobarieidishe, Chamanifard & Nikpour (2014) also examined the strategies and approaches of TM and their influence on the employee retention and OE. Their study revealed that experience of employees with specific organization has positive relationship with TM practices. Almaaitah et al (2020) also found that employee retention begins when an organization hires its workers and if employee talents and interests fit with the firm long-term and short-term goals then such employees are more likely to stay in the firm for the longer time. A study by Altrmaz et al. (2013) concluded that if supervisors' standpoint of TM is changed, it can result in positive influence on employee engagement with the firm and reduces their turnover intention. The present research is also prepared to study the policies of telecommunication organizations in Pakistan and study its TM as a retention strategy, its impact on OE and moderating impact of ETO (Mupepi, 2017). With the present survey, it is estimated that managing talent in right place at the accurate time is helpful for the organization to increase its efficiency and become efficient (Dahshan, Keshk & Dorgham, 2018). Those organizations that manage and motivate talented high performing employees are able to reduce employee's turnover intention and reduces the employee turnover rate (Johennesse & Chou, 2017). Hence, this discussion leads to the formulation of following hypothesis:

Research Hypotheses

- H₁: There is positive and significant relationship between talent management and organization efficiency in the Telecommunication sector of Pakistan.
- H₂: The employee talent management results in reduced employee turnover intention in the organizations.
- H₃: There is a negative correlation between employee turnover intention and organizational efficiency in the Telecommunication sector of Pakistan.
- H₄: Employee turnover intention has moderating impact on the talent management and the organizational efficiency.

Theoretical Framework



RESEARCH METHODOLOGY

The core aim of this study is to explore relationship between talent management, OE and the moderating role of ETO amongst the employees working in TC of Pakistan. This study selected positivist research philosophy that adheres to the perspective that factual knowledge can be attained through observation and is highly reliable as researcher is independent from the study. This aspect improves validity and credibility of the study and provides factual knowledge. As positivist research philosophy stresses on quantitative research methodology; thus, on the basis of random and convenience sampling technique, quantitative research methodology was used to collect the data. Key reason for using convenience sampling method was, sample respondents were homogenous and there were no disparities found in responses of respondents. In addition, this study uses descriptive-correlational research design that examines relationship among the variables of study i.e. TM (independent variable), OE (dependent variable) and ETO (moderating variable).

This study uses TC of Pakistan as major population of study. Data is collected using structured questionnaire and are distributed to the employees working in the different TC of Pakistan i.e. franchises, service centers, regional areas of the cellular service provider. The scope of the study is limited to Lahore, one of the major cities of Pakistan. The sample size 125 was drawn using Cookran formula, previously used Rizov and Croucher (2009). Out of total 125 questionnaires, 100 questionnaires were used for final analysis of study. The data for study was collected using cross-sectional time frame that collects data at one time frame, unlike longitudinal study that collects data more than once at diverse time intervals. This study used deductive approach that tests hypothesis and tests them with theory. The validity of content used in questionnaire was ascertained using expert viewpoints and consensus and validity of structure of questionnaire was assessed using structural functions. Internal validity of questionnaire items was tested using Cronbach alpha and as per Nunnally (1978), the minimum value of 0.6 was adequate for this study.

Table 1
Details of Cellular Providers

| Cellular Service Providers of Pakistan | | | | |
|--|----------|-------|-------|------|
| Telenor | Mobilink | Ufone | Warid | Zong |

Data Collection

Data is attained from both managerial and non-managerial departments and included executives, assistant managers, managers, senior managers, executive managers. This shows that the study chose to collect data from all the departments who are operating in the TC of Pakistan and are offering cellular services to customers. Questionnaire was chosen as a source of collecting data and it was distributed to the individual respondents, personally. A total of 125 questionnaires were distributed and 100 were filled out by participants which represents 78 percent response rate.

Data Analysis Technique

SPSS 19 was used to evaluate the variables engaged in this study. In order to investigate the TMeffect on OE by putting by putting ETO as moderator. Several statistical tests were applied. Data was interpreted by analyzing their descriptive statistics (percentages, frequencies, means, standard deviations, variances). The regression, correlation was used to test hypothesis of the study.

RESULTS AND DISCUSSIONS

Reliability

Reliability was examined to check and confirm internal consistency. This study uses Cronbach’s alpha(α) to check internal reliability and validity of instrument used in the study. The reliability analysis revealed that the instrument used in this study is highly reliable and has 72.7% scale value.

Demographics of Study

The demographics table represents that majority of participants are male (77%). Survey shows that 79% of the respondents’ lies between the age group of 20-30 years. It is true representative of designation and worker experience at multiple levels. Respondents maximum qualification is bachelor’s (41%) and masters (59%). The major number of respondents is from less than 30,000 income /month (62%). 29 % of the respondents are from marketing department, 22% employees are from customer care department and remaining percentage spread among other departments.

Table 2
Correlation Table

| Variables | Talent Management | Employee Turnover Intention |
|-----------------------------|-------------------|-----------------------------|
| Talent Management | 1 | |
| Employee Turnover Intention | 0.148 | 1 |
| Organizational Efficiency | 0.257 | -0.292 |

Correlation is significant at the 0.01 level (2-tailed)

This study used Correlation to measure association between variables of study. Table 7.2 shows that OE is significantly and positively linked with TM at 25.7% in Telecom market of Pakistan. The results also show that TM is significantly related to ETO too. Findings shows that OE is negatively related to ETO. The decrease in ETO improves OE for 29.2%. Results concludes that H1, H2 and H4 are accepted and that ETO acts as moderator between organizational TM and OE.

Table 3
Regression Analysis

| | Beta | Std. Error | t-Value | p-Value |
|-------------------|-------|------------|---------|---------|
| Constant | 3.755 | 0.34 | 11.046 | 0.000 |
| Talent Management | 0.168 | 0.064 | 2.63 | 0.01 |
| R2 | 0.066 | | | |
| F | 6.915 | | | 0.01 |

Dependent Variable: OE

Regression analysis is carried out to measure the impact of the independent variables (TM) on dependent variable (OE). Table 7.2 shows regression analysis of TM and OE. The results show that beta coefficients determine impact of TM and leads to 16.8% variations in OE. R2 exhibits the degree of relationship between independent variable and dependent variable of the study. Results show that variation in OE is explained by TM for 6.6%. Findings of this study shows that significance value is $0.01 < 0.10$ i.e. critical value. It means that research model is significant and value of F shows that regressors TM is significantly related to the dependent variable of study. The output shows that F is equal to 6.915% that shows considerable linkage of TM with OE.

Table 4
Regression Analysis

| | Beta | SE | t-Value | p-Value |
|------------------------------|--------|-------|---------|---------|
| Constant | 4.957 | 0.461 | 10.747 | 0.000 |
| Talent Management | 0.200 | 0.061 | 3.293 | 0.001 |
| Employees Turnover Intention | -0.372 | 0.103 | -3.625 | 0.000 |
| R2 | 0.177 | | | |
| F | 10.457 | | | 0.000 |

Dependent Variable: OE

Predictors: (constant), TM, ETO

The above table represents regression analysis of Talent Management, ETO and OE. Negative B-coefficient determines that decline in ETO elevates OE by 37.2%. B-coefficient value increases by 3.2% (from 16.8% to 20%) in presence of moderator thus moderator strengthen relationship and enhances OE. R2 tells proportion of link with TM and ETO influence dependent Variable OE. Results suggest 17.7% variation in OE is being explained by TM in the presence of ETO (Moderator).

In order to find significance of the research model, value of F is used. Results show that value is significant at $0.000 < 0.10$ (critical value) that shows that overall model of study is significant and that TM and ETO are significantly related to the OE of the study. It is also estimated that if the value of F is higher, better significance of the study. In this regard, value of F for this study is 10.457% that exhibits a significant linkage of TM and ETO with dependent variable, OE of study. The regression results suggest that ETO strengthens relationship of TM and OE which is B-coefficient value before the moderator is 0.168 whereas after adding moderator it becomes 0.200.

Table 5
Regression Table with Moderation Table

| | Beta | Std. Error | t-Value | p- Value |
|------------------------------|--------|------------|---------|----------|
| Constant | -5.572 | 1.219 | -4.569 | 0.000 |
| Talent Management | 2.138 | 0.22 | 9.714 | 0.000 |
| Employees Turnover Intention | 2.774 | 0.358 | 7.748 | 0.000 |
| XM | -0.578 | 0.064 | -8.994 | 0.000 |
| R2 | 0.554 | | | |
| F | 39.675 | | | 0.000 |

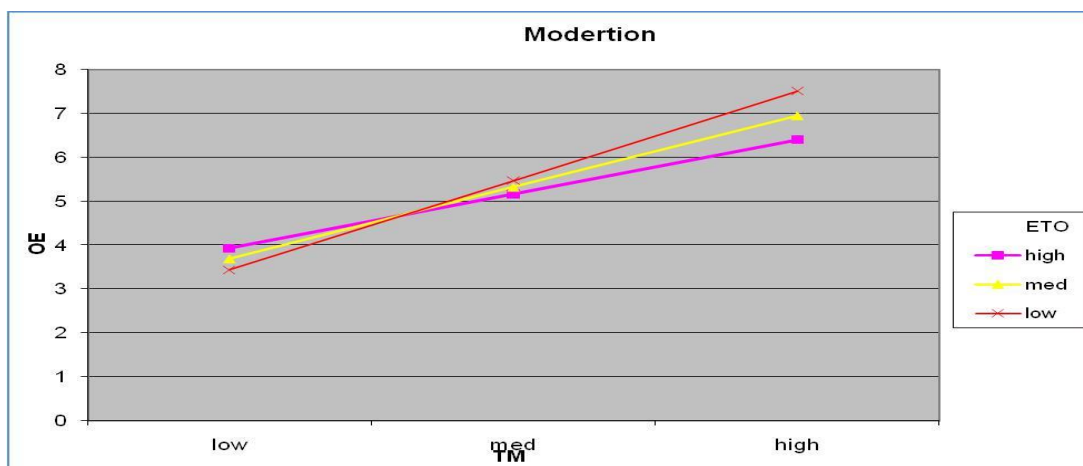
Dependent Variable: OE

Predictors: (constant), TM, ETO, XM

Table represents regression analysis of multiplying effect (moderation) of Talent Management, ETO on OE. Negative B-coefficient (XM represents interaction term) determines that decline in ETO elevates the OE by 57.8% which represents a strong relationship and effect of moderator on variables. R2 is value of coefficient of determination that is used to showcase about extent of association with which independent variables affect dependent variable. In this study, R2 is used to denote that TM and ETO have significance over OE of study and reflects on amount of this impact on OE. It is show that 55.4% of changes in OE is described by TM and ETO (moderating influence).

The value of F is used to find if overall research model is significant. The results show that the value is significant at $0.000 < 0.10$ i.e. critical value and it means that the research model is significant. The value of F is also used to find that TM and ETO are significantly linked with OE of the firm. Overall, if the value of F is greater, higher research model is significant. The value of F is 39.67%, which shows that there is a significant relationship between TM and ETO with OE.

Graph 1
Modgraph Regarding Moderation



Modgraph was used to evaluate moderation between variables. Output of Modgraph is shown in Graph 1 which represents that ETO plays role of string moderator as it moderates link amid TM and OE. Through proper TM the ETO reduces and reduction in ETO elevates efficiency of organization.

CONCLUSION

This study evaluated the relationship between TM(TM), ETO (ETO) and OE (OE). The study measured this relationship amongst employees working in TC of Pakistan and chose cellular services operating in Lahore. This study concludes that adequate TM improves OE of the firm. It also exhibited that if moderator is added in the relationship, the strength of the relationship is enhanced between TM and OE. Findings of study showed that so as to motivate employees working in the organization, it is essential to consider all those factors, responsible for ETO. Therefore, an organization should consider decreasing ETO and keep their talented employees committed towards their firm. Previous studies show that HRD has crucial role in affecting OE but it also results of this study evidenced that if leaders emphasize on consultation, practicing then it is relatively easy to enhance OE by encouraging the talented and skilled employees and facilitate them to stick to the firm. Thus, if an organization reflects high ETO, it leads to bad image of an organization and adversely affects its reputation in the market. The findings of this study reveal that if ETO of employees is reduced, OE is enhanced i.e. 29.2% shown in the given study.

This study revealed that salaries and reimbursements of TC of Pakistan needs enhancement. This is based on rationale that when employees are not offered with suitable salary packages then employees are unlikely to exhibit any efficiency and organization cannot retain its talent in the firm; eventually, the organizational productivity is badly affected. In this study, it was found that branch managers have equal to Rs. 30,000 salary and this is not viewed as handsome salary for branch manager designation ([Kontoghiorghes, 2016](#)). It was also found that majority of the employees in the TC of Pakistan have either bachelors degree or even less than that; hence, it is recommended to raise awareness towards education amongst the employees of the organization and facilitate them by offering them half leaves for education drive, loan, incentives to those who have attained additional degree and educational leaves for year or two. Employees can have increased propensity towards education and likelihood of retaining talented employees is increased. In this contemporary world of dynamic business, HRD has vital role of negotiator and helps in resolving conflict between employees and employers of the organization. Thus, this is how organization can retain talented employees and OE can be enhanced by reducing ETO.

Implications of Study

This study tends to contribute to current literature about employee retention. In practice, this study offers organizations with several policy recommendations that could be helpful in retaining employees and reducing ETO. Telecommunication companies in Pakistan seldom use coaching activities as initiative of HR strategies; hereafter, this study offers prospects for such companies to become more competitive so that they could sustain in market for longer term for employee retention viewpoint. Study is carried out in Pakistani context that include cellular companies and value of study tends to offer broader view of major companies listed as Telecommunication companies in Pakistani Stock Exchange, hence, making insightful impact of study in Pakistani market.

Future Research

The findings of this study agreed with previous studies that focused on the importance of the HR managers to pay exclusive attention to enhancing TM in firm. But with a perspective of the future research, it is suggested that it can be extended by taking two independent variables i.e. TM and ETO and OE as dependent variable, rather than taking a moderating effect. This study offers opportunity to collect data from employees working in TC of Pakistan, working lower than executive level of company. The findings offer future prospects to compare implications of the study in more than one sector or using the same variables in other sectors of the country, Pakistan.

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