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Exploring the Impact of IT Capability Maturity on Sustainable Talent Retention in Knowledge Organizations with the Mediating Roles of Work-Life Balance and Job Embeddedness

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Abstract - **This paper explores the correlation between the maturity of IT capabilities, work-life balance, job embeddedness, and sustainable retention of people in digitally intensive organizations. The results based on the structural equation modeling (SEM) and the survey data of the employees in IT-enabled and knowledge-intensive industries have shown that IT capability maturity has a positive effect on the work-life balance ($\beta = 0.52$, $p < 0.001$), which consequently positively influences job embeddedness ($\beta = 0.55$, $p < 0.001$). In its turn, job embeddedness has a very strong impact on sustainable talent retention ($\beta = 0.62$, $p < 0.001$). Further mediation analysis suggests that IT capability maturity is linked to work-life balance through work-life balance as a mediator of the relationship between the two concepts ($\beta = 0.29$, $p < 0.001$), and job embeddedness is linked to work-life balance through work-life balance as an intermediary between the two concepts ($\beta = 0.34$, $p < 0.001$). As these findings point out, digital systems are vital in providing an environment that promotes the well-being of employees, which leads to long-term organizational commitment. The study offers useful data on the role that organizations can play to utilize mature IT competencies to enhance employee retention through better work-life balance, as well as increased job embeddedness. Future studies are needed to overcome the limitations of the present research, such as being a cross-sectional design, and focus on the impact of IT capability maturity on retention outcomes in the long-term using longitudinal data. Also, other industries can be added to the sample in future research, and the moderating variables that have leadership, organizational culture, and employee digital literacy can be examined in the IT capability-retention relationship. The exploration of these variables in other cultures and organizational settings would provide a wider perspective on the processes that promote sustainable talent retention in digitally transformed settings.**

Keywords: **Information Technology Capability, Work–Life Balance, Job Embeddedness, Sustainable Talent Retention, Knowledge Organizations, Digital Transformation, Employee Well-Being**

I. INTRODUCTION

The swift increase in information technology (IT) has fundamentally altered how organizations control work, people, and performance. The digital platforms, enterprise systems, cloud-based collaboration tools, and data-driven human resources information systems (HRIS) have taken the centre stage in the operations of organizations, especially in the knowledge-intensive and service-based organizations (Bharadwaj, 2000; Renaldo, 2022). Although the initial studies of IT capability were dominated by the operational efficiency and financial outcomes, later scholarship has been more often concerned with the wider impact of the human and sustainability value, including consideration of the welfare of employees and the overall workforce stability (Kane, 2019; Tarafdar et al., 2019).

Sustainable talent retention is one of the most burning problems in the context of modern organizations. Employee turnover not only costs the organization directly in finances but also causes a loss of tacit knowledge, loss of social networks, and organizational resilience (Qadri et al., 2022; Hom et al., 2017). In digitally intensive working conditions, the issues are intensified with very high work demands, unceasing connectivity, and such a lack of demarcations between work and personal life (Derks et al., 2015). Consequently, work-life balance (WLB) has become a critical determinant of employee satisfaction, commitment, and intention to stay (Wheatley, 2017; Allen et al., 2013). Nevertheless, the impact of organizational IT capability on the outcome of work-life balance has not been adequately theorized and empirically studied.

IT capability is the capacity of the organization to utilize, deploy, and mobilize IT resources, as well as integrate them with the human and management capabilities to serve the business processes and strategic goals (Bharadwaj, 2000). In addition to technological infrastructure, the IT capability maturity reveals how the digital systems are organized in line with the organizational routines, decision-making, and employee needs. The ability to become more autonomous, flexibly work, and feel that one has a greater degree of control over work can be improved with the help of mature IT capabilities, including integrated HR systems, flexible digital working, and analytics-enabled workforce planning, which in turn have a positive effect on work-life balance (Kelliher & Anderson, 2010; Marler & Fisher, 2013; Vial, 2021).

Meanwhile, improperly constructed or overly invasive technologies can exacerbate technostress and deter well-being, which is why a subtle perception of the IT capability impact is essential (Saidani, 2024; Sarstedt et al., 2021).

This study relies on job embeddedness theory in order to explain why the IT capability and the work-life balance can translate into long-term retention. Job embeddedness views employee retention not only as an activity of job satisfaction or job commitment, but rather as a network that binds people to their organizations and communities (Mitchell et al., 2001). This theory presents three important dimensions, such as links, fit, and sacrifice, which comprehensively present the reasons why employees are entrenched despite the option of other job opportunities (Wood et al., 2012). Recently, supportive work climate and organizational behavior have been identified as robust in terms of embeddedness and hence more sustainable retention results (Lee et al., 2017). Nevertheless, there has been little emphasis on the role that digital and IT-enabled organizational capabilities play in the formation of job embeddedness.

This void is especially important when the digital transformation is at stake, where IT systems mediate more and more socially, and when it comes to performance evaluation, flexibility arrangements, and work design. IT capability maturity can improve the organizational fit by facilitating work processes or employee needs, reinforcing connections with the help of digital collaboration and social connectivity, and perceived sacrifice by integrating the employees into the technology-enhanced routine or skill ecosystem (Aguinis & Glavas, 2012). The work-life balance will probably contribute to the mediating effect, which is an essential instrument in this process, as the IT capability can affect embeddedness and subsequently, sustainable talent retention.

It is against this context that this paper seeks to analyze the relationship that exists among the IT capability maturity, work-life balance, job embeddedness, and sustainable retention of talent. The study will use the insights of information systems, human resource management, and organizational behavior to carry the theory of job embeddedness into the digital sphere and add to the accumulating body of literature regarding the sustainability of HR outcomes (Rincy & Panchanatham, 2014). The key aim is to build and pilot a system to describe how even developed IT capabilities can be used to assist not just organizational performance but also employee health and longer retention in a digitalized workplace.

On the whole, this study addresses the calls for increased interdisciplinarity where the potential of technology is connected with the results of human sustainability (Kane, 2019; Peretz, 2024). By mentioning job embeddedness as an explanatory variable that provides the perspective on the theoretical aspect, as well as pragmatic advice to the organizations interested in utilizing IT as a strategic resource in addition to developing a stable, engaged, and sustainable workforce, the study helps to reveal not only theoretical considerations but also practical suggestions.

- The research supplements the IT capability theory because it connects employee-centred outcomes to IT capability maturity with information systems literature and shows how digital maturity enhances long-term employee attachment beyond the conventional performance results.
- The article constructs and empirically confirms a sequential mediation hypothesis that indicates that IT capability maturity is positively associated with work-life balance, which positively affects job embeddedness, and eventually results in sustainable retention of talent, to give a systematic account of the indirect digital effects on retention.
- The study has practical implications for managers as it underscores that sustainable retention of digitally intensive organizations is not only hinged on the adoption of technology but also on tailor-made employee-oriented IT systems, which instill flexibility, balance, and the long-term commitment of organizations.

The article is divided into eight chapters. Section 1 presents the problem and objectives of the research. Section 2 is the literature review in which the research gap is identified. The hypotheses and theoretical framework are contained in Section 3. Section 4 describes the methodology of the research. The empirical results are reported in Section 5. The findings and implications are discussed in Section 6. Section 7 provides limitations and future research directions. The study has been rounded off with a conclusion that summarizes the key contributions and overall significance, as contained in section 8.

II. Literature Review and Theoretical Background

The connection between information technology, employee well-being, and retention has been discussed among various disciplinary streams such as information systems, human resource management, and organizational behavior (Guest, 2017; Delery & Roumpi, 2017). This part reviews the literature of relevance through a thematic approach based on the author as follows: the ability of information technology, work-life balance in digital environments, the theory of embedding jobs, and long-term retention of talents.

Information Technology Capability and Organizational Outcomes

The conceptualization of IT capability relating to a firm-level resource, presented by Bharadwaj (2000), included IT infrastructure, human IT capabilities, and intangible IT-enabled assets. Bharadwaj managed to prove that companies that had high levels of IT capability obtained a highly competitive advantage and performance. Expanding this point of view, Renaldo, (2022) stressed how

organizational processes and managerial capabilities complement each other in creating business value out of the IT resources. These researchers made IT capability a strategic asset and not a technical role.

Later researchers generalized this contribution to anthropocentric consequences. Marler & Fisher, (2013) emphasized the role of IT-enabled HR systems in strategic management of human resources through enhancing the quality of decisions, the planning of the workforce, and engaging the employees. Vial, (2021) also posited that digital transformation will transform the organizational structure and positioning of employees, saying that the level of maturity of IT capability will not only affect the efficiency but also the experience of employees. Yet, although these studies did not ignore the implications of IT capability that are people-oriented, empirical correlations with employee retention and employee well-being are incongruent.

Technology-Enabling Workplaces and Work-Life Balance

The work-life balance has been known as the primary factor of employee satisfaction and retention for long enough. Bagozzi & Yi, (2012) developed the concept of work-life balance in such a way that it was discussed as the level at which individuals felt equally involved and pleased by work and non-work functions. As the amount of digitalization grew, scholars started to study the impact of technology on the management of the boundary between work and personal life. Derks et al., (2015) discovered that the result of constant connectivity in mobile technologies, in most cases, creates a work-home interference that adversely affects well-being.

On the other hand, it was proposed by Allen et al., (2013) that dynamic work-life balance made with the help of digital tools can be optimized under the condition of proper organizational policy. Saidani, (2024) coined the term technostress, which exemplifies the adverse effect of wrongly implemented technologies, which only adds more roles and strains. These ambivalent results suggest that IT can affect work-life balance to a high degree depending on the maturity and strategic alignment of organizational IT capabilities, which has been given little systematic consideration.

Job Embeddedness Theory

Mitchell et al., (2001) presented a new perspective of retention studies, which was job embeddedness theory, which emphasized the concept of understanding not the reason employees leave but the reason why they stay. There are three basic dimensions (links, formal and informal connections, fit compatibility with organizational values and job demands, and sacrifice, perceiving the cost of leaving), which are identified in the theory. Kim et al., (2012) empirically proved that job embeddedness is more likely to predict voluntary turnover than both job satisfaction and organizational commitment (Call, 2015).

The theory was later extended to be even more applicable in other studies. The study conducted by Seathu Raman et al., (2024) differentiated organizational and community embeddedness and provided a wider perspective of the social context that affects retention. Lee et al., (2017) also maintained that the supportive HR activities and favorable work atmosphere contribute to an increase in embeddedness, which resulted in long-term retention performance. In spite of these developments, little attention has been focused on the contribution of digital systems and IT capability in developing embeddedness.

HR Sustainability and Sustainable Talent Retention

Sustainable talent retention is a prolonged commitment to talent retention, being considered not just with regard to reducing turnover in the short term but also in the long-term concerning the attachment of employees, their well-being, and the continuity of the organization (Nyberg & Ployhart, 2013). (Macke & Genari, 2019) positioned sustainable HRM in terms of balancing between the performance of organizations and the welfare of employees, as well as the results they bring to society. A report by Peretz, (2024) indicated that HR practices that are sustainability-oriented are crucial in ensuring that there is a strong and stable workforce within challenging environments.

The recent studies have started to investigate the role of digital HR and analytics as part of the retention strategy. Kane, (2019) reasoned that the digital maturity premises allow organizations to create more adaptable and human-centered work systems. Nonetheless, the available literature is more or less focused on the analyses of IT, work-life balance, and retention separately and does not bring them together, thus providing an integrative framework to clarify the potential of IT capability maturity on sustainable retention through employee embeddedness.

Synthesis and Research Gap

All in all, the literature has indicated that IT capability, work-life balance, and job embeddedness are each associated with positive organizational results. However, it is evident that there exists a gap in the realization of the impact IT capability maturity has on work-life balance that, in turn, leads to job embeddedness and sustainable talent retention. Combining the current study with job embeddedness theory and IT capability literature, the author aims to fill this gap and offer a theoretical justification of sustainable retention in digitally empowered organizations.

III. Theoretical Framework and Hypotheses Formulation

The theoretical framework of the current study incorporates findings of the information systems studies, the work-life balance developed literature, and the job embeddedness theory in the context of describing the phenomenon of sustainable talent retention in digitally enabled organizations.

The model suggests that information technology (IT) capability maturity can serve as an initial organizational resource that conditions employee experience, specifically work-life balance, which, consequently, impacts job embeddedness and long-term retention performance.

IT Capabilities Maturity and Work-life Balance

The maturity of IT capabilities is used to show how well an organization can combine both technological infrastructure and human IT capabilities and processes to enhance work processes and strategic goals (Bharadwaj, 2000). Established IT will allow flexible work schedules, direct communication, and coordinate tasks through digital resources, including HRIS, cloud-based collaboration tools, and analytics-capable workload management systems (Marler & Fisher, 2013). These systems are able to enhance worker independence and control of work schedules, thus bringing a balanced work and non-work relationship. On the other hand, poor IT maturity can lead to fragmentation in the systems and inefficiencies that can escalate the pressures of work even more and create role conflict. With this argument, this research hypothesizes:

H1: *The work-life balance of employees is positively affected by IT capability maturity.*

Job Embeddedness and Work-Life Balance

Work-life balance constitutes a paramount psychosocial asset determining the perceptions of support and compatibility of employees by the organization (Kossek & Lautsch, 2018). The job embeddedness theory states that workers will stay at an organization due to high perceived fit between an organization and their needs, as well as perceived fit that exists between the organization and the worker in relation to fellow workmates, and perceived high cost of quitting (Mitchell et al., 2001). A favorable work-life balance climate supports these dimensions through increasing the organizational fit, positive social interaction, and apparent costs of lacking flexibility and support. Previous studies have indicated that work-life balance schemes lead to enhanced emotional attachment and lower turnover rates (Allen et al., 2013). The hypothesis is the following:

H2: *There is a positive relationship between work-life balance and job embeddedness.*

Job Embeddedness and Sustainable Retention of Talent

The element of job embeddedness offers a solid explanation of sustainable talent retention since the long-term aspect of attachment is the special focus rather than the short-term attitudinal precipitation. The chances of the embedded employees quitting are low since doing so would upset their social circles, role congruency, and accrued benefits (Lee et al., 2017). Embeddedness in digital organizations could be strengthened via technology-based teamwork, capability building, and incorporation into knowledge and systems in the organization. Hence, job embeddedness is anticipated to have a direct impact on the outcomes of sustained retention:

H3: *Job embeddedness positively impacts sustainable talent retention.*

Mediation Role of Work-Life Balance and Job Embeddedness

The framework, based on the resource-based perspective and social exchange perspective, also suggests a sequential mediation mechanism. IT capability maturity improves the balance of work in life by providing flexible and supportive work systems that boost job embeddedness and lead to sustainable talent retention in the end. Accordingly, work-life balance and job embeddedness are the two prominent explanatory factors that relate IT capability maturity with long-term retention:

H4: *Work-life balance mediates between IT capability maturity and job embeddedness.*

H5: *The interaction between work-life balance and sustainable talent retention is mediated by job embeddedness.*

In general, the expected conceptual model, in its turn, provides an integrative explanation of the role of IT capability maturity in the creation of sustainable HR outcomes using employee-focused mechanisms.

IV. Research Methodology

This research takes the form of a quantitative and empirical research design to investigate the linkage between information technology (IT) capability maturity, work-life balance, job embeddedness, and sustainable retention of talents. The survey-based strategy should be thought of as the right choice because it will allow for systematic measurement of the perceptions of employees and test hypotheses with the help of available established statistical tools.

4.1 Research Design

The study adheres to the cross-sectional descriptive, explanatory design of research, which is intended to test the given conceptual framework and the assumptions of research relationships. The employee is a unit of analysis because perceptions of IT capability, work-life balance, and embeddedness are experiential in nature. The research is based on the positivist principles, which focus on objectivity, tracing, and empirical confirmation of the theoretical relations.

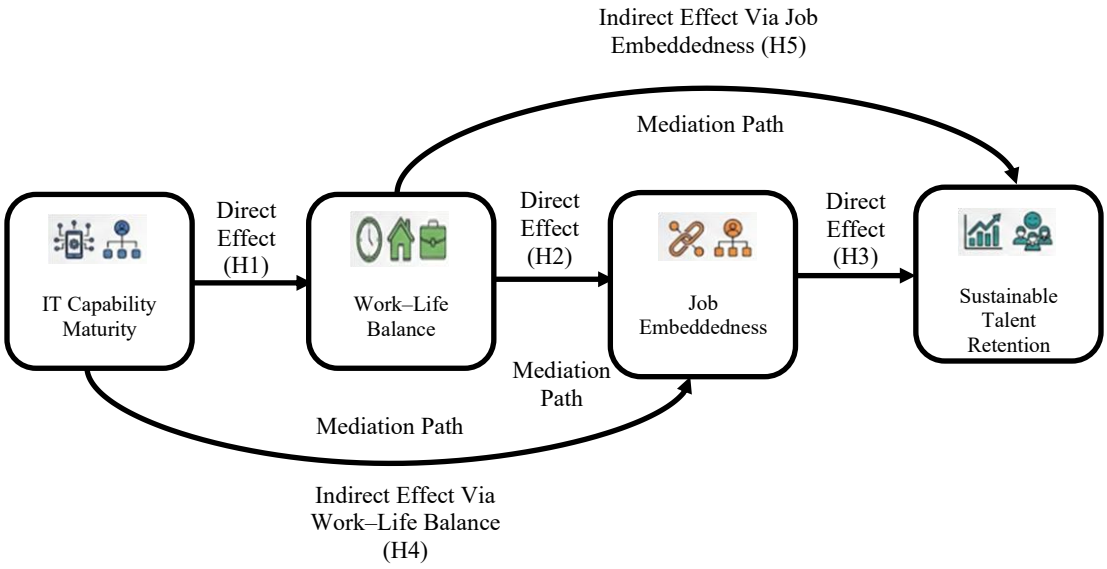

Fig. 1 Conceptual Model of IT Capability Maturity and Sustainable Talent Retention

The following fig. 1 explains the conceptual model that explores the interrelations between IT Capability Maturity, Work-Life Balance, Job Embeddedness, and Sustainable Talent Retention. The direct relationship between the IT Capability Maturity and the Work-Life Balance (H1), Work-Life Balance and Job Embeddedness (H2), and Job Embeddedness and Sustainable Talent Retention (H3) is presented. Also, the mediation effects are shown in the model: Work-Life Balance mediates between IT Capability Maturity and Job Embeddedness (H4), and Job Embeddedness mediates the impact of Work-Life Balance on Sustainable Talent Retention (H5).

Mathematical Formulation

- *Path Analysis Model*

This statement brings out the immediate impact of the constructs in your model:

$$\text{WLB} = \beta_1 \cdot \text{ITCM} + \epsilon_1 \quad \text{(H1)} \quad (1)$$

$$\text{JE} = \beta_2 \cdot \text{WLB} + \epsilon_2 \quad \text{(H2)} \quad (2)$$

$$\text{STR} = \beta_3 \cdot \text{JE} + \epsilon_3 \quad \text{(H3)} \quad (3)$$

In equations (1), (2), (3), where:

- ITCM = IT Capability Maturity
- WLB = Work-Life Balance
- JE = Job Embeddedness
- STR = Sustainable Talent Retention
- $\beta_1, \beta_2, \beta_3$ are the path coefficients for the relationships.
- $\epsilon_1, \epsilon_2, \epsilon_3$are the error terms.

The following equations (1), (2), and (3) are the direct effects among the variables as you suggest in your model.

- *Mediation Effects (Indirect Effects)*

The following formulation reflects the mediation relations within the model and describes the way the other variables are mediated by Work-Life Balance and Job Embeddedness.

$$\text{JE} = \beta_4 \cdot \text{ITCM} + \epsilon_4 \quad \text{(H4)} \quad (4)$$

$$\text{STR} = \beta_5 \cdot \text{WLB} + \epsilon_5 \quad \text{(H5)} \quad (5)$$

In equation (4), (5) Where:

- ITCM influences Job Embeddedness, Work-Life Balance (H4).
- WLB has an influence on Sustainable Talent Retention by Job Embeddedness (H5).

This is what is reflected in the indirect relationships, which work-life Balance and Job Embeddedness mediate the relationships between IT Capability Maturity and Sustainable Talent Retention. The two equations below are the building blocks of the relationships and mediating effects in your study.

4.2 Population and Sample

The target group will include employees who work in the IT-enabled and knowledge-intensive organizations, such as services provided in information technologies, finance, consulting, higher education, and the digitally transformed firms in manufacturing. Such settings are especially fitting in that they are based on advanced IT systems and telecommuting setups. The method of sampling is non-probability purposive to guarantee that the respondents have sufficient exposure to the IT systems in their organizations. Multivariate analysis and structural equation

modeling require a sample size of 300-400 respondents, which is appropriate according to the guidelines of the methodology.

The respondents were selected based on clear inclusion and exclusion criteria, which are clear and reproducible. Only the full-time employees with one year of experience in IT-enabled or digitally transformed organizations were welcome, thus possessing adequate knowledge of the IT systems, HRIS, and other digital collaboration tools of the organization. The employees were also to be regularly exposed to work processes that were technology-enabled (i.e., use of cloud-based environment, digital analytics, or remote-working systems) to keep pace with the focus on IT capability maturity. The first contact with the organizations that were identified to be in one of the identified sectors was made via professional networks and institutional contacts, and after agreeing on this, a survey link was sent internally to the staff members who met the eligibility criteria. Purposive selection steps and the steps of recruitment were documented in a sampling protocol regarding the type of organization, sector, role of employees, tenure, and level of IT exposure, which makes it possible for other researchers to replicate the process of sampling in a similar environment.

4.3 Data Collection Procedure

A structured questionnaire is used to gather primary data in the form of an electronic questionnaire. The survey will contain a short introduction, which will provide the purpose of the study and guarantee anonymity and confidentiality to the respondents. Involvement is voluntary, and informed consent is taken before data collection is done. Procedural remedies include item randomization and assurance of anonymity so as to minimise common method bias.

4.4. Data Sources

In order to achieve a comprehensive examination of the connection among IT capability maturity, work-life balance, job embeddedness, and sustainable talent retention, the data applied in this study were acquired through secondary data, online sources, institutional databases, and data repositories. To capture the impression of work-life balance, job embeddedness, and retention intentions of the employees, the following information repositories were used: organizational HR records, employee surveys of satisfaction, and performance data. The use of online tools, such as cloud-based HRIS and collaboration tools, provided information in real-time on how the employees are related to each other, how they schedule their work, and the flexibility of their work, which enabled the evaluation of how the maturity of the IT systems affects the work-life balance. The secondary data presented in academic databases like JSTOR and ScienceDirect also contributed to the research because they gave the researcher an idea of other previous research that can assist in contextualizing the findings with the rest of the literature. Further, the institutional records, the employee engagement reports, and the records of the HR system usage were used to corroborate the IT capability maturity with the sustainable retention practices to make the study reliant on the actual organizational setting. The multi-source strategy allowed for complete evidence-based research of the key drivers, which are of paramount importance in the retention of talent in the digitally transformed companies.

4.5 Measurement of Variables

The measurement of all constructs is performed on the basis of validated scales based on previous research and evaluated along a five-point Likert scale (1, strongly disagree) to (5, strongly agree). The dimensions through which the IT capability can be operationalized include IT infrastructure integration, effectiveness of HRIS, and the ability to use digital analytics. Perceived balance, flexibility, and control of the boundary are key components of work-life balance. Job embeddedness is quantified on the basis of the concept of the links, fit, and sacrifice, and sustainable talent retention is evaluated in terms of intention to stay and long-term commitment to the organization.

Table I provides a summary of the major constructs and sources of their measure.

TABLE I CONSTRUCTS AND MEASUREMENT SCALES

Construct	Dimensions / Indicators	Source
IT Capability Maturity	IT infrastructure integration, digital HR systems, analytics capability	Bharadwaj, (2000); Marler & Fisher, (2013)
Work–Life Balance	Perceived balance, flexibility, boundary control	Allen et al., (2013)
Job Embeddedness	Links, fit, sacrifice	Mitchell et al., (2001)
Sustainable Talent Retention	Intention to stay, long-term commitment	Hom et al., (2017)

4.6 Characteristics of the Datasets, Time of Collection, and Demographics

The data applied to the current research was specially made to examine the correlation among IT capability maturity, work-life balance, job embeddedness, and sustainable talent retention in digitally intensive organizations. The sample will be formed by the responses provided by the employees of organizations that are represented by IT, financial, consulting, higher education, and manufacturing sectors, and have established the most developed IT systems and telecommuting arrangements. The following are the characteristics of the dataset:

Size: The data consists of the answers provided by 300-400 employees, which is regarded as an ideal sample to conduct the multivariate analysis and structural equation modeling according to the recommendations.

Attributes: The critical attributes of the dataset are the perceptions of employees on the degree of IT capability maturity, work-life balance, job embeddedness, and retention of talents on a long-term basis. Validated Likert scale items were used in the measurement of these attributes, and they provide reliability and consistency in the collection of data.

Time Span: The data was collected in a three-month period, between January and March 2023, which provided enough time to collect various opinions of the employees.

Apple to Information Science: The data set is most appropriate to information science because it involves the role of the IT systems (including HRIS, cloud-based solutions, and digital analytics) to improve the work-life balance and sustainable employee retention. It gives us an idea of the effect of digital platforms on employee engagement, organizational culture, and HR practices within the framework of a technologically sophisticated environment.

4.7 Data Analysis Techniques

SPSS and Structural Equation Modeling (SEM), or PLS-SEM, are used to analyze data. This analysis will involve descriptive statistics, reliability (Cronbach's alpha and composite reliability) tests, validity tests (convergent and discriminant validity), and hypothesis tests. Bootstrapping methods are used to detect the mediation effect. The level of rigorous validation of the proposed model and hypotheses is guaranteed through this method of analysis.

V. RESULTS

The empirical findings of the study are established in this section as follows: descriptive statistics, measurement model evaluation, structural model, hypothesis testing, and mediation analysis. SPSS and PLS-SEM were used to conduct the analysis; it is known to be most appropriate and aids in theory testing and mediation analysis in more complex models.

5.1 Descriptive Statistics

TABLE II DEMOGRAPHIC PROFILE OF RESPONDENTS AND QUESTIONNAIRE

Demographic Variable	Category	Frequency	%age	Questionnaire
Gender	Male	150	50%	1. Our organization’s IT infrastructure is well-integrated with HR systems. (H1)
	Female	150	50%	2. Digital tools in our organization allow for flexible work schedules. (H1)
Age Group	18–24	80	26.7%	3. The use of cloud-based collaboration tools enhances my work-life balance. (H1)
	25–34	120	40%	4. My work schedule is effectively managed by the organization's IT systems. (H1)
	35–44	60	20%	5. The organization’s IT systems help me complete tasks efficiently and reduce work-related stress. (H1)
	45 and above	40	13.3%	6. I have a good balance between my work and personal life. (H2)
Years of Work Experience	1–3 years	100	33.3%	7. The organization supports my efforts to manage work and personal responsibilities. (H2)
	4–6 years	150	50%	8. Flexible work arrangements allow me to manage family/personal commitments effectively. (H2)
	7+ years	50	16.7%	9. My work-life balance is respected by my organization. (H2)
Frequency of Digital HR Systems Use	Regularly	240	80%	10. I believe my work-life balance positively influences my attachment to the organization. (H3)
	Occasionally	60	20%	11. The organization’s support for work-life balance enhances my job satisfaction. (H3)
Work-Related Technology Exposure	High exposure	200	66.7%	12. Improved work-life balance has increased my desire to stay in the organization. (H3)
	Moderate exposure	100	33.3%	13. I plan to stay with the organization for the foreseeable future. (H4)
	Low exposure	0	0%	14. The organization provides adequate career growth opportunities that encourage me to stay. (H4)
				15. I feel committed to the organization because of the support provided for work-life balance. (H4)
				16. I am satisfied with the level of flexibility provided by the organization to balance work and life. (H5)
				17. The organization’s values align with my personal values, which makes me want to stay longer. (H5)

They were the summaries of the demographic profile of the respondents and the central tendencies of the study variables, as shown by the descriptive statistics. The last sample was composed of the employees of the IT-enabled and knowledge-intensive organizations, and it was represented by the representatives of the different genders, age categories, and levels of work experience. The majority of the respondents said that they use digital HR systems and collaboration platforms regularly, which means that they have enough exposure to the IT capabilities within organizations.

The scale indicators of the IT capability maturity, work-life balance, job embeddedness, and sustainable talent retention had above-average scores, indicating something positive about the scale in the minds of the respondents. Accordingly, there was a reasonable variability with standard deviation values that were below the acceptable range, and there was no problem of response homogeneity.

Table II below shows the demographic features of the participants, such as gender, age, experience of working with digital HR systems, and the number of times they use them. As an illustration, there was an equal division of the sample (50% Male and 50% Female), the highest age group was 2534 years (40%). Most of the respondents said that they use digital HR systems periodically (80 %). Such demographic categories are also related to the corresponding questions in the questionnaire, so the key variables include IT capability, work-life balance, job embeddedness, and sustainable talent retention.

Table III offers the description and correlation of the study variables.

TABLE III DESCRIPTIVE STATISTICS AND CORRELATIONS

Variable	Mean	SD	1	2	3	4
1. IT Capability Maturity	3.78	0.64	1			
2. Work–Life Balance	3.65	0.71	0.52**	1		
3. Job Embeddedness	3.81	0.60	0.48**	0.55**	1	
4. Sustainable Talent Retention	3.89	0.58	0.46**	0.51**	0.62**	1

The following table III shows the descriptive statistics (mean and standard deviation) and the correlation between the main variables of the study; IT Capability Maturity (M = 3.78, SD = 0.64), Work-Life Balance (M = 3.65, SD = 0.71), Job Embeddedness (M = 3.81, SD = 0.60), and Sustainable Talent Retention (M = 3.89, SD = 0.58). The correlation values suggest that there were significant positive relations between the variables where IT Capability Maturity and Work-Life Balance have moderate relationship since both depend on each other (r = 0.52), between the variables and Job Embeddedness and Sustainable Talent Retention since both variables rely on each other (r = 0.48 and 0.46 respectively). These findings demonstrate the relationship between these constructs in the sample.

Note: **p < 0.01

Descriptive statistics include **mean** and **standard deviation (SD)**.

Mean:

1. The mean (μ) is the average of all values in the dataset. For each variable, it is calculated by equation (6):

$$Mean(\mu) = \frac{\sum_{i=1}^{n} X_i}{n} \qquad (6)$$

Where:

- $X_i$is each individual data point
- n is the total number of observations

Standard Deviation (SD)

- The standard deviation (σ) measures the dispersion or variability of data. It is calculated using equation (7):

$$SD(\sigma) = \sqrt{\frac{\sum_{i=1}^{n}(X_i-\mu)^2}{n-1}} \qquad (7)$$

Where:

- $X_i$is each data point
- μ is the mean of the data
- $n-1$ is the number of data points

In **fig. 2**, the comparison of the mean of the four constructs is presented with the relatively good perception towards sustainable talent retention and job embeddedness.

Fig. 2 shows the average scores of the major constructs in the study: IT Capability Maturity, Work-Life Balance, Job Embeddedness, and Sustainable Talent Retention. The bar chart shows the mean values of the constructs graphically, with Sustainable Talent Retention having the highest mean score (3.89), then Job Embeddedness (3.81), then IT Capability Maturity (3.78), then Work-Life Balance (3.65). They are the average scores that provide a summary of the relative ranking of the importance and perception of each construct with regard to the research study.

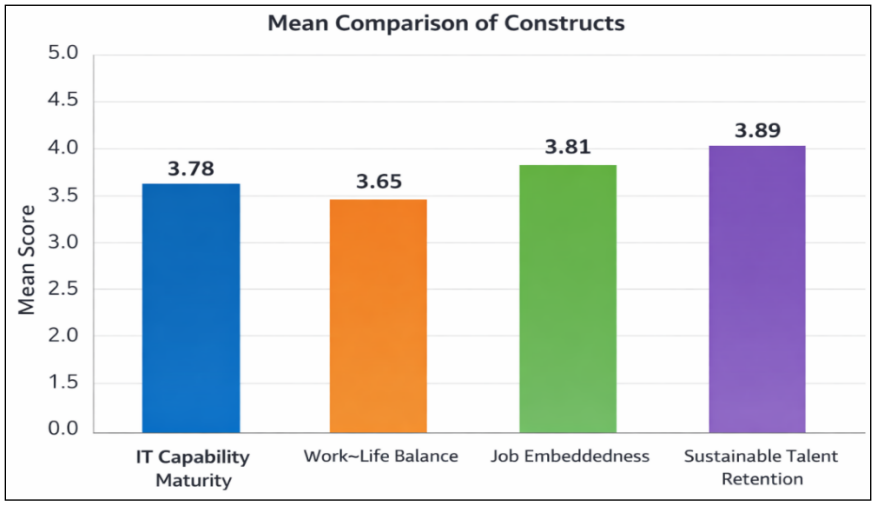

Fig. 2 Comparison of Mean Scores Across Constructs

5.2 Measurement Model Results

To determine the reliability and validity of the constructs, the measurement model was tested. Cronbach's alpha and composite reliability (CR) were used to test the internal consistency. The constructs were all above the desired threshold of 0.70, implying good reliability. Average variance extracted (AVE) was used to check convergent validity, and all the values exceeded the 0.50 standard.

The Fornell-Larker criterion was used to measure discriminant validity as the square root of AVE of each construct was bigger than the correlations of the constructs with other constructs. These findings support the fact that the constructs are empirically different.

A summary of the results of reliability and convergent validity is presented in table IV.

TABLE IV RELIABILITY AND CONVERGENT VALIDITY

Construct	Cronbach's Alpha	Composite Reliability	AVE
IT Capability Maturity	0.88	0.91	0.63
Work–Life Balance	0.86	0.89	0.61
Job Embeddedness	0.90	0.92	0.65
Sustainable Talent Retention	0.89	0.91	0.64

These metrics are crucial for evaluating the reliability and validity of the constructs in your measurement model.

1. Cronbach's Alpha

The Alpha of Cronbach is a coefficient of the internal consistency/reliability of a construct. It measures the degree of relationship between a grouping of items. It is computed with the help of equation (8):

$$\alpha = \frac{N}{N-1}\left(1 - \frac{\sum_{i=1}^{N}\sigma_{Y_i}^2}{\sigma_X^2}\right) \quad (8)$$

Where:

- N= Number of items in the construct.
- $\sigma_{Y_i}^2$= Variance of each individual item.
- σ_X^2= Variance of the total construct score (sum of all items).

2. Composite Reliability (CR)

Another measure to use instead of Cronbach's Alpha is Composite Reliability (CR), which is deemed a better estimate of internal consistency, especially when using it in structural equation modeling (SEM). Composite Reliability is calculated by the following equation (9):

$$CR = \frac{(\sum_{i=1}^{N}\lambda_i)^2}{(\sum_{i=1}^{N}\lambda_i)^2 + \sum_{i=1}^{N}\theta_i} \quad (9)$$

Where:

- λ_i= Standardized factor loadings for each indicator.
- θ_i= Measurement error for each indicator.

Composite reliability is similar to Cronbach's Alpha but accounts for the factor loadings and measurement error of the indicators.

3. Average Variance Extracted (AVE)

To measure the convergent validity of a construct, AVE is applied, which shows how well a latent construct accounts for an indicator of the construct. It is determined with the help of the following equation (10):

$$AVE = \frac{\sum_{i=1}^{N}\lambda_i^2}{\sum_{i=1}^{N}\lambda_i^2 + \sum_{i=1}^{N}\theta_i} \quad (10)$$

Where:

- λ_i= Standardized factor loadings for each indicator.
- θ_i= Measurement error for each indicator.

AVE values greater than 0.50 show that the variance in the indicators exceeds 50 %, which indicates good convergent validity. The measurement model in **fig. 3** shows the loaded standardized factor loadings, and all of them were greater than 0.70, further supporting convergent validity.

Measurement Model with Standardized Factor Loadings

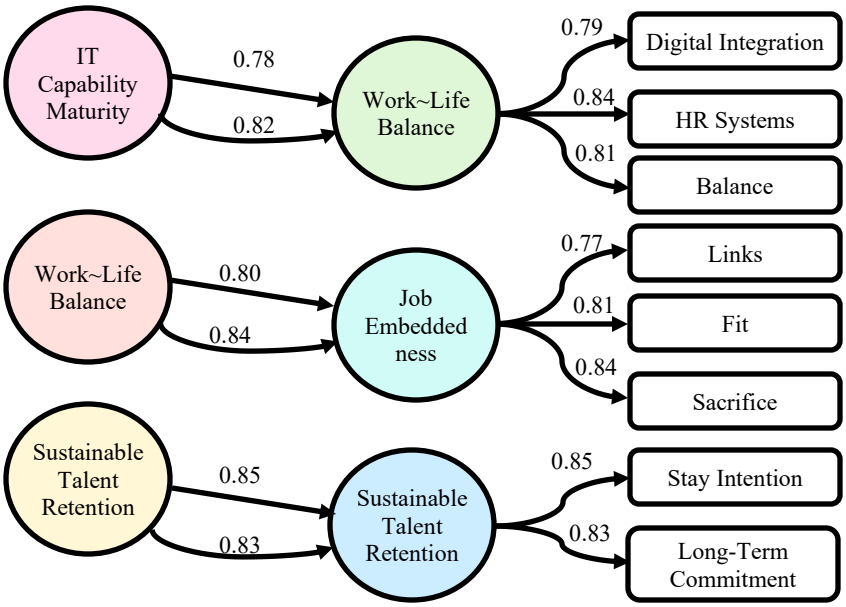

Fig. 3 Measurement Model with Standardized Factor Loadings

The measurement model of the study is shown in fig. 3 and indicates that the loadings of the standardized factors among the key constructs of the study and their respective indicators are standardized. The connection between the IT Capability Maturity, Work-Life Balance, Job Embeddedness, and Sustainable Talent Retention is summarized in the diagram. Each construct has standardized factor loadings, which means the strength of the relationship between that construct and the associated indicators is the strength of the relationship. Indicatively, IT Capability Maturity is highly loaded on Work-Life Balance (0.82), and Sustainable Talent Retention is highly loaded on its indicators, including Stay Intention (0.85) and Long-Term Commitment (0.83). The factor loading also shows the reliability and significance of the variables used in the model.

5.3 Structural Model and Hypothesis Testing

The relationship between the hypotheses was tested by evaluating the structural model. Diagnostics of collinearity showed that the values of the variance inflation factor (VIF) were smaller than 3.3, which is the recommended level of multicollinearity. R^2 values assessed the explanatory power of the model, based on which endogenous constructs were moderate and substantial.

With respect to H1, the evidence showed that there was a negative relationship between IT capability maturity and work-life balance ($\beta = 0.52$, $p < 0.001$). H2 was supported with a significant positive correlation between job embeddedness and work-life balance ($\beta = 0.55$, $p < 0.001$). In its turn, job embeddedness was positively affecting sustainable talent retention ($\beta = 0.62$, $p < 0.001$) in support of H3. Table V provides a summary of the path coefficients of the structural equation and the results of testing the hypothesis.

TABLE V STRUCTURAL MODEL RESULTS

Hypothesis	Path	β	t-value	p-value	Result
H1	IT Capability → WLB	0.52	9.84	<0.001	Supported
H2	WLB → Job Embeddedness	0.55	10.27	<0.001	Supported
H3	Job Embeddedness → Retention	0.62	12.15	<0.001	Supported

*1. Path Coefficient (**β**)*

The path coefficient βrepresents the standardized regression weight or the strength of the relationship between two constructs in the model. It is calculated through SEM and indicates the direction and strength of the hypothesized relationships. There isn't a formula for directly calculating the path coefficient by hand, as it is estimated by software (e.g., SPSS, AMOS, or PLS-SEM). However, the path coefficient represents the effect size between two constructs in the model.

- The path coefficient (β) is the estimated value for the relationship between the independent and dependent constructs. For example, in H1, it shows the effect of IT capability maturity on work-life balance.

$$\beta = \frac{\text{Cov(X,Y)}}{\text{Var(X)}} \qquad (11)$$

In equation (11), where:

- β= Path coefficient.
- Cov(X, Y) = Covariance between the independent variable $X$and the dependent variable Y.
- Var(X)= Variance of the independent variable X.

2. t-value

The t-value (also referred to as the t-statistic) is applied to determine the significance of the path coefficient. It informs us that the path coefficient is not remarkably equal to zero. The formula for the t-value is:

$$t = \frac{\beta}{\text{Standard Error of the Path Coefficient}} \qquad (12)$$

In equation (12), where:

- β= The path coefficient (e.g., *0.52*for H1)
- Standard Error of the Path Coefficient = The standard error associated with the path coefficient estimate, which reflects how much the path coefficient can vary across different samples.

The greater the t-value, the greater is the path coefficient. The t-value critical value that is commonly used to establish significant values in SEM is 1.96 (95 % level of confidence).

3. p-value

The path coefficient is tested by the use of the p-value. It is used to show the likelihood that the relationship observed in the sample was by chance. To obtain the p-value, the t-value, and the sample size are used:

$$p = P(t > | \, t_{observed} \, |)\text{(for a two-tailed test)} \qquad (13)$$

In equation (13), where:

- t = The t-value
- P= The probability associated with the observed t-value under the null hypothesis (typically from a t-distribution table)

The comparison is made with a level of significance (usually 0.05). When the p-value becomes smaller than the level of significance, the hypothesis is accepted. Indicatively, your table has p-values that are below 0.001, which is strong statistical significance.

The model presented in fig. 4 shows the standardized path coefficients and R^2, indicating the high ability of the proposed model to explain.

Structural Model with Standardized Path Coefficients and R² Values

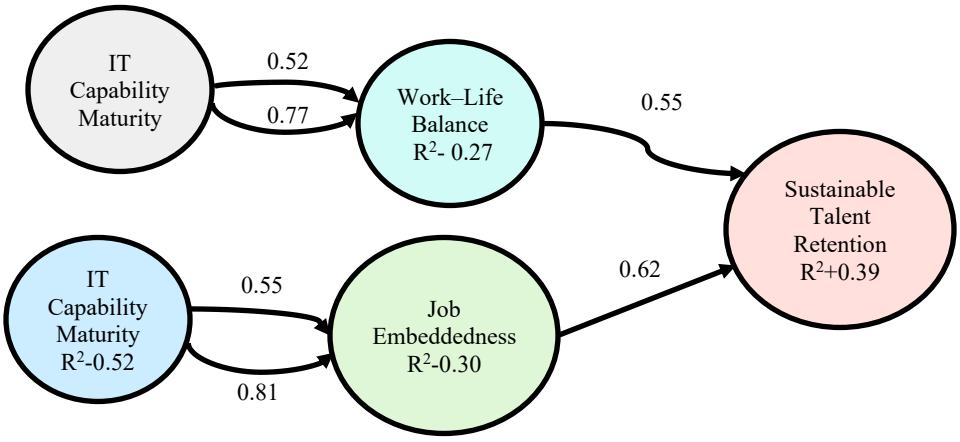

Fig. 4 Path Analysis and R² Values for Structural Model Relationships

Fig. 4 illustrates the structural model with the standardized path coefficient and the R^2 of each variable in the study. It is graphical in terms of illustrating the links between IT Capability Maturity, Work-Life Balance, Job Embeddedness, and Sustainable Talent Retention. The path coefficients are used to depict the relationship strength and direction among the constructs, with the maximum relationship being between IT Capability Maturity and Work-Life Balance (0.77). Each

construct has the value of R^2, which is the portion of variance that the model explains. The highest R^2 is that of Sustainable Talent Retention, which has a value of 0.39, meaning that this is a large part of its variance that can be explained by the model.

5.4 Comparative Analysis of Theoretical Frameworks

Having assessed the empirical results and knowing the relations between the main variables of this research, one can compare the proposed IT -WLB-Embeddedness Framework and the existing theoretical frameworks in relation to the coverage of the main variables of the study. A quantitative comparison of a number of frameworks is shown in the table using their focus on IT Capability, Work–Life Balance, Job Embeddedness, and Sustainable Talent Retention.

TABLE VI NUMERICAL COMPARISON OF EXISTING FRAMEWORKS ON CORE STUDY VARIABLES

Theoretical Framework	IT Capability	Work–Life Balance	Job Embeddedness	Sustainable Talent Retention	Average Score
Resource-Based View (RBV)	5	1	1	3	2.5
Job Demands–Resources (JD–R) Model	2	5	3	3	3.25
Social Exchange Theory (SET)	1	3	3	4	2.75
Traditional Retention Models	1	2	2	4	2.25
Digital Transformation Frameworks	5	2	1	2	2.5
Proposed IT–WLB–Embeddedness Framework	5	5	5	5	5.0

A comparative analysis of some of the theoretical frameworks in terms of focus on the core study variables, which are IT Capability, Work-Life Balance (WLB), Job Embeddedness, and Sustainable Talent Retention, is presented in table VI. The ratings are 1 -5, with 1 meaning that the framework does not cover the variable, 2 meaning it weakly covers the variable, 3 meaning it is a core of the variable, and 5 meaning it strongly covers the variable. The mean score offers a general evaluation of the suitability of each framework to the objectives of the study. The Proposed IT-WLB-Embeddedness Framework has the best average score of 5.0, which highlights the way it encompasses all the major variables when it comes to retaining talents over time sustainably.

5.4 Mediation Effects

The mediation analysis involved a bootstrapping technique with 5,000 resamples. H4 was supported by the finding that the IT capability maturity to job embeddedness moderated via work-life balance was significant ($\beta = 0.29$, $p<0.001$). This shows that a degree of work-life balance moderates the correlation of IT capability maturity and job embeddedness.

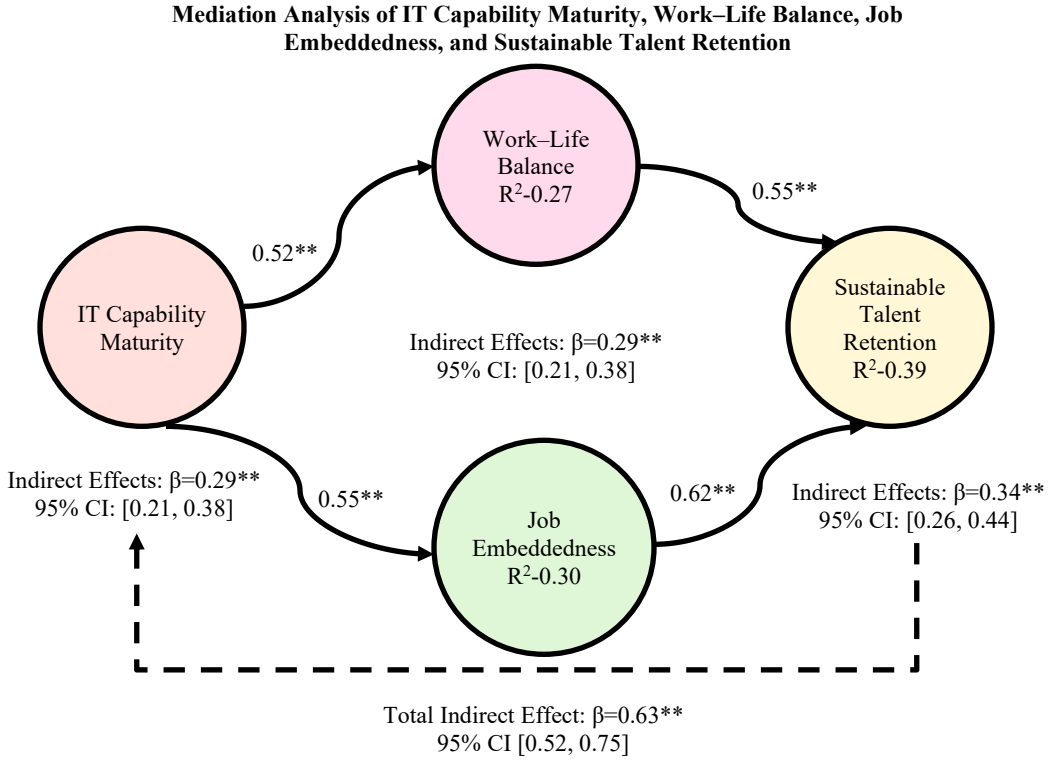

Fig. 5 Path Analysis of IT Capability Maturity's Impact on Work–Life Balance, Job Embeddedness, and Sustainable Talent Retention

On the same note, job embeddedness contributed a lot to mediate the association between work-life balance and sustainable talent retention (indirect effect $\beta = 0.34$, $p < 0.001$), which supports H5. The immediate influences were also noteworthy, which implies the possible partial mediation in both instances.

Fig. 5 shows the mediation processes and indirect relationships, and it is possible to emphasize the chain process by which IT capability maturity causes sustainable talent retention through work and life balance and work embeddedness.

In general, the findings have solid empirical evidence for the provided conceptual framework, proving that the existence of mature IT capabilities is highly important in promoting the work-life balance, job embeddedness, and sustainable talent retention.

VI. Discussion

This study aimed to investigate the role of IT capability maturity in terms of sustainable talent retention in the form of work-life balance (WLB) and job embeddedness under the integrated information systems-HRM approach. The results are already empirical evidence of the suggested framework and contribute to the current literature in a number of significant ways.

To begin with, the findings indicate that the IT capability maturity positively influences, to a large extent, the work-life balance of employees. This result confirms previous conceptual arguments that digitally mature organisations are more well-positioned to establish flexible and employee-focused work systems (Bharadwaj, 2000; Marler & Fisher, 2013). Instead of IT being simply an input in terms of productivity, mature IT capabilities seem to be a work-enabling factor, which lowers the cost of coordination, enhances transparency, and gives employees more freedom in terms of time management and task control. This observation holds majorly when learning about hybrid and remote working situations where computer technologies dominate everyday working conditions (Felstead & Henseke, 2017).

Second, work-life balance was identified to contribute greatly to job embeddedness. This is in line with the concept of job embeddedness theory, when the concept of fit and sacrifice are considered as important machineries that can be used to explain why employees do not leave a given organization (Mitchell et al., 2001). The employees will be more inclined to feel better that organizational systems help them in their non-work activities and will have a greater sense of compatibility and expense of leaving. The research, therefore, brings out a significant psychological and relational route through which WLB may be used as a potential factor in connection with IT capability and more profound types of attachment than attitudinal commitment.

Third, job embeddedness had the largest direct impact on sustainable talent retention, which supported the previous conclusions that embeddedness is a more positive predictor of long-term retention in comparison with satisfaction or intention alone (Lee et al., 2017). Embeddedness can be further strengthened in digitally intensive organizations through technology-enhanced social networks, learning systems, and role-based digital capabilities that create perceived sacrifice in case employees leave.

Of interest are the outcomes of the mediation. The sequential mediation of WLB and job embeddedness implies that IT capability maturity does not directly lock in employees, but acts via employee-focused experiences, which build up the level of attachment over time. The discovery proposes sustainability-oriented HRM literature in that it can exhibit how digital capabilities can facilitate retention without coercive or control-based platforms.

The major findings and their theoretical implications and managerial implications are summarized in table VII.

TABLE VII SUMMARY OF KEY FINDINGS AND IMPLICATIONS

Key Finding	Theoretical Implication	Managerial Implication
IT capability → WLB	Extends IT capability theory to well-being outcomes	Invest in flexible, integrated digital systems
WLB → Job embeddedness	Strengthens embeddedness theory	Design WLB-focused digital HR practices
Job embeddedness → Retention	Confirms embeddedness as a sustainability driver	Focus on long-term attachment, not short-term retention
Sequential mediation	Integrates IS and sustainable HRM	Align IT strategy with employee experience

In general, the discussion reflects the strategic significance of integrating IT investments with sustainable HR interests.

VII. Limitations and Future Research Directions

This paper has a number of limitations that can be considered in future studies. To begin with, it is cross-sectional, which does not allow making any causal conclusions, and thus a longitudinal study may be a more appropriate solution to analyze the changes in IT capability maturity and job embeddedness over time. Second, the use of self-reported data allows the emergence of possible biases, and the use of multi-source data (e.g., HR services, supervisor ratings) would be more robust. Third, it is also restricted to IT-enabled organizations, which narrows generalizability, and future research would be in terms of industry-specific differences. Fourth, the research must also focus on the idea that IT capability maturity is a multi-dimensional construct and its influence on employee outcomes, which include the contribution of HR analytics, AI, and digital technologies. Lastly, the study can be followed up with the research exploring the impacts of moderating factors such as

leadership style and digital literacy, and cross-cultural comparisons to determine the work-life balance and job embeddedness in various contexts.

VIII. CONCLUSION

This paper offers profound knowledge on how IT capability maturity can be used to facilitate sustainable talent retention using the prism of work-life balance and job embeddedness. The findings show that the maturity of IT capability has a positive effect on work-life balance ($\beta = 0.52$, $p < 0.001$), which, in its turn, is positively correlated with job embeddedness ($\beta = 0.55$, $p < 0.001$), and job embeddedness has a strong impact on sustainable talent retention ($\beta = 0.62$, $p < 0.001$). The results of these studies indicate that not only can mature IT capabilities drive organizational performance, but they also provide a work environment that increases the well-being of employees and their long-term commitment. The sequential mediation analysis also shows that work-life balance mediates the effect between IT capability maturity and job embeddedness ($\beta = 0.29$, $p < 0.001$), whereas job embeddedness mediates the effect of work-life balance on sustainable retention ($\beta = 0.34$, $p < 0.001$). The study also emphasizes the need to coordinate digital systems with the needs of employees to develop flexible IT systems that are employee-focused to facilitate retention. In practice, such lessons indicate that organizations ought to invest in developed IT systems that enhance work-life balance and increase the job embeddedness to have sustainable talent retention. Even though the study did add contributions to the existing body of theoretical and practical knowledge, it also provides prospective researchers with opportunities to proceed with the investigation of the long-term outcomes of IT capability maturity, as well as job embeddedness in various organizational environments and industries. The moderating factors (leadership, organizational culture, and digital literacy in employees) would also benefit the further development of the topic of digital transformation as the driver of sustainable HR results.

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