

A CONCEPTUAL REVIEW OF THE TALENT MANAGEMENT AND EMPLOYEE RETENTION IN BANKING INDUSTRY

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ABSTRACT

The value of talent workers, talent management and talent retention has increased in the increasing economic circumstances of the world. Talented and devoted employees are often an integral part of every company. Smart, sophisticated, digitally literate, internationally astute and operationally agile businessmen are considered talented individuals. Talent management means that organisations have access to strategic planning with the best candidates with relevant expertise placed in the right place. Therefore, the aim of this study is to develop a conceptual model that explain the relationship between talent management and employee retention. The study will be used to accumulate empirical literature by the name of talent management and talent retention in different online database sources such as Google Scholars, Springer Link, Wiley, Science Direct, JSTOR, Emerald full text, Scopus, and EBSCO HOST, etc. The review findings of the study shown that any success or loss of a company mostly depends on the activities and survival of talented employees. The study also found that the retention of employees is one of the challenges that many public and private organisations face, has become an even greater challenge facing human resources professionals because there is a luxury of choice for talented candidates in the global job skills market. At the same time, there is a lack of research emphasizing only on banking industry. The proposed conceptual model depicts the significant effect of working environment and other dimensions of talent management and its effect on employee retention in banking industry.

Keywords: Talent Management, Employee Retention, Banking Industry, Working Environment.

INTRODUCTION

Human resource management literature was virtually non-existent until the last decade, and while it has remained conceptually oriented, it is becoming increasingly empirically based. Jobs have been undervalued in talent management literature, despite their centrality. Dries (2013) emphasised the importance of developing new talent management techniques to capitalise on the growing emphasis on the psychological response of employees to talent management. Despite its rapid growth, the talent management literature continues to be fragmented and could greatly benefit from theoretical scaffolding. This is a grave matter of concern (Alferaih et al., 2018; Ashraf, 2020; Chinyio et al., 2018; Sun et al., 2019). The talent management debate continues. Talent management is the process of managing employees differently based on their relative ability to contribute to the organization's competitive advantage. The issue with this concept of talent is that it introduces two new requirements: human resource infrastructure and talent deployment across distinct roles and critical resources.

Talent management entails successfully placing the most qualified individuals in the appropriate positions. The employees will reap the full benefits of the company's talent. It affects businesses because many organisations consider talent management in order to ensure they hire the best candidates. In this way, talent management can have a significant impact on staff recruitment and retention (Ayodele et al., 2020; Tews et al., 2020; Watson et al., 2018). Since approximately 2000, talent management has grown in popularity. This is management at a time when entry into the Singapore labour market will be difficult. The subject of talent management has gained traction in both literature and business. This has been asserted by a number of individuals to be "much more critical than ever to organisational performance" and "one of the most critical industry metrics." Talent management necessitates processes that safeguard talent attraction, retention, and development. Talent recruitment is critical because it enables businesses to hire the best employees. Recognizing and developing talent enables businesses to identify employees who are capable of making meaningful impacts as executives in the near future. This strategy places a premium on developing societies with a high level of leadership talent (Ayodele et al., 2020; Tews et al., 2020; Watson et al., 2018).

Due to the enormous differential value provided by a skilled person, recent human resource analysis has tended to focus on skill retention rather than overall workforce retention. No organisation can fathom the dangers of losing a top star, even less to a competitor. At times, even a single person will alter the organization's course (Arasanmi & Krishna, 2019). McKinsey and Company emphasise the value of skilled staff by stating that a top software developer will write ten times the amount of available code than an average developer. Managing top talent has become a hot topic of debate for academics and human resource professionals in recent years. Managing skilled workers has been a herculean activity due to the combined pressures of population, workforce, and business factors. In this context, human resource professionals and experts argue for talent acquisition as a panacea for all talent-related challenges, and it has evolved over the past decade into a valuable human resource initiative for talent retention. Talent management, which encompasses the identification, growth, and cultivation of certain individuals that add significant value to an organisation, gains attention due to its assertion of lowering attrition of skilled workers, a serious concern for organisations (Buers et al., 2018; DiPietro et al., 2019; Jha, 2019). Although professionals and experts extol the wonders of talent management, the mechanism by which talent management results in increased employee satisfaction seems to be uncharted territory.

Few studies have examined the relationship between talent acquisition strategies and improved talent retention rates. Like in all other recruitment tactic, talent management has little clear impact on an employee's retention conduct (Chaudhuri et al., 2020). To understand the role of talent management in employee engagement, it is critical to understand the mindset formed in talented employees that can affect their behaviour. The word "employee retention" is used in the article to refer to the retention of the organization's skilled or high potential employees on whom talent acquisition programmes are based. Additionally, amid a wealth of empirical studies from a variety of researchers, further research is needed to further explain the effects of talent management on employee retention. As such, the aim of this analysis is to establish a testable theory about the aspects of talent management and employee retention.

LITERATURE REVIEW

What is Talent Management (TM)?

Strategic talent management is concerned with the organisational management of employees defined as talent and their contribution to the organisation, which is itself a component of a broader strategy aimed at generating competitive advantage through human capital. Talent management is conducted to maximise an organization's overall efficiency or to serve as a competitive advantage. Concerned with the management of the firm's strategic human capital resources, which are viewed as rare, valuable, and difficult to replicate from the firm's resource-based view (RBV), this practise of strategic workforce differentiation is expected to add value to the organisations that implement it, and doing so requires significant management effort and expense (Chang & Busser, 2020; Dhanpat et al., 2019; DiPietro et al., 2019; Matongolo et al., 2018; Mukherjee et al., 2019). The overarching principle of talent management is to maximise the value of talent as a distinct resource for the benefit of the organisation. However, research on talent resource management approaches, such as talent decision-making and talent value development, has only recently begun. Given that only a small percentage of the workforce is classified as high potential, skilled employees are a scarce resource that organisations view as critical to their success. Organizations believe that investing in talent management can result in increased levels of human capital.

Talent Management (TM) is a term that is widely used today, but gained popularity in 1997 when McKinsey & Company coined the phrase 'War for talent' in reference to their research on talent management and practises. Since then, there has been an explosion of literature in the field of talent management, which continues to this day. While the increasing number of articles and books on the subject may lead one to believe that 'talent management' is a well-defined area of practise backed up by extensive research and a core set of principles, the majority of them lack empirical support. Due to the lack of a consistent definition and distinct conceptual boundaries, talent management is viewed as a complex and ever-evolving concept (Meyer & Smith, 2000; Nuhu et al., 2016; Sablok et al., 2017; Sinclair-Maragh et al., 2017). Lewis and Heckman (2006) identified three distinct strains of thought surrounding the concept of talent management, including rebranding human resource management as talent management, focusing on the development of talent pools, and focusing on talent generically regardless of organisational boundaries or specific positions. Collings and Mellahi (2009) added a fourth stream that focuses on identifying critical positions rather than on identifying talented individuals.

Many organisations have renamed their human resource management system due to the novelty of the term talent management and its associated legitimacy. However, they fail to distinguish talent management from traditional human resource management, resulting in

criticisms akin to old wine in a new bottle. Human resource management is a wide umbrella of numerous employee related practices, but talent management is a focused strategy which aims at high potential employees or talented employees (Ewerlin & Süß, 2016; Su et al., 2020; Tian et al., 2020). It is important to understand the two main approaches to talent management when describing talent management: exclusive and inclusive approaches. The exclusive strategy is based on the principle of 'workforce distinction,' which views talent as an elite segment of the organization's employees that can make a difference in terms of organisational success. The egalitarian approach is often motivated by 'humanistic' considerations and implies that all organisational capital should be distributed equally among employees, since everybody in the organisation possesses potential 'talent.' These approaches to talent management evolved from a subject-matter perspective on talent. While an egalitarian approach can be enticing, the exclusive approach is the most common in human resource practise and is commonly supported in the literature. In this article, talent management is defined exclusively by Blass (2007), who describes it as the additional management mechanisms and resources made available to individuals in an organisation who are deemed to be 'talented.'

Employee retention

Employee retention has been a primary concern for many businesses in the modern era. Although recruiting capable individuals will still be critical, employee engagement is the most critical characteristic of a good human resources professional. (Steil et al., 2020) classified job productivity benefits as intrinsic and extrinsic. They note that intrinsic incentives are non-material in nature, such as career advancement for employees, while extrinsic rewards are material in nature, such as bonuses or other cash compensation. Extrinsic rewards, the researcher observed, are critical for retaining talent in a winning environment. However, (Chaudhuri et al., 2020) suggest that extrinsic benefits are more effective at motivating employees because they foster loyalty and reciprocity.

Dimensions of Employee Retention

According to Hadi and Ahmed (2018), their research emphasised the importance of creating a diverse work atmosphere within leading and competing organisations in order to ensure the organization's success and achieve a competitive edge over other organisations. It is critical, thus, to hire and retain the best and most experienced employees whose work is critical (Hadi & Ahmed, 2018). In another report, Das and Baruah (2013) concluded that so many factors impair employee retention and are unaffected by a single cause. Management must consider factors such as salaries and benefits, workplace stability, recruitment and promotion, supervisor support culture, work environment, and organisational justice, among others. Employee happiness and retention are the primary determinants of an organization's success, according to (Chang & Busser, 2020; Marinakou & Giousmpasoglou, 2019; Pandita & Ray, 2018). The retention factor can be classified into three different categories: social, psychological, and physical. Employees also choose versatile job positions that enable them to apply their experience and see the results of their efforts, which aids in the preservation of scarce capital. Job characteristics comprise the behavioural portion of retention. The social factor refers to the relationships that employees have with other people, both internal and external. The physical dimension is comprised of working conditions and compensation. Walker (2001) identified seven factors that contribute to employee satisfaction: I recognise and reward performance by (ii) challenging jobs, (iii) opportunities for advancement and learning, (iv) an inviting organisational culture, (v) supportive interactions

with colleagues, (vi) a balanced balance between professional and personal life, and (vii) effective contact. Taken together, these reflect a compilation of workplace standards and practises that may be interpreted as inviting employee engagement. Three variables were used to categorise the retention factors: power, accomplishment, and association. Superiority and social impact are indicators of power. It denotes achievement when personal success exceeds predetermined standards, while association refers to the formation and strengthening of social relationships. Gireesh (2014) defined the following five dimensions of employee retention in another study:

Job Support and Recognition

This axis is composed of eight variables. The factors are as follows: manager praise for productive work, recognition and appreciation of success, effective counselling and mentoring, regular and demanding work performance assessments, participation in decision-making, boss approval, and care for employees' personal and professional needs. The reasons mentioned above are the most important in Kerala when it comes to increasing internal encouragement for workers in the BPO industry (Jha, 2019). Numerous experiments have corroborated this finding.

Compensation and Career Growth

This aspect is comprised of six variables: management's sincere interest in employee ideas to improve service quality, payment through job, success, the feasibility of the existing granting scheme, trust in achieving career objectives, the company's position in cultivating career development, and the employee's desire to proceed and extend with the organisation. Numerous previous experiments have corroborated this finding.

Organizational Culture

This axis is composed of four variables. The factors are: position-related autonomy, the prevalence of a positive social environment, departmental unity, and acceptance of constructive employee feedback about their sense of respect in the workplace. Numerous reports corroborate this conclusion.

Work-compatibility

This axis is composed of two variables. The factors are the job's ability to foster a sense of accomplishment and self-esteem, and the organization's commitment to maintaining workers' work-life balance. Numerous previous experiments have corroborated this finding.

Autonomy and Independence

This axis is composed of two variables. The following factors are taken into account: the existence of the required freedom to perform the work and the pleasure associated with performing the job. According to Miklós Pakurár et al., banks must meet their customers' needs in order to achieve sustainable development (2019). The SERVQUAL model was revised for this study, which can be used to measure customer loyalty and the impact of service quality dimensions. In Jordanian banks, these dimensions were as follows: tangible, responsiveness, empathy, assurance, performance, access, financial aspect, and employee customer satisfaction skills.

Talent Management on Employee Retention

Attracting and retaining expertise for a sustainable period of time is a significant obstacle facing Iranian public and private corporations in all industries today. Improved workforce recruiting and retention are among the results of a well-executed talent acquisition approach. Retention of knowledge staff may provide an organisation with a strategic edge (Sigler, 1999). One of the most significant advantages of talent acquisition is the impact on recruiting and retaining valuable staff. According to Lalitha (2012), the most significant problem facing human resource professionals in the global economy is employee retention. The author recommended some successful engagement techniques and procedures, including employer branding, modifying recruiting processes, talent acquisition, and termination interviews. et al. et al. (2008) examined the impact of talent management on employee recruiting, retention, and involvement in hospitality organisations in their research "A strategy for optimising employee recruitment, retention, and engagement within hospitality organisations." According to the report, the advantages of a successful talent acquisition approach include increased employee recruiting and retention rates, as well as increased employee participation. These results have been linked to an increase in operating and financial efficiency. et Plansoongnern al. (2011) examined workforce recruitment practises and employee motivation in three of Thailand's largest cement firms. The study discovered that robust talent management planning, management support, organisational unity, work-life balance, and other environmental and organisational factors all play a role in retaining talent staff. Tiwari et al. (2013) examined talent management strategies and practises, as well as their impact on employee retention and the effectiveness of their implementation. The study discovered that while employee age is unrelated to satisfaction, employee experience does have an effect on employee satisfaction with talent management activities. Walsh and Taylor (2007) disclosed in their article "Developing in-house jobs and maintaining management expertise" that while pay and work-life balance are critical, management retention is impacted by the lack of opportunities for technical and organisational growth and development. Ross (2005) demonstrated that the retention battle begins during the selection process, with organisations seeking workers whose skills and desires align with the organization's short- and long-term goals. Altrnaz et al. (2013) examined the influence of talent management on organisational confidence in Ankara hotels and discovered that positively influencing mid-level and senior hotel executives' views of talent management has a positive effect on organisational trust. The study is being conducted to better understand organisations' talent management strategies and their impact on employee retention through the mediating effect of organisational confidence. The aim of this survey is to determine if talent management practises have an impact on employee trust and the organization's labour retention rate.

RESEARCH METHOD

This current thesis summarised prior research on employee performance and retention in order to summarise it and create a distinct phenomenon. This thesis serves as a reference, as looking for and selecting pertinent literature was the initial stage. The foregoing is a summary of the literature collection procedure, including (a) the source of the publications, (b) the time period covered by the research, (c) who conducted the search, (d) how the literature was collected, (e) the final number of articles chosen, and (f) the rationale for the papers selected.

The current thesis gathered evidence for the study by consulting 30 academic papers. The researcher attempted to extract as many papers as possible that were important. The study was performed in December 2016 and included the aforementioned areas. To gain a thorough

understanding of the topic, this thesis incorporates peer-reviewed academic papers written in English. The analysis of literature method used in this thesis is an appropriate method for identifying and synthesising the existing body of literature on a particular phenomenon.

RESULTS AND DISCUSSIONS

Thirty research papers were reviewed in total. Table 1 summarises the literature in chronological order. The overview includes the author's name, the article's purpose/objectives, sample data facts, and main findings/conclusions.

Author	Objectives	Method	Variables	Key findings
(Yogalakshmi & Supriya, 2020)	In the current report, a measure to classify the employee was developed and validated. This is a long-standing void that scholars in this area have established.	Three hundred and two of our staff agreed to take part in the assessment, and completed the 22-item questionnaire.	Calling orientation Critical insight Continuous learning Collaboration Cohesiveness Challenge drive	the thesis provided a six- or six-factor, rather than a one-dimensional, framework for the concepts 66.8% of observed variation was explained by these variables. the existence of all six dimensions, which are all of importance in creating and maintaining good processes: they are defined as: variety of ideas, logical thinking, teamwork, cohesion, and motivation.
(Gupta, 2019)	The aim of this study is to decide whether perceptions of organisational support (ORG) are connected to Generation Y employees' intent to leave their employment.	The results of the questionnaires (n 825 were sent via e-mail to the participants, who had a response rate of 322 participants who responded out of 322 (39% of them). 284	Talent Management Practice, Perceived Organizational Support Perceived supervisor support Intention to leave	the results obtained from the Pearson correlations showed a significant association between the TMP and the PCA to be positive. It was discovered that perceived boss assistance was shown to be unrelated to TMP in that a leave attempt to remain was seen regardless of

		questionnaires remained after deleting the 8 questionnaires that could be used for further study. Participants were assumed to be able to read, write and speak English.		whether or not it was considered necessary. These findings reinforce the assumption that having a good boss impacts workers' appraisal of the organization's behaviour.
(Marinakou & Giousmpasoglou, 2019)	This paper defines the issue of staff acquisition in the luxury hotel industry and puts an emphasis on approaches to retain staff.	semi-structured interviews were conducted with 27 managers in four countries using a qualitative approach, followed by meetings with decision makers in four of luxury hotels	Work environment; Supervisor support Carrier development.	According to that view, talent is described as those who "go beyond and beyond the call of duty". lobbies in luxurious hotels provide a caring, family-oriented and welcoming atmosphere, skill retention initiatives, employee benefits, growth and development, and preparation. In a focus on employee, as well as company-wide (or organisational) talent, it is suggested that the company employ an exclusive (or inclusory) approach
(Ashraf, 2019)	This paper seeks to look at the link between working conditions and faculty attrition in the private sector, as well as quality issues	To achieve these goals, 512 data were gathered through random sample survey of faculty members from	Working condition, Faculty retention Quality education	Additionally, the findings show the Muslow Hierarchy of inspiration at work again and reinforce its validity in private universities. When more and more

	in Bangladesh's universities.	the country's private universities. Structural modelling was used to explore the correlations among the variables.		empirical analyses of the characteristics of teachers and how they influence their performance are conducted, the hypothesis is refined and validated, assisting the administration in management strategies for human resource activities.
(Rombaut & Guerry, 2020)	In order to ensure company stability, the primary objective of employee engagement is to keep talented individuals from departing. The concern that emerges in this context is, Which retention tactics really impact workforce turnover and with the types of workers do they work?	To gain an understanding of various retention techniques, several studies are examined. Finally, the paper describes how to develop an uplift model for assessing the various approaches to evaluating HR data. A random forest algorithm employs the random sampling model; in contrast, personal care is based on machine learning.	Recognition Compensation Training and development Flexibility Effective selection Empowerment Job security	The impact of retention tactics on employee turnover is researched with evidence. Overall, retention tactics have good results but incentives and versatility do not. For personalised learning, however, however, it is expected that the individual response can be calculated. Because of this, workers with the most potential treatment effects will be profiled.
(Gandy et al., 2018)	The aim of this paper is to investigate the advantages of	For all incoming employees and existing	Age, Gender, Type of contract	There was variance in age, gender, as well as types of contract, for

	<p>detail staff research in Higher Education's dynamic change environment.</p>	<p>workers, there was an analysis of the difference in the numbers that stayed and left. Overall shapes and oddities were brought to the fore on the Nomograph of Inverted. Other traits tested for were age, ethnicity, tenure, and employment status.</p>		<p>research professionals, and this resulted in extensive turnover (influenced by the use of fixed-term contracts). Older workers can leave a firm for more established firms if offered, though, so it is possible that they will remain if there are longer-term prospects for job growth and advancement. useable mechanisms are used to discover and maintain good talent, accommodate life-span requirements, and answer emerging problems such as gender inequity</p>
<p>(Maurya & Agarwal, 2018)</p>	<p>The aim of this paper is to study how talent acquisition strategies affect perceptions.</p>	<p>The results are being presented using quantitative design; a questionnaire was used to determine employer talent acquisition and brand architecture. More than 100 executives from different iron and coal mines in the</p>	<p>Talent management mindset, Work life balance, Remunerations, Attract and recruit talent Identifies talent from employees.</p>	<p>According to the findings, organisational management is highly and significantly related to perceptions of branding. Regression found that among the eight dimensions of employee engagement, the factors that can be predicted by organisations are compensation which work-life balance, and manages talent</p>

		<p>data are obtained from located in the Indian subcontinent. At the end of this, 197 answers were available for review. Multiple regression analysis was employed to assess the hypothesis that hypoxia was caused by anoxia.</p>		<p>well is motivating employees.</p>
<p>(Al-Weshah, 2019)</p>	<p>The aim of this research is to better understand the significance of IM activities on employee productivity in Jordanian hospitals. in this analysis, four variables are studied: workers' ability to become more empowered, company engagement, job climate, information-sharing, and company processes.</p>	<p>Quantitative analysis is used to gather data. per day 200 surveys are provided to those who are assigned in Jordanian hospitals to do their own self-administered. an answer rate of 81 percent.</p>	<p>Employees empowerment, employees motivation, information sharing and work environment.</p>	<p>The conclusion of this analysis is that there is a notable influence of IM. Work commitment, though, has the greatest influence on employee motivation.</p>
<p>(Tafti et al., 2017)</p>	<p>This paper is intended to show the complications of</p>	<p>To do this, a certain kind of discovery method has</p>	<p>structural success factors, environmental success factors</p>	<p>As a result of the study, we had developed frameworks for</p>

	talent acquisition as well as well as the possible solutions in the automotive industries in Iran.	been applied, a holistic approach has been used. The study was conducted on 15 management personnel in automotive industries. We ran the data analysis using the coding process, and then extracted the minor and main contexts for development of the framework.	and finally managerial success factors	identifying both threats and opportunities, and problems in management, four divisions emerged: structural, environmental, behavioural, and finally, managerial. Additionally, there were organised into three major categories that were structural, environmental, and managerial growth drivers in talent management.
(Alferaih et al., 2018)	the aim of this paper is to examine the critical success factors discussed in the talent management literature and any other ones that could be affecting employees' decision to leave	Employees at a high-level positions in 5-star hotels from all over the Saudi Arabia took 5 cities responded to a detailed survey with the correct return rate of more than 600 correct answers.	Talent retention Turnover, Turnover intention, Extrinsic reward Talent Talent engagement Organisational Organisational commitment, Job satisfaction Role conflict	Help for the nine hypotheses to evaluate the relationships was included in all of the theories made up of the seven constructs. 68% of variation in talent turnover can be explained by the modelling technique.
(Mukherjee et al., 2019)	In addition to the requirements of researchers, the project has its sights set on	The self-administered questionnaire used the Multistage	job security, autonomy, work-life balance, culture and	People employed in the Indian public sector can retain their talents if they are able to be fairly

	<p>seeking consistencies and distinctions between groups of PSU workers based on their key contributions.</p>	<p>sampling approach to capture information from 472 of organisations, with Simple sampling methods from among the remainder. Findings from logistic regression, MANOVA, and post-hocclusion in SPS20 revealed differences.</p>	<p>climate, career growth, leadership style and support, training and development and reward, recognition and pay.</p>	<p>compensated, have an opportunity for promotion, have personal dignity, and enjoy working conditions that encourage ingenuity. There is a notable correlation between age and job security, but there is also an important distinction between the two. Job security and relative employability are identical for key personnel. These results have shown that common retention approaches are much more successful than coming up with a new strategy to keep workers.</p>
<p>(Jha, 2019)</p>	<p>The aim of this paper is to investigate the connection between empowerment (which I define as the positive force that gives employees self-motivation and satisfaction) and job security (EPER).</p>	<p>To analyse those who participated in the report, it was necessary to examine their roles in the industry. A larger sampling size was studied to an even greater extent, to 337. Routine surveys were done. Involuntary mediation</p>	<p>psychological safety (PS) Employee retention (ER) Psychological empowerment (PE), Abusive leadership</p>	<p>This research showed a combative and domineering leadership dynamic in the interaction between PS and PE. One finding was that the mediation impact of PS and ER partnership was important. The more powerful a leadership style was, the worse the partnership is.</p>

		sought to determine the effect of bullying on productivity.		
(Steil et al., 2020)	It seeks to determine the connection between a workforce's willingness to retain or leave technological employers based on the amount of learning opportunities and intentions to remain in them.	This is a thorough examination of 440 members of a technology-focused enterprise.	perceived learning opportunities, behavioral intentions to voluntarily stay or leave	The people who viewed a company as offering training for the future had a significant correlation with desire to remain, and those who perceived it as a burden had a significant correlation to leave. It was discovered that there was no correlation between prospects for learning and retention. For this reason, the link between the technician's belief in his/her prospects for improvement and continued employment of the job is also near zero.
(Wikström et al., 2018)	The crux of this research lies in capturing, codifying, and then internalising information – that is, finding new ways to get older workers to integrate the know-how into their organisations. This paper is	Senior employees of a Swedish corporation conducted this investigation centred on the region.	knowledge capture, knowledge codification and internalising of knowledge	Information retention is difficult to define because some knowledge is subconscious because everyone has their own idea of what's important and an assignment scenario demands input, and working with others gives rise to knowledge transfer.

	intended to add to the awareness of the challenges associated with retaining expertise and apply it to organisational methods.			
(Chaudhuri et al., 2020)	The objective of this research is to find out how much these WLB policies and programmes can help organisations accomplish their goals	The current thesis includes Deery (2008) as the basis for an examination of India's analytical literature on WLB and employee retention over the last decade.	Work Life Balance policies Employee retention	It has been found that new research in Indian organisations appears to be in full swing since 2013. A positivist paradigm is the kind of paradigm used in the majority of this type of research. Information technology (IT) and business process outsourcing (BPO) industries also benefitted greatly from work-life balance programmes, but banks have given them their employees even more generous support.
(Dhanpat et al., 2019)	The purpose of this study is to explore how retention factors affect the job security of public health nurses in South Africa.	The thesis employs a cross-sectional approach, adheres to a positivist approach, and relies on quantitative analysis. We first started by using pre-	Employee retention; Training and development; Compensation and benefits; Supervisor support;	It was proven that there is a correlation between career tenure and retention variables. And further, the research found that preparation and advancement are the most important for the retention of jobs in nursing.

		<p>existing questionnaires as a way to gather data. To pick a convenience sample, non-probability sampling was used. 202 questionnaires were circulated and answers were obtained from three Johannesburg hospitals. The questionnaire's psychometric properties were tested by virtue of their precision and the survey takers' agreement. combining descriptive and inferential statistics is used to examine data</p>	<p>Work-life balance; Work environment; Job content Career advancement</p>	
<p>(Agus & Selvaraj, 2020)</p>	<p>The aim of this study is to explore the connection between job quality, the desire to remain in the private healthcare industry, and hospital employment among</p>	<p>Survey was conducted on a cross-sectional basis in this research. The most important data for this study was gathered by using self-administered questionnaires</p>	<p>quality of work life (QWL), employee commitment the intention to stay</p>	<p>Job context was the most important in influencing the respondents' decision to stay, accompanied by the work environment, the work place, and personal context. This study further suggests that QL has a major impact on decision to</p>

	<p>Malaysian nurses.</p>	<p>with the nurses from Selang and Kuala Lumpur, Malaysia, Malaysia's four state-owned hospitals as respondents. Around three hundred questionnaires were issued, and 202 of them were returned. The results were simple correlations, the confirmatory factor analysis, and the association (SEM).</p>		<p>remain It follows, because if workers are content, the employees' loyalty will be greater, and their desire to remain in the company will be that much greater.</p>
<p>(Tews et al., 2020)</p>	<p>The objective of this analysis is to examine the impact of "fun games," "entertainment," and "training" on employee turnover in Europe.</p>	<p>Regression analysis was used on a survey of 902 workers from Belgium, Germany, the Netherlands, and the Netherlands for an assessment of the impacts of fun and training environment on employee turnover for Belgium,</p>	<p>Fun in the workplace (fun activities, manager support for fun and co-worker socializing) Training climate (organizational support, manager support and job support) antecedents of turnover</p>	<p>Community level encouragement for fun and friendly activities proved positive in regard to employee turnover, but no fun activities had a significant impact on co-worker social interaction. with respect to organisational preparation, however, this was linked to person-level work engagement, but not encouragement and</p>

		Germany. Information about the amount of fun and training was collected through surveys, which were combined with organisational records on productivity data.		commitment
(Matongolo et al., 2018)	The primary objective of this paper is to investigate empirically the interplay between incentive policy, people orientation, and employee retention in university and corporate settings in Uganda.	From 218 respondents, data were collected for two public universities. To identify influences on the variables, both a confirmatory factor analysis (CFA) and a structural equation modelling (SEM) were employed.	Employer branding; Reward strategy; People orientedness; Leadership development; talent retention According	The study found that two out of three of the four important dimensions for employer branding; incentive policy, people orientation, and leadership were unchanged.
(Watson et al., 2018)	The main purpose of this research is to recognise and to study the influence of personal inspiration and loyalty on each other.	This is a well-tested, large-scale analysis that measures the personal inspiration, flow, and loyalty of the hotel and restaurant workers in the UK. PLS-SEM is commonly	Personal motivation; Commitment; Group differences: length of service, age and gender;	PLS-SEM enabled us to identify employees' flow and also established the relationship between the degree of flow and the employee's drive, and thus a direct correlation between drive and engagement. Multi-group research discovered that

		used for qualitative or quantitative analyses.		longevity, personal ambition, and striving for flow were more important for older workers who got involved in hospitality in their youth for those who had never worked in the industry before, compared to employees who had been in the industry for fewer than five years and those who never got involved in hospitality. There are no major gaps in the salaries of male and female workers.
(Chang & Busser, 2020)	They want to explore the retention issues in the industry by doing this report. Based on social engagement, the research looks at a Social/Structural Contracting model (SCF), perceived organisational assistance (POS), and job fulfilment.	It was experimentally derived by conducting a series of structural equation simulation tests on 300 hotel workers from the United States. Data were acquired through an online survey on Qualtrics'	psychological contract fulfillment (PCF); perceived organizational support (POS); thriving, career satisfaction; Career turnover intention	analytic findings confirmed the vital relationship between working background and occupational well-being Since the PCF/POS expected, employee participation and success had a detrimental impact on job aspirations, overall satisfaction with the PCF/POS, and pursuit of other plans had the same relationship.
(DiPietro et al., 2019)	It is a quest to investigate independent fine dining establishments to see how they use more talent	With data gathered with McCrack's (1988) lengthy interview methodology, we aim to	Employee turnover and retention; Quality of work life	Researches have shown that people have a high degree of self-esteem while working in the kitchens, and the atmosphere

	<p>acquisition strategies to retain employees. This study concurs with previously mentioned factors, most notably TMA and surf experiences, which have an effect on employee engagement.</p>	<p>determine how and why staff and independent restaurant managers have common values. In this experiment, fourteen face-to-face interviews at two FDRs are combined to notify the findings This research employed an inductive, empirical methodology.</p>		<p>motivates others to do the best they can. The independent family-owned company supports workers to do well while offering well-being to the family as a whole. A job brings out the best of people, which therefore permits them to do those things that they are passionate about. The results of the study show that an understanding of common values between workers and management results in a more lasting workforce.</p>
<p>(Chinyio et al., 2018)</p>	<p>The aim of this research is to find out how these four factors of reward and pay contribute to public sector construction sector workers' attraction, job satisfaction, and retention in Jigawa, Nigeria.</p>	<p>The Positivist approach led the study where a questionnaire was created, validated, and used to select 265 members of the general population from among the strata randomly selected persons. The completion rate was 98 percent. structural equation modelling was used to</p>	<p>allowances and gratuity, attracted to the job by salary, pension and gratuity remained in their jobs</p>	<p>It was seen that Jigawa public servants were inspired by allowances and bonus payments, choose their careers because of them, and did not leave due to the benefits of wage, pension and retirement. It was found to have a large effect on all the following four variables: thanks to which greatly improved everyone's attitudes</p>

		provide a deeper understanding of the results		
(Ayodele et al., 2020)	In this research, researchers are investigating both the social dynamics of real estate appraisers as well as well as organisational and individual factors on their roles.	According to the Lagos State, Nigeria estate surveyors, who had responded to a total of 333 closed-ended questionnaires, 40.4% were appropriate for study, 333 of them had a hardcopy document component and 124 (37.2% of the total) had a computer-generated answer. The frequencies, percentage of positive results, one-test result, and ANOVA were used to analyse the data.	Age; management level; professional qualification; Employee retention; Career commitment; Organisational commitment;	The results proved that the men placed a greater value on their employment, but women put their careers first. Besides, there was a substantial relationship between gender and organisational engagement overall This finding shows that while demographic variables such as age, management rank, and year of establishment have a strong correlation with job dedication, academic factors don't occupation, and marital status do not.
(Sun et al., 2019)	The purpose of this paper is to examine the role of meaning of work as a linking mechanism between the perception of work context	Job hypotheses were drawn upon, leading to an integrated research model being created the survey was	Social mission; Shared vision; Meaning of work;	For the sake of the sake of social good, meaning, the social mission was largely driven by common meaning. There was also a greater positive correlation between social mission and sense in

	and turnover intention within the rarely studied context of social enterprises.	administered to participants who worked full-time at 114 social enterprises in Korea for at all. Statistical and statistical-mechanical methods were employed to derive the hypotheses using a procedure known as controlled regression.		work when meaning of work was accompanied by a group vision that the writers discovered.
(Ströbel et al., 2018)	The aim of this paper is to determine the influence of team resources on professional athletes' intentions.	Qualitative and quantitative analysis, including criteria for a European sports team, is used in the research. It starts with qualitative research, looking at various support mechanisms in a competitive sport and differentiating financial compensation from it. Second, an analysis of individual and corporate	Integration of athletes' families; Organizational support, Non-monetary incentives, Professional team sports	Qualitative team sports research proved to identify three significant non-monetary factors: second job sponsorship, alignment of families, and imaginative problem solving. This separate research quantifies how much ice hockey, basketball, and handball players do as a result of incentives. Turnover purpose is hurt by all three of these motivators to an equal degree, but IOF has a greater impact on younger athletes.

		rewards is done on a particular sample collection of athletes using a quantitative means of inquiry. And finally, a moderation study gauges the possibility of negative side effects caused by age.		
(Sumbal et al., 2020)	The thesis aims to investigate information loss in a business field that is dependent on three variables: the risk of loss, importance of its loss, and an assessment of how each knowledge factor is in relation to the overall objectives of the business.	A battery processing case study was performed on a multinational corporation from Hong Kong. Semi-structured interviews have been completed and studied by CAQDAS ATLAS.	Layoffs; Job change; Retirement; Immigration; Knowledge of relationships and networks	The results indicate that career loss, globalisation, retirement, and layoffs are all independently associated with knowledge lack of knowledge. the critical areas of information loss are the customer and supplier relationships and processes, particularly as well as the technical. Because you'll get to use these areas of expertise in future ventures, it's important to ensure that they are relevant and up to date with company strategy.
(Alferaih et al., 2018)	The primary aim of this paper is to explain the position	Employees at a high-level position in 5-star hotels	Talent retention Turnover;	Help for the nine hypotheses to evaluate the relationships was

	<p>conflict-based literature, whilst it is also looking at the various other variables that contribute to the indirect effect of work satisfaction on turnover intent.</p>	<p>from all over the Saudi Arabia took 5 cities responded to a detailed survey with the correct return rate of more than 600 correct answers.</p>	<p>Turnover intention Extrinsic; Extrinsic reward Talent; Talent engagement; Organisational commitment; Job satisfaction; Role conflict</p>	<p>included in all of the theories made up of the seven constructs. 68% of variation in talent turnover can be explained by the modelling technique.</p>
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IMPLICATIONS

Theoretically, there is a dearth of evidence demonstrating how talent acquisition techniques aid in attracting high-potential workers. Despite the fact that talent management has a direct effect on attrition intentions, this article addresses the impact of talent management strategies on embedding high potential staff and resulting in lower turnover rates, which can serve as a research agenda for prospective talent management studies. An observational research that considers differences in talent management strategies and work embeddedness, as well as their impact on result variables such as attrition intentions, will provide further insight into the model, indicating the direction and intensity of these partnerships.

On a more specific level, this article urges human resource professionals to consider the importance of career embeddedness in the relationship between talent management and employee engagement, rather than relying only on talent retention activities. Additionally, the numerous propositions equip HR practitioners with insights on how to maximise employee engagement through talent management by focusing on different interventions that improve the connection, match, and sacrifice aspects of embeddedness, thus increasing employee retention rates.

CONCLUSIONS

This report outlined the various researchers' creative approaches to retaining employees in organisations. Any organization's primary concern is its ability to recruit, involve, and maintain the best employees. The organisation should implement a variety of techniques to improve workforce satisfaction, including the following: pay policies, job protection, leadership and supervision, career preparation and growth, alternate work schedules, working environments, flexible work hours, cultivating an engaged society, work-life balance, and improving labour welfare. The enterprises concentrated on intrinsic and extrinsic motivating factors that can help companies improve retention and reduce their high workforce vacancy rates. With the increasing need for companies to keep its best workers in the face of competition, the evaluation study's results indicate that such factors play a significant role in shaping employees' decisions to leave or stay with an organisation. Training and development, recognition/reward for superior success,

a fair pay plan, and career protection are all examples of those variables. Only a systematic mix of intrinsic and extrinsic motivating factors has the potential to increase productivity and decrease the high rate of workforce attrition in our different organisations.

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