

Strategy to Increase Talent Retention by Using Gamification and a Holistic Approach in Increasing Talent Retention and Employee Engagement: A Systematic Literature Review

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ABSTRACT

Abstract - Employee retention is an important issue for organizations in various industries. The ability to retain skilled employees is critical to maintaining organizational performance, competitiveness, and sustainable growth. This systematic literature review aims to synthesize findings from various leading international journals to provide a comprehensive understanding of the factors that influence employee retention and the strategies that can be used to improve it. Talent is considered as the potential or ability of different individuals to implement organizational growth strategies and is a term that is widely discussed in the contemporary era. When handled well, talented human resources encourage organizational efforts to implement growth strategies thereby providing sustainability for the organization and encouraging economic growth. This research uses Preferred Reporting Items for Systematic Reviews. Data was obtained from online databases, namely JSTOR, AOS-Estrategia and Inovacao, John Wiley and Sons Inc, Emerald Publishing, Inderscience Publishers, SAGE Publications, University of Minnesota, Technical Publishing, Technical University of Liberec, Routledge. 65 articles were obtained. By using the keyword search "talent retention and talent management". Design/methodology/approach: This is a literature review with data from the scientific database Scopus. We found 65 results from 2006 to 2024. After removing duplicates and other search fields, we were left with 30 final documents. The analysis results obtained Talent management and talent retention should be seen as strategic business priorities and for this reason, organizations are ready to invest in the careers of these employees to increase organizational commitment. Organizations strive to retain employees by creating an engaging and enjoyable work environment, as well as implementing diverse employee retention policies to increase job satisfaction and reduce the high costs of recruiting new employees. Findings: This study provides evidence that sustainable practices in the workplace improve employee well-being and reduce environmental pollution, while providing benefits to corporate survival. Research limitations/implications: The use of other database sources besides Scopus and Web of Science can provide additional results. Practical implications: This study highlights the need for organizations to develop sustainable HRM practices to minimize negative impacts on employee well-being and capitalize on savings generated through sustainable initiatives. These findings can contribute to better corporate practices and further research development in this area. To understand strategies for increasing talent retention using gamification and a holistic approach, each of these concepts and how they can be applied in the context of increasing employee engagement and retention.

Keywords: Retention, Gamification, Holistic approach, Increasing Talent Retention, Employee Engagement

I. INTRODUCTION

In an era of ever-changing and competitive business, talent management has not just become a concept, but has become a deep strategic foundation [Fauzi et al, 2024]. This approach involves a deep understanding of employee potential and skills, with the main aim of stimulating increased individual performance and retaining them in an increasingly dynamic work environment [Asman et al., 2022]. An effective talent management strategy is not only about recruiting talented individuals, but also exploring existing potential, developing it, and channeling that positive energy into company sustainability [W.D. Febrian & Solihin, 2024b]. It is important to understand that improving employee performance and retention is not the result of instant action, but rather a process that involves long-term planning [Ariani et al., 2022]. In this context, talent management acts as a catalyst that guides the company to achieve these goals [Hidayat et al., 2024]. Employees who feel appreciated and have clear career development opportunities will not only make maximum contributions to their work, but also have motivation high rate of remaining in the organization [Kurniawan, Herman Sjahrudin, et al., 2023]

However, it should be noted that talent management strategies cannot be implemented haphazardly. Each organization has unique characteristics, needs and dynamics [Amirullah et al., 2023]. Therefore, this research aims to investigate various talent management strategies that can be adopted by organizations to improve employee performance and retain them in the long term. In addition, this research will also explore the positive impact of talent management strategies on organizational culture [Sanjaya & Febrian., 2024]. A culture that supports talent development and employee career growth can create a positive and motivating work environment, which in turn will have a direct impact on employee performance and retention [Azra et al, 2023]. Through an in-depth understanding of the literature regarding talent management strategies, it is hoped that this research can provide a comprehensive and practical view for organizational leaders, human resource managers, and business practitioners in developing effective talent management programs [Sasmito et al., 2023].

Thus, this systematic literature aims to synthesize findings from various leading international journals to provide a comprehensive understanding of the factors that influence employee retention and the strategies that can be used to improve it. Talent is considered as the potential or ability of different individuals to implement organizational growth strategies and is a term that is widely discussed in the contemporary era. When handled well, talented human resources encourage organizational efforts to implement growth strategies thereby providing sustainability for the organization and encouraging economic growth. .

Research questions that can be asked based on the introduction can cover several key focus areas related to talent management strategies and their impact on employee retention and engagement. Here are some research questions:

1. How can implementing talent management strategies improve employee performance and retention?
2. What role does organizational culture play in supporting an effective talent management strategy?
3. How can talent management strategies be tailored to the unique characteristics of each organization?

Each research question can be explored further through in-depth research to provide comprehensive insight for organizational leaders, human resource managers, and business practitioners in developing effective talent management programs.

This journal seeks to synthesize findings from various leading international journals to provide a comprehensive understanding of the matter.

II. THEORETICAL FOUNDATION

Gamification in Increasing Talent Retention and Employee Engagement. Gamification is the use of game elements in a non-game context to increase engagement and motivation. In the work environment, gamification can be applied in a variety of ways: Awards and Recognition, awarding points, badges, or level ups for certain achievements [1] Providing leaderboards to showcase top performance. [2]

Challenges and Missions: Setting tasks or projects as challenges or missions that must be completed with rewards for success [1] Holding healthy competition between teams or individuals. [2]

Instant Feedback: Provides immediate feedback through a gamification system, so employees know how well they are doing, and which areas need improvement.

Skill Development: Using simulation games to practice specific skills. [1] Integrating gamification training in the learning and development process. [2]

Gamification Benefits: Increases employee motivation and engagement. [1] Encourage positive and collaborative behavior. [2] Making boring tasks more enjoyable [3] Strengthening a culture of rewards and recognition. [4]

Holistic Approach in Increasing Talent Retention and Employee Engagement

A holistic approach sees employees as whole individuals with complex needs, both professional and personal. This approach focuses on total employee well-being, which includes:

Work-Life Balance: Provides work flexibility such as work-from-home options or flexible work hours. [1] Support sufficient leave time for vacations and personal interests. [2] **Health and Wellness:** Provides physical and mental health programs such as gym, yoga, counseling, etc. [1] **Creating a healthy and ergonomic work environment** [2] **Career Development:** Providing training and professional development opportunities. [1] Create a clear career path and provide mentoring. [2] **Positive Work Culture:** Building an inclusive culture that supports diversity and collaboration. [1] Promoting strong and ethical company values [2]

Recognition and Rewards: Provide fair and transparent rewards [1] Regularly recognize individual contributions and provide constructive feedback. [2]

Benefits of a Holistic Approach: Improves employee well-being and happiness. [1] Increase engagement and loyalty. [2] Reduces stress and fatigue levels. {Formatting Citation} Increase productivity and creativity. [4] leads to increasing employee retention and engagement.

Here are some strategies to use: **Gamification-Based Health Development Programs:** Create fitness challenges with rewards for those who reach certain goals. [1] Award points for participation in wellness activities such as yoga classes or mental health seminars. [2]

Gamification in Career Development: Using simulation games for new skills training. [1] Provides badges or certificates for completion of certain training. [2]

Holistic Recognition and Rewards: Using gamification systems to reward individual and team contributions. [1] Providing real-time feedback and rewards through a gamification platform. [2]

Increase Engagement through Healthy Competition: Hold competitions between teams with clear goals and attractive prizes. [1] Encourage collaboration through team games and gamification projects. [2]

By combining elements of gamification and a holistic approach, companies can create a more engaging, enjoyable and supportive work environment, ultimately increasing employee retention and engagement.

Several factors have been identified as important in influencing employee retention. These factors can be broadly categorized into organizational, personal, and work-related dimensions.

Organizational Factors

Work Environment: A positive and sustainable work environment provides Companies Can Benefit If They Focus on Employee Well-Being and the Environment. Companies can Benefit If They Focus on Employee Well-Being and the Environment

Environment

With increasing pollution in the world and the negative impacts of climate change, the study of sustainability and well-being has attracted increasing attention in recent years. In 1987, the UN adopted the term “sustainability” to mean meeting current needs without sacrificing future needs; however, unmeasured consumption and destructive corporate practices have caused 6.8 deaths per year due to air pollution [1]. To address the urgency of environmental change, the UN developed 17 Sustainable Development Goals (SDGs) [2]. For example, Goal 3 “excellent health and well-being” encourages access to health services and efforts to reduce pollution-related illnesses. Similarly, we can consider Goal 11, “sustainable cities and communities”, which aims to reduce by 75% the greenhouse gas emissions produced by cities [3,4].

The Organization for Economic Development and Co-operation [OECD] publishes the “How’s Life” report every two years [5], which presents indicators of the level of national welfare for each country. Their latest report emphasizes that while the OECD well-being; as an illustration, the OECD has 11 areas, which focus on [1] well-being, [2] income and wealth, [3] employment and quality of work, [4] housing, [5] health, [6] knowledge and skills, [7] environmental quality, [8] safety, [9] work-life balance,[1] social relationships, and[1] civic engagement. Additionally, although it is widely known that having a job improves one’s physical and mental health compared to being unemployed [6], the relationship between work and well-being remains unclear, with poor employee satisfaction being the main cause of absenteeism from work. workplace.

On the other hand, as a developing field, sustainable human resource management [sustainable HRM] allows companies to improve employee living standards to encourage societal sustainability. However, when it comes to some high-performance work systems [HPWP] High-Performance Work Practices, the negative impact of work on employees’ health hinders their professional development and personal growth [7].

Sustainable Development Goals [SDG] such as SDG 3 [Good health and well-being], SDG 5 [Gender equality], SDG 8 [decent work and economic growth], and SDG 13 [climate action] support sustainable human resources. Specifically, SDG 5 establishes and promotes lifelong equal learning opportunities to achieve gender equality. SDG 8 seeks to promote full and productive employment; sustainable, inclusive and sustainable economic growth; and decent work for all, including adequate on-the-job training, non-discrimination in hiring, fair and non-discriminatory wages, and flexible work schedules that support job stability and allow for adequate work-life balance. SDG 11 [Sustainable cities and communities] seeks to reduce pollution by encouraging socially responsible employment practices in cities.

Leadership

Management Support: Effective leadership and management support is critical in retaining employees. Regular communication and performance feedback are important components. Management Support: Key to Retaining Employees

The Role of Management Support in Employee Retention

Globalization and competition have increased the need to attract and retain a competent and skilled workforce [Catteuw et al., 2007], Talent is one of the most valuable weapons in any company’s arsenal [Tlaiss et al., 2017], and can be a strategic to achieve organizational results when maintained and managed strategically. However, the high demand for skilled human resources has reduced the supply in the labor market [Ployhart, 2006]. Organizations adopt diverse tactics in their corporate branding and employee attraction and retention. Attracting and retaining a skilled workforce can be achieved with a well-designed strategic approach [Herger, 2007].

Support from management and effective leadership is the foundation in efforts to retain employees. Supportive management can create a positive and conducive work environment, which in turn increases job satisfaction and employee loyalty. Here are some important elements of management support:

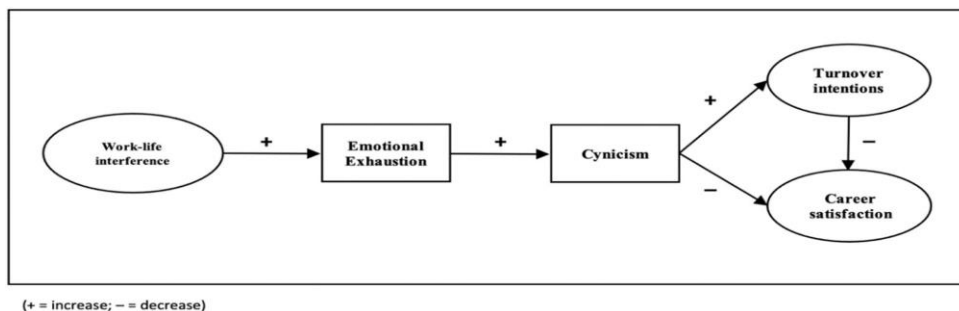


Figure 1.

The hypothesized research model proposes a mediating effect of burnout (emotional exhaustion and cynicism) on the relationship between work-life interference, turnover intensity, and career satisfaction.

Work-Life Disruption

Work-life interference [or lack of balance]. is defined as an inter-role conflict in which work demands make a person unable to simultaneously meet personal life demands or vice versa. The more individuals experience job demands, such as excessive workload and time pressure, the greater the work-life conflict they experience. Although the direction of conflict between work and life is bidirectional, work and personal/family boundaries are easily permeable, meaning that work demands tend to interfere more with personal/family life than would otherwise occur.

Work-Life Interference

Work-life interference or lack of balance is defined as inter-role conflict in which work demands make a person unable to meet personal life demands simultaneously or vice versa. The more an individual experiences work demands, such as excessive workload and time pressure, the greater the life-life conflict. -the work they experience Although the direction of conflict between work and life is two-way, the boundaries of work and personal/family are easily permeable, meaning that work demands tend to interfere more with personal/family life than if it were the other way around.

Research on the intersection of work and personal life has received a lot of attention in recent years, in both directions—work influences personal life and vice versa. Work-life interference is known to act as a “psychosocial risk factor” for poor health and reduced psychological health and well-being, namely life satisfaction. Several outcomes have been consistently demonstrated in work environment research. Given that balance between work and personal life remains an important issue in academia and that a mismatch negatively impacts important work and health outcomes, it is important to understand its role in the development of burnout.

The impact of burnout has been well documented in the organizational literature. Factors such as prolonged heavy workload, not enough time for personal life, or a lack of human or material resources can increase the risk of burnout. burnout has been linked to decreased job satisfaction, turnover intentions, reduced work effort, and lower work quality.], lack of concentration and creativity, decreased mental and physical health, high turnover intentions, and actual turnover. Because burnout is closely related to retention, especially job turnover intention and career satisfaction.

Turnover Intention

Turnover intention refers to the subjective judgment regarding a person's likelihood of leaving his or her job soon. It is the final stage of cognitive withdrawal, where an employee takes active steps to seek alternative employment. Employee turnover has a major impact on remaining employees and the organization in terms of the direct costs of recruiting, selecting and training new staff. Indirect costs of turnover include reduced morale and productivity in the workplace, loss of organizational knowledge, and employee demoralization. According to research, an individual's intention to leave an organization is the most reliable and consistent direct predictor of actual turnover. Organizational/institutional characteristics and collegial relationships are very important in employee turnover. For example, in nursing literature, factors such as the practice environment, including leadership support, collegial relationships, professional autonomy, and role conflict, are identified as key predictors of turnover intention and eventual turnover.

Career Satisfaction

Career satisfaction is an individual's evaluation of organizational/workplace factors (e.g., advancement, development, and income) relative to their own goals, expectations, and achievements. This is an important construct in career success and commitment. One key aspect of faculty career satisfaction is the nature of the work itself as it relates to teaching, research, and service obligations. Another important component of satisfaction is a sense of community in the workplace and how faculty members perceive they are valued. respected, and recognized (e.g., receiving awards, comparable salaries) by their peers and the organization. Additionally, it is their career development, high degree of autonomy, and the challenges they take on from their work that are factors that contribute significantly to their career satisfaction. Research shows that a faculty member who has leadership support and a mentor experiences greater academic success and career satisfaction.

Personal Development: Performance feedback helps employees understand strengths and areas for improvement, which encourages professional and personal development.

Motivation and Recognition

Constructive feedback and recognition of employee achievements can increase motivation and a sense of pride in their work. Motivation to transfer training [MTT] or transfer motivation has grown exponentially over the last 34 years, since the beginning of construction research by Noe [1986] It is defined as “the trainee's desire to use the knowledge and skills mastered in the training program for employment” [Noe, 1986, p. 743]. Important process motivation theories, namely the theory of hope and goal setting and the theory of planned behavior [TPB] [Ajzen, 1991] greatly influence the understanding of MTT as a research construct. Its examination remains important in human resource development [HRD] research because of the “transfer problem” or failure to apply/transfer training to a job within an organization. This transfer problem is further exacerbated in soft skills training. Soft skills refer to intra- and interpersonal skills that help employees manage themselves and relate meaningfully with others [Laker and Powell, 20115]. These skills have become increasingly important in organizations in the last two decades and complement the technical/functional skills required to perform a job. Although most research on training transfer is still content agnostic, there is a clear distinction between soft skills and hard skills training transfer [Botke et al., 2018]. Soft skills are more difficult to learn, and master compared to technical skills because they require trainees to understand abstract concepts and their application in practical fields [Vandergoot et al., 20195]. In contrast to hard skills, they are also characterized by distal transfer due to the trainee's ambivalence. Personal Development: Performance feedback helps employees understand strengths and areas for improvement, which encourages professional and personal development.

Routine Communication, Definition and Importance

Transparency and Clarity: Clear and regular communication helps ensure that employees understand the company's goals, vision, and mission. Transparency in communication creates a sense of trust between management and employees.

Increases Engagement: When management communicates regularly with employees, it shows that the company values their contributions and wants them to remain involved in organizational processes.

Information Delivery: Regular communication allows management to convey important information regarding changes to company policies, procedures or targets, so that employees remain up-to-date and can adapt to these changes.

Personal Development: Performance feedback helps employees understand strengths and areas for improvement, which encourages professional and personal development.

Clarifying Expectations: Providing regular feedback helps clarify company expectations and ensures that employees clearly understand their roles and responsibilities.

Best Practices

Regular Performance Review: Conduct performance evaluations at least twice a year to assess employee achievements and set goals for the next period. 360 Degree Feedback Session: Uses a 360-degree feedback method where employees receive feedback from superiors, peers, and subordinates for a more comprehensive view. Consistency and Openness: Provide feedback consistently and openly, and ensure that it is specific, measurable and actionable.

Building Strong Relationships

Definition and Importance: Supportive Leadership: Managers who are supportive and empathetic can build strong relationships with employees, which increases feelings of engagement and loyalty.

Emotional Engagement: Employees who feel emotionally supported by management are more likely to feel valued and committed to the company.

Best Practices:

One-on-One Meetings: Hold regular individual meetings to discuss employee career development, aspirations and personal challenges. Mentoring Program: Provides a mentoring program where employees can learn from seniors or experienced managers.

Encouraging Career Development

Definition and Importance: Growth Opportunities: Providing opportunities for employees to develop new skills and knowledge can increase job satisfaction and retention. Investment in Training: Investing time and resources in employee training and development shows that the company is committed to their professional growth.

Best Practices

Training and Workshops: Provide regular training and workshops to develop technical skills and soft skills. Career Plan: Helps employees create long-term career plans and provides support to achieve those goals.

III. METHOD

This research uses Preferred Reporting Items for Systematic Reviews. Data was obtained from online databases, namely JSTOR, AOS-Estrategia and Inovacao, John Wiley and Sons Inc, Emerald Publishing, Inderscience Publishers, SAGE Publications, University of Minnesota, Technical Publishing, Technical University of Liberec, Routledge. 65 articles were obtained. By using the keyword search "talent retention and talent management". Design/methodology/approach: This is a literature review with data from the scientific database Scopus. We found 65 results from 2006 to 2024. After removing duplicates and other search fields, we had a final 30 documents

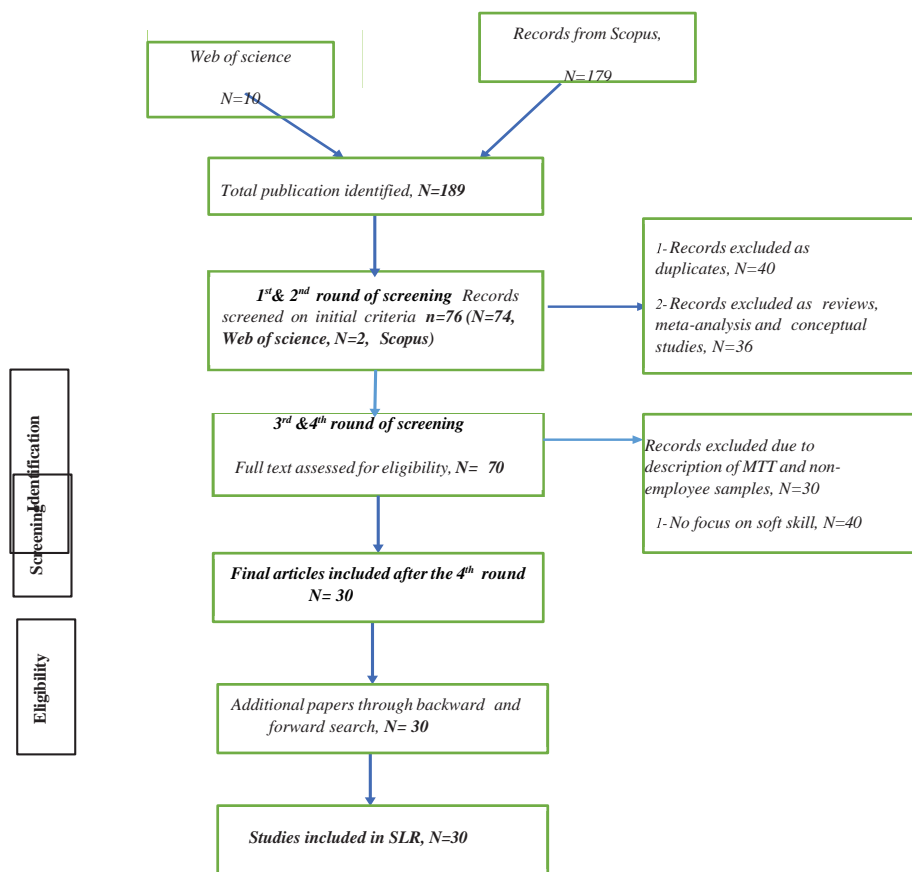


Figure 1. A conceptual model of developing an agile work environment

IV. RESULTS AND DISCUSSION

Table 1. Journal Topic Priorities in the Best Publishers Scopus International Search related to strategies to increase talent retention by using gamification and a holistic approach in increasing talent retention and employee engagement

No	Article Topic	Name/SJR Research	Summarr
1	Servant Leadership in the Service Sector: Linkages with Employee Motivation and Retention	International Journal of Organizational Leadership 13(First Special Issue - 2024) 6-25	Servant leadership in service companies increases employee motivation and retention and helps the company's success and sustainability during times of uncertainty.
2	Investing Time and Resources for Work–Life Balance: The Effect on Talent Retention	Int J Environ Res Public Health. 2020 Mar; 17(6): 1920.	This research presents a work-life balance model to attract and retain talent, as well as improve company performance through flexible and planned HR strategies.
3	Relative Performance Evaluation in CEO Compensation: A Talent-Retention Explanation	Jurnal Of Financial and Quantitative Analysis Vol. 55, No. 7, Nov. 2020, pp. 2099-2123	This research finds that relative performance evaluation (RPE) in CEO compensation is used to retain talent, especially among specialist CEOs, founders, and those approaching retirement age.
4	Talent retention challenges among non-family talented individuals: multiple case studies of family SMEs in Jordan	The current issue and full text archive of this journal is available on Emerald Insight at: https://www.emerald.com/insight/0142-5455.htm	This research finds that Wasta social networks accelerate the dissatisfaction of non-family talented employees in family SMEs in Jordan, increasing their intention to leave.
5	Learning orientation, organizational commitment and talent retention across generations	Journal of Managerial Psychology Vol. 23 No. 8, 2008 pp. 929-953	The research found that Europe's younger generations are more likely to be job-hopping, with lower organizational commitment than older generations.
6	Reframing talent acquisition, retention practices for organisational commitment in Malaysian SMEs: A managerial perspective	Journal of General Management 2023, Vol. 0(0) 1–13 © The Author(s) 2023	This research found that the mismatch between talent acquisition and retention and organizational commitment in SMEs affects employee commitment. Talent retention requires structured recruiting practices that consider flexibility, belonging, career growth, and interpersonal relationships
7	The effect of leadership style on talent retention during Merger and Acquisition integration: evidence from China	The International Journal of Human Resource Management, 2015 Vol. 26, No. 7, 1021–1050, http://dx.doi.org/10.1080/09585192.2014.908316	This research finds that authoritative, coaching, task-focused, and relationship-focused leadership styles positively influence talent retention and post-M&A integration effectiveness in China.

No	Article Topic	Name/SJR Research	Summarr
8	Key skills retention and motivation: the war for talent still rages and retention is the high ground	Industrial And Commercial Training. VOL. 38 NO. 1 2006, pp. 37-45	This research identifies holistic strategies for skills retention, employee engagement, and motivation by assessing nine predictors of engagement, such as process, role challenge, and work-life balance.
9	The impact of emotionally intelligent leadership on talent retention, discretionary effort and employment brand	Industrial And Commercial Training. VOL. 44 NO. 1 2012, pp. 9-18.	This research identifies holistic strategies for skill retention, engagement, and employee motivation through an assessment of nine predictors, as well as their impact on organizational costs and productivity.
10	Justice in Compensation: How it affects Talent Retention in Malaysian Electric & Electronics Industry	Global Business and Management Research: An International Journal Vol. 12, No. 4 (2020)	This research found that compensation fairness is related to talent retention but did not find evidence of a correlation between information fairness in compensation management and talent retention.
	Understanding Talent Retention within a Sport System Exploring the Elite Youth Hockey Development System in Alberta, Canada	Journal of Applied Sport Management	. This research found that regulations and strategies such as Residential Area Limits, Player Development, Facility Ownership, Performance-Based Outcomes, and Information Sharing are used to retain talented young hockey athletes in the Edmonton, Alberta area.
11	Talent management: the way out of poor task performance	Industrial And Commercial Training. VOL. 54 NO. 4 2022, pp. 623-636	This research found that talent management in the Nigerian banking industry, particularly in attracting and developing talent, significantly improves employee task performance, while talent retention has no significant effect.
12	Talent Retention: Analysis of the Antecedents of Talented Employees' Intention to Stay in the Organizations	European Journal of Interdisciplinary Studies. Vol. 14 ♦ Issue 1 ♦ 2022	This study analyzes the factors that influence talented employees' intention to remain with an organization, with a focus on specific demographic characteristics. The sample consisted of 391 respondents
13	Local female talent retention in the Gulf: Emirati women bending with the wind	The International Journal of Human Resource Management. Vol. 25, No. 2, 144–166	This research analyzes the challenges and strategies that Emirati women in the UAE face in remaining employed, identifying four main challenges and four key strategies to overcome them
14	Blockchain Technology in Talent Retention and Capability Development in HRM 2023	Proceedings of the 5th International Conference on Inventive Research in Computing Applications (ICIRCA 2023) IEEE Xplore Part Number: CFP23N67-ART; ISBN: 979-8-3503-2142-5	This study explores the potential of Blockchain (BC) in Human Resource Management (HRM), showing that although BC can improve HRM operations, its application in the field of HRM is still limited. This study proposes a conceptual model for training and expected outcomes.

No	Article Topic	Name/SJR Research	Summarr
15	Analyzing the impact of stock options on talent retention and knowledge product generativity at knowledge intensive firms	International Journal of Manpower. Vol. 44 No. 5, 2023	Summary: This study analyzes the effect of stock options on knowledge worker retention and knowledge productivity (innovation) in knowledge-based companies in the information technology and health sectors. The panel data method is used to determine the long-term causal relationship between firm innovation, knowledge worker retention, and financial performance, by evaluating firm size as a hidden variable in the influence of stock options.
16	A REVIEW OF LITERATURE ON EMPLOYEE RETENTION	International Journal of Innovative Research in Management Studies (IJIRMS) Volume 4, Issue 4, May 2019. pp.1-10. A	This research reviews the practices and strategies that organizations adopt to retain a talented workforce. HR's biggest challenge is retaining employees in a dynamic environment. This study examines articles to understand the concepts, factors, and strategies of employee retention.
17	Talent retention in Indian public sector units (PSUs): an empirical investigation Bidhan Mukherjee, Bibhas Chandra and Saumya Singh Department of Management Studies, Indian Institute of Technology (ISM), Dhanbad, India	Kybernetes Vol. 49 No. 6, 2020 pp. 1783-1810 © Emerald Publishing Limited 0368-492X DOI 10.1108/K-03-2019-0165	This research explores predictors of talent retention in Indian SOEs, including job security, autonomy, work-life balance, work culture, career growth, leadership style, training and rewards. The method uses a questionnaire to 472 employees with statistical analysis such as logistic regression and MANOVA in SPSS 20.
18	A REVIEW OF LITERATURE ON EMPLOYEE RETENTION	International Journal of Innovative Research in Management Studies (IJIRMS) Volume 4, Issue 4, May 2019. pp.1-10. A	This study reviews organizational practices and strategies in retaining a talented workforce globally, in the current competitive era. Highlights employee retention factors and strategies across various sectors and industries.
19	Justice in Compensation: How it affects Talent Retention in Malaysian Electric & Electronics Industry	Global Business and Management Research: An International Journal. Vol. 12, No. 4 (2020)	This study examines the relationship of fairness in compensation management with talent retention in the Malaysian Electronics and Electronics Industry using a cross-sectional design.
20	The influence of leadership behaviours on talent retention: An empirical study	SA Journal of Human Resource Management. ISSN: (Online) 2071-078X, (Print) 1683-7584	This study examines the influence of leadership mindset on talent management and intention to leave work voluntarily in Botswana local government institutions. Using a quantitative approach and data from 405 employees, it was found that a weak leadership mindset predicts poor talent management practices and turnover intentions. Talent development moderates this relationship. The implication is the importance of adopting the right leadership mindset to retain key talent in local government.
21	Talent retention strategies for female academics in the	International Journal Of Research In Business And	The study finds that retention strategies such as compensation, succession planning, training, and career development are effective for retaining female academics in Sub-Saharan universities, critical to

No	Article Topic	Name/SJR Research	Summarr
	higher education sector: A Sub-Saharan Africa context	Social Science 10(7)(2021) 142-149	achieving strategic goals and maintaining relevance in the higher education sector.
22	Key Factors Influencing Talent Retention and Turnover in Convenience Stores: A Comparison of Managers' and Employees' Perspectives	SAGE Open October-December 2021: 1 –20 DOI: 10.1177/21582440211067240 journals.sagepub.com/home/sgo https://doi.org/10.1177/21582440211067240	This study identifies the main factors influencing convenience store employee turnover and suggests changes necessary to reduce high turnover rates, using the DEMATEL method to evaluate and develop effective retention strategies.
23	Effective talent retention approaches	Ott, Dana L. Tolentino, Julia Louise Michailova, Snejina	Based on the literature review, improving talent retention requires a focus on organizational culture, dynamic training, an engaging work environment, and clear career opportunities. Organizations need to understand the values that are important to talent to achieve this goal.
24	Employer branding: perceived organisational support and employee retention – the mediating role of organisational commitment	Arasanmi, Christopher N. Krishna, Aiswarya Industrial and Commercial Training	This study shows that perceived organizational support (POS) as an employer branding technique has a significant effect on employee retention and its effect is mediated by organizational commitment. The practical recommendations suggest organizations should increase organizational support to attract and retain employees.
25	A Systematic Review on Various Factors Influencing Employee Retention	Asian Journal of Applied Science and Technology (AJAST) Volume 6, Issue 4, Pages 57-65, October-December 2022	Employees are a valuable asset to an organization, requiring efforts to attract and retain them. This paper examines the determinants of retention, including career development, compensation, work-life balance, management, work environment, social support, autonomy, and training.
26	Talent Retention at Commercial Banks in Vietnam	International Review of Management and Marketing. ISSN: 2146-4405	This study identifies talent criteria in commercial banks in Vietnam and builds a scale of factors influencing talent retention. The results show that job satisfaction is the most influential, followed by commitment, loyalty and work motivation.
27	An analysis of transformational leadership, talent acquisition and talent retention of engineers Read online: at an energy provider in South Africa	SA Journal of Human Resource Management ISSN: (Online) 2071-078X, (Print) 1683-7584	This study aims to analyze transformational leadership, talent acquisition and retention of engineering talent at Eskom, considering demographic differences, relationships and transformational leadership as mediating variables. Results indicate that transformational leadership mediates the relationship between talent acquisition and engineer retention.
28	The relationship between talent management practices and retention of generation 'Y' employees:	Economic Research-Ekonomska Istraživanja. 2020, VOL. 33, NO. 1, 1330–1353	This research analyzes the influence of talent management practices on Generation Y employees' retention intentions and the mediating role of competency development. Results showed that mentoring, strategic

No	Article Topic	Name/SJR Research	Summarr
	mediating role of competency development		leadership, and social media influenced retention intentions, while knowledge sharing did not.
29	The Impact Of Talent Management On Retention	Journal of Business Studies Quarterly. 2014, Volume 5, Number 3. ISSN 2152-1034	This research analyzes the relationship between managers' emotional intelligence (EI) and employee engagement. Findings show managers' EI is strongly correlated with employee engagement scores, which can improve employer branding, talent retention and productivity.
29	Recruitment and Retention of Early-Career Technical Talent What Young Employees Want from Employers A study of the workplace attributes that attract early-career workers suggests that Millennials may not be so different from earlier generations. Marcie	SSN: 0895-6308 (Print) 1930-0166 (Online) Journal homepage: www.tandfonline.com/journals/urtm20 Zaharee, Marcie Lipkie, Tristan Mehlman, Stewart K. Neylon, Susan K.	This IRI study explores the environmental and work culture attributes that are attractive to early career technical talent. Findings show millennials' workplace preferences are similar to previous generations, including competitive salaries, health benefits, 401Ks, professional development, flexible hours, and remote work.
30	Gender, talent management and firm performance: MNCs' female-focused talent management practices in Russia Marina	Latukha, Marina Michailova, Snejina Ott, Dana L. Khasieva, Daria Kostyuk, Darya Employee Relations: The International Journal Vol. 44 No. 4, 2022 pp. 850-869 © Emerald Publishing Limited 0142-5455 DOI 10.1108/ER-04-2021-0132	This research examines the relationship between talent management (TM) practices that focus on women and company performance. The findings show a positive relationship between female talent development and retention on company performance, but not talent attraction.

Based on table 1, it explains the overall data from the selection of 30 journals related to talent retention from Scopus publishers with a total selection of around 30 from the total number of Scopus international journal articles, which previously was 75 articles from a selection of 2532 articles. Furthermore, as the results are taken from different databases, including authors, number of authors, year, title and Scopus publisher, we assume that the number of articles taken must cover the entirety of the latest articles related to the main title of the research.

Based on this, from the literature review, the author says that effective management support through regular communication and performance feedback is the key to retaining employees. By ensuring that employees feel supported, appreciated, and have opportunities for growth, companies can increase employee retention and create a positive and productive work environment.

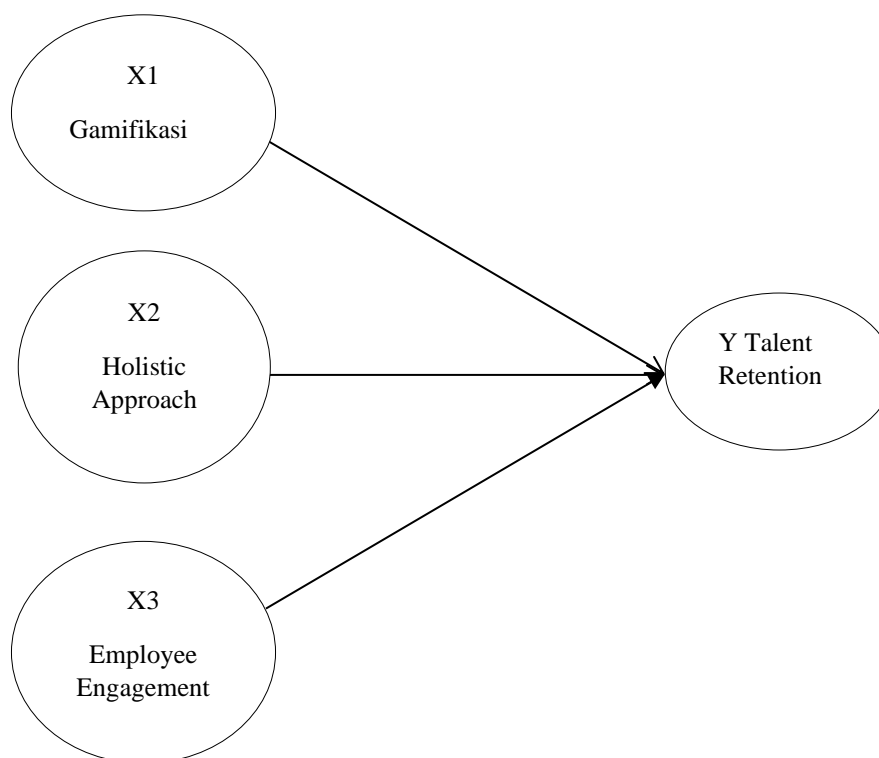


Figure 2. Proposed modeling so that employees do not leave

- a. Job Satisfaction: The use of gamification and a holistic approach increases job satisfaction which in turn increases retention.
- b. Employee Loyalty: Employees who feel appreciated and have good welfare tend to be more loyal.
- c. Competency Development: Structured career development and training programs increase skills and satisfaction.
- d. Recognition and Rewards: Reward and recognition systems encourage employee motivation and engagement.

The hypothetical model proposed in the article includes several main variables:

1. Independent Variables (X1 and X2):

o X1: Gamification (Gamification): Implementation of elements such as points, levels, challenges and rewards in work to increase employee engagement.

o X2: Holistic Approach: An approach that includes work-life balance, mental health, career development and overall employee well-being to create a supportive and positive work environment.

2. Mediation Variable (X3):

o X3: Employee Engagement: The extent to which employees feel involved and motivated in their work. High employee engagement can mediate the relationship between gamification, a holistic approach, and outcomes such as job satisfaction and employee loyalty.

3. Dependent Variable (Y):

o Y: Employee Engagement: Factors that mediate the effects of gamification and a holistic approach on outcomes such as job satisfaction and employee loyalty.

This model proposes that through the implementation of gamification and a holistic approach, organizations can increase employee engagement, which in turn increases job satisfaction and employee loyalty.

This creates a work environment that supports and motivates employees to remain with the organization in the long term.

Based on this proposed model it focuses on the integration of gamification and a holistic approach to increase talent retention through increasing employee engagement and satisfaction. In this way, companies can create a work environment that is supportive, productive, and motivates employees to stay with the company in the long term.

V. CONCLUSION

Based on the conclusion above, it is found that effective management support through routine communication and performance feedback is the key to retaining employees. By ensuring that employees feel supported, appreciated, and have opportunities for growth, companies can increase employee retention and create a positive and productive work environment.

That effective management support through regular communication and performance feedback is key to retaining employees. Supportive management can create a positive and conducive work environment, increase job satisfaction and employee loyalty.

here are some strategies that can be used to increase employee retention and can help retain employees and increase retention:

- a. Regular and Transparent Communication:**
 - i. Help ensure employees understand the company's goals and vision.
 - ii. Make employees feel valued and involved in company decisions.
- b. Constructive Performance Feedback:**
 - i. Encourage employee professional and personal development.
 - ii. Increase motivation and sense of pride in their work.
- c. Recognition and Awards:**
 - i. A fair reward system can increase employee motivation and engagement.
- d. Building Strong Relationships:**
 - i. Supportive and empathetic leadership can increase employees' sense of engagement and loyalty.
- e. Encourages Career Development:**
 - i. Provide opportunities for the development of new skills and knowledge.
 - ii. Investments in training can increase job satisfaction and employee retention.
- f. Work and Personal Life Balance:**
 - i. Provide work flexibility such as work from home options or flexible working hours.
 - ii. Support adequate leave time and provide a fair leave policy for employees' personal and family well-being.
- g. Employee Welfare Program:**
 - i. Provide physical and mental health programs, such as access to gyms, yoga classes, counseling, and other health programs.
 - ii. Creating a healthy and ergonomic work environment to support employee physical well-being.
- h. Professional Development Opportunities:**
 - i. Provide ongoing training and development programs to improve employee skills and knowledge.
 - ii. Create clear career paths and provide mentoring to help employees achieve their career goals.
- i. Inclusive and Collaborative Culture:**
 - i. Building an inclusive work culture that supports diversity and collaboration.
 - ii. Promote strong and ethical company values to create a positive and supportive work environment.
- j. Involvement in Decisions:**
 - i. Involve employees in decision-making processes that affect their jobs and the company as a whole.

- ii. Provide opportunities for employees to express their ideas and feedback openly.
- k. Competitive Compensation and Benefits:**
 - i. Offer competitive salaries and benefits that are in line with industry standards.
 - ii. Provide an attractive benefits package, including health insurance, retirement plans, and other incentives.
- l. Awards for Achievement:**
 - i. Implement a fair and transparent reward system to reward employee performance and contributions.
 - ii. Provide regular recognition, both formal and informal, to increase employees' sense of appreciation and motivation.
- m. Supportive Work Environment:**
 - i. Create a comfortable and supportive work environment, with adequate facilities and the technology necessary to work efficiently.
 - ii. Ensure there is sufficient support and resources to help employees achieve their goals.
- n. Rotation Opportunities and Different Experiences:**
 - i. Provide opportunities for employees to try out different roles and responsibilities within the company.
 - ii. Encourage job rotation to help employees develop new skills and maintain morale.
- o. Building Community and Togetherness:**
 - i. Hold regular social and team-building activities to strengthen relationships between employees.
 - ii. Encourage participation in volunteer activities and CSR programs to increase a sense of community and shared goals.

By implementing all these strategies, companies can create a work environment that is more engaging, supportive, and motivating for employees to stay and develop within the organization, ultimately increasing retention and the company's long-term success.

Additionally, the proposed research model identifies factors such as gamification and holistic approaches as ways to increase employee engagement and satisfaction, which in turn increases employee retention. Gamification involves elements such as points, levels, challenges and rewards to make work more interesting, while a holistic approach focuses on work-life balance, mental health and overall employee well-being.

By ensuring that employees feel supported, appreciated, and have opportunities to grow, companies can create a positive and productive work environment, which motivates employees to stay with the company long-term.

For further research based on journals that have been reviewed, several recommendations that can be made include:

- a. Testing Gamification Implementation in Various Industries:
 - i. Research how gamification can be applied effectively in various industries other than those already researched, for example the health, education or technology sectors. The aim is to understand the impact and effectiveness of gamification in increasing employee engagement and retention in various contexts.
- b. Holistic Approach to Work-Life Balance:
 - i. Develop a more in-depth study of how a holistic approach focused on work-life balance can be integrated with human resource management strategies to increase employee satisfaction and well-being.
- c. Longitudinal Study of Job Satisfaction and Retention:
 - i. Conduct a longitudinal study to evaluate the long-term effects of management support, performance feedback, and recognition on job satisfaction and employee retention. This can help understand how the intervention impacts in the long term.
- d. Exploration of Cultural Factors in Employee Retention:
 - i. Investigate how organizational cultural factors influence employee retention, with a focus on differences between cultures in different countries or regions. This can provide insight into how retention strategies need to be adapted to specific cultural contexts.

- e. Effectiveness of Mentoring and Career Development Programs:
 - i. Assess the effectiveness of different mentoring and career development programs in increasing career satisfaction and employee retention, as well as how these programs can be optimized for different groups of employees (for example, based on age, gender, or experience level).
- f. Effect of Transformational Leadership on Retention:
 - i. Take a deeper look at how transformational leadership can impact employee retention, focusing on specific leadership behaviors and practices that are most effective in keeping employees committed and satisfied with their jobs.
- g. Cost-Benefit Analysis of Retention Strategy:
 - i. Develop studies that analyze the costs and benefits of various employee retention strategies, to help organizations understand the best investments in retaining quality employees.

By carrying out these studies, it is hoped that a more comprehensive understanding of the factors that influence employee retention can be gained and how organizations can develop more effective strategies to keep employees motivated and loyal.

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