



EMPLOYEE ENGAGEMENT AND RETENTION STRATEGIES ON INNOVATION PERFORMANCE IN TALENT MANAGEMENT CAN BE VIEWED AS "TWO SIDES OF THE SAME COIN"

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Abstract

In the fast-paced and extremely competitive 21st century, talents are today acknowledged as one of the most important pillars for every company to realize its strategic vision. Additionally, a greater emphasis has been placed on the attraction, development, enhancement, and retention of individuals' abilities as an edge over competitors that enable businesses to achieve their objectives. Considering a high rate of turnover raises the cost of bringing on new employees and has an impact on the organization's profitability, businesses adopt a variety of strategies to keep their productive staff. The aim of this article was to ascertain the influence different management methods, such as retention and engagement of staff members, have had on creative practises in light of their interdependence. In order to determine the elements that affect staff retention in private organisations, this research will examine the findings of research articles by different authors. The anticipated results include significant effects of strategies for talent management on innovation efficiency, which will improve the development of wealth and the inclusion of values to products or processes carried out in every sector.

Keywords:-*Talent Management, Employee engagement, Employee retention and innovation performance.*

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DOI: 10.48047/ecb/2023.12.si10.00416

INTRODUCTION

A business is able to preserve a competitive edge in the rapidly shifting economic environment of today by retaining and utilising the knowledge and skills of its workforce (Vasquez, 2014). Provide executives at all levels with regular training and mentorship, in particular those who are just starting out in management. The identification, growth, and retention of individuals with outstanding performance is the foundation of talent management, an HR approach for achieving overall success and goals. It is necessary to gather resources from the outdoors after the goals are determined in order to achieve them; the more resources that an organisation collects from the environment, the higher the likelihood that the organization will attain its corporate goals (Eydi, H., 2015). Along with adequate skilling and succession planning, it also entails the process of attracting and retaining the employees.

Talent management is a continuing, progressive process that puts the needs of staff members or individuals first in order to help them reach their goals and long-term ambitions. Blass, (2009). The management of talent "seems to be the intersection of strategy, planning for succession, and HRM, drawing on development, recruiting, and retention, and rewarding methods, complemented by reliable information sources, monitoring, and measurement." In most firms, current hiring practices have evolved into a strategic means of exploiting talent, and these processes are the impetus behind accomplishing organizational or company objectives through continual development.

The term of talent management focuses primarily on finding, nurturing, engaging and retaining people with the abilities, expertise, competencies, and talents needed to contribute to the achievement of the objectives. Employers must try to hire and retain talented employees. Employee engagement over an extended period of time encourages the growth of cheerful, satisfied, and productive employees (Al-Jabari, B. 2017). Rapid change and quick advances in knowledge, strategy, and technology define the present period. This has caused a wide range of commercial problems, which in response has forced the abandoning of outmoded practises and methods for the benefit of more futuristic approaches. This needs to be done by having creative people available and by providing all the conditions that foster their invention and encourage them to provide more creative ideas

that improve the competitiveness of the organisations in which they work while simultaneously supporting their continuity and career development.

Conceptual Framework on Talent Management

The 'talent' concept incorporates various meanings; that is, having an ability, intelligence, and capability in some profession that permit performing specific acts. In broad terms, 'talent' mainly refers an individual's level of intelligence or capability that enables effortlessly and skillfully conduct an activity (Butter, Valenzuela & Quintana, 2015).

Although talent is commonly linked with an ability, it can also be developed through exercise, practice and training. While talented employees have similar strategic effects on the performance and competitiveness of companies in various sectors, the identification of strategic competencies that characterize 'who the talented employees are' in each industry seems to be quite different.

Talent management is often linked with competency-based management and its decisions are often driven by a set of organizational core competencies as well as position specific competencies. The competency set includes knowledge, skills, experience, and personal traits (Davies and Davies, 2010). The talent management implementing various practices such as talent attraction, talent identification, succession planning, talent development, talent engagement, talent retention, and talent deployment, which are integrated with each other to make the successful process for the organization.

Employee Engagement and Retention have an Impact on Talent Management

Developing effective talent management strategies is crucial to the company's continuous success because they are one of the main factors influencing employee engagement and employee retention. Employee engagement encourages high employee retention as the employees will be passionate to do their work and motivated to stay in the organisation (Babakus, Yavas and Karatepe, 2017). Without a strong talent management system, you risk having an unmotivated workforce that won't put forth their best performance and is more likely to quit. The only way of achieving this is in this technique. Consequently, the capacity to innovate has come

to be seen as one of the key criteria for assessing the performance of individuals working in current companies (Ben & Rob, 2019). To build a robust staff dedicated to long-term success, utilise talent management while boosting productivity and retention through engagement among staff.

Staff involvement during the adoption of talent management has a significant impact on staff retention. When employees are engaged, employee retention rates are greater and business culture is stronger. Employee retention and employee engagement go hand in hand. They will have an emotional connection to the organisation, which increases the likelihood that they will stick around (Bedarkar and Pandita, 2014). Positive employee involvement improved organisational citizenship, work satisfaction, and self-efficacy. It is clear from the changes in people management techniques among small, medium-sized, and large firms that these companies are under social obligation to adopt methods and practises that are suitable with their organisational setting (Savarimuthu & Jothi, 2018). Implementing people management strategies that are in line with new employee engagement trends may appear to be a challenging and time-consuming task, but it is essential for the company's long-term success and growth.

Employee Engagement

Employee commitment to the organisation and its operations can be assessed by considering employee engagement. It affects everything, particularly a business's capacity to retain employees and make profits. Employees are more likely to lose commitment to their jobs, get demotivated, and ultimately leave the company in search of better opportunities if their work duties are not tied. (Deriba, Sinke, Ereso, and Badacho, 2017) point out that psychological meaningfulness, safety, and availability are the three main prerequisites for successful employee engagement.

- **Psychological** meaningfulness however, implies that the employees should feel to be worthwhile, useful, valuable and important, especially if their work is challenging, varied and is creative allowing them to be autonomous.
- **Safety** depicts the ability by the employees to operate without having fear or negative consequences to their self-image, status and career.
- **Availability** reflects the ability by the employees to possess the physical, emotional

and psychological requirements that are required to be employed in their work roles. Employee engagement is all about delighting employees to keep them involved in their roles and business with positivity. Employees can be rewarded so that they feel valued for their work performance, this can prevent employees from resigning voluntarily or rejecting job offers from other places (Chatzoudes & Chatzoglou, 2022). Relationships and organizational environment play a key role in determining employee engagement that assists in holding workforce longer, and develop facilitating leaders. According to Aswathappa K. (2015), "the employee is engaged if he/ she willing to go above and beyond what would typically be expected in his/ her role". The four main elements of employee engagement include pride, commitment, praise and satisfaction. The attributes related to an engaged employee are discussed as follows:

- 1) **Employee attachment:** This denotes the bond that the employee develops with the organisation and the extent to which the employee is able to relate and identify with the job and the goals.
- 2) **Passion:** This denotes the commitment towards the job and organisation that is displayed by the employee.
- 3) **Personal belief:** This denotes the belief that the employee has about how important the employee is for the organisation.
- 4) **Strong willingness:** Employee will display a strong willingness to recommend and portray the organisation as a positive place to work.
- 5) **Employee Commitment:** The amount and degree of time and effort that the employee spends on the job- or work-related activities.
- 6) **Work relationship:** The positive relationship that exists within the organisation. An engaged employee will have positive relationship with other employees in the organisation.

Categories of Employee Engagement:

An organization is the collection of a huge number of people striving towards the accomplishment of a common objective and goal. Ideally, every employee must work to their full potential to further the organization's reputation and overall success. However, this is not the case in most of the companies. Thus, on the basis of the levels of commitment and potential of the employees can be classified majorly into three categories:



Sources: businessjargons.com

- 1. Actively Disengaged:** These categories of employees are unhappy who underperform, spread negativity, and often provoking and convincing the other employees to avoid their work.
- 2. Engaged:** The engaged employees are those who work with full passion and are emotionally attached to the organization. They are optimistic and spread positivity among the co-workers, given innovative and provide new ideas to move the organizational success.
- 3. Not engaged:** These are the employees who seek directions from their superior and do only that work which has been asked for but not proactive, complete only the tasks required, as well as do not generally show an interest in what is going on within the organization. However, these employees can hold either a negative or positive attitude towards the organization.

Strategies of Employee Engagement

1. Good Communication:

The first prerequisite for promoting employee engagement is to maintain strong communication for simplicity, transparency, and honesty in routine tasks. When employees learn how business decisions will impact their work environment and how to handle crises, trust is fostered.

2. Leadership:

The desire of workers to connect deeply with their supervisors is palpable. The development of leadership skills or team-building exercises enhances cooperation and trust among co-workers. Motivated workers are eager to support one another in improving both personally and professionally. It fosters dedication among workers and forges ties between them and their leaders.

3. A company's culture:

Employees who are happy at work help define their core beliefs and the fundamental principles that govern organisational behaviour. A healthy organisational culture produces happy employees. Additionally, it can boost productivity for both new hires and senior staff.

4. Opportunities:

It's crucial for workers with ambition to have the chance to learn new abilities and skills. By giving priority to an employee's professional growth, you can let them know that the organisation as a whole care about their success. Giving employees the chance to enhance their careers or acquire new skills can be a highly attractive reward. This could involve taking classes for professional certification, mentorship opportunities, or training programmes.

5. Rewards and Acknowledgement:

A clear system of reward and acknowledgment that operates in a workplace where employees' efforts as fairly and promptly acknowledged and appreciated. It comprises fair and consistent cash remuneration, in addition to team outings, the acknowledgment of years of service and achievements made by motivated personnel.

6. Values and Goals:

Employee engagement rises when they can connect their daily work with the company's objectives. People want to feel like they are contributing and a difference. Employees have something to unite over when their organization's mission and basic principles are made known.

7. Encourage wellness and safety in the workplace:

Everyone aspires to be an integral component of an effective team, but like each other, they also

need mentors who can give them constructive criticism. Positive reinforcement promotes desired behaviours, and constructive criticism can help prevent issues in the future from continuing to spiral. People who accomplish well have positive feelings regarding themselves and the workplace. This will enhance not only the team's camaraderie and cooperation but also their overall well-being and health.

Models of Employee Engagement:

There are certainly plenty of models to describe employee engagement, but they all aim to prove that a worker who is invested in their job is a successful professional. It encompasses the person's engagement, fulfilment, and excitement

for their work; these engagements are frequently considered as the employee's willingness and contribution to accomplishing the corporate goals (Patnaik & Dubey, 2019). It creates a positive working environment in which employees feel willing and able to perform their best work. Focusing on employees' views and accomplishment levels with regard to engagement and enthusiasm is a wonderful technique to examine employee engagement. Employee engagement as the psychological and behavioural outcomes that lead to better performance (Aon Hewitt 2013). In this model he examines both the individual's engagement outcomes and the potential engagement drivers that are part of the organizational work experience and growth.

Aon Hewitt Model on Employee Engagement



Source: Aon Hewitt (2013)

Employee engagement outcomes three attributes that include the extent like:

Say—speak positively about the organization to co-workers, potential employees and customers

Stay—have an intense sense of belonging and desire to be a part of the organization

Strive—are motivated and exert effort toward success in their job and for the company

Employee Retention

Organisations focus on the recruitment of the employees with the right skills and once they get them they usually fail to retain them once they are appointed as well as there is a strong link that exists between good organisations and their performances (Croswell, 2017). Employee retention is an extremely complex challenge as the varying factors that contribute to employee

retention differ from employee to employee and their commitments (Singh & Gupta, 2015). On-boarding facilitates a continuous learning process as a means to integrate the new employees within the organisation and this directly transforms into a high rate of staff retention (Izidor and Iheriohanma, 2015). An organization cannot implement all employee retention strategies, but at least having some of the strategy follows to fulfil the goals and objectives of the organization.

Strategies of Employee Retention

1. professional development opportunities:

Managers and HR specialists are responsible for the processes, which is a constant and difficult effort to ensure the organization. Giving an

employee the chance to grow and develop makes they feel appreciated.

2. Learning and Development:

Companies invest a lot of money and resources to upgrade employees' skills and competencies; that skilling and development programs to make them feel that, they are learning, developing, growing and remaining competitive in the job market.

3. Prioritize total well-being:

Total wellbeing does not just relate to physical health but also the employees' mental, social, financial, and career growth. Focusing on all of these aspects will help employees maintain their health on all levels, and stay productive that ultimately loyal to their organization.

4. Multi-rated feedback:

This method provides the opportunity for employees to receive performance feedback from their superiors or managers, peers, subordinates, co-workers, and also the customers. Multi-rated feedback or 360-degree feedback program aims at solving multi-dimensional problems in an organization ranging from employee engagement to development and better succession planning.

5. Offer Fair Package:

Benefits and package also play a crucial role to feels greatly employee valued at work. It's equally important to regularly assess industry compensation standards and have a strategy in place to reward the top performers, such as: bonuses and extra benefits as well as perks like lower healthcare premiums, flexible hours etc. making employees comfortable in the place of work that leads boost employees' morale.

6. Foster strong Leadership and Teamwork:

The leader of an organization should value the skills and knowledge an employee brings to the border line as well as to reduce employee turnover, leaders need to create retention strategies (Anitha & Begum, 2016). The result was that leaders began to use their emotional intelligence skills to develop and engage their employees, which improved productivity and team unity.

7. Boost Organizational Culture:

A strong organizational culture should actively encourage managers to recognize their team's work and also offer department and exceed all expectations. For the competitiveness of a company, sustainability, productivity, culture, as

well as brand image, one of the main pillars is employee retention.

8. Advanced Technology:

The most challenging element of talent management and HR management in recent years has been finding and keeping the best employees. Organizations are using technology like Data Analytics, ERP, AI, and ML to anticipate, carry out, grow, gauge, evaluate and even predict factors to better manage retaining staff and business growth. This technology helps organizations to prepare for continuously changing business environments.

9. Organizational Performance:

For enhance the organizational success the management utilize the strategies as employee engagement and employee retention to their operations. It enhances the cognitive, emotional and behavioural facets, thinking capacity, employees' beliefs about the organization, as well as the organizational culture and the management team.

How Effects on Employee Engagement and Employee Retention Interdependent

Organizations may boost staff retention by utilizing a variety of employee engagement initiatives. Improved staff retention and organizational efficiency are essential for high employee engagement. Robinson, Perryman, and Hayday, (2014) suggest in their presentations that staff engagement has a favourable impact on employees' well-being, which raises the efficiency of an organization. Strong ties are formed between the workers and the organization as a result of the favourable working conditions that the employees get exposed to. The higher the talent retention rate, the greater the improvement to organizational performance, and the greater the competitiveness of the businesses in the business contexts in which they operate (Dajani, 2015). However, it is important to reminisce that employee involvement facilitates gives staff retention in an organization.

In collaboration with employee retention strategies, the staff engagement plan aims to raise engagement. Strong positive correlations should exist between employee happiness and employee retention in an organization. (Vijay Anand V. et al. 2018) concur that 360-degree feedback enables each person to grasp the perception of various groups of individuals about him as a member of the staff and how others evaluate his efficiency as

an employee, co-worker, or staff member. Having a strong sense of commitment to and involvement in one's job duties, being able to add value, being seen as important at work, taking the initiative, being passionate about one's work, and being happy to take on challenges are all qualities associated with dedication. A psychological technique known as employee engagement stops workers from planning to leave their jobs. It is crucial to make employees feel valued by the company.

Fostering Innovation Performance

Engagement boosts retention since it leads to personal fulfilment and provides one the confidence to fully immerse them in a topic. Retaining top talent for the business is made easier by employee retention, which boosts output. Allocating personnel in accordance with strategic needs, achieving a balance between business objectives and HR initiatives, and ultimately fostering a healthy workplace culture are three ways to increase innovation performance (Luna-Arocas, R. 2023). Prior discussions of these tactics concluded that a variety of elements, including the culture of the organization, workforce age range, work environment, and industry, influence an employee's retention. According to Ibrahim et al. (2019), workers as well as employers should consider the challenges and barriers of adapting to a new job. As a result, finding a solid job is highly competitive among employees.

Outcomes of Implementing Employee Retention and Engagement

- **Increased Productivity:** It helps to create competent, driven, and dynamic staffs that are prepared to tackle challenges head-on. A motivated employee also improves retention and improves a company's credibility, making turnover less desired.
- **Increased Loyalty:** Employees that participate actively in their workplaces are more devoted to their companies. They focus entirely on their project because they feel accountable for the results of their efforts and the successes they make. Having a defined objective and earning appreciation from their superiors satisfy the fundamental requirement for people to be motivated towards their profession.
- **Improve retention as Reduce turnover:** Increase employee retention or decrease employee turnover by having highly productive employees that are enthralled by

their duties and determined to meet every challenge, achieve their goals, and identify with their position.

- **Innovative Performance:** Appropriate awards and acknowledgements can inspire people to come up with even more creative ideas for their company. Engaged staff members act as the organization's burning fuel, generating trust and dedication. Many individuals interchangeably use the terms engagement among workers and employee satisfaction, often known as job satisfaction.

Each of the factors is crucial in determining how an organization will turn out among employees. These suggestions and ideas will foster clear communication, incorporate the formulation of organisational objectives and create a sense of belonging and self-esteem by the employees within the organisation (Mishra, 2014). It enables boosts the morale of the employees and encourages them to perform better. Workplace culture, internal communications inside the organization, and management approaches all have an impact on employee engagement and retention. A number of elements, including fair compensation, recognition, communication, flexible scheduling, cooperation, and resources, can affect an employee's level of enjoyment at work. Developing and implementing strategies that will maintain employee engagement and, as a consequence, attract and retain talent are essential strategies implemented by the experts. In light of what was mentioned before, this study intends to analyse employee engagement and talent retention with their innovative performance in talent management, which are connected like two sides of the same coin.

REVIEW OF LITERATURE

Ibrahim, Ali. K. & et al. (2023), this study identified that employee engagement and task identity are tested for its' direct impact on employee retention, while job satisfaction will be examined as mediator of the relationships between the independent and dependent variables. The significant impact of employee engagement, task identity and job satisfaction on employee retention, and job satisfaction significantly playing the role of mediating the relationship between employee engagement and employee retention and insignificant mediating role on the relationship between task identity and employee retention.

Edeh et al. (2022), in their work has concluded about the importance of knowledge management in retention of employee. In today's digital economy the biggest challenge lies with the organization is retaining the talent and their management, therefore, in order to overcome such barriers the focus should be on proper deployment of knowledge management strategies for the employee retention and this could be attainable through proper management of knowledge and human resource by HR professionals so that the hiring and talent expenditure could be avoided and employee retention as an asset for the organization could be made.

Holland, D., & Scullion, H. (2021), through this paper addresses a gap in the research on talent retention within the context of cross-border mergers and acquisitions (M&A). To answer our key research question: How can psychological contracts be shaped to retain talent in an M&A context? We break down the complexity of M&A by taking a process approach. Using a multiple case study methodology involving empirical data from five acquired subsidiaries, we study talent at an individual level in contrast to most studies which focus only on the organizational level.

Ohunakin, & Sodeinde, A. et al. (2020), this study investigates the influence of talent retention strategies (training and development, and job security) on employees' behavioural outcomes (employee job performance and employee job commitment) in Nigeria's hospitality industry. Pen and paper questionnaire used for gathering quantitative data among 312 frontline employees working in the selected 5-star hotels in Nigeria. This will create positive employer's branding, generate knowledge transfer, strengthen succession plan and retain top talents.

Rombaut & Guerry, (2020). This study stated that employee retention strategy helps to understanding the impact of talent strategy in a direct manner. After measuring the impact of various factors in working environment that affect employee engagement in professional colleges been found that favourable working environment is required to have higher employee retention levels. When an institution has high levels of employee engagement then the attrition rate is found to be lower and hence the employee feel very satisfied in their job role.

Kamalaveni M S et al., 2019), This study has discussed 10 retention strategies which are

utilized by organization to hold their skilled workforce and while implementing such strategies there should be more focus on the internal factors and external factors that might affect it. When an organization gives due importance to the effective implementation of retention strategies, then that organization need not worry about attrition rates or lower working morale of its employees. It is the challenge of a HR manager to retain employees in an organization for a long run in a dynamic environment.

Bhatt & Sharma, (2019), this study has created a conceptual framework with respect to the TM function in the process of employee engagement has found that employees can be engaged on three levels: physically, cognitively and emotionally. When an employee becomes engaged in all these three dimensions then his personal engagement with the organization also increases. Employee engagement requires strategic competencies according to the company's business. Competencies and talents must be prepared through training and development programs according to the company's business scale. However, only when organizations maintain talent costs and employee productivity effectively in the short term, they can enjoy long-term benefits.

Bhamu & Barad, (2018), in their work discussed about the importance of human resource as a vital asset for the organization hence their proper retention and management within the organization strategically is essential for the efficient and effective utilisation of resources. Thus, an organization should develop a good retention policy and strategically knowledge management base so as to satisfy and retain these pools of talent within the organization.

NAFISA. S. (2017), in this study the author stated that highly regulated in the pharma sector, jobs have become more stressful and demanding in recent days. Nowadays fierce competition has led to ever-rising employee salaries and employee benefits. Although the pharma sector witnessed a lower staff turnover at least in a relative sense, the said turnover imposes a heavy cost on the pharma player concerned. The quitting executive walks out with the relationships he / she has nurtured all along. To retain employees and reduce staff turnover, the researcher suggests that the pharma players involve employees in the decision-making exercise. The lengthy feedback loop has to be

trimmed since employees would like to hear about their performance at shorter intervals.

Gupta, N., & Sharma, V. (2016). This article aims to provide an exploratory study on employee engagement, its concepts and definitions as evolved through recent times, factors or drivers affecting it, its measures and importance for better business outcomes. The methodology used for this study includes selected literature reviews on employee engagement. Employee engagement is found to be a continuous process and is highly organization specific. There is no clear and widely accepted definition of employee engagement; however, it is found to be an integration of different behavioural components, such as commitment, involvement, attachment, discretionary effort, energy, positive attitude and psychological presence, that leads the employee potential into employee performance which is positively linked with organization success.

NEED FOR THE STUDY

In every company facing a hypercompetitive market, the legendary war for talent is currently in the workers' interest. As a result, it's crucial to retain team members who currently add value to the organisation together with those who will bring about the essential changes as the company expands. Idealistically, talent management should be a part of human resource management; nevertheless, some companies have hiring managers that are more procedural than innovative and revolutionary performance. Organisations may be competent to handle the current demands, but they frequently do not take enough time to prepare ahead and anticipated the needs of their employees in the future. An engaged workforce is enabled by a personal management approach, and this in turn supports the overall corporate plan. For better address the organisations implementing the strategic objectives and operational requirements in order to boost long-term innovative performance.

METHODOLOGY

The analytical study strategy has been selected because it is a specific kind research methodology that calls for the analysis of information that is pertinent to the research being conducted as well as the use of critical thinking skills. With the aim to review the engagement and retention of staff strategies for innovative talent management performance as "two sides of the same coin," a methodical review of the literature was conducted to compile evidence from empirical studies that

was compatible with previously specified the suitability requirements in order to address each specific target formulated in the study. This study found a connection between employee engagement and organisational effectiveness. In order to minimise bias, review of the literature uses systematic techniques that are visible, reproducible, and carefully selected. This produces more accurate results that may be utilized to make decisions.

OBJECTIVES

1. To find out how engagement affects personal outcomes like retention.
2. To develop effective retention methods those are highly engaged.
3. To explore staff retention and engagement strategies.
4. To study the elements of engagement among workers those contribute to employee retention.
5. To create a conceptual framework of employee engagement in order to provide strategies for employee retention.

HYPOTHESIS

The following hypotheses will help the research process,

H1: staff engagement is significantly impacted by staff retention strategies.

H2: Employee retention and engagement are mutually reliant.

SUGGESTION

- Every organization should use such tactics that have a greater impact on the development and progress of the organization as a whole. The systematic process of talent management differs according to the size of the business and its staff.
- Consequently, workers are going to feel treated better for by the organisation, which will inspire them to put in more effort. Various motivational tactics that raise productivity and morale among employees are combined to create staff engagement with the company.
- A company must implement employee engagement techniques to retain its personnel if it is to flourish. Most of the time, using a talent identification strategy makes it easier to recognise and reward high performers. As a result, employees are more satisfied with their jobs and the business as a whole.
- Organizations should enhance team-building exercises to foster employee loyalty and trust. It enhances relationships between peers,

superiors, and subordinates inside the organization.

- Instead of focusing solely on finishing tasks, engaging employees through the dissemination of strategic knowledge and the invitation of their suggestions improves inventive performance.
- Identification, appointment, and entire wellness, both physically and mentally, of the talent are necessary for effective talent management practises. Then, they must demonstrate their value through productivity.

CONCLUSION

Due to the requirement of growing businesses and their ability to endure, they are able to keep a step ahead of their rivals by luring in and keeping the top people in their respective fields. The theory that some of the most crucial retention factors, such as self-determination, scheduling, workload adaptability, mentoring operations, an encouraging workplace, collaboration, advancement in their profession, properly pay, a constant input, growth throughout their professions, and a work-life balance, have been identified serves as a guide for researchers. Therefore, management places a great priority on initiatives that address staff retention, etc. in order to boost their competitiveness and grow their businesses. Changes in management and leadership are said to increase an organization's ability to retain its staff. Make sure managerial abilities are considered when evaluating performance. In order to inspire and encourage their staff, executives started utilising their intuitive psychological skills. This enhanced work efficiency and collaboration as well as employees' innovative performance to conviction that the company operated in their best interests. Therefore, it is crucial for businesses to execute and put into place suitable strategies to encourage people to continue working for business.

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