

# ANALYSIS OF TALENT MANAGEMENT FACTORS ON EMPLOYEE RETENTION: A SYSTEMATIC LITERATURE REVIEW

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## ABSTRACT

**Introduction/Main Objectives:** Talent management is closely related to employee retention, good employee management by paying attention to employee talents is estimated to have a very close relationship  
**Background Problems:** Companies sometimes still ignore employee comfort so that employee turnover is high and it affects the company's overall performance. **Novelty:** combining factors that influence retention and have been studied by previous researchers needs to be combined so that a summary of factors that strengthen employees is easy to read as a whole by company managers. **Research Methods:** Using Systematic Literature Review, on articles that have been written. Search for articles using the Publish or Perish application, on a Google Scholar search using the word title: Employee Retention and keywords, "talent management" and "Talent Management" Finding/Results: from 39 papers presented in the application, after being selected, 11 articles were produced that were in accordance with the study theme. **Conclusion:** there are at least 11 factors that are the causes of employee retention, namely: Career Development, Organizational Commitment, Compensation, Training, Work Of Life Balance, Work Motivation, Quality of Work Life, Organizational Culture, Work Environment, Employee Engagement, Turnover Intention.

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## 1. Introduction

Human resources have been identified as the most important asset for any organization. It is a well-known fact that in the long run, organizations with the best people will win (Pandita & Ray, 2018). Every organization requires adequate talent to achieve its growth and development (Alsakarneh et al., 2023). In line with this observation is the fact that the most pressing concern of business leaders is their human resources (Pandita & Ray, 2018). In the era of globalization and increasingly fierce business competition, companies are faced with the challenge of retaining talented employees. Employee retention is very important because it will have a major impact on overall employee performance as well as organizational profitability (Knott, 2016). Employee retention is a key for

companies to achieve strategic goals and improve business performance. Because losing key talents will incur much greater costs considering the fact that the impact and contribution of these employees is greater than other employees (Wade et al., 2012). In this case, talent management plays an important role in managing and developing employees effectively, thereby increasing retention and minimizing turnover (Urme, 2023).

Armstrong & Taylor (2020) in (Waruwu et al., 2023) stated that talent management is a strategic and ongoing process to identify, attract, develop, and retain talented employees. This process involves various aspects, such as talent planning, recruitment and selection, employee development, performance management, and compensation and benefits.

Previous studies have shown a positive relationship between talent management and employee retention (Hassan et al., 2022), (Ariawan, 2022), (azan et al., 2022), (Gst Ayu Wirati Adriati et al., 2023), (Wayan Merry Nirmala Yani & Gusti Ngurah Widya Hadi Saputra, 2023), (Sugiyanto & Sutiainsih, 2023), (G Lintang et al., 2024). The study mentioned talent management in general, and did not specifically indicate which talent management factors significantly affect employee retention. Based on the background above, this study aims to analyze talent management factors in employee retention comprehensively through a literature review of previously conducted research. Identifying talent management factors that contribute significantly to employee retention

## 2. Literature Review

### Employee Retention Concept

Employee retention is defined as the process by which employees are encouraged to remain in the organization for a maximum period of time or until the completion of a project (Noordiana et al., 2018). (Frank, Finnegan & Taylor 2004) in (Al Kurdi et al., 2020) defines Employee Retention as an effort made by employers to retain desired workers to meet business goals. (Iles et al., 2010) defines employee retention as a systematic effort by employers to build a conducive work atmosphere that encourages a retention culture.

Employee retention is important for both organizations and employees. Employee retention is an organizational strategy to retain potential employees owned by the organization to remain loyal to the organization (Harvida & Wijaya, 2020). If employees feel disappointed with their current employer or job, they will move on to the next job (Noordiana et al., 2018). Currently, employee retention is an important factor that affects most business areas, and continues to be one of the main challenges faced by company managers (Al Kurdi et al., 2020).

### Employee Retention Model

There are several employee retention models that have been developed by experts, such as:

**Model Turnover Intentions:** This model focuses on factors that influence employee intention to leave the company. (Tem & Meyer, 1993) define turnover intention as the deliberate tendency and willingness to quit a job or profession. (Ozkan et al., 2020) summarize previous research on factors that cause employee turnover in the form of job dissatisfaction, organizational commitment, and lack of opportunities for development. So he advised that this turnover intention should not be ignored by managers.

**Model Turnover Behavior:** This model focuses on factors that influence employee turnover behavior (Smith et al., 1983). Research (Holtrop et al., 2024) states that these factors can be, Conflict, high demands and/or low resources, lack of fit, lack of inclusion, commitment and personal circumstances, poor communication and organizational practices, and poor leadership.

**Model Turnover Process:** This model combines the Turnover Intentions and Turnover Behavior models. This model explains that employee retention is influenced by various factors, ranging from individual factors, organizational factors, to external environmental factors.

### **Factors Affecting Employee Retention**

Many factors can influence employee retention, including:

Individual factors: Age (Labrague et al., 2018), (Chen et al., 2018), gender, education (Labrague et al., 2018) (Chen et al., 2018), level of experience, personality, and individual values.

Organizational factors: Salary and benefits (Ozkan et al., 2020), opportunities for growth, work environment (Labrague et al., 2018), organizational culture (Labrague et al., 2018), leadership (Park & Pierce, 2020), and interpersonal relationships. type of work (Chen et al., 2018).

External environmental factors: Economic conditions, unemployment rates, and job opportunities in the labor market

### **Talent Management**

To grow and innovate, companies in any sector need to have the right talent in the organization. To ensure that the organization will be successful; talent management can be used to strengthen the capabilities of the organization (Iles et al., 2010). Talent management according to (Altınöz et al., 2013) is a human resource management practice that equips companies to be able to face challenges and to meet the needs of existing employees so that employees help the company achieve its goals. Meanwhile, according to Kontoghiorghes (2016) in (Noordiana et al., 2018) effective talent management recommends that talented employees begin to see themselves as part of the organization, add value to the organization and remain attached to it. According to Silzer & Dowel (2010) in (Putranto et al., 2022) Talent Management is a series of integrated processes, programs, and cultural norms in an organization that are designed and implemented to attract, develop, deploy, and retain talent to achieve strategic goals and meet future business needs. Talent management is a systematic approach in consolidating the components of planning, organizing, implementing, and evaluating, with the aim of producing competent and effective human resources, so that they can achieve organizational goals (Sariwulan et al., 2021).

### **The Role of Talent Management in Employee Retention**

Talent management plays an important role in increasing employee retention by:

First, increasing employee engagement, namely Employee engagement refers to the level of employee engagement and enthusiasm for their work. Employees have high energy when working, are willing to put all their energy into completing the work, and feel enthusiastic about the work they do (Jati Prasetyo & Putra Buana Sakti, 2023). Employees who are actively involved in their work tend to be more loyal and have higher retention.

second, building a positive and supportive work environment, namely a positive and supportive work environment can make employees feel comfortable and appreciated, thereby increasing retention. The work environment will affect employee emotions. If they are happy with their work environment, they will feel comfortable in the company in carrying out their activities so that employee performance optimism will be great (Heriyant & Nasim, 2023) .

Third, creating a work culture that focuses on employee development and retention, namely a work culture that focuses on employee development and retention shows that the company is committed to investing in employee development and values their loyalty. Corporate culture shapes the way

people act and interact in an organization, including in a corporate culture that has a vision, mission and goals (Mering et al., 2023).

### 3. Method, Data, and Analysis

This research is a descriptive study using the systematic literature review (SLR) method. According to (Kitchenham et al., 2009) SLR is the process of identifying, assessing, and interpreting all available empirical research evidence to provide answers to specific statements. Systematic literature review is considered as an effort to produce a synthesis of previous research findings by examining the same problem topic (Murdiastuti et al., 2021). The data we use is secondary data from scientific articles obtained online .

The research question in this study is What are the talent management factors that affect employee retention? This question uses the PICOS framework, namely population, Intervention, Comparison, Outcomes, and Study using the Publish or Perish application with the title word: employee retention and keywords, "talent management and talent management. The search was conducted on June 18, 2024.

The inclusion and exclusion criteria in this study used the PICO(S) framework. PICO(S) is a framework that aims to provide an explanation of research questions, establish criteria for inclusion as relevant studies and select studies that are not relevant to the research (Pollock & Berge, 2018). Table 1 shows the inclusion and exclusion criteria with PICOS.

PICOS Framework	Inklusi	Eksklusi
Population	Journal with the subject of employee retention and talent management	Journals with subjects outside employee retention and talent management
Intervention	No intervention	No intervention
Comparation	There is no comparison	There is no comparison
Outcomes	Employee retention, talent management	In addition to employee retention and talent management
Study Publication years	Quantitative research Journals published in 2020-2024	In addition to quantitative research Journals published before 2020
Language	Indonesian language journals	Journals in languages other than Indonesian

Table 1: Inclusion and exclusion criteria

From the Publish or Perish search, 39 articles were found according to the keywords. Adopting Moher in (Pollock & Berge, 2018), using the PRISMA flow,



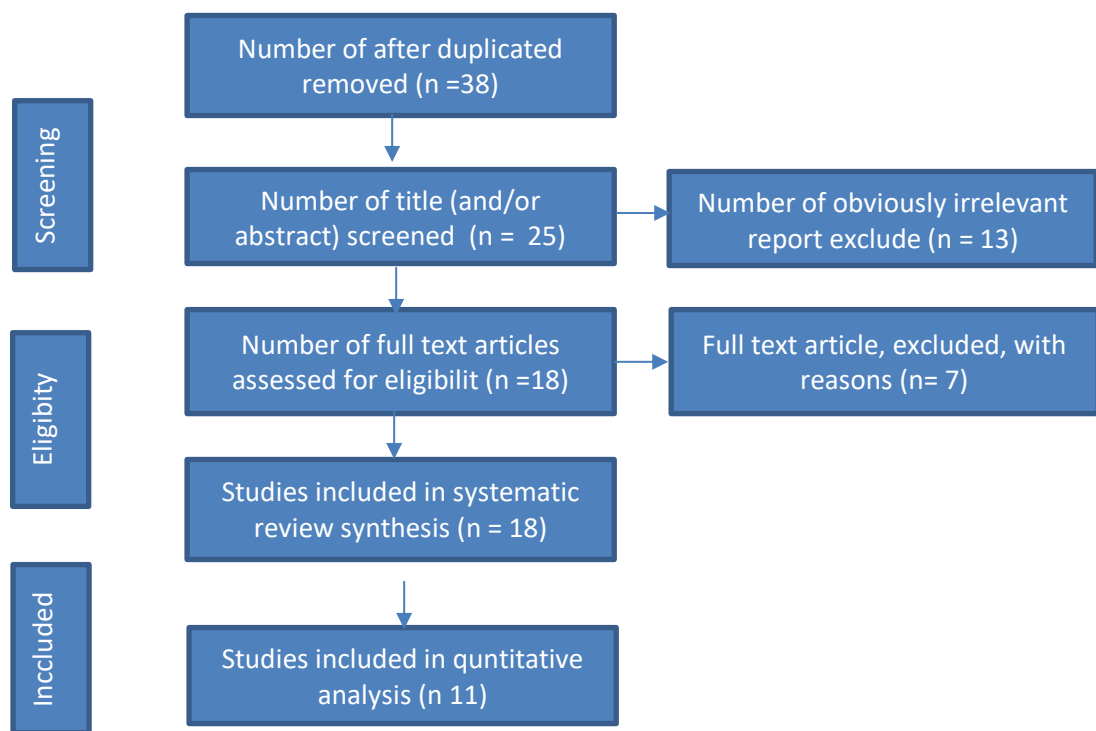


Figure 1, Article Search Workflow Framework

#### 4. Result and Discussion

The talent management factors that influence employee retention article analysis are as follows:

**Table 2.** Faktor faktor manajemen talenta yang mempengaruhi retensi karyawan

Author, Year	Factors
(Rizki & Mustika, 2020)	<i>Career Development Program</i>
(Widhari & Ardana, 2021)	Organizational commitment
(Hernawan & Srimulyani, 2021)	Compensation
(Nurmalitasari, 2021)	Training, Career Development, Work of life balance
(Taufiqurokhman et al., 2023)	compensation policy, work motivation, and quality of work life
(Mering et al., 2023)	Compensation and organizational culture
(Heriyanti & Nasim, 2023)	Work Environment, and employee engagement
(Panggabean et al., 2023)	Training and Development
(Jati Prasetyo & Putra Buana Sakti, 2023)	career patterns and employee engagement
(Putri et al., 2023)	<i>supportive work environment</i>
(Rony et al., 2023)	turnover intention and compensation

The summary of these factors is

1. Career Developmen
2. Organizational Commitment
3. Compensation
4. Training

5. Work Of Life Balance
6. Work Motivation
7. Quality of Work Life
8. Organizational Culture
9. Work Environment
10. Employee Engagement
11. Turnover intention

### **Career Development**

(Allen et al., 2003) stated that the Career Development Program (CDP) is a form of improving individual work skills achieved to achieve the career desired by employees and CDP is a form of organizational investment for employees. According to (Mejia et al., 2011) the CDP Program has three stages, namely: the assessment stage, the direction stage, and the development stage. Still according to (Mejia et al., 2011) the assessment stage includes self-assessment, succession planning, and performance appraisal. The direction stage can be an explanation of the employee's career path in the organization, this aims to motivate employees to develop their careers. The development stage includes formal education and work experience. The CDP program shows the organization's recognition of employee contributions and shows that the organization supports employees to develop (Allen et al., 2003). So when the retention rate is high in the organization, the organization certainly does not need to carry out the recruitment process, which of course will cost a lot of money, to replace vacant positions as a consequence of employee loss (Rizki & Mustika, 2020). Research (Rizki & Mustika, 2020) results of data analysis using the PROCESS macro program. The results show that the CDP Program can significantly predict Retention ( $\beta = 0.252$ ,  $SE = 0.054$ ,  $p < 0.001$ )

### **Organizational Commitment**

Organizational commitment is built on employee trust in organizational values, employee willingness to help realize organizational goals and loyalty to remain members of the organization (Komang et al., 2017). Organizational commitment is a form of employee loyalty and a sense of belonging to an organization and having initiative in organizational activities (Wang et al., 2017). So it can be concluded that organizational commitment is a condition where an employee has a bias towards organizational goals and has a desire to maintain their membership in the organization. Employees when showing commitment to their organization tend to stay in their organization and are also expected to give their best in supporting their organization and working hard for its success and prosperity (Widhari & Ardana, 2021). Based on the results of the study (Widhari & Ardana, 2021) that organizational commitment has an effect on retention with a significance result of 0.012 with a positive coefficient value of 0.329. The significance value is  $0.012 < 0.05$ , thus informing that organizational commitment has a positive and significant effect on employee retention.

### **Compensation**

Compensation is one of the reasons why employees work (Hernawan & Srimulyani, 2021). Compensation is considered an important aspect for employers and employees, because it is directly or indirectly related to the fulfillment of human needs (Akter et al., 2016). Compensation is one of the core functions of personnel management which states that every employee has the right to receive compensation for their services provided in the organization (Ayaz & Shinwari, 2020). A good

compensation system will greatly affect a person's work enthusiasm and productivity. A good compensation system needs to be supported by a rational method that can create a person who is paid or compensated according to the demands of his work. Employee work motivation is greatly influenced by whether or not the minimum living needs of employees and their families are met from the compensation they receive (Mering et al., 2023). The results of the study (Hernawan & Srimulyani, 2021) showed that the partial influence test of the compensation variable on employee retention obtained  $t$  count  $5.990 > t$  table  $1.676$  and sig. value.  $0.000 < 0.05$ , meaning that compensation has a positive and significant effect on employee retention. Research by (Taufiqurokhman et al., 2023) The path coefficient of  $0.310$  indicates a positive relationship between Compensation Policy and Employee Retention. The  $T$  statistic of  $3.033$ , with a  $p$ -value of  $0.003$ , indicates that this relationship is statistically significant

### **Training**

(Elsafty & Oraby, 2022) states that training programs can improve employee performance and retention, and that talent management has a direct impact on employee retention. According to Handoko (2015) in (Nurmalitasari, 2021) Employees who receive training programs can improve their mastery of skills and techniques for carrying out specific and detailed work, thereby increasing greater self-confidence and adding value. According to (George, 2015) employees who have high competence and can adapt to technological advances tend to have good performance and a desire to progress so that employees feel comfortable and choose to continue their work in the company. (Nguyen & Duong, 2020) argue that in the current era of development, where technology is always changing from time to time, a prerequisite for every organization to continue to exist in the global market is training. Research by (Nurmalitasari, 2021) tests whether training has a positive effect on employee retention. The test results show that the  $p$ -value of training on employee retention is  $0.035$  and the  $t$ -statistic is  $2.109$ . From the results of this calculation, it is stated that the  $t$ -statistic is significant because it is greater than  $1.96$  with  $p$  values less than  $0.05$ .

### **Work Of Life Balance**

Work Life Balance is a predictor of employee retention in an organization (Nurmalitasari, 2021). Work life balance according to (Daipuria & Kakar, 2013) is the search for balance between work and life so that it creates a sense of comfort in living both. The concept of work life balance is built on the idea that work life and personal life complement each other so that work life balance plays an important role in the success of employees in a company (Nurmalitasari, 2021). The better the company provides a work life balance policy, the higher the level of comfort in carrying out work so that employee engagement increases and employees are loyal to stay in the company (Arunashantha, 2019). Research by (Nurmalitasari, 2021) test results show that the  $p$ -value of work life balance on employee retention is  $0.029$  and the  $t$ -statistic is  $2.188$ . From these results it is stated that the  $t$ -statistic has significant results because it is greater than  $1.96$  and the  $p$ -value is less than  $0.05$  so that Work Of Life Balance has a significant influence.

### **Work Motivation**

Motivated employees are more likely to be engaged in their work, demonstrate higher levels of job satisfaction, and demonstrate greater commitment to the organization (Taufiqurokhman et al., 2023). Creating a motivating work environment that recognizes employee contributions and provides

opportunities for career advancement is essential to improving overall work motivation and, subsequently, employee retention (Puryanti et al., 2023). The results of the study (Taufiqurokhman et al., 2023) The path coefficient of 0.557 indicates a strong positive relationship between Work Motivation and Employee Retention. The T Statistics of 6.212, with a p-value of 0.000, indicates a highly significant relationship.

### **Quality of Work Life**

According to Abede & Assemie 2013 in (Taufiqurokhman et al., 2023) Quality of work life includes various factors such as work environment, job security, work-life balance, and opportunities for professional growth. Companies that prioritize creating a positive work environment and meeting employee needs as a whole affect lower employee turnover rates (Ahmed et al., 2023). Positive quality of work life can be associated with higher levels of job satisfaction and also increased employee retention (Taufiqurokhman et al., 2023). The results of the study (Taufiqurokhman et al., 2023) The path coefficient of 0.262 indicates a positive relationship between Quality of Work Life and Employee Retention. T Statistics of 2.360, with a p-value of 0.004, indicates a statistically significant relationship

### **Organizational Culture**

Organizational Culture according to (Cherian et al., 2021) is a lifestyle of a group of individuals which means the way they get things done. According to (Almutairi & Alenezi, 2021) a group of values shared by organizational personnel, which guide and regulate their relationships and interactions with each other as well as with customers and suppliers. Corporate culture and its underlying values need to be built on every side of the company, along with management training and efficiency direction (Cherian et al., 2021). Organizational culture as an important requirement for organizations to improve work performance and engagement (Almutairi & Alenezi, 2021). Research (Mering et al., 2023) shows that organizational culture has a positive and significant effect on employee retention. The results of the original sample value are 0.297 with P Values of 0.000 and t statistics of 5.061. Therefore, the t-statistic value is greater than 1.967 and the P-value is less than 0.05, so it can be concluded that the hypothesis is accepted.

### **Work Environment**

The work environment will affect employee emotions. If employees are happy with their work environment, they will feel comfortable in the company to carry out their activities so that it will give rise to optimism that employee performance will be great (Heriyant & Nasim, 2023). A positive work environment for employees can be seen from the increasing harmony between leaders, coworkers, or subordinates, as well as encouragement from adequate infrastructure in their workplace will have a good impact on employees so that it will maximize employee work performance (Aji et al., 2027). In this reference study, the influence of the work environment (X1) on employee retention (Y), based on the results of partial regression analysis testing, the t-count value was obtained as (1.722) > t-table (1.677), with a significant value of 0.092 > 0.05. This means that the work environment has an effect on employee retention in the production department of PT. Smart Tbk Bekasi. This means that the results show that H0 is rejected and hypothesis 1 is accepted, which states "There is an influence between work environment variables and employee retention" (Heriyant & Nasim, 2023).

## Employee Engagement

Employee engagement is defined as an individual's goal and focus on effort, in a real and clear way, in showing employee initiative, adaptability, and perseverance which then leads to achieving organizational goals (Jati Prasetyo & Putra Buana Sakti, 2023). The presence of employee engagement can also have an impact on minimizing poor performance so as to increase employee retention rates (Hamidah et al., 2014). In the study (Jati Prasetyo & Putra Buana Sakti, 2023), employee engagement had a significant positive effect on employee retention with a tstat value of  $2.219 > 1.67$ .

## Turnover intention

Turnover intention is inversely related to perceived organizational support, and that offering competitive pay packages can significantly reduce turnover intention (Prasanna et al., 2022). Turnover intention can lead to low employee productivity, low employee work motivation and low employee discipline, as well as low work morale, and work accidents (Long et al., 2014). To reduce turnover intention, companies need to create programs for production employees (blue-collar workers) and staff (white-collar workers). The traditional method of retaining employees is through salary increases and bonuses. Employees are offered higher salaries and better benefits as incentives to leave their old jobs (Efendi et al., 2020). Research (Rony et al., 2023) shows that turnover intention has a significant effect on employee retention rates ( $\beta = -0.308$ , sig  $<.002$ ). This shows that when turnover intention increases, employee retention rates decrease.

## 5. Conclusion and Suggestion

The results of the study using Semantic Literature Review showed that there are at least 11 talent management factors that affect employee retention. These factors are: Career Development, Organizational Commitment, Compensation, Training, Work Of Life Balance, Work Motivation, Quality of Work Life, Organizational Culture, Work Environment, Employee Engagement, Turnover intention

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