

## Analysis of Employee Retention Programs and Talent Engagement to Prevent Employee Turnover in Organizations (Systematic Literature Review)

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### ABSTRACT

Systematic Literature Review (SLR) is a process of identifying, assessing, and interpreting all available research evidence with the aim of providing answers to specific research questions. This article starts by determining the keyword search literature (search string) which is based on PICOC. An understanding of synonyms and word replacement alternatives will determine the accuracy of our literature search. Then the next step is determining the source (digital library) from the literature search. The writing structure of the SLR usually consists of 3 major parts, namely: Introduction, Main Body, and Conclusion. Recommendations for the continuation of the results of this research or scientific article, the continuation of the results of this research can be used as a reference and input material for further research in the future.

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## INTRODUCTION

To encourage current employees to stay with the company, businesses strive to maintain a stimulating work environment, diverse employee needs are addressed by many employee retention policies in an effort to increase job satisfaction and lower the high costs of recruiting and onboarding new employees (Nazia & Begum , 2013) , procedures that motivate workers to stay in the company as long as they can or until the project is completed, utilizing retention strategies that promote efficient employee communication, organizations can increase employee engagement and support for important company initiatives (Kaur, 2017) . Talented employee retention is a major challenge for today's organizations, recruiting and training costs are increasing resulting from high employee turnover, which also affects productivity and workflow, organizations must understand the importance of implementing employee retention programs and talent engagement strategies to overcome this problem.

Programs to retain employees are created to foster a positive and enjoyable work environment that motivates employees to stay with the company, these initiatives cover a wide range of matters, including competitive pay scales, attractive benefits, adaptable work schedules and opportunities for career advancement, satisfaction employee loyalty, and commitment can all be increased by companies by providing these incentives. According to Priyanka and Dubey (2016) in (kamalaveni, et.al, 2016) they stated that they used the principal component technique in their exploratory factor analysis study, through eight factors such as mine, they have found employee turnover plans, quality management practices, iii , low pay no opportunity for professional advancement, Lack of help from peers, managers, and family members, v. few opportunities to learn, poor working conditions non-existent job safety, communication, and unstable work. According to (Kossivi et al., 2016) trying to test various retention factors from the results of various previous research studies and including several factors such as opportunities for growth, work-life balance, compensation, management style, work environment, autonomy, training and development, social support , studies, management and leadership are examined more closely, whereas organizational culture, autonomy, and training & development receive less attention.

Examines various retention factors based on previous research findings and considers matters such as career opportunities, work-life balance, salary, leadership style, workplace culture, autonomy, training and development, social support, administration, management, and research, organizational culture, autonomy , and training and development have received less attention while these topics are covered in greater depth, and there is room for future team research projects. According to (Chen & Francesco, 2000) it is possible that other countries, such as in Asia, South Asia, Africa, etc., will not be able to use the findings of this study. According to research (Rony, 2017) employee turnover is very detrimental and disrupts the company's operational activities, so that management performance cannot be optimal. Many researchers are still investigating the causes of employee turnover intention, this phenomenon, and

the importance of context, the main challenge of any organization is to find, develop and then retain talented employees, one of the biggest challenges for any organization is to increase employee engagement (Christian et al. , 2011) , talent engagement is a process of retaining employees in a company by focusing on increasing employee engagement. In line with research (Rony et al., 2020) The role of a leader is very influential in preventing turnover in the company, leaders who provide opportunities for subordinates to learn will lead to employee attachment to the company. According to (Aman-Ullah et al., 2020) employee retention can be created so that turnover rates are low, management must have attractive programs so that employees feel comfortable and enjoy working at the company. In line with research from (Elsafty & Oraby, 2022) Training carried out on an ongoing basis can prevent employees from moving to other companies. 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)

On the other hand, talent engagement goes beyond conventional notions of employee satisfaction, by coordinating their personal goals and core values with the company's mission, it involves fostering strong bonds between staff members and the business, effective communication, recognition programs, opportunities for skills development , and frequent feedback sessions can help in this regard employee engagement increases job satisfaction and lowers turnover rates as a result of employees being motivated and rewarded, programs to encourage talent engagement and employee retention are critical to organizations for a number of compelling reasons, first, tactics it promotes a supportive workplace environment, employees have a sense of belonging, which encourages teamwork and collaboration, is more likely to occur when they feel supported and valued by their superiors, organizational reputation improves and the best talent is attracted when there is a positive work culture, which makes the company a desired employer.

Additionally, talent engagement and employee retention initiatives assist businesses in developing a strong and competent workforce. Organizations can increase their knowledge, skills and productivity by supporting the growth and development of their employees, employee engagement is key to organizational success as it encourages employees to go further, take charge and offer creative solutions. This article wants to provide a literature review related to the variables in this research by looking for related scientific articles from existing journals.

## IMPLEMENTATION AND METHODS

Before entering into the results and discussion, it is better to provide an overview of the variables in this article as follows; Employee retention according to Les McKeon in (Kaur, 2017) states that Employers are actively working to create an environment that encourages current workers to remain with the company by implementing policies and procedures that meet their various needs, turnover costs can include things such as clients who lost, earnings, and demoralized staff members, it takes longer to interview, hire, and train new employees when you're just starting out and check credentials, references, and other things after screening. According to (Price, 2001) states that employee turnover is The term turnover refers to the actual departure of employees - those who have left the company - while turnover intention refers to plans to change jobs , while talent engagement according to (Kahn, 1990) Talent engagement is a practice that focuses on encouraging employee engagement with the organization to keep staff members employed , kahn introduces the idea of engagement. The research methodology used in this scientific article An organized literature review is part of this study. A collection of relevant scientific articles is selected, excavated, and reviewed during a literature review. Using the PICO framework (population/problem, intervention, comparison), the scope of the study is determined by a score). Table 1 lists the limitations of the research scope, with a review of literature from several existing journals. Below is table 2. Using metrics from scientific articles which will be explained and presented along with the findings in the article, as follows;

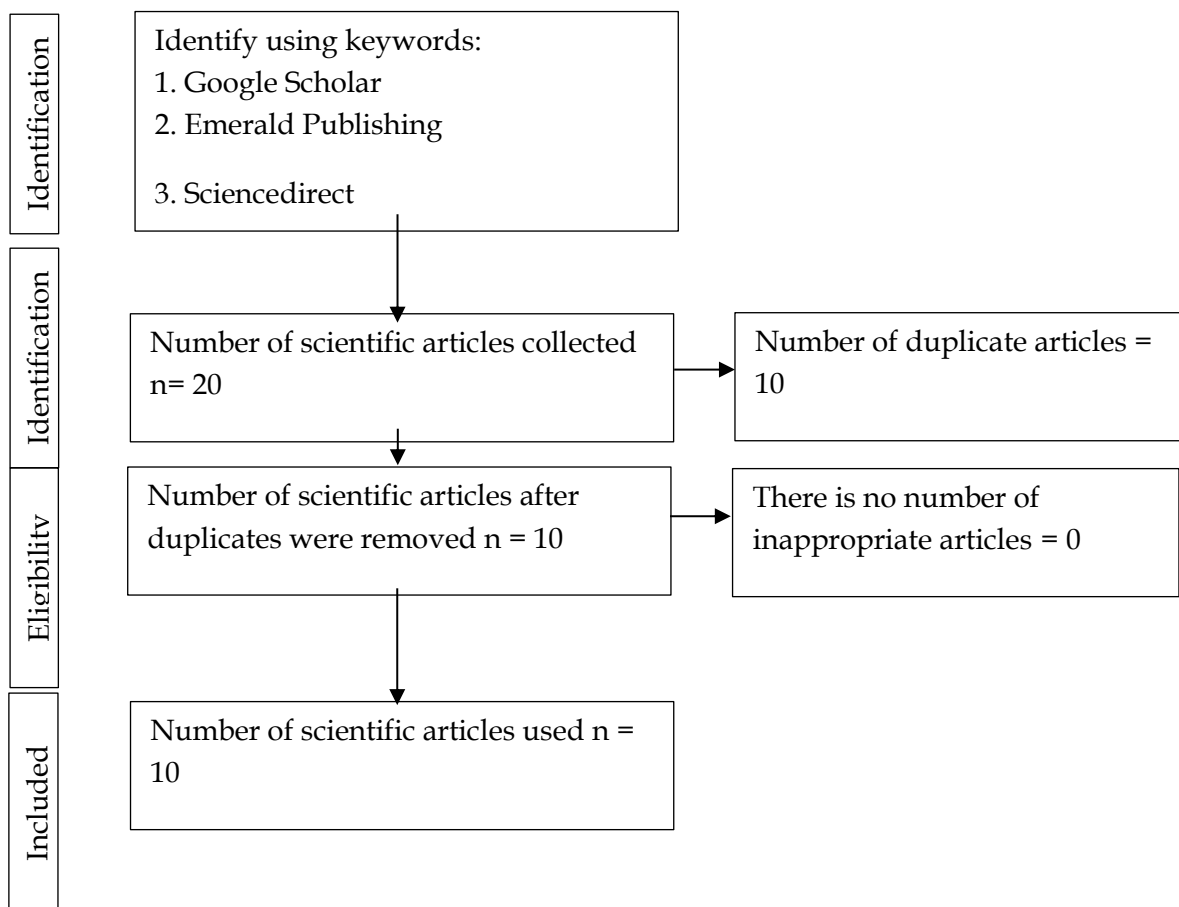
**Table.1 Summary of PICO**

Component	Information
Population/problem	Employee
intervention	Human Resources
comparison	n/a
Outcomes	Reinforcement, and the repertoire of literature from research results for other researchers

Research stages include creating research questions, literature search, and selecting data extraction studies, eligibility requirements, and quality evaluations are carried out, In research papers, ask research questions, This includes literature searches using Google Scholar and Emerald databases, the importance of employee retention programs, and engagement talent to prevent employee turnover in the article search organization, using the keywords "Employee retention program", "Contribution capacity", and "Employee officers", and the search period during June 2023, using PRISMA (Preferred Reporting Items for Systematic Reviews and) used to selecting literature sources Meta-analysis), Based on the eligibility requirements, the article is selected Qualification standards include inclusion and exclusion standards, 1) Scientific articles written in Indonesian are a requirement for participation, 2) Literature in the form of scientific articles published in journals or, in English or Indonesian, Research articles are excluded, Articles published are not limited to the year when searches

increase, discussion of research articles on employee retention programs and talent engagement to prevent employee turnover in organizations, Articles written in a literature review style; Full text not available, simple articles in science, in this investigation, criteria were not applied completing the source selection procedure. Figure 1 displays the body of literature, by comparing the literature that supports the assessment, the material synthesis process is carried out.

The final step is the data, namely the quality of the synthesized data which refers to research findings, data mining A fabricated matrix table represents the results of data extraction



**Figure.1 Scientific Article Selection Process**

**Table.2 Distribution of Journals , Publishers , and Findings**

No	Article Name	Authors	Journal	Publisher	Findings
1.	Relating Maslow's Hierarchy of Needs with Employee Turnover and Retention: Case Study of Local Telco	(Hanif et al., 2013)	International Journal of Human Resource Studies ISSN 2162-3058 2013, Vol. 3, No. 2	Microthink Institute	What employee retention strategies can be implemented to increase employee productivity, loyalty and job satisfaction. This development is associated with financial benefits, a better working environment and potential career opportunities
2.	A Structural Equation Model for Measuring the Impact of Employee Retention Practices on Employee's Turnover Intentions: An Indian Perspective	(Kashyap & Rangnekar, 2014)	South Asian Journal of Human Resources Management 1(2) 221-247	Sage Publication	These procedures become an important element of management strategy for employee retention that predicts employees' intention to leave their jobs. This study validates the five-factor scale with a 33-item measurement model , the findings are discussed along with their theoretical and managerial consequences.
3.	A REVIEW OF LITERATURE ON EMPLOYEE RETENTION	(kamalaveni, et.al, 2016)	International Journal of Innovative Research in Management Studies (IJIRMS) Volume 4, Issue 4, May 2019. pp.1-10	Research gate	A secondary study that examines a number of research articles from books and journals in an effort to investigate opinions about employee retention in various industries, sectors and other fields. To better understand the idea of retention, factors affecting retention, and strategies to better retain employees
4.	Employee Retention Models and Factors Affecting Employees Retention in IT Companies	(Kaur, 2017)	International Journal of Business Administration and Management . ISSN 2278-	India Publication	Employee retention refers to the process of persuading employees to stay as long as possible or until the project is completed. Organizations can increase workforce engagement and support

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important company initiatives by using employee retention strategies to facilitate effective employee engagement. If these policies are drafted and made available in an understandable format, they can help avoid many misunderstandings about the duties and responsibilities of employees and employers in the workplace. As a new small business owner, it can be tempting to put off creating an HR policy to meet pressing business needs. The purpose of this study is to examine the various issues related to employee retention in Indian IT companies.

5. REASONS FOR  
 EMPLOYEE  
 TURNOVER AND  
 RETENTION  
 SOLUTIONS FOR  
 ABC COMPANY

(Zhou et al., 2020)  
 Doctoral Project submitted, ProQuest 28088422

Proquest  
 LLC

Employees cite stress, overwork and low advancement as the main reasons for quitting. Setting the right work goals, respecting employees and management, recognizing employees and promoting work-life balance are highly recommended retention strategies for a company. In general, it has been found that employees leave for avoidable reasons, suggesting that more can be done to retain them and that managers can focus investment and retention strategies on avoidable reasons.

6. Employee Turnover: Causes, Importance and Retention Strategies	(Al-Suraihi et al., 2021)	European Journal of Business and Management Research Vol.6, Issue 2 June 2021	<a href="http://www.ejbmr.org">www.ejbmr.org</a>	To implement specific strategies to improve employee performance and reduce turnover, organizations must first understand workforce requirements. Strategies must be put into practice to reduce employment problems, absenteeism and staff turnover. It increases the job satisfaction, motivation and productivity of both individuals and organizations
7. The Impact of Motivation Enhancing Practices and Mediating Role of Talent Engagement on Turnover Intentions: Evidence from Malaysia	(Shah & Beh, 2016)	International Review of Management and Marketing, 2016, 6(4), 823-835	<a href="http://www.econjournals.com">www.econjournals.com</a>	To implement specific strategies to improve employee performance and reduce turnover, organizations must first understand workforce requirements. Strategies must be put into practice to reduce employment problems, absenteeism and staff turnover. It increases the job satisfaction, motivation and productivity of both individuals and organizations.
8. One Hundred Years of Employee Turnover Theory and Research	(Hom et al., 2017)	Journal of Applied Psychology 2017, Vol. 101, No. 12, 000		Our review includes previous articles in this journal as well as other articles that have made important theoretical and methodological contributions to the financial literature. It begins by describing the earliest research on turnover reduction or management, followed by theory development and testing in the mid-20th century and dominated the academic literature until the turn of the century. The psychology



of staying (not going) and the development of attitudes in predicting turnover can then be observed in the 21st century. Finally, given the importance of human capital flight to practitioners and the HR strategy field, we discuss the growing research on collective turnover

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|---|--------------------------|--|---|--|
| 9. The Impact of Transformational Leadership on Turnover Intentions Directly and Through Talent Engagement in the Banking Sector of Twin Cities of Pakistan | (Shah et al., 2017)      | Journal of Managerial Sciences, Volume XI Number 03  | Economics , Business and Managemen t (EBM 2017) | In order for senior management in the banking sector to properly implement talent engagement across these two dimensions, research findings must be considered. In order to reduce managers' intention to leave their positions, management in the banking sector should combine transformational leadership and talent engagement (work and organizational commitment).                                 |
| 10. Employee turnover: features and perspectives  | (Lyons & Bandura , 2020) | DEVELOPME NT AND LEARNING IN ORGANIZAT IONS: AN INTERNATI ONAL JOURNAL, Vol.34 No.1 2020, pp.1-4 | Emerald Publishing                              | Most employees see such investments as an opportunity to advance their careers; many see this as a way to show that they value them as a person and that they have growth potential. Most managers and supervisors can handle this task. They strongly represent sound and thoughtful management practices and influence the retention of top performers, but they are not particularly new or creative. |

## **RESULTS AND DISCUSSION**

From the results of the elaboration in the metric table above the findings, several existing articles based on these findings will be explained that from the variables in this article, the study from (Hanif et al., 2013) which states the association with this variable results what employee Retention strategies can be implemented to increase employee productivity, loyalty and job satisfaction. This development is associated with financial benefits, a better working environment and potential career opportunities, in the result that employee turnover, retention are interrelated with other variables that exist qualitatively in research methods, further studies from (Kashyap & Rangnekar, 2014) with results research of these procedures became an important element of management strategy for employee retention that predicts employee intentions to leave their jobs. This study validates a five-factor scale with a 20-item measurement model, the findings are discussed along with their theoretical and managerial consequences, a qualitative review with employee retention with 20 items with the findings above.

further studies (Kaur, 2017) with research results employee retention refers to the process of persuading employees to stay as long as possible or until the project is completed. Organizations can increase workforce engagement and support important company initiatives by using employee retention strategies to facilitate effective employee engagement. If these policies are drafted and made available in an understandable format, they can help avoid many misunderstandings about the duties and responsibilities of employees and employers in the workplace. As a new small business owner, it can be tempting to put off creating an HR policy to meet pressing business needs. The purpose of this study is to examine the various issues related to employee retention in Indian IT companies, from the results above in the object of research in IT companies regarding employee retention.

Represent other variables with results (Shah & Beh, 2016) with research results to implement specific strategies to improve employee performance and reduce turnover, organizations must first understand workforce requirements. Strategies must be put into practice to reduce employment problems, absenteeism and staff turnover. It increases the job satisfaction, motivation and productivity of both individuals and organizations, Where variabel Motivation Enhancing Practices and Mediating Role of Talent Engagement on Turnover Intentions: Evidence from Malaysia, quantitatively conveyed in the results of these studies, further studies from (Shah et al., 2017) where the research results stated In order for senior management in the banking sector to properly implement talent engagement across these two dimensions, research findings must be considered. In order to reduce managers' intention to leave their positions, management in the banking sector should combine transformational leadership and talent engagement (work and organizational commitment), variable talent engagement with the turnover intention stated in the research results in that study.

The discussion in this article from the elaboration of representative results related to this scientific article, it is true that these variables are answered by the findings from the articles that have been presented and the results above, in answering the objectives it is proven to exist, and can even be developed with variables -other variables as well as different research methods and objects.

## CONCLUSIONS AND RECOMMENDATIONS

Answering the results of the discussion, the Employee Retention Programs and Talent Engagement and Prevent Employee Turnover in Organizations variables have proven to be important in existing organizations as evidenced by the existence of existing scientific articles relating to the variables in this scientific article. Recommendations for the continuation of the results of this research or scientific article, the continuation of the results of this research can be used as a reference and input material for further research in the future.

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