

A Comprehensive Model of Talent Management and Retention Using Psychometric Assessment for Employee Competency Alignment

Priyanka Singh

Research Scholar, Department of Management, Radha Govind University, Ramgarh, Jharkhand.

Dr. Prashant Kumar

Research Supervisor, Department of Management, Radha Govind University, Ramgarh, Jharkhand.

ABSTRACT

Talent management is an essential strategy for businesses wanting to keep their talent and have a stable workforce for the long term. Unfortunately, many organizations still lose employees due to a mismatch between their employees' abilities and the job they are doing. The purpose of this study was to explore the connection between talent management practices and retention through a focus on how competency alignment mediates the relationship. Specifically, examined the role that psychometric assessment, competency mapping, talent development, and perceived organizational support played in employees' decisions to stay with their companies. A quantitative research design was implemented in order to assess 247 employees from medium to large size organizations across information technology, service, and manufacturing industries. Structural equation modeling was used to evaluate the proposed relationships between the variables. The results indicated that psychometric assessment ($\beta = 0.29$, $p < 0.001$), competency mapping ($\beta = 0.24$, $p < 0.001$), talent development ($\beta = 0.31$, $p < 0.001$), and organizational support ($\beta = 0.27$, $p < 0.001$) all had significant, positive effects on competency alignment; and competency alignment showed a strong, positive relationship with employee retention ($\beta = 0.52$, $p < 0.001$) and partially mediates the effect of talent management practices on retention. These results indicate that an effective approach to talent management entails that competency-based talent management methods need to be integrated into the overall strategies of organizations to promote workforce engagement and to enhance employee retention within contemporary organizations.

Keywords: Talent Management, Psychometric Assessment, Competency Alignment, Employee Retention, Talent Development, Organizational Support, Structural Equation Modeling.

1. INTRODUCTION

The concept of human capital has emerged as an increasingly important means of achieving long-term competitiveness and sustainability for organizations operating today (Akanda et al., 2021). Organizations acknowledge that attracting high-quality employees is but one part of managing talent; equally important is having a means of ensuring that the skills of each person are deployed in roles



where they can be maximized (Aljbour et al., 2022). Although considerable amounts of resources have been invested in talent management systems, many companies continue to have poor retention rates and inefficient use of their workforce potential (Harsch & Festing, 2020). These issues frequently occur when there is a mismatch, or misalignment, between employees' skills, attributes, and competencies that are relevant to their roles and the requirements of their roles within organizations (Venkat et al., 2023). Therefore, organizations are actively searching for more systematic approaches that will more clearly connect talent identification with strategic workforce planning. For the knowledge-based sectors, employee retention continues to be a major issue due to the fact that skilled professionals have flexibility and variety in terms of job options available to them (Madhushani, 2020). Previous studies have shown consistently that employees are more likely to remain with an organization when it provides them meaningful opportunities to develop professionally and recognizes their contributions (Clinton-McHarg et al., 2016). However, traditionally used methodologies for assessing talent are often based on unreliable and subjective measures of performance or recruitment assessments that do not adequately capture the full range of relevant skills and attributes possessed by so-called "competent" employees (Clinton-McHarg et al., 2016). As a result, there often exist misalignments between what companies expect from employees, in terms of competencies, and what employees are actually capable of doing, which can lead to disengagement and increased turnover (Wright, 2021). In this context, psychometric assessments have become a viable option for systematically examining the psychological and behavioral characteristics pertinent to workplace performance. Employing psychometric assessments allows organizations to examine cognitive, personality-based, and work-related behavioral characteristics and tendencies systematically and scientifically (Seidu et al., 2025). Further, when combined with broader talent management processes, psychometric assessments can provide organizations with insights to enhance competency-based workforce planning (Pandey & Kaur, 2021). By developing a more accurate understanding of an individual's competencies, organizations are better able to place individuals in the roles where they can be most effective (both for the individual and the organization). The purpose of the current investigation was to explore the relationship between talent management practices and employee retention while incorporating competency alignment as a mediator in this process. The research specifically examines the effects that psychometric assessment, competency-based job-mapping, talent development, and perceived organizational support have on employee intentions to remain with their organization. In order to achieve these objectives, a quantitative research design utilized survey data collected from employees within various sectors of the labor market. The relationships between constructs and the conceptual model proposed are modeled by using structural equation modeling techniques. Through creating an integrated competency-based human resource and psychometric framework for talent management, this study enhances the understanding of how structured talent management practices relate to employee retention. In particular, the study contributes empirical evidence as to the role of competency alignment as a mediator between structured talent management practices and employee retention. The study findings contribute to an evolving body of knowledge regarding talent management through the creation of viable evidence-based approaches for developing human capital and designing effective workforce allocation programs.

2. LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Talent Management

Organizations are now placing a large emphasis on talent management due to its growing importance in maintaining competitiveness within rapidly changing business environments (Dogbe et al., 2025). Traditional talent management focused on recruitment or workforce administration, but modern day talent management goes beyond simply recruiting and managing an organization's workforce (Rumawas, 2021). Contemporary talent management is a coordinated set of practices that identify, develop and retain highly talented individuals or employees who will positively impact the organization's overall performance (Ismail et al., 2021). Effective talent management is achieved through an integrated system of processes that include competency mapping, leadership development, succession planning and performance evaluation. These processes ensure that employees are placed in and develop their careers in positions where they are able to leverage their full potential. Although, talent management is becoming increasingly important to organizations in developing a competitive advantage, many organizations are struggling to develop talent management systems that accurately assess the capabilities of their employees in relation to the needs of the organization (Gallardo-Gallardo et al., 2020). Currently, many traditional methods of employee evaluation are based on subjective criteria and may overlook critical behavioral or cognitive characteristics that impact job performance. Therefore, recent research advocates moving towards more structured and evidence-based approaches for identifying employees with high talent and aligning them to the organization's competency requirements to continue building the long term effectiveness of the workforce.

2.2 Psychometric Assessment in Human Resource Management

Psychometric evaluations of personality types have become a useful tool for assessing differences between people that impact the way they perform the job as well as their behavior in the workplace setting (Mabaso et al., 2021). These tools are based on theory from psychology and are intended to assess job-related competencies, cognitive abilities, personality characteristics, and feelings or behaviours toward work in an objective and standardised manner. Many human resource management functions use psychometric assessments as part of their human resource management processes including staffing, developing leaders, and developing talent (Hendrawan et al., 2024). Psychometric assessments (e.g., personality assessments, cognitive ability tests, etc.) enable HR professionals to better understand the way in which individual employees think, act, and respond to challenges at work through their own unique characteristics. By integrating these assessments into broader talent management systems, HR professionals achieve improved decision-making through a deeper understanding of the fit between the employee's potential and developing career paths (Achmada & Soetjipto, 2022).

2.3 Employee Competency Alignment

Employee competency alignment is the extent to which an employee's knowledge, skills and behaviours match the requirements of their respective jobs within a given organisation (Montero Guerra et al., 2023). Achieving optimal alignment allows for maximum contribution to the success of



the organisation; thus allowing employees to perform their job as required, and using their capabilities to deliver the desired outcome of their position as well as making use of their professional expertise (Al Aina & Atan, 2020). As has been documented in competence-based HR research, all organisations benefit from having employees placed in positions that are aligned with their level of competence, and their potential to develop further. On the other hand, misalignment of competence with job requirements results in decreased productivity, decreased job satisfaction and poor commitment to the organisation. Employees who believe they do not use their abilities to their full potential will become frustrated and eventually may become disengaged from the organisation or leave the organisation (Kumar, 2022). Therefore, many organisations have utilised a structured approach to facilitate recruitment, performance management and employee development through the establishment of competency models to ensure that the competencies of employees are aligned with the needs of the organisation.

2.4 Employee Retention

Organizations in the global economy face major challenges regarding employee retention. Losing high-skilled employees can lead to costly expenses associated with recruiting, training, and loss of productivity, as well as disrupt the continuity of the workplace (Urme, 2023). Therefore, in human resource management, keeping nimble people has become a major goal of business strategy. Many studies have concluded that there are many different types of reasons for an employee to stay with an organization (Aldabbas et al., 2023). Such reasons include opportunities for career development, a positive organizational culture, good support from leadership, and the ability to recognize and reward employees for their value to the organization. As it relates to the latter element, competency alignment has recently gained significant attention from researchers studying the reasons employees choose to leave their organizations. Employees will have a higher level of commitment to those organizations that align their talent management policy with the capability and competencies of the employee, reinforcing the need to align talent management strategy with employee development and professional growth.

2.5 Theoretical Framework of the Study

This study is based on three different concepts: Talent Management Theory, Competency-based HRM and Person Job Fit Theory. According to Person Job Fit Theory employees will perform better when their skill set matches what is required from their job. Where there is a match between employee's abilities and their jobs they will experience greater job satisfaction and be engaged in their work and committed to their organization (Saleh & Atan, 2021). To facilitate the process of assessing the competency of an organization's employees, psychometric assessment serves as a measurement and analysis tool for evaluating employee competencies in a systematic and evidence-based way. By using psychometric data in conjunction with talent management practices, organizations can establish greater competency alignment with their employees and create a more stable workforce (Younas & Waseem Bari, 2020). Thus, the proposed framework assumes that using psychometric assessments in conjunction with talent management will create a tighter alignment of competencies and increase employee retention rates.

3. TALENT MANAGEMENT PRACTICES AND EMPLOYEE RETENTION

3.1 Psychometric Assessment and Employee Retention

Psychometric assessment has become a key element of today's talent management strategy because it allows companies to assess cognitive powers, personality characteristics and patterns of behaviour with empirical, scientifically proven tools. Compared to more traditional methods of selection or assessment which depend significantly on subjective judgement, psychometric assessments offer objective measurements of employees' potential as well as their level of competence for a specific job. Psychometric evaluations can also help organisations to place people in positions where their strengths and abilities can provide the best results. Building trust between employees and management is enhanced when employees believe that the organisation has made an appropriate evaluation based on systematic and objective criteria in determining who to hire, promote etc. Within an environment where there is trust, employees who see a level of transparency in the organisation's decisions will feel more satisfied with their job and will therefore be less likely to leave the company because they feel that their abilities fit well into the organisation's requirements for employment.

3.2 Competency Mapping and Employee Retention

Competency mapping is a process that helps organizations identify and evaluate the knowledge, skills and behaviours needed for an employee to perform effectively in a particular role within the organisation. This structured approach allows organisations to have a clear understanding of the abilities of their workforce and develop initiatives to help employees develop any skill gaps they may currently have. Competency mapping also assists with the strategic planning of the workforce by ensuring that employees have all the skills they need to meet the constantly changing goals of the organisation. The recognition by employees that their skills are being correctly assessed and developed in the organisation leads to greater feelings of support in the organisation, which increases the employee's confidence and commitment to the organisation, resulting in higher levels of employee retention.

3.3 Talent Development and Employee Retention

Initiatives aimed at developing employees' talents can have a positive effect on both an employee's commitment to an organization and its stability over time. By providing employees with resources like professional training, leadership development opportunities, mentoring and advancement within the company, organisations help their employees develop skills that will prepare them for future roles while also improving their overall performance today. Not only do these initiatives give individuals greater capability to perform their job duties, but they also show the employee that the organisation cares about their growth and career advancement. Because an employee has access to opportunities for learning and developing as well as clear career paths, the employee tends to develop a sense of loyalty toward the organisation. Therefore, successful talent development strategies can play an important role in improving the retention of employees.

3.4 Organizational Support and Employee Retention

Employee beliefs about the level of value placed on their work & their total well-being will influence how committed they are to work & to the organization/employer. This is referred to as "perceived support." Organizations who support employees demonstrate this through practices such as: providing a

transparent line of communication with employees concerning workplace matters, recognition for achievements, fair management methods and an abundance of professional development resources. Creating a supportive work environment builds the emotional bond employees have for their organization and contributes to their feeling of connectedness or belongingness at work. As a result of being treated fairly & supported by their organization, employees tend to be more engaged in performing their jobs & more committed to achieving organizational goals. For these reasons, perceived organizational support has been shown to significantly shape employee perceptions related to their likelihood of staying with a given organization.

3.5 Competency Alignment as a Mediating Variable

Competency alignment is the degree to which the abilities, skills, and personal characteristics of an employee are aligned with their job requirements. By implementing competency alignment, an employee can successfully deliver their responsibilities according to their skill sets and expertise. In relation to managing talent, tools like psychometric evaluations, competency mapping, and employee development provide clarity on what employees can do, thereby informing how organizations can assign roles and develop programs that support employee performance. As a result, competency alignment serves as a mediator between the talent management practice and employee satisfaction, organizational commitment, and long-term retention.

4. METHODOLOGY

4.1 Sampling Procedure and Data Collection

The purpose of this research study was to measure how talent management practices influence competency alignment (CA) and employee retention (ER). The research used a quantitative research design and utilized a structured questionnaire to collect data from employees in various sectors (e.g., IT, Services, Manufacturing) who worked for medium or larger organizations. Using a purposive sampling method, the researcher selected 320 participants based upon their knowledge/experience regarding organizational talent management. A total of 320 questionnaires were sent to participants; however, after screening all responses for completeness, the researcher retained 247 valid responses. All responses were voluntary and respondents were assured that their responses will only be used for academic purposes and/or kept confidential.

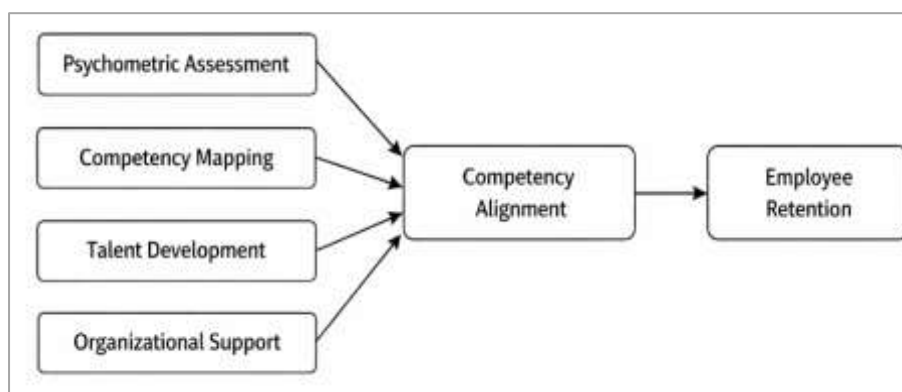


Figure 1. Conceptual Framework of Talent Management Practices, Competency Alignment, And Employee Retention



This figure 1 illustrates the proposed relationships between key talent management practices—psychometric assessment, competency mapping, talent development, and organizational support—and employee retention. The model suggests that these practices contribute to improved workforce outcomes by strengthening **competency alignment**, which functions as a mediating variable. By aligning employee capabilities with job requirements, organizations can enhance job satisfaction, engagement, and ultimately employees' intention to remain with the organization.

4.2 Measures

The psychological constructs within this paper were assessed using several multi-item rating scale measures which were developed based upon previous empirical research conducted in the area of human resources management. The study employed psychometric methods to determine the level of use of structured psychological or competency-based evaluations for selection and development of employees. Items measuring competency mapping, talent development and perceived organisational support were based upon items reflecting organisation's actions related to identifying employee capabilities, providing professional development opportunities and supporting employees' well-being. Assessment of the competency alignment measured employee perceptions of the extent they feel their skills align with the requirements established by their job roles, while assessment of employee retention intention measured employee commitment to remaining employed with their organisation. Respondents were able to indicate their level of agreement/disagreement to each item on a 5 point Likert-type scale from 1 = Strongly Disagree to 5 = Strongly Agree.

4.3 Statistical Model

The proposed structural relationships were assessed using structural equation modelling (SEM) which allows for the simultaneous assessment of the interrelationships between multiple latent variables. The analysis was conducted in two stages: first, a confirmatory factor analysis (CFA) was performed to evaluate the reliability and validity of the measurement model via reliability coefficients including Cronbach's alpha; composite reliability; and average variance extracted; second, the structural model was evaluated to test the hypothesized relationships among talent management practices; competency alignment; and employee retention, with competency alignment acting as a mediator.

4.4 Pilot Study

Given that a pre-survey pilot test was carried out using 35 employees, this allowed us to assess the quality and consistency of our questionnaire (i.e., how well all the pieces fit together). After assessing feedback from the participants on the clarity of the questions, made adjustments to improve the clarity of many of the items and how they were structured. Reliability analysis using Cronbach's alpha for all constructs exceeded the minimum reliability threshold of 0.70 (which indicates adequate internal consistency). Prior to distributing the final questionnaire for the main data collection, minor adjustments were made based on the data gathered in this pilot study.

5. ANALYSIS AND RESULTS

5.1 Sample Characteristics

A total of 247 respondents provided valid responses for this study, consisting of employees employed across sectors in a mixture of medium to large companies. The demographic

characteristics of the sample were; 56% male and 44% female with the majority of respondents being between the ages of 26-35; a large proportion of respondents reported having between 3-8 years working experience (with most respondents identified as having either been in their early/mid-career), suggesting that the sample was mainly composed of those who would be able to evaluate their organizational talent management processes accurately.

Table 1. Demographic Characteristics of The Respondents

Demographic Variable	Category	Frequency (n = 247)	Percentage (%)
Gender	Male	138	55.9
	Female	109	44.1
Age	Below 25 years	28	11.3
	26–35 years	118	47.8
	36–45 years	72	29.1
	Above 45 years	29	11.8
Education Level	Undergraduate	64	25.9
	Postgraduate	141	57.1
	Doctorate/Professional	42	17.0
Work Experience	Less than 3 years	51	20.6
	3–7 years	128	51.8
	8–12 years	46	18.6
	More than 12 years	22	9.0

There is an overview of the demographics of the respondents in Table 1. The average age of all respondents is 26-35 years old indicating that there are strong contributions from early and mid-career professionals. The majority of respondents have a postgraduate qualification and have had 3-7 years of work experience indicating that most have considerable skill & experience. This type of makeup provides an adequate sample to assess organisational practices related to the Talent Management, Competency Alignment and Employee Retention.

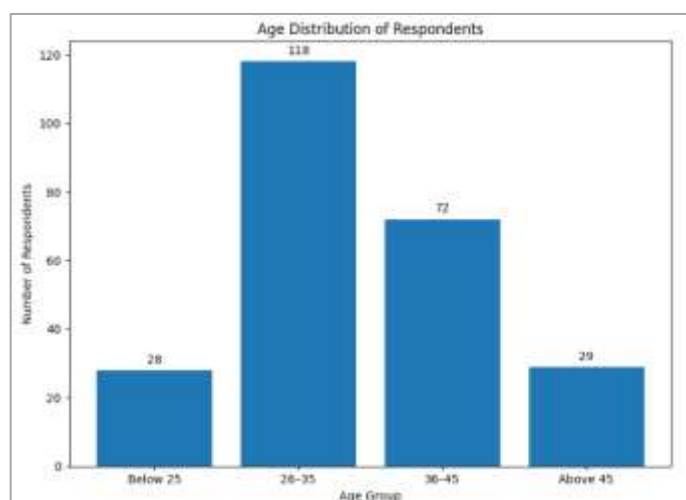


Figure 2. Age Distribution of Respondents Participating in The Study

In the figure 2, the age distribution of study respondents is shown. The most significant percentage of the respondents falls within the 26-35 years age cohort, which corresponds to early and mid-career professionals. As such, this demographic configuration constitutes an appropriate sample for evaluating the effectiveness of talent management and retention strategies used in organizations.

5.2 Reliability of Indicators

All measurement items demonstrated significant loading on a factor when analyzing factor loadings of indicators related to each of the measurement models used in this study, which provided support for the reliability of these scale measures. All scales exhibited sufficiently high values for the respective individual scale measures (i.e., were consistently associated with the respective conceptual constructs).

5.3 Reliability and Convergent Validity

Construct Reliability and Convergent Validity were assessed through Cronbach's Alpha (alpha), Composite Reliability (CR), and Average Variance Extracted (AVE). For all constructs, the calculated value of Cronbach's α was above 0.70, which is considered adequate for establishing internal consistency to the measure. The calculated value of CR was also well above the recommended level of 0.70. AVE also exceeded 0.50 across all constructs indicating that the indicators represent adequate levels of variance of the construct.

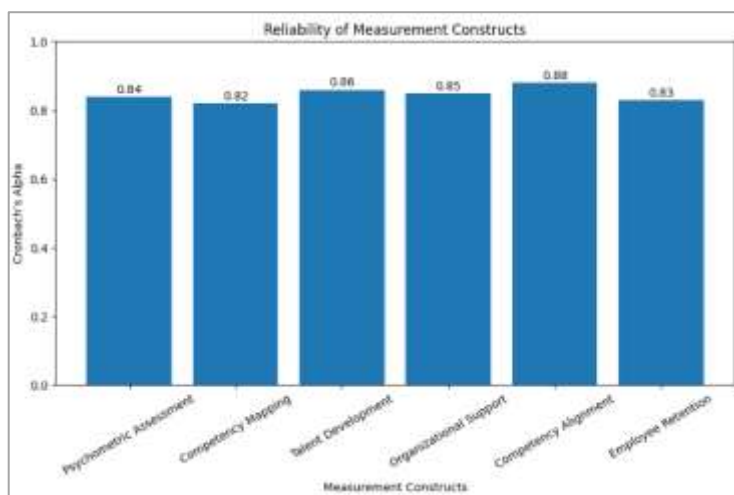


Figure 3. Reliability Values of The Measurement Constructs

In the illustration provided in Figure 3, all assessments created for this research display reliability via Cronbach's alpha greater than the .70 threshold commonly suggested for satisfactory internal consistency supporting the reliability of measurement scales developed for further analysis via structural models within this research.

5.4 Discriminant Validity

According to Fornell–Larcker criterion, discriminant validity was examined to see if the constructs were empirically distinct from each other. The findings revealed that the square roots of the AVE for each construct were larger than the correlations of each construct with other constructs. Thus, the results suggest that each construct represents a unique aspect of the model, and further, that the measurement model had an adequate level of discriminant validity.

5.5 Coefficient of Determination and Predictive Relevance

The R^2 and Q^2 criteria were used to assess the explanatory potential of the model. Results showed that talent management practices explained a significant amount of variance in competency alignment; competency alignment also successfully accounted for a substantial amount of variance in retention intentions. The positive Q^2 scores suggest that there is acceptable predictive relevance for this model.

Table 2. Reliability and Validity of The Measurement Constructs

Construct	Number of Items	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Psychometric Assessment	4	0.84	0.89	0.66
Competency Mapping	4	0.82	0.87	0.63
Talent Development	4	0.86	0.90	0.69
Organizational Support	4	0.85	0.89	0.67
Competency Alignment	4	0.88	0.91	0.71
Employee Retention	4	0.83	0.88	0.65

The outcomes presented in the table held by the researcher indicated each of the constructs would exhibit a very high degree of internal consistency as measured by Cronbach's alpha coefficients being greater than the acceptable threshold level of 0.70. In addition, the composite reliability standards were also above 0.70 demonstrating that the measurement scales used for each construct in this study were reliable measurements. Furthermore, all AVE (Average Variance Extracted) values were above the threshold level of 0.50 indicating convergent validity was adequate and that the indicators adequately represent their corresponding constructs.

Table 3. Discriminant Validity of The Measurement Constructs

Construct	PA	CM	TD	OS	CA	ER
Psychometric Assessment (PA)	0.81					
Competency Mapping (CM)	0.54	0.79				
Talent Development (TD)	0.48	0.57	0.83			
Organizational Support (OS)	0.46	0.52	0.59	0.82		
Competency Alignment (CA)	0.51	0.60	0.63	0.58	0.84	
Employee Retention (ER)	0.49	0.55	0.61	0.57	0.67	0.81

Based on the Fornell–Larcker criterion results in Table 3, discriminant validity for the measurement constructs was assessed. The square root of the AVE values provided along the diagonal are greater than the correlations between the measurement constructs, confirming that adequate discriminant validity exists for the model and indicating that each of the measurement constructs is measuring a different construct/entity.

Table 4. Direct Relationships Among the Study Constructs

Hypothesis	Path Relationship	Path Coefficient (β)	t-value	p-value	Decision
H1	Psychometric Assessment → Competency Alignment	0.29	4.12	<0.001	Supported
H2	Competency Mapping → Competency Alignment	0.24	3.76	<0.001	Supported
H3	Talent Development → Competency Alignment	0.31	4.45	<0.001	Supported
H4	Organizational Support → Competency Alignment	0.27	3.98	<0.001	Supported
H5	Competency Alignment → Employee Retention	0.52	6.21	<0.001	Supported

The structural model (Table 4) shows the evidence in terms of how the constructs in the study are related. It appears from this evidence that there is a strong impact of talent management practices on the competency alignment of employees, with this relationship in turn having a positive influence on employee retention. All of the hypothesized direct relationships were found to be statistically significant and therefore support the overall conceptual framework proposed.

5.6 Hypotheses Verification (Direct Effect)

The assessment of direct relationships presented in the theoretical model was conducted using structural equation modeling. The findings indicate that psychometric assessment, competency mapping, talent development, and organisational support all have a strong positive impact on competency alignment. Competency alignment also has a strong positive impact on employee retention, suggesting that employees will be more likely to stay in organisations where their skills are aligned well with their jobs.

5.7 Hypotheses Verification (Mediation)

In the study looking at mediation analysis it was found if competency alignment is a mediator in the relationship of talent management practices and employee retention, it was found that competency alignment does mediate these relationships, thus showing that effective talent management practices result in improved retention rates by resulting in greater alignment between employee competencies and job functions. Therefore it is important to use competency-based talent management strategies to create long-term stabilization within the workforce.

6. DISCUSSION

6.1 Theoretical Implications

This research adds to our understanding of talent management and how it relates to retaining employees. Specifically, it shows that competency alignment plays an integral role in connecting talent management practices with workforce stability. Furthermore, the results support the person-job fit theory by indicating that employees will be more likely to stay with an organization if their skill

set matches the needs of the job due to effective talent management and competency aligned practices. In addition, psychometric assessment, competency mapping, talent development and organizational support have been shown to positively impact competency alignment as well as improve employee retention.

6.2 Practical Implications

Managers looking to enhance employee loyalty can use the information provided in the research to improve their strategies when it comes to managing talent. An organization can utilize psychometric assessments and competency mapping along with its talent development efforts by using the data generated from these tools to help make better decisions regarding the assignment of employees into different positions and providing necessary resources to support the continued growth of employees. Providing employees with a workplace that encourages supportive behaviours will increase employees' level of connection to their employer and, therefore, decrease their intent to leave.

6.3 Limitations and Future Directions

The research study has its limitations (i) the participants were selected based on a cross-sectional survey that was only distributed to selected organizations. Limitations will limit the ability to make conclusion(s) based on the findings because of the nature of how this data was collected; hence to further expand upon this study, it is suggested to use a longitudinal design with a larger sample size and look at other variables such as leadership styles, organizational culture(s) employee engagement, etc. to gain an overall better understanding of the relationship(s) between employee retention and other variables associated with employee retention.

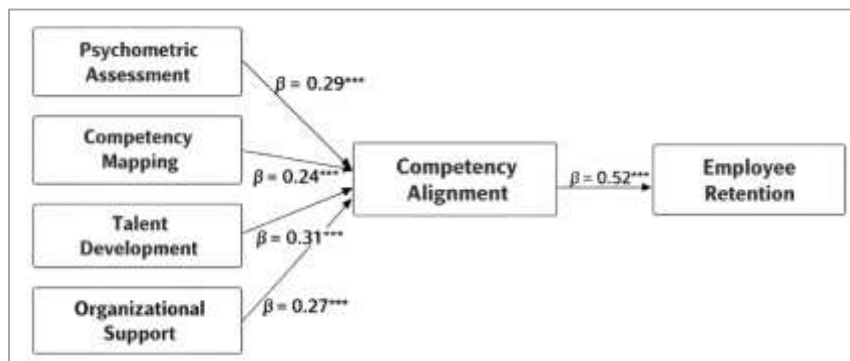


Figure 4. Structural Model of Talent Management Practices, Competency Alignment, and Employee Retention

The Figure 4 illustrates the relationships between various constructs within the study. The model highlights how each of these talent management constructs (psychometric assessments, competency mapping, talent development, organisation support) influences competency alignment and shows that when these constructs are positively aligned with competency alignment, competency alignment has a positive impact on employee retention. Therefore, competency alignment mediates the impact of talent management constructs on employee retention by providing a stabilising effect on employment stability.



7. CONCLUSION

This research explored how talent management strategies correlate with employee retention and competency alignment among employees in an organizational context. The research findings demonstrate the effectiveness of organizational support, psychometric assessment, talent development and competency mapping practices in enhancing employees' competency alignment. Additionally, the study reveals that competency alignment mediates the effect of employee retention. Therefore, when employees possess the needed skills and abilities to perform their job, they will be subject to a greater likelihood of continuing their employment with the organization. Overall, the study demonstrates the importance of implementing competency-based talent management strategies. Organizations that implement structured assessment strategies and provide development opportunities for their employees can improve workforce stability and enhance long-term employee retention.

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