

Talent Management Strategies for Attracting and Retaining Talented Employees- A Study with reference to National Bank of Oman

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DOI:10.5281/zenodo.17845377

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Talent management is the proactive and deliberate practice of hiring the right people and providing the right support to transform them into their highest Potential when it makes the most strategic sense for the organization. In modern multinational corporations and companies in general, TM has become an important Strategic focus. Among its central roles is recruiting and cultivating talent (Pruis, 2011). Unlike HR, talent management focuses on uncovering, developing, and advocating for star talent. Employee retention means an organization's capability to retain its employees, having a stable, engaged, and effective workforce. Companies that aggressively pursue retention policies and programs to decrease turnover are likelier to win the race for business objectives and recruit new employees. A well-structured and effectively executed employee retention strategy serves as a significant competitive differentiator, as the capacity to retain top talent, especially in competitive labour markets, enables consistent high-level performance and mitigates disruptions caused by workforce instability (Onwugbolu & Mutambara, 2021; Nzonzo & du Plessis, 2020).

Keywords: Talent Management, Talented Employee, Skilled Workforce, Employee Attraction, Employee Retention

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Chandra Sekhara Reddy Kamireddy, College of Economics and Business Administration, University of Technology and Applied Sciences (HCT), Sultanate of Oman. Email: chandusapreddy@gmail.com	Alissai MK, Alshaidhani AS, Siyabi SJA, Allawati JB, Kamireddy CSR, Talent Management Strategies for Attracting and Retaining Talented Employees- A Study with reference to National Bank of Oman. Int J Engg Mgmt Res. 2025;15(6):1-9. Available From https://ijemr.vandanapublications.com/index.php/j/article/view/1826	

Manuscript Received 2025-11-01	Review Round 1 2025-11-19	Review Round 2	Review Round 3	Accepted 2025-12-03
Conflict of Interest None	Funding Nil	Ethical Approval Yes	Plagiarism X-checker 4.24	Note

1. Introduction

Talent management is one of today's hottest organizational topics, with studies from 2020-2025 consistently emphasizing its significance for retention, engagement, and organizational effectiveness. Alsakarneh et al. (2023) focused on the impact of core talent management practices—recruitment, training, and performance systems—within Jordanian service organizations, where they observed that well-structured talent management frameworks significantly improve retention and performance. These findings suggest that organizations that prioritize making a strategic bet on talent development could be better positioned to sustain a workforce that's active and high-performing. Retention remains one of the most critical issues facing organizations, as it is not only expensive to lose good employees, it also chips away at knowledge and productivity and entails expensive replacement hiring and training (Pregolato et al., 2017). Here, NBO provides a fantastic example. Established in 1973 as the Sultanate's very first local bank, NBO has grown into a premier financial institution with one of the most extensive branch networks, offering a full suite of retail and commercial banking services. Being a pioneer in Oman's banking industry, NBO has been at the forefront of economic development, accelerating the growth of sectors and leading financial inclusion. At the core of NBO's ongoing success is its HR philosophy — that people are the value-creating force. The bank views employees as human capital and actively calibrates its HR policies to stay in sync with evolving business and market needs. Its end-to-end talent management philosophy is based on three tenets — acquisition, development and retention. In hiring, NBO targets inspiring individuals with expertise and an approach that align with its customer-centric philosophy. For nurture, the bank dedicates to ongoing training, leadership track and partnerships with universities to support Omani talent development. Retention is supported by performance-driven bonuses, significant opportunities for career advancement and a culture of innovation, inclusivity and work-life balance. Together, this creates a high-performance culture centered on values, where employees are engaged, motivated, and aligned with the bank's long-term strategy.

2. Aim

Hiring and retaining the talented personnel is becoming more challenging these days due to the global wide job market opportunities. One of the most important practices of talent management is to attract talented employees and mastering that practice (Pruis, 2011). Talent retention represents an employee's everlasting commitment towards their employer. While previously overlooked, retention has become a priority in the post-pandemic job market (Gallup' 2024). Due to the above-mentioned incidents, it is most interested and one of the valuable topics to do further research in this area. So, to collect the more information and to find out the various strategies implemented in the NBO company, the team of research students have been chosen the above mentioned topic to fulfil their academic requirement.

3. Objectives

- To identify and analyze the key factors influencing the attraction and retention of talented employees in NBO.
- To examine and evaluate the strategies implemented to attract and retain talented employees in NBO.
- To evaluate the employee's perception about the significance of talent management in the organization like NBO.

4. Significance of the Study

These report insights are highly actionable for business executives, HR practitioners, and policy makers across Oman and in particular within the banking and financial services industry. For NBO's management and HR, the study gives a data-driven verdict of what entices in-house talent today. So once management and HR know these factors to be: opportunities for career development, competitive salaries, employee appreciation, work life balance and a conducive work culture, they can better position talent attraction and retention initiatives in line with what employees want. In addition to NBO and outside of Oman, this study is relevant to other banks in the Oman Gulf area. The pragmatic advice such talent attraction and retention can provide can nearly everywhere focus HR efforts where banks and businesses feel.

For instance, a good work environment, culture, the right promotion opportunities and recognition for high-performers can allow other local companies to attract and keep employees.

5. Review of Literature

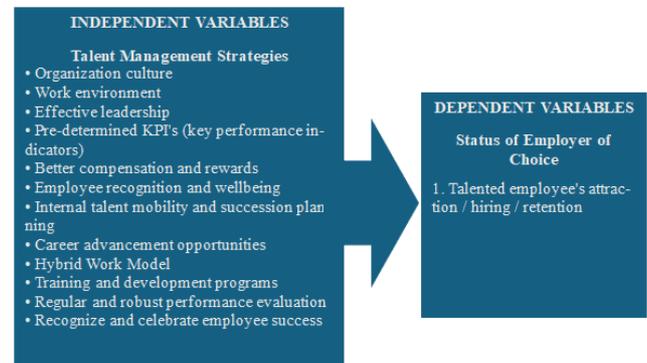
Employees who are regularly recognized are more likely to stay with an organization for longer durations (Gallup, 2024). This kind of recognition fosters a sense of belonging and brings employees in line with company goals, which in turn aids retention. Likewise, companies that cultivate a culture of appreciation see enhanced employee performance and engagement, and less turnover (Dennison, 2024). Additionally, embedding well-being and work-life balance initiatives into the talent management mix is becoming an ever more common and recognized practice to retain high performers. Organizations that invest in comprehensive well-being programs—such as mental health resources and flexible work arrangements—create supportive environments that are particularly attractive to high-achieving employees (Robison & Co., 2025).

6. Research Gap

Thrive Sparrow (2025), for example, aggregates research from Gallup (2023), McKinsey (2023) and Workhuman (2023) to emphasize various non-financial factors affecting talent retention—including career development plans, the quality of managers, workplace flexibility, recognition schemes and purpose alignment—but the evidence base is still mostly descriptive and cross-sectional. The referenced research draws connections (e.g. companies with structured career development plans experience 30% higher retention; 70% of the variance in employee engagement is attributed to managers; 64% of professionals would switch employers for more flexibility), but doesn't examine how these factors simultaneously interact within a given organization or across various cultural and industry contexts. For example, the Thrive Sparrow (2025) report doesn't discuss the sectors, demographic groups or organizational size base of the underlying surveys, or the lasting causal effect on real-world retention of interventions such as leadership training, hybrid work policies or non-monetary recognition. This gap calls for objective,

longitudinal studies that pinpoint and examine those factors that affect the appeal and retention of talented employees and gauge employees' perceptions regarding the importance of talent management especially in banking sector.

7. Conceptual Framework



8. Research Design

This sketch helps map out existing processes and understand employee perspectives on talent management. NBO staff will be sent a questionnaire via Google Forms, containing open and Likert scale questions. With this approach, the researchers are able to gather detailed data that reflects staff's beliefs and assists in breaking down the bank's strategies.

9. Gathering of Data

Through-out the study, the researchers have adhered closely to ethical standards. Any information from participants will remain confidential and be utilized solely for academic purposes. An online survey created with Google Forms will be utilized for data collection. It's a survey for staff across multiple departments and levels at the National Bank of Omani's Muscat branch. As for the structured questionnaire, the intention is collected information about the bank's approaches to attracting and retaining talented employees. Via Google forms the organized questionnaire is sent to the NBO workers. In addition, secondary data will be gathered from authentic resources including books, academic papers, government publications and reputable websites. The two data sources combined will facilitate the construction of valid and insightful deductions about NBO's talent management strategies.

All answers will be utilized for academic research in an ethical fashion and participation is entirely optional.

10. Treatment of Data

Researchers used the percentage calculation technique to analyze the research information. Later the result will be presented with the support of graphs and tables by using MS Excel. Researchers used the correlation and Chi-Square test to find the association in between the opinions of the employee statements.

11. Analysis of the Data

From our survey data, results have been aggregated for a quick review. Open-end-ed responses were examined qualitatively and quantitative results from rating scale questions are provided. In the table, 5, 4, 3, 2, 1 represent 'Strongly Agree', 'Agree', 'Neutral', 'Disagree', 'Strongly Disagree', respectively. N represents the total sample size.

Sl. No.	Questions	5		4		3		2		1		N	%
01	NBO prefers to hire talented employees	60	34%	70	40%	22	12%	18	10%	7	4%	177	100%
02	NBO is implemented different strategies to hire the talented employees	68	38%	55	31%	24	14%	21	12%	9	5%	177	100%
03	NBO implemented different strategies to safeguard the talented employees.	58	33%	65	37%	33	18%	17	10%	4	2%	177	100%
04	NBO is gaining competitive advantage through talented employees	75	42%	71	40%	15	9%	9	5%	7	4%	177	100%
05	There are many factors influencing the NBO company to attract and retain the talented employees.	59	33%	70	39%	21	12%	10	6%	17	10%	177	100%
06	NBO is becoming the employer of choice to most of the talented employees	56	32%	64	36%	28	15%	19	11%	10	6%	177	100%
07	NBO is able to attract / hire talented employees successfully.	65	37%	67	38%	22	12%	15	8%	8	5%	177	100%
08	NBO is able to place the talented employees successfully	70	39.5%	56	31.6%	28	15.8%	10	5.6%	13	7.3%	177	100%
09	NBO is able to retain the talented employees successfully	70	40%	64	36%	25	14%	11	6%	7	4%	177	100%
10	Talented employees are one of the significant aspects to organizations like NBO	77	43.5%	53	29.9%	28	15.8%	14	7.9%	5	2.8%	177	100%
11	Through talented employees it is possible to achieve the desired results	84	47.4%	60	33.8%	11	6.2%	20	11.2%	2	1.1%	177	100%
12	Talented employees are gaining the maximum benefits through the strategies implemented in the NBO company	50	28%	46	26%	44	25%	26	15%	11	6%	177	100%
13	Most of the NBO company strategies are employee oriented	60	33.8%	42	23.7%	33	18.6%	24	13.5%	18	10.1%	177	100%
14	Most of the NBO company strategies are employer oriented	22	12.4%	29	16.3%	38	21.4%	39	22%	49	27.6%	177	100%

5- Strongly Agree, 4- Agree, 3- Neutral, 2- Disagree, 1- Strongly Disagree

Chi-square Test

The main purpose of using the **Chi-Square test** in the present study is to examine and confirm whether there is a significant **association** between employees' views regarding the following statements:

Statement 1: NBO has implemented different strategies to hire the talented employees.

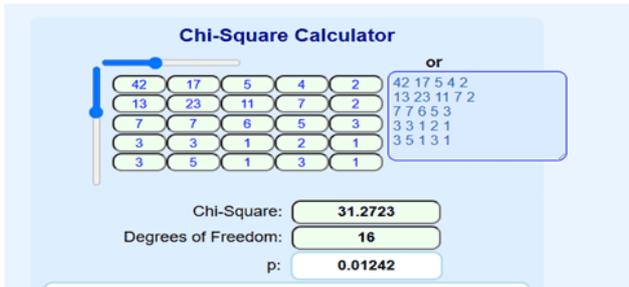
Statement 2: NBO is able to place the talented employees successfully.

Hypotheses

H0: **Null Hypothesis:** There is no association between the employee views about the statements of "NBO is implemented different strategies to hire the talented employees and NBO is able to place the talented employees successfully"

H1: **Alternative Hypothesis:** There is an association between the employee views about the Statements of "NBO is implemented different strategies to hire the talented employees and NBO is able to place the talented employees successfully"

	NBO is implemented different strategies to hire the talented employees						Total
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		
NBO is able to place the talented employees successfully	Strongly Agree	42	17	5	4	2	70
	Agree	13	23	11	7	2	56
	Neutral	7	7	6	5	3	28
	Disagree	3	3	1	2	1	10
	Strongly Disagree	3	5	1	3	1	13
	Total	68	55	24	21	9	177



Source: (<https://www.mathsisfun.com/data/chi-square-calculator.html>)

As the above results demonstrate, the computed Chi-Square (χ^2) value is 31.2723, which is larger than the critical / table value of 26.296 at 0.05 level of significance with the suitable degrees of freedom. Hence the null hypothesis (H_0), that there is no association between the two variables is rejected. Therefore, it is inferred that there is a significant correlation between the employees' perception about the sentences: "NBO has adopted different strategies to recruit talented employees" and "NBO has the ability to retain the talented employees".

Correlation Tests:

Statement 1: NBO implemented different strategies to safeguard the talented employees

Statement 2: NBO is able to retain the talented employees successfully.

X values (statement 1)	58	65	33	17	4
Y values (statement 2)	70	64	25	11	7

Table 19 (correlation test 2)

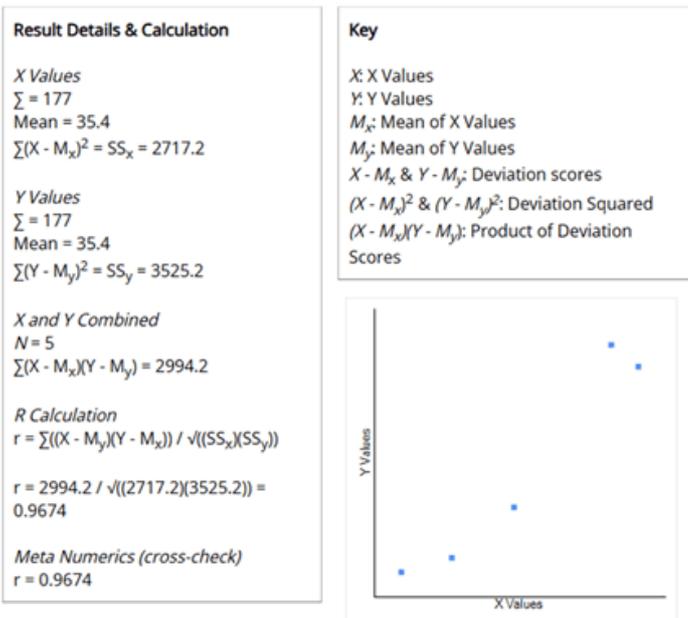
source:

<https://www.socscistatistics.com/tests/pearson/default2.aspx>

The correlation coefficient ($r = 0.9674$) indicates a strong positive relationship between the two statements: "NBO implements different strategies to safeguard talented employees" and "NBO is able to retain talented employees successfully." This suggests that employees who perceive NBO's safeguarding strategies positively also tend to believe that the organization is successful in retaining its talented workforce.

12. Findings

- A large proportion of the employees who participated in the study (85%) belonged to the 20–30 years age group.
- Most of the participants in the study were female employees, accounting for 82.6% of the total respondents.
- Most of the respondents (74%) hold a positive perception of NBO's talent management practices. A majority agreed that the organization prefers to hire talented employees, reflecting recognition of NBO's emphasis on recruiting skilled personnel.
- Results indicate that a majority of participants (69%) agreed with the statement that NBO has implemented various strategies to hire talented employees.
- Results indicate that a majority of participants (70%) agreed with the statement that NBO has implemented various strategies to safeguard talented employees, reflecting a generally positive perception of the organization's efforts to retain skilled personnel.
- Results indicate that a majority of participants (82%) agreed with the statement that NBO is gaining a competitive advantage through talented employees. This reflects a strong positive perception of the organization's ability to leverage its workforce for competitive success.



The value of R is 0.9674.

This is a strong positive correlation, which means that high X variable scores go with high Y variable scores (and vice versa).

- Results indicate that a majority of participants (72%) agreed with the statement that various factors influence NBO in attracting and retaining talented employees. This suggests a generally positive perception of the organization's awareness and management of factors affecting talent attraction and retention.
- The findings indicate that several interrelated factors influence NBO's ability to attract and retain talented employees. Respondents emphasized the significance of ensuring organizational growth and competitiveness, enhancing operational efficiency, and fostering innovation and creativity. The reduction of employee turnover, preservation of institutional knowledge, and maintenance of a positive work environment were also identified as critical determinants. Furthermore, the development of effective leadership, promotion of a culture of continuous learning, and establishment of a strong organizational reputation were viewed as essential for sustaining long-term competitiveness and employee commitment within NBO.
- Feedback from respondents indicates that NBO has implemented a range of strategic initiatives to attract and retain talented employees. These strategies focus on fostering a strong organizational culture, cultivating a positive and supportive work environment, and promoting effective leadership. The company emphasizes competitive compensation, employee recognition, and well-being, alongside opportunities for career advancement, internal mobility, and succession planning. Additionally, NBO supports hybrid work arrangements, flexible schedules, and continuous professional development through training and performance evaluations. Initiatives such as promoting diversity and inclusion, encouraging innovation, providing wellness and mental health programs, and facilitating employee engagement activities further demonstrate the organization's comprehensive approach to sustaining talent and enhancing long-term organizational performance.
- Results indicate that a majority of participants (68%) agreed with the statement that NBO is becoming the employer of choice for talented employees. This reflects a generally positive perception of the organization's reputation and its ability to attract and retain skilled professionals, while negative responses were relatively limited.
- Results indicate that a majority of participants (75%) agreed with the statement that NBO is able to attract and hire talented employees successfully. This demonstrates a strong positive perception of the organization's recruitment effectiveness, while only a small proportion of respondents expressed disagreement.
- Results indicate that a majority of participants (71.1%) agreed with the statement that NBO is able to place talented employees successfully. This reflects a generally positive perception of the organization's effectiveness in positioning its skilled workforce in suitable roles, while negative responses were minimal.
- Results indicate that a majority of participants (76%) agreed with the statement that NBO is able to retain talented employees successfully. This suggests a strong positive perception of the organization's retention practices, while negative responses were comparatively minimal.
- Results indicate that a majority of participants (73.4%) agreed with the statement that talented employees are a significant aspect of organizations such as NBO. This reflects a strong acknowledgment among respondents of the vital role those talented employees play in contributing to organizational success, while negative perceptions were relatively minimal.
- Results indicate that a majority of participants (81.2%) agreed with the statement that achieving desired organizational results is possible through talented employees. This demonstrates a strong positive perception of the value and impact of talented employees on organizational performance, while negative responses remained relatively low.

- Results indicate that just over half of the participants (54%) agreed with the statement that talented employees are gaining maximum benefits from the strategies implemented by NBO. While this suggests a generally positive perception, a considerable proportion of respondents expressed neutral or negative views, indicating that some employees may perceive uneven access to the benefits of these strategies.
- Results indicate that a majority of participants (57.5%) agreed with the statement that most of NBO's strategies are employee-oriented.
- Results reveal that only a minority of participants (28.7%) agreed with the statement that most of NBO's strategies are employer-oriented. In contrast, a majority of respondents (49.6%) disagreed or strongly disagreed, indicating that employees generally do not perceive NBO's strategies as being primarily focused on employer interests. This suggests a stronger alignment of organizational strategies toward employee-oriented practices.
- Findings from the respondents highlight that talent management holds substantial significance within NBO. It plays a critical role in attracting, developing, and retaining skilled employees, thereby enhancing productivity and overall organizational performance. Effective talent management also fosters innovation, supports creative problem-solving, and helps maintain a motivated and engaged workforce. Respondents emphasized that it contributes to reducing turnover, preserving institutional knowledge, and strengthening leadership pipelines essential for future growth. Furthermore, it promotes a positive and collaborative work environment, encourages employee loyalty and commitment, and sustains NBO's competitive advantage within the industry. Overall, talent management is viewed as a strategic approach that aligns employee performance with organizational goals, enhances NBO's reputation as an employer of choice, and supports continuous learning and adaptability in a dynamic business environment.

13. Recommendations

- To further strengthen talent strategy, it is suggested to implement a formal mentorship and coaching program, pairing high-potential employees with senior leaders to accelerate skill development and succession readiness.
- To enhance workforce planning, it is suggested to develop predictive talent analytics, using AI and data modelling to anticipate attrition risks, skill gaps, and future talent needs.
- To improve employee engagement, it is suggested to introduce personalized career development plans that align individual aspirations with organizational objectives.
- To foster continuous learning, it is suggested to offer cross-industry knowledge exchange programs or external certifications to expand employees' skillsets and market awareness.
- To strengthen organizational agility, it is suggested to implement rotational programs that allow employees to gain experience in different departments or geographies.
- To enhance leadership pipelines, it is suggested to introduce behavioural assessment tools to identify leadership potential early and provide tailored development plans.
- To support employee motivation, it is suggested to establish personalized recognition platforms, such as peer-to-peer digital recognition systems, beyond traditional awards.
- To improve employee wellness, it is suggested to expand mental health programs with confidential counselling, resilience training, and stress management workshops.
- To encourage knowledge sharing, it is suggested to introduce a structured internal knowledge marketplace, enabling employees to share expertise and mentor peers on specific projects.
- To enhance diversity initiatives, it is suggested to implement targeted leadership development for underrepresented groups, ensuring equitable career advancement opportunities.
- To improve feedback utilization, it is suggested to adopt continuous performance management platforms, enabling real-time feedback rather than relying solely on periodic evaluations.

- To reinforce organizational culture, it is suggested to create structured recognition for innovation and learning, linking contributions directly to business impact.
- To enhance employer branding, it is suggested to partner with universities and industry forums, showcasing NBO as an employer of choice for emerging talent.

14. Conclusion

The study of talent management practices at the National Bank of Oman (NBO) provides compelling evidence that well-structured initiatives for talent attraction, placement, and retention are strongly linked to employees' perceptions of organizational performance, engagement, and sustained competitive advantage. The research reveals that employees at NBO consistently demonstrate positive perceptions regarding the organization's recruitment strategies, safeguarding measures, and development programs. These findings align with broader literature emphasizing that structured talent management practices contribute significantly to job satisfaction, employee loyalty, and long-term retention (Laith Almomani et al., 2021). By ensuring that talent is not only attracted but also appropriately placed and effectively retained, NBO strengthens its workforce capabilities, enhances operational efficiency, and positions itself favorably within the competitive banking sector.

A particularly notable finding is that employees perceive NBO's strategies as predominantly employee-oriented rather than employer-oriented. This observation reflects a broader trend in contemporary human resource management literature, which emphasizes the shift toward employee-centric approaches as a critical factor for sustaining engagement and competitive advantage (Maha Lutfi Al Dalahmeh, 2020). By prioritizing employee growth, career development, well-being, and recognition, NBO not only cultivates a motivated and committed workforce but also reinforces its reputation as an employer of choice. This orientation is instrumental in fostering innovation, reducing turnover, and ensuring that the organization maintains a skilled and adaptable workforce capable of meeting evolving market demands.

Overall, the findings confirm that NBO's talent management practices are strategically aligned, evidence-based, and effectively implemented.

The combination of employee-focused initiatives, rigorous placement and retention strategies, and positive employee perceptions positions NBO to achieve sustainable organizational performance while maintaining a motivated, high-performing workforce. These insights reinforce the broader theoretical understanding that effective talent management is central to organizational success and long-term competitiveness in the dynamic banking sector.

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