



American Journal of Multidisciplinary Research and Innovation (AJMRI)

ISSN: 2158-8155 (Online), 2832-4854 (Print)

VOLUME 3 ISSUE 4 (2024)



PUBLISHED BY: E-PALLI PUBLISHERS, DELAWARE, USA

Talent Management Program in a State University and College (SUC)

Jose Marlon J. Refuncion Jr.^{1*}

Article Information

Received: June 20, 2024

Accepted: July 25, 2024

Published: July 30, 2024

Keywords

Talent Management, Talent Management Practices, Talent Management Strategies, Talent Retention, Reward, Recognition, Motivation, Process, Management, Work Environment, Improvement Catbalogan City, Samar

ABSTRACT

The study intends to find out the existing Talent management program and practices of SUC and determine the extent of implementation of Talent management. The researcher used simple random sampling results of about 142 employee-respondents and it was held in Samar State University. A descriptive-evaluative survey design was used to assess the talent management practices and strategies presently implemented within the locale of the study. Talent management practices of the SUC resulted from the majority of various 'yeses' in the form of frequency. Employee engagement practices, suggestion boxes, and training Needs Survey resulted in 138 (95.50%) and 114 (80%) yeses from the employee-respondents. It was emphasized that work ethic 121 (85%) and job expertise 121 (85%) are the major characteristics that define talent. It was also suggested that strategies of SUC must provide training and development (87.50%), rewards, and bonuses (77.50%). The study also found out that informal succession planning is exercised with a rating of 80% or 114, thus formal succession management of talents must be implemented. SUC Support in pursuing a doctorate of employees has a compelling score of 110 (77.50%). The majority of employee respondents choose incentives (128 (90%)) as monetary and training and development opportunities, and 103 (72.50%) as non-monetary rewards as part of their reward and recognition. The extent of implementation of talent management strategies, and process improvement results to 'significantly implemented' except for one 'company process help work improvement was only 'moderately implemented'. In management improvement, all resulted in 'significantly implemented' same as to work environment improvement. The Researcher suggests that these talent management strategies must be fully implemented as an anchorage for the success of talent retention and the satisfaction of employees within SUC.

INTRODUCTION

Talent management is essential for success in molding the office, human resources, and performance itself. The vast struggles of the companies mainly to initiate the engagement and retention of high-level professionals' talents, improve management, and have a strong culture of excellence, redesigning what people feel to be empowered through the use of their talents and skills to the organization and manager's need to restructure their talent management program to sustain star quality employees that is a major use in a particular organization. In the context of an innovative economy, talent management decisions become effective in changing situations (Iscandarov, 2018) by developing talents and capabilities by capacitating individuals to be position-ready and boosting organizational productivity to a competitive advantage (Sujatha, 2020) and this is by efficiently utilizing talents as a key tool (Horváthová, 2011) to develop employees continuously, make use of it and retain them as an asset to the company (Orlova *et al*, 2015).

Talent management is defined as an exclusive form of workforce management (Gallardo-Gallardo, Dries, & González-Cruz, 2013). Hiring managers usually make it hard for them because landing key talent is hard to acquire and varies in the first place and there is no assurance that

the skills you need will be available and even if that is included in their qualification disclosed is not certain if productivity and use of skills will be at a higher/beyond expectations. According to (Gelens *et al*, 2014) their research suggests the identification of talents is related to a positive attitude of employees and employer and employee perceptions about talent can be problematic (Sonnenberg *et al*, 2014). Communication is also an important medium of the way workers think that talent potential must be unleashed by the way supervisors do with their talent management strategies that counters the problem of several organizations that don't communicate to talent about their special status to their employees (Dries & De Gieter, 2014). The study also reveals that the "talent" of employees considered by their employer is more to become potential future leaders (Gallardo-Gallardo *et al*, 2013).

Managers' interaction with their employees plays a vital role as they must provide teamwork, good relationships, and synergy among the departments as one holistic organization with a unity of direction and command. Some of the traditional managers think that without them, there can be no employees, but in the sense of their leadership "there can be no managers if there were no employees/subordinates". Employees' satisfaction is one of the factors that are perceived to have happy employees

¹ College of Arts and Sciences at the Samar State University, Catbalogan City, Samar Philippines

* Corresponding author's e-mail: josemarlon.refuncion@ssu.edu.ph

and these employees are the ones who are productive which leads to the organization's talents it is like resources that are sometimes neglected or unrecognized by the managers.

Talent management challenges and issues become more and more obvious along with retention of employees, performances, and strategic management (Saadat, 2016) and by clearly showing and cascading the importance of employee engagement enhancement, talent management roles, and improving organizational productivity as a proper dynamic process in managing talents as suggested by Hongal and Kinange (2020). Chethana (2023) and Baporikar (2019) accentuate the primary problem of talent management, which is the employee's lack of motivation and undervalued skills, which are the common factors that lead to ineffective talent management. With this Higher Educational Institution (HEI) lens, faculty or academic employees valuing talents employing small recognition fits well in their capacity and self-motivation to achieve milestones of their success, which Pol and Patil (2015) also encourage that there must be a shift in the approach recognizing the faculty as a most valuable resource of the organization, and with this, the company will hold employees at the best of their performances. Factors affecting talent management as may vary according to the management involved, structural and environmental factors in SUC.

Objectives

1. To find out the existing talent management program and practices in a HEI as to:
 - 1.1. Employees engagement
 - 1.2. Detaining and Retaining Top/Key Talent
 - 1.3. Succession Planning
 - 1.4. Training and Development
 - 1.5. Reward and recognition
2. Determine the extent of implementation of talent management strategies in HEI in terms of:
 - 2.1. Process Improvement
 - 2.2. Management Improvement
 - 2.3. Work Environment Improvement

METHODOLOGY

Research Design

The researcher utilized a descriptive-evaluative survey design to assess the talent management program existing in the respondent of SSU employees of the talent management program, practices, and strategies through faculty perception. The results will provide awareness and the creation/implementation of talent management programs through human resource intervention.

Research Locale

The study locale is conducted in Samar State University, Catbalogan City, Samar, Philippines.

Research Participants

The researcher used simple random sampling and identified 142 respondents.

Research Instrument

The questionnaire administered contains the talent management programs, practices, strategies, and motivational factors. Another section was taken from the Survey of ERC which involves workplace programs, practices, training, and consulting answerable by yes or no, and with minor revision (ERC Talent Management Practices Survey, 2012). Some points of Part II also came from Senthilkumar's (2009) study Talent Management Practices to be answered by a five-point Likert scale (Eustaquio, 2015) for the extent of implementation results as follows:

- 4.50 – 5.00 Fully Implemented (FI)
- 3.50 – 4.49 Significantly Implemented (SI)
- 2.50 – 3.49 Moderately Implemented (MI)
- 1.50 – 2.49 Partially Implemented (PI)
- 1.00 – 1.49 Least Implemented (LI)

Research Participants

The researcher used simple random sampling and identified 142 respondents.

Data Analysis

The results obtained from the respondents were analyzed in line with the research objectives using frequency and percentages presented in tables. Weighted Average and General weighted average are used to determine the extent of implementation of talent management programs and practices when it relates to Talent Management know-how, Talent Management strategies, and Talent management motivations.

Ethical Consideration

The respondents were informed that answers were within the bounds of confidentiality and that the individual respondents had established and approved questionnaire consent.

RESULTS AND DISCUSSION

The researcher arrived at results from the employee respondents, which are available below.

Talent Management Program and Practices

Table 1: Talent Management practices for retaining top talents

Employee Engagement Practices	f (yes)	Percentage %	f (no)	Percentage %	Total (N)
Social Media or Blog	53	37.50	89	62.50	142
Confidential Phone Line	25	17.50	117	82.50	142
Training Needs Survey	114	80.00	28	20.00	142

Focus Groups	53	37.50	89	62.50	142
Post-training surveys	89	62.50	53	37.50	142
New-hire surveys/feedback	43	30.00	99	70.00	142
Employee engagement survey	60	42.50	82	57.50	142
One-on-one interviews	64	45.00	78	55.00	142
Suggestion boxes	138	97.50	4	2.50	142
Employee opinion surveys	57	40.00	85	60.00	142
Exit interviews/surveys	71	50.00	71	50.00	142

Employee Engagement Practices

Table 1 shows that among the talent management practices along with employee engagement, the two highest practices of management conducted are Suggestion Boxes and Training Needs Survey with a result of 138 (95.50) and 114 (80%) yeses from the employee respondents. SUC practices suggestion boxes among employees who would like their voice to be heard in the form of feedback to the offices that provide services to them, this could be a reflection of how offices efficiently contribute to the satisfaction of employee respondents and suggestions become an avenue on how managers can provide solutions and awareness leading

to customer satisfaction, as Vijayarani (2014) identified suggestions among employees as a tool that is valuable part of the involvement of employees for improvement, same has been said by Milne (1995) that it enhances morale and motivation of employees as a contributor for the engagements and decisions. The SUC employs Individual Development Plans (IDP) as an essential requirement for dealing plans both long-term and short-term, it consists of training relevant and useful to the employee and schooling master and doctorate for career growth and knowledge, thus confirmed by research that training significantly impacts to employee engagement (Jain, 2017).

Table 2: Talent Management Practices for Defining Top Talents

Employee Engagement Practices	f (yes)	Percentage %	f (no)	Percentage %	Total (N)
Work Ethic	121	85.00	21	15.00	142
Strategy/Execution	103	72.50	39	27.50	142
Potential for growth/development	107	75.00	35	25.00	142
Willing to go above and beyond	107	75.00	35	25.00	142
Dedication/Dependability	117	82.50	25	17.50	142
Integrity	110	77.50	32	22.50	142
Customer Focus	99	70.00	43	30.00	142
Commitment to culture/mission	99	70.00	43	30.00	142
Passion/motivation	99	70.00	43	30.00	142
Positive Energy	110	77.50	32	22.50	142
Delivery of results	110	77.50	32	22.50	142
Job Expertise/skills	121	85.00	21	15.00	142
Overall performance	117	82.50	25	17.50	142
Communication/teamwork	103	72.50	39	27.50	142
Innovation/creativity	107	75.00	35	25.00	142
Leadership	110	77.50	32	22.50	142
Decision-making	114	80.00	28	20.00	142

Defining Talent

In defining talents (Table 2), SUC ideally picked some of the standards on how the management can also choose talents that comprise competency and characteristics. Top of these definitions is the work ethic 121 (85%) and job expertise 121 (85%), this can define talent in a workplace. In the context of work ethic (Tobón, 2021), it involves competencies, laboriousness, collaboration, and problem-solving of complex matters. Respondents revealed that the job expertise of talent is one of the essential needs

of defining one for it fortifies the strategies and decision-making because of knowledge and experiences and expanded by Yeoh (2008) that talents must be highly skilled in knowledge-enriching institutions.

Results were further followed that talents must also be defined as dependable and dedicated, a performer, and a good decision-maker. Among the identification of talents, these competencies and characteristics garnered enormous yes results, as it ideally identifies a talent in an organization.

Table 3: Talent Management Practices for Retaining Top Talents

Retention of Top Talent (Strategies utilized)	f (yes)	Percentage %	f (no)	Percentage %	Total (N)
Retention Agreement	85	60.00	57	40.00	142
Job Rotation	71	50.00	71	50.00	142
Counteroffers	67	47.50	75	52.50	142
Mentors	96	67.50	46	32.50	142
Succession Planning	92	65.00	50	35.00	142
Flex-time/telecommuting	64	45.00	78	55.00	142
Work-life balance	67	47.50	75	52.50	142
Extensive benefits package	103	72.50	39	27.50	142
Training and development	124	87.50	18	12.50	142
Bonuses/rewards	110	77.50	32	22.50	142
Competitive compensation	99	70.00	43	30.00	142

Retaining Talent

The above table (Table 3) comprises a must strategy for talents that must be retained, it was agreed that the provision of training and development, rewards, and bonuses according to the employee respondent is part of the reason why employees hold on in the institution. In fact, in the study of Urme (2023), the role of talent management that includes training and development

improves employee retention or retaining of talents. Talent retention is true when management provides bonuses and rewards, it was proven by Pregolato (2017) that it is crucial for talent retention. Talent retention also depends on work environment; compensation; promotion; opportunity for growth; work-life balance and, (Macaraig *et al.*, 2023).

Table 4: Talent Management Practices for Succession Planning

Succession Planning (Practice and Preparation)	f (yes)	Percentage %	f (no)	Percentage %	Total (N)
Leadership development plan	89	62.50	53	37.50	142
Career Development plan	99	70.00	43	30.00	142
Skills assessment	78	55.00	64	45.00	142
Performance Management	85	60.00	57	40.00	142
Informal Succession Planning	114	80.00	28	20.00	142

Succession Planning Practices

Employee respondents (Table 4) with a frequency of 114 (80%) yeses that the SUC implements informal succession planning. In the survey conducted by Brown (2022) formal succession planning is what some institutions lack.

it is also a strategy in which a present leader is expected to pass on leadership roles (Kenton, 2024) to the other potential ones in a formal way. It's a process by which a leader formally plans who is next to his position with qualified and recommendable talents.

Table 5: Talent Management Practices for Training and Development

Training & Development (Provisions/Support)	f (yes)	Percentage %	f (no)	Percentage %	Total (N)
Post-doctorate/Fellowship	85	60.00	57	40.00	142
Doctorate Program	110	77.50	32	22.50	142
Masteral Program	75	52.50	67	47.50	142
Professional Societies & Membership	78	55.00	64	45.00	142
Conferences/Presentations	99	70.00	43	30.00	142
Job-related Training and Specialization	89	62.50	53	37.50	142

Talent's Training and Development

Table 5 relates to the talent management practices in which financial provision and support for training and development among talents. Indeed, pursuing a doctorate of employees with a score of 110 (77.50%) is fully supported by the SUC as it provides financial support as

a motivation among talents for growth and development asserted by Beuningen (2024) that talent management must be a focus for those employees pursuing doctoral degrees. Ample support is needed as it is a challenge for them in terms of financial means.

Table 6: Talent Management Practices for Reward and Recognition

Reward and Recognition (Monetary & Non-monetary)	f (yes)	Percentage %	f (no)	Percentage %	Total (N)
Incentives	128	90.00	14	10.00	142
Profit-sharing	60	42.50	82	57.50	142
Additional bonuses	78	55.00	64	45.00	142
Gift Cards	64	45.00	78	55.00	142
Wall of fame	39	27.50	103	72.50	142
An employee of the month	14	10.00	128	90.00	142
Certificate of Appreciation	99	70.00	43	30.00	142
Newsletter/bulletin board	57	40.00	85	60.00	142
Event Awards	64	45.00	78	55.00	142
Thank you notes	43	30.00	99	70.00	142
Public praise	82	57.50	60	42.50	142
Food Party Celebration	46	32.50	96	67.50	142
Email Praise	53	37.50	89	62.50	142
Personal Thanks	89	62.50	53	37.50	142
Giving an employee's choice to assign.	67	47.50	75	52.50	142
Granting extra time off work	85	60.00	57	40.00	142
Increasing employees' authority	64	45.00	78	55.00	142
Discussing/granting career options	57	40.00	85	60.00	142
New on-the-job learning/immersion	39	27.50	103	72.50	142
Extra Coaching and mentoring support	46	32.50	96	67.50	142
Allowing employees to leave early	43	30.00	99	70.00	142
Providing flexible work hours	71	50.00	71	50.00	142
Allowing employees to pursue ideas	43	30.00	99	70.00	142
Involving employee's in decisions	53	37.50	89	62.50	142

Rewards and Recognition

In talent management, reward and recognition practices involve monetary and non-monetary, the data shows above that the employee-respondents majority choose incentives 128 (90%) as monetary and training and development opportunities 103 (72.50%) as non-monetary rewards as part of their reward and recognition. Both have the implication that employees are motivated when provided those things. It was also stated in the study of Chrissy

(2022) that there is a significant relationship between incentives for employee motivation and performance, also linking it to the role of total rewards in retaining talented employees (Baral, 2014). It was also seconded by Basu (2023) that any monetary or non-monetary rewards as motivation have a significant relationship to organizational employee performance.

Extent of Implementation of Talent Management

Table 7: Talent Management Strategies for Process Improvement

Process Improvement	Mean	Description
Company processes helps work improvement	3.45	Moderately Implemented
There is a transparent company-wide decision-making processes	3.83	Significantly Implemented
There is fair distribution of salary & benefits	4.03	Significantly Implemented
There is an effective current performance management process	3.75	Significantly Implemented

There is a Career Development	4.15	Significantly Implemented
Weighted Mean	3.84	Significantly Implemented

Legend:

4.50 – 5.00 Fully Implemented (FI)

3.50 – 4.49 Significantly Implemented (SI)

2.50 – 3.49 Moderately Implemented (MI)

1.50 – 2.49 Partially Implemented (PI)

1.00 – 1.49 Least Implemented (LI)

Table 7 comprises strategies for process improvement of

talent management implementation, all are significantly implemented except in the area of the ‘company process help work improvement’ garnering 3.75 or ‘moderately implemented’. Work improvement in talent management effectiveness was proven by Mishra (2022) depending on the company processes provided.

Table 8: Talent Management Strategies for Management Improvement

Management Improvement	Mean	Description
Employees know what is their work expectations	4.15	Significantly Implemented
Manager helps in setting effective goals	4.18	Significantly Implemented
Manager provides coaching and guidance needs	3.68	Significantly Implemented
Employees knows their work contributes company’s overall objectives	4.25	Significantly Implemented
Employees received sufficient recognition of their achievements	3.63	Significantly Implemented
Weighted Mean	3.98	Significantly Implemented

Legend:

4.50 – 5.00 Fully Implemented (FI)

3.50 – 4.49 Significantly Implemented (SI)

2.50 – 3.49 Moderately Implemented (MI)

1.50 – 2.49 Partially Implemented (PI)

1.00 – 1.49 Least Implemented (LI)

In management improvement talent management strategy (Table 8), results all ‘significantly implemented’, but

one indicated lowest among the rest ‘employees receive sufficient recognition of their achievements’ with a mean of 3.63, sufficiency or satiety of recognition varies among employees subjectively (Bradler, 2013). Effectiveness will always depend on how employees take recognition as to preference and perception.

Table 9: Talent Management Strategies for Work Environment Improvement

Work Environment Improvement	Mean	Description
There is an environment that is comfortable o for giving feedback in your team	3.80	Significantly Implemented
The voices of employees are being heard and respected	3.70	Significantly Implemented
Employees can suggest new ideas, questions, and ways of doing things	3.90	Significantly Implemented
Employees live the company’s values and mission	4.08	Significantly Implemented
Employees recommend the institution as a great place to work	4.28	Significantly Implemented
Weighted Mean	3.95	Significantly Implemented

Legend:

4.50 – 5.00 Fully Implemented (FI)

3.50 – 4.49 Significantly Implemented (SI)

2.50 – 3.49 Moderately Implemented (MI)

1.50 – 2.49 Partially Implemented (PI)

1.00 – 1.49 Least Implemented (LI)

The work environment also affects managing talents, from an environment that is safe to an environment that is conducive and provides peace of mind, talent retention may increase as Andari explains the role of work environment has a great impact on the retention of talent (Andari, 2021). Data also shows above that all work environment improvements in talent management have resulted in ‘significantly implemented’, the lowest of all garnering 3.70 ‘voice of employees being heard and respected’, the implication of this, is that have still hesitation in suggesting and give an opinion as part of work environment ideals.

CONCLUSION

It was a great revelation that the SUC implemented talent management strategies significantly, but the institution’s categorical aim is to have them fully implemented in the sense that they are required by time, and change of improvement is inevitable even in Universities and their employees. Talent management will still be an anchor for the success of the whole.

It is also sound and fair if the SUC, must also take into account the lowest frequency of yeses or high frequency of noes, like for example in the talent management practices, the following must be considered, data shows that new-hire surveys/feedback engagement frequency was scored to 99 (70%) noes, this is to avoid misleading information about the organization (Gerst, 2013), another is the counteroffer practice for talent employees with a 75 response of noes (52.50%) and according to

Dibble (1999), a counteroffer is essential in retaining a performer employee not to go to other agencies, next is by offering flex-time/telecommuting to employees with a score of 78 (55%) noes which also have a positive impact on the work-life balance and job satisfaction (Gaineve, 2006: Hayman, 2010), and lastly, reward and recognition specifically implementing employee of the month with a no of 128 (90%) respondents which will increase motivation and encourage performance.

Acknowledgment

The researcher acknowledges our Almighty God above all else, to his family, friends, and CAS colleagues for their motivational support and guidance, and to Samar State University for career improvement, expert development, and provisions.

REFERENCES

- Andari A., Nafudin N., Purnamasari R. (2021). The Influence of the Work Environment and Employee Engagement on Employee Retention. *Almana : Jurnal Manajemen dan Bisnis*. <https://doi.org/10.36555/almana.v5i3.1724>
- Baporikar, N., & Smith, A.K. (2019). Talent Management in Higher Education Institution. *International Journal of Applied Management Sciences and Engineering*.
- Baral, S. K. (2014). Attracting and retaining talent – Total reward strategy (February 1, 2014). *International Journal of Social Science & Interdisciplinary Research*, 3(2). SSRN: <https://ssrn.com/abstract=3375286>
- Basu, S. (2023). Motivation and Its Impact on Employee Performance. *American Journal of Social Development and Entrepreneurship*, 2(1), 22–25. <https://doi.org/10.54536/ajsde.v2i1.1250>
- Beuningen, L. (2024). Talent management of doctoral students: Focus on well-being, or how to deal with the mental health crisis in graduate education. <https://doi.org/10.1108/978-1-80262-685-820241005>
- Bradler, C., Dur, R., Neckermann, S., & Non, A. (2013). Employee Recognition and Performance: A Field Experiment. *ZEW - Centre for European Economic Research Discussion Paper No. 13-017*, Available at SSRN: <https://ssrn.com/abstract=2256482> or <http://dx.doi.org/10.2139/ssrn.2256482>
- Brown, M. (2022). Succession planning best practices - 4 quick steps for an informal strategy. *Brainzooming*. <https://www.brainzooming.com/blog/succession-planning-4-quick-steps-for-an-informal-strategy>
- Chami, M. (2021). Employee of the Month as a Motivational Best Practice in Lebanese Hotels. *Kuwait Chapter of Arabian Journal of Business and Management Review*. <https://doi.org/10.12816/0059049>
- Chrissy, R., Namusonge, G., & Iravo, M. A. (2022). Influence of Incentives and Rewards on Employee Performance in Selected Public Institutions in Rwanda. *International Journal of Academic Research in Business and Social Sciences*, 12(7), 1964 – 1977. <https://doi.org/10.6007/ijarbs/v12-i7/14430>
- Chethana, K., & Noronha, S. (2023). Impact of talent management practices in higher educational institutions. *International Journal of Management, Technology, and Social Sciences*, 17-46. <https://doi.org/10.47992/IJMTS.2581.6012.0287>
- Dibble, S. (1999). Keeping Your Valuable Employees: Retention Strategies for Your Organization's Most Important Resource.
- Dries, N., & De Gieter, S. (2014). Information asymmetry in high potential programs. *Personnel Review*, 43, 7-7.
- Gaineve T. W., and Clenney, B. F. (2016). Flextime and Telecommuting: Examining Individual Perceptions
- Gallardo-Gallardo, E., Dries, N., & González-Cruz, T. F. (2013). What is the meaning of 'talent' in the world of work? *Human Resource Management Review*, 23(4), 290–300. <https://doi.org/10.1016/j.hrmr.2013.05.002>
- Gelens, J., Hofmans, J., Dries, N., & Pepermans, R. (2014). Talent management and organizational justice: Employee reactions to high potential identification. *Human Resource Management Journal*. <https://doi.org/10.1111/1748-8583.12029>
- Gerst, R. (2013). Understanding employee engagement and trust: The new math of engagement surveys. *Journal for Quality and Participation*, 35.
- Hayman J. (2010). Flexible Work Schedules and Employee Well-being.
- Hombalimath, V., & Kinange, Dr. (2020). A study on talent management and its impact on organization performance - An empirical review. *International Journal of Engineering and Management Research*, 10, 64-71. <https://doi.org/10.31033/ijemr.10.1.12>
- Horváthová, P. (2011). The Application of Talent Management at Human Resource Management in Organization.
- Iscandarov, R.R. (2018). Talent management as a method of development of the human capital of the company. *Revista San Gregorio*, 1, 107-113.
- Jain, S., & Khurana, N. (2017). Enhancing employee engagement through training and development. *Journal of Management and Science*, 1(1). <https://doi.org/10.5958/2321-5763.2017.00001.4>
- Kenton, W. (2024, June 11). Succession planning basics: How it works, why it's important. *Investopedia*. <https://www.investopedia.com/terms/s/succession-planning.asp>
- Lavkush Mishra. (2022). A Study of Talent Management and Its Impact on Performance of Organizations. *Integrated Journal for Research in Arts and Humanities*, 2(4), 56–59. <https://doi.org/10.55544/ijrah.2.4.57>
- Macaraig, R. J., Hong, S., & Lay, S. (2023). Factors Affecting Employee Retention of Private Companies in Cambodia Using Delphi Method. *American Journal of Education and Technology*, 2(1), 68–82. <https://doi.org/10.54536/ajet.v2i1.1246>
- Milner, E., Kinnell, M., & Usherwood, B. (1995). Employee suggestion schemes: A management tool for the 1990s? *Library Management*, 16(3), 3-8. <https://doi.org/10.1108/01435129510083008>

- Orlova, L., Afonin, Y., & Voronin, V. (2015). Talent management and knowledge: Theory, methodology, models. *Review of European Studies*, 7. <https://doi.org/10.5539/res.v7n9p75>
- Pol, R., & Patil, H. (2015). Perception of final year hotel management students towards working in hotel industry. *ATITHYA: A Journal of Hospitality*, 1. <https://doi.org/10.21863/ATITHYA/2015.1.2.017>
- Saadat, V., & Eskandari, Z. (2016). Talent management: The great challenge of leading organizations. *International Journal of Organizational Leadership*, 5, 103-109. <https://doi.org/10.33844/ijol.2016.60413>
- Senthilkumar, R. D. (2009). Talent management practices and its impact on organizational productivity: A study with reference to IT sector in Bengaluru.
- Sonnenberg, M., Zijderfeld, V.V., & Brinks, M. (2014). The role of talent-perception incongruence in effective talent management. *Journal of World Business*, 49, 272-280.
- Sumathi, K., & K, S. (2022). Impact of Talent Management on Organizational Effectiveness: Mediating Role of Organizational Sustainability. *ECS Transactions*.
- Tobon, S., & Luna-Nemecio, J. (2020). Proposal for a new talent concept based on socioformation. *Educational Philosophy and Theory*, 53(1), 21–33. <https://doi.org/10.1080/00131857.2020.1725885>
- Umma, N. U. (2023). The impact of talent management strategies on employee retention. *International Journal of Science and Business*, 28(1), 127-146. <https://doi.org/10.58970/IJSB.2209>
- Vijayarani S., Radjamanogary. (2014). Employee Suggestion System : A Tool for Improving Employee Involvement
- Yeoh, B. S. A., & Ah Eng, L. (2008). Guest editors' Introduction: 'Talent' migration in and out of Asia: challenges for policies and places. *Asian Population Studies*, 4(3), 235–245. <https://doi.org/10.1080/17441730802496474>