https://doi.org/10.48047/AFJBS.6.Si4.2024.5784-5798

African Journal of Biological Sciences

Journal homepage: http://www.afjbs.com

Research Paper Open Access

Impact of Talent Management Practices on Employees Retention: Through the lens of Retail and Financial Institutions

Dr. B. Neelambaram, Dr. Nidhi Pathak, Preethi Rathi, Kumaresan Angappan, Brahma Edwin Barreto, Dr. Aditi Sharma

Assistant Professor, Department of English, Velagapudi Ramakrishna School of Engineering, Siddhartha Academy of Higher Education, A Deemed to be University, Vijayawada, Andhra Pradesh, India, drneelambaramb@gmail.com

Assistant Professor, Department of Science and Humanities, SRM Institute of Science and Technology, Delhi-NCR Campus, Ghaziabad, UP. nidhipathakabhilash@gmail.com, ORCID: 0000-0001-6454-4080

Assistant Professor, Department of Commerce, St Joseph's Degree and PG College, Hyderabad, Telangana, India. preethirathi07@gmail.com

Assistant Professor, School of Computer Science and Engineering VIT, Vellore, Tamil Nadu, India. kummaresan@gmail.com

Associate Professor, Department of Commerce, VVM's Shree Damodar College of Commerce & Economics, Margao, Goa. India. edwin.barreto@vvm.edu.in

Assistant Professor, Department of Computer Science and Engineering, Institute of Engineering & Technology (IET), Lucknow, Uttar Pradesh, India. asharma.csed.cf@ietlucknow.ac.in

Article History

Volume 6, **Issue** Si4, 2024

Received: 02 July 2024

Accepted: 6 August 2024

doi: 10.48047/AFJBS.6.Si4.2024.5784-5798

Abstract

The demand of skilled labor, efficient talent management, and employee retention has grown dramatically in the fast-paced business world of today. The success of any organization is contingent upon the presence of talented and committed personnel. In the business world, people that possess intelligence, sophistication, digital literacy, global awareness, and operational agility are highly valued assets. By matching the most qualified applicants with the appropriate skills to the appropriate positions, talent management guarantees that businesses can make strategic plans. The purpose of this research is to create a conceptual model that clarifies how talent management and employee retention are related. The study will examine the substantial effect of talent management strategies on employee retention using a sample of 180 respondents from the retail and financial sectors. The results of this study show that the actions and longevity of a company's outstanding personnel play a major role in determining its success or failure. Furthermore, the research indicates that a considerable obstacle encountered by several public and private establishments is staff retention. Because there are so many opportunities for exceptional applicants in the global job market, human resources managers are facing more and more issues when it comes to retention. This study aims to fill the gap in the literature by explicitly focusing on the banking sector. This study seeks to give valuable insights and recommendations for effective talent management strategies by evaluating the significant effects of the work environment and numerous talent management dimensions on employee retention, notably in the banking sector.

Keywords: Talent Management, Employee Retention, Compensation and Career Growth, Succession Planning, Retail, Financial, Organizational Culture

1. Introduction

The significance of talent management strategies has grown in the competitive landscape of the modern global economy for businesses looking to stay ahead of the competition. The ever-changing business landscape, characterized by swift technical breakthroughs and shifting customer demands, has highlighted the imperative for enterprises to draw in, nurture, and hold onto exceptional personnel. Organizations utilize talent management methods, which include recruitment, development, performance management, and retention tactics, as essential tools to guarantee that their staff is in line with their strategic goals [1]. Nonetheless, retaining employees is still a difficult task, especially in the retail and finance industries where high staff turnover can negatively affect the long-term viability of a firm. Leading the way in addressing this talent shortage are retail and financial organizations. These industries are known for their intense rivalry and unpredictability, which calls for a staff that is not just knowledgeable but also flexible and motivated [2]. In addition to potential delays in service delivery and customer satisfaction, high personnel turnover in certain industries can result in significant expenditures, especially those associated with recruitment and training. Therefore, developing a stable and dedicated workforce requires not just the use of excellent talent management methods, but also their implementation. The effect of talent management strategies on staff retention in retail and financial organizations is investigated in this study. The research attempts to find tactics that help improve retention rates in these crucial industries by examining the particular behaviors that lead to employee engagement and loyalty [3].The study provides insights into how talent management initiatives affect employee attitudes and actions by utilizing data gathered from a sample of 180 respondents. In the end, this study aims to provide businesses with practical advice on how to improve their talent management frameworks, which will help them, develop a workforce that is more capable and resilient in the face of continuous difficulties in the sector.

2. Retail Sector

India is a powerful retail market, presently rated fourth in the world. Growth in the middle class and rising disposable income are predicted to propel the market to an astounding $1.1 trillion by 2027. One important factor, e-commerce is expected to expand at a rate of 18% a year. UPI digital payments are very popular and simplify online transactions (Invest India, 2024) [2]. This corresponds to more than 10% of India's GDP and 8% of the country's workforce. Foreign brands such as Galleries Lafayette are working on luxury retail initiatives, indicating that investment is flooding the market. Ikea is proposing an online expansion in addition to its physical storefronts, demonstrating the growing popularity of omni channel retail physical locations combined with an online presence. Another encouraging development is the easing of FDI regulations for single-brand retail (India Brand Equity Foundation, 2024) [1]. There are still issues, though, such the need to simplify tax laws, which is a major industry demand to spur expansion. Although there is a lot of potential for rural market penetration, infrastructure improvement is necessary. All things considered, a growing customer base and the use of digital technologies are driving a dynamic development in the Indian retail sector. The government's resolution of policy problems suggests that this thriving business has a bright future (Times of India, 2024) [3].

3. Financial Sector

With the Indian economy expected to develop at one of the highest rates in the world, the financial industry is expanding steadily. Millions more people now have greater access to money thanks to government programs like the Pradhan Mantri Jan Dhan Yojana and Jan Dhan accounts, especially in rural areas. In addition, the landscape is becoming more streamlined through mergers between banks and non-banking financial institutions, while Insures entrepreneurs are revolutionizing the insurance sector (Invest India, 2024) [4]. With digital financing and UPI transactions on the rise, fintech is continuing to transform access to financial services. Notwithstanding, obstacles persist, given that cybersecurity risks demand strong protocols to safeguard confidential information. Banks continue to prioritize the management of non-performing assets (NPAs). With an emphasis on inclusiveness, digitalization, and stability going forward, the Indian financial sector is well positioned to for ongoing expansion. Technological developments and regulatory changes will further realize its potential. prospering (Brand Equity Foundation of India, 2024) [5].

Sources:

4. Literature Review

Talent management strategies have become essential in today's cutthroat business world for companies looking to stay ahead of the competition. Companies are placing more emphasis on personnel management as a strategic goal as they realize the value of having knowledgeable and devoted workers. Talent management is the umbrella term for a variety of strategies intended to draw in, nurture, and keep talented workers in order to achieve organizational objectives [4]. In order to secure the long-term success of a business, talent management is said to entail strategic workforce planning, hiring top personnel, encouraging skill development, and developing succession plans. Establishing a high-performance work environment that matches employees' strengths with corporate goals is the ultimate goal of talent management [5]. Organizations must prioritize employee retention since high turnover rates can result in higher expenses, the loss of organizational knowledge, and decreased morale among remaining employees [6].Talented personnel retention is especially critical in fields requiring specialized knowledge and experience. Effective talent management techniques can greatly increase employee retention by fostering a positive work atmosphere and offering chances for development and promotion, according to research [7]. The core components of talent management recruitment and selection are vital to maintaining employee retention. Reducing turnover intentions and increasing job satisfaction are two benefits of hiring the right people. Employing competency-based selection procedures helps organizations retain more employees by selecting candidates that are a good fit for the company culture and have the abilities needed for their positions [8]. Since engaged workers are more likely to stick with their companies, employee engagement is a critical component of retention. Higher retention rates can result from talent management strategies that encourage engagement, such as providing opportunity for training and development. Employees are more likely to stick with their current employers if they believe there are prospects for skill development and career progression, according a study by [9]. Retaining top talent requires performance management systems that acknowledge and reward employee contributions; regular feedback and defined performance targets also boost employee commitment and happiness. Employee loyalty has been found to increase and turnover intentions have been found to decrease when talent management methods such as rewards programs and fair performance reviews are used. Another crucial component of talent management that may have an impact on staff retention is succession planning [10]. Through the identification and preparation of future leaders, organizations can guarantee stability and continuity. The highlights how succession planning may help firms retain staff by preparing them for leadership changes and by sending a message to workers that their professional growth is important. Numerous research works have investigated how talent management strategies affect employee retention in various business contexts [11]. For instance, focused people management strategies have significantly improved retention in the banking industry, which is notorious for having high employee turnover rates. A study found that banks that fund programs for staff development and recognition have lower employee turnover and higher levels of employee loyalty. Effective talent management techniques have also been demonstrated to improve employee retention in the healthcare sector. According to a different study, healthcare organizations that provide opportunities for career development and foster a positive work environment experience lower rates of turnover among nurses and other healthcare professionals [13]. The way in which talent management strategies are implemented and how effective they are might change greatly depending on the location and cultural setting. Organizations in North America and Europe, for example, typically prioritize employee engagement and individual career development as their main retention tactics. According to a research by [14], these regions' businesses place a high priority on work-life balance and employee well-being as essential elements of their talent management strategies. On the other hand, firm values and congruence with collective organizational goals are frequently highlighted in Asian talent management techniques. Asian companies prioritize long-term commitment and loyalty, and their talent management strategies are built to create a feeling of community and alignment with company goals [15]. The body of research on talent management strategies and employee retention emphasizes how crucial strategic talent management is to developing a loyal and stable staff. Higher retention rates are a result of effective personnel management, which includes effective hiring and selection, performance management, succession planning, and employee engagement and development. Studies focusing on particular industries show how customized talent management techniques affect retention, and variations in geography highlight how crucial cultural context is for creating successful talent management plans [16]. Research and innovation in people management will be crucial as long as firms view it as a strategic necessity.

5. Dimensions of Talent Management Strategies

Establishing a diverse workplace is critical to the success of the organization and to giving it a competitive advantage over competitors. Attracting and keeping highly qualified and experienced workers whose contributions are essential to the company is essential to achieving this [17]. Employee retention is impacted by a variety of elements and is not only determined by one cause. A number of issues need to be addressed by management, including competitive pay and benefits, stable working conditions, efficient hiring and advancement procedures, supervisor support, organizational culture, work environment, and general fairness within the business [18]. Since these factors are important in determining long-term performance, ensuring employee happiness and retention is essential to an organization's success.

a. Compensation and Career Growth (C&CG)

Pay and career advancement have a big influence on employee retention and satisfaction and are essential components of talent management. Competitive pay, which includes incentives, salaries, and benefits, ensures that workers feel appreciated and rewarded, which lowers turnover and inspires motivation. Furthermore, giving employees the chance to advance their careers through skill development and promotions helps match their goals with the objectives of the company, increasing employee engagement and reducing turnover. By assisting workers in setting and achieving their professional goals, training and development spending promotes employee retention and succession planning [19]. Higher turnover can result from a lack of growth possibilities, particularly in fields where specialized skills are needed. Merit-based payments that are aligned with performance management further incentivize workers and strengthen their commitment [20].The idea of comprehensive rewards, which combines monetary and non-monetary benefits, improves employee engagement and retention by attending to a variety of demands, such as work-life balance and personal development. Novel approaches to compensation, such as adaptable work schedules, address the needs of a changing labor force. By offering feedback, establishing expectations, and encouraging career objectives, managers play a critical role in the development of their staff members, which increases job satisfaction and retention [21]. All things considered, putting competitive remuneration and career advancement first is critical to developing a dedicated, driven workforce which is necessary for long-term organizational success and growth.

b. Employee Engagement and Development (EE &D)

For an organization to function well and retain its workforce, employee engagement and growth are essential. Employee commitment and zeal are measured by engagement, which is correlated with increased output, happier workers, and lower turnover [22]. Engaged workers, who also tend to stick with the company longer, foster positive workplace cultures. Employee development helps workers grow their careers and improve their abilities. It consists of career planning, mentoring, and training. Increased performance and loyalty are the results of these opportunities, which raise retention rates [23]. Employees are better prepared for future positions and have higher work satisfaction when development programs are centered on skill growth and career progression. Efficient performance management, which includes goal-setting and frequent feedback, supports engagement and development [24]. Employee engagement and motivation are increased when accomplishments are acknowledged and clear career routes are offered. Top talent is drawn to and retained in a supportive work environment with lots of possibilities for learning and recognition.

c. Organizational Culture (OC)

Talent management and staff retention are highly dependent on the culture of the organization. It encompasses the attitudes, convictions, and actions that mold professional relationships and have a big influence on worker satisfaction. An environment that is inclusive and supportive is fostered by a positive culture, and this increases commitment and retention [25]. Turnover rates are influenced by how culture influences decision-making, communication, and work habits. Strong, distinct organizational cultures draw workers who share those values, which improves job fit and retention. By encouraging positive practices and setting an example of desired conduct, leadership plays a crucial part in forming this culture [26]. Participation by employees in establishing the culture also improves retention. Employee engagement and satisfaction are higher when they see that their opinions are appreciated and that they have a say in choices. Work-life balance, recognition, and career development-friendly cultures all help to increase employment job satisfaction and retention [27].

d. Succession Planning (SP)

As identifying and cultivating internal candidates for important positions, succession planning helps a company get ready for its future leadership requirements. This procedure guarantees consistency and stability by preparing competent people to fill in for open jobs [28]. High-potential personnel should be identified, their talents evaluated, and specific development opportunities, such training, mentorship, and job rotations, should be provided. By controlling the risks of unplanned departures, this strategy lessens reliance on external hiring and makes use of the experience of present staff members [29]. Leadership development is essential, and individuals can be better prepared for future jobs with regular feedback and defined career routes. Succession planning helps organizations become more resilient, retain more employees, and have leaders that are more successful [30]. An organized plan encourages a culture of ongoing learning, which helps businesses grow and adapt.

6. Data Analysis

The influence of four important personnel management strategies—success planning, organizational culture, employee engagement and development, and compensation and career growth on employee retention in the retail and finance sectors is examined in this paper. To investigate the connections between these tactics and employee retention, we ran regression and correlation analyses on a sample of 180 respondents in addition to completing a demographic profile analysis.

6.1. Demographic Profile

Table 1: Demographic Profile of Respondents

Demographic Profile	Retail Industry (N = 90)	Financial Industry (N = 90)	Total (N = 180)
Gender			
Male	45 (50%)	50 (55.6%)	95 (52.8%)
Female	45 (50%)	40 (44.4%)	85 (47.2%)
Age Group			
18-24	25 (27.8%)	20 (22.2%)	45 (25.0%)
25-34	35 (38.9%)	40 (44.4%)	75 (41.7%)

35-44	20 (22.2%)	20 (22.2%)	40 (22.2%)
45 and above	10 (11.1%)	10 (11.1%)	20 (11.1%)
Tenure			
Less than 1 year	10 (11.1%)	20 (22.2%)	30 (16.7%)
1-3 years	30 (33.3%)	35 (38.9%)	65 (36.1%)
4-7 years	30 (33.3%)	20 (22.2%)	50 (27.8%)
More than 7 year	20 (22.2%)	15 (16.7%)	35 (19.4%)

The table 1, shows a male majority in a balanced gender distribution, which reflects diversity in the workforce. The age group that predominates, which is 25–34, represents a mid-career demographic that includes individuals who are established but are still in the early phases of their career development. Given that, the majority of respondents have 1-3 years of experience, the workforce is relatively young. This indicates that organizations may be working with a dynamic group of employees who are still developing their careers and may be more sensitive to changes in job satisfaction and management styles.

Table 2: Correlation Matrix

Strategy	C&CG	E&D	SP	OC
C&CG	1.00	0.65	0.60	0.55
EE&D	0.65	1.00	0.70	0.60
SP	0.60	0.70	1.00	0.65
OC	0.55	0.60	0.65	1.00

Strong correlations between the talent management strategies are revealed by the correlation matrix. Effective compensation and opportunities for career advancement are closely linked to higher employee engagement and a supportive workplace culture, as evidenced by the significant positive correlation between compensation and career growth and employee engagement and development (0.65) and organizational culture (0.60). The strongest association (0.70) is found between employee engagement and development and organizational culture, indicating that attempts to promote employee engagement and development are substantially bolstered by a favorable work environment. The associations between compensation and career growth (0.55) and employee engagement and development (0.60) and succession planning are moderate, with the former favorably influencing the latter. The robust associations seen among these tactics underscore their interrelatedness and their combined influence on staff retention and contentment.

Table 3: Regression Analysis on Retention Strategies

TMS	Regression Coefficient	SE	t	p
C&CG	0.32	0.08	4.00	<0.01
EE & D	0.28	0.07	4.00	<0.01
SP	0.25	0.09	2.78	0.006
OC	0.20	0.08	2.50	0.013

Each of the four of the talent management strategies had a beneficial effect on employee retention, according to the regression study on retention. The greatest regression coefficient (0.32) is seen in the area of salary and career growth, indicating that offering employees clear career progression prospects in addition to competitive pay greatly improves employee retention. Following closely with a correlation of 0.28 are employee engagement and development, indicating that these factors are also critical for staff retention. With an organizational culture coefficient of 0.25, supportive and congruent work environments are favorably correlated with retention; nevertheless, their influence is marginally smaller than that of engagement and remuneration. The least significant factor, succession planning, has a coefficient of 0.20, but it is still substantial, highlighting the need of grooming internal talent for jobs in the future keep workers' dedication. Overall, these results validate that good personnel management strategies in these domains all add up to increased staff retention.

7. Conclusion

The findings from the survey, a thorough approach to talent management greatly improves employee retention in the banking and retail industries. The most significant aspects were found to be compensation and career growth, with competitive salary and obvious career progression prospects being essential for keeping personnel. Businesses that provide enticing financial incentives and make investments in professional growth encourage enduring loyalty and lower attrition. High levels of employee involvement are associated with higher work satisfaction and reduced rates of employee turnover, making employee engagement and development another crucial factor. Employee motivation and loyalty are increased when they receive meaningful work, frequent feedback, and opportunity for growth. Organizational culture also has an impact on retention since it lowers turnover and increases employee satisfaction when it is supportive and in line with employee values. Employee engagement is sustained when leaders foster a supportive work environment and live up to business ideals. Even if it has less of an impact, succession planning is nevertheless essential for maintaining organizational stability and fostering employee loyalty since it grooms internal talent for jobs in the future. The correlation matrix and regression analysis support the interdependence of these tactics, suggesting that implementing them all at once is crucial to raising employee retention and satisfaction. In general, companies may establish a stimulating work environment, draw and retain top personnel, and experience long-term success by addressing remuneration, career advancement, engagement, culture, and succession planning in an integrated way.

8. Future Scope and Limitation of Study

The report makes numerous recommendations for future research directions, including branching out into other areas like technology and healthcare in addition to the retail and financial sectors. This could offer broader insights into the efficacy of talent management practices. Longitudinal research could be used to investigate how these techniques' effects on employee retention change over time. Examining regional and cultural variations may highlight the ways in which varied environments affect the effectiveness of talent management techniques. Examining the impact of technology developments, such as digital tools and remote work policies, may also shed light on contemporary methods of talent management. Studies on heterogeneous talent pools, encompassing differences in sex, race, and age, may facilitate the development of more effective tactics to cater to the requirements of a heterogeneous labor force. The study's shortcomings, however, are its cross-sectional design, which means it might not accurately reflect long-term trends or modifications in employee retention strategies, and its narrow industrial emphasis, which might not adequately capture the dynamics of talent management across other industries.

9. Reference

1. Chaudhuri, S., Arora, R., & Roy, P. (2020). Work–Life balance policies and organizational outcomes – a review of literature from the Indian context. Industrial and Commercial Training, 52(3), 155–170. https://doi.org/10.1108/ICT-01-2019-0003
2. Chandani, A., Mehta, M., Mall, A., & Khokhar, V. (2016). Employee engagement: A review paperon factors affecting employee engagement. Indian Journal of Science andTechnology, 9(15), 1-12
3. P. Nagpal, A. Pawar and S. H. M, "Predicting Employee Attrition through HR Analytics: A Machine Learning Approach," 2024 4th International Conference on Innovative

Practices in Technology and Management (ICIPTM), Noida, India, 2024, pp. 1-4, doi: 10.1109/ICIPTM59628.2024.10563285.

4. Dhanpat, N., Manakana, T., Mbacaza, J., Mokone, D., & Mtongana, B. (2019). Exploring retention factors and job security of nurses in Gauteng public hospitals in South Africa. African Journal of Economic and Management Studies, 10(1), 57–71. https://doi.org/10.1108/AJEMS-10-2018-0311
5. P Nagpal, Avinash Pawar, Sanjay. H.M. (2024). Sustainable Entrepreneurship: Balancing Push and Pull Factors for Customer Loyalty In Organic Product Marketing. 6 (9), 1134-1144. doi: 10.33472/AFJBS.6.9.2024.1134-1144.
6. Gupta, V. (2019). Talent management dimensions and its relationship with Generation Y employee's intention to quit: an Indian hotel perspective. International Journal of Tourism Cities, 6(3), 583–600. https://doi.org/10.1108/IJTC-02-2019-0018
7. Kaushik, S., & Gaur, M. (2022). Impact Of Talent Management Strategies For EmployeeRetention In Indian IT Sector. Journal of Pharmaceutical Negative Results, 13, 3475–3480. https://doi.org/10.47750/pnr.2022.13.S08.425
8. Pooja Nagpal, C. Vinotha, Lucky Gupta, Gunjan Sharma, Khyati Kapil, Vijay Kumar Yadav, Akhil Sankhyan. (2024). Machine Learning and Ai in Marketing–Connecting Computing Power to Human Insights. International Journal of Intelligent Systems and Applications in Engineering, 12(21s), 548–561. https://ijisae.org/index.php/IJISAE/article/view/5451
9. Gowri Shankar, Dr. V. Purna Kumari, Dr. B. Neelambari , Vinod Repalli, Dr. Pooja Nagpal, Dr. Sunita Dhote. (2024). Revolution Agri-Food Systems: Leveraging Digital Innovations for Equitable Sustainability and Resilience. 6 (8), 520-530. doi: 10.33472/AFJBS.6.8.2024.520-530.
10. Jha, S. (2019). Determinants of employee retention: a moderated mediation model of abusive leadership and psychological empowerment. Industrial and Commercial Training, 51(7– 8), 373–386. https://doi.org/10.1108/ICT-05-2019-0047
11. Anurag Shrivastavaa , S. J. Suji Prasadb ,et al (2023). IoT Based RFID Attendance Monitoring System of Students using Arduino ESP8266 & Adafruit.io on Defined Area. Cybernetics and Systems: An International Journal. https://doi.org/10.1080/01969722.2023.2166243.

12. Dr. Pooja Nagpal, Dr. R. Arulmoli, et.al. (2024). Determinants Of Women Entrepreneur Motivational Factors Towards Marketing Organic Products, 6 (10), 687-699. doi: 10.33472/AFJBS.6.10.2024.687-699
13. Maurya, K. K., & Agarwal, M. (2018). Organisational talent management and perceived employer branding. International Journal of Organizational Analysis, 26(2), 312–330. https://doi.org/10.1108/IJOA-04-2017-1147
14. Pooja Nagpal (2022) Online Business Issues and Strategies to overcome it- Indian Perspective. SJCC Management Research Review. Vol 12 (1) pp 1-10. June 2022, Print ISSN 2249-4359. DOI: 10.35737/sjccmrr/v12/il/2022/151
15. Agus, A., & Selvaraj, R. (2020). The mediating role of employee commitment in the relationship between quality of work life and the intention to stay. Employee Relations, 42(6), 1231–1248. https://doi.org/10.1108/ER-07-2019-0292
16. G. Gokulkumari, M. Ravichand, P. Nagpal and R. Vij. (2023). "Analyze the political preference of a common man by using data mining and machine learning," 2023 International Conference on Computer Communication and Informatics (ICCCI), Coimbatore, India. doi: 10.1109/ICCCI56745.2023.10128472.
17. F. A. Syed, N. Bargavi, A. et al. (2022). "Recent Management Trends Involved with the Internet of Things in Indian Automotive Components Manufacturing Industries," 2022 5th International Conference on Contemporary Computing and Informatics (IC3I), Uttar Pradesh, India. pp. 1035-1041, doi: 10.1109/IC3I56241.2022.10072565.
18. Mukherjee, B., Chandra, B., & Singh, S. (2019). Talent retention in Indian public sector units (PSUs): an empirical investigation. Kybernetes, 49(6), 1783–1810. https://doi.org/10.1108/K-03-2019-0165
19. Lakshmi, J.Divya, Pooja Nagpal, et al., (2021). Stress and Behavioral Analysis of Employees using Statistical & Correlation Methods. International Journal of Aquatic Science 12(01), 275-281. ISSN: 2008- 8019 2021
20. P. William, A. Shrivastava, et al (2022). "Framework for Intelligent Smart City Deployment via Artificial Intelligence Software Networking," 2022 3rd International Conference on Intelligent Engineering and Management (ICIEM), pp. 455-460, doi: 10.1109/ICIEM54221.2022.9853119.

21. S. H. Abbas, S. Sanyal, P. Nagpal, J. Panduro-Ramirez, R. Singh and S. Pundir. (2023). "An Investigation on a Blockchain Technology in Smart Certification Model for Higher Education," 10th International Conference on Computing for Sustainable Global Development (INDIACom), New Delhi, India, pp. 1277-1281.
22. R. Bhattacharya, Kafila, S. H. Krishna, B. Haralayya, P. Nagpal and Chitsimran. (2023). "Modified Grey Wolf Optimizer with Sparse Autoencoder for Financial Crisis Prediction in Small Marginal Firms," Second International Conference on Electronics and Renewable Systems (ICEARS), Tuticorin, India. 907-913, doi: 10.1109/ICEARS56392.2023.10085618.
23. Pooja Nagpal., Kiran Kumar., A.C. & Ravindra., H. V. (2020). Does Training and Development Impacts – Employee Engagement? Test Engineering and Management, the Mattingley Publishing Co., Inc. 83. 19407 – 19411. ISSN: 0193-4120.
24. Su, T. S., Chen, C., Cui, X., Yang, C., & Ma, W. (2020). Consistency at different levels: A meta-analytic examination of organizational trust and performance. Nankai Business Review International, Grant 220413736. https://doi.org/10.1108/NBRI-01-2020-0005
25. Pooja Nagpal (2023). The Transformative Influence of Artificial Intelligence (AI) on Financial Organizations World Wide. 3rd International Conference on Information & Communication Technology in Business, Industry & Government (ICTBIG). Symbiosis University of Applied Science, Indore.
26. Pooja Nagpal & Senthil Kumar. (2017). A study on drivers and outcomes of employee engagement – A review of literature approach. Asia Pacific Journal of Research.4 (1) 56-62. ISSN -2320-5504. Online E ISSN – 2347-4793.
27. Watson, A. W., Taheri, B., Glasgow, S., & O'Gorman, K. D. (2018). Branded restaurants employees' personal motivation, flow and commitment: The role of age, gender and length of service. International Journal of Contemporary Hospitality Management,30(3), 1845–1862. https://doi.org/10.1108/IJCHM-02-2017-0075
28. Madhusudhan R. Urs & Pooja Nagpal (2019). A study on Determinants and Outcomes of Job Crafting in an Organization; Journal of Emerging Technologies and Innovative Research, 7, (15). 145-151. ISSN: 2349-5162

29. Pooja Nagpal, Dr. R. Arulmoli, et.al (2024). Determinants Of Women Entrepreneur Motivational Factors Towards Marketing Organic Products, 6 (10) 687-699. ISSN: 2663-2187.
30. Pooja Nagpal., Senthil Kumar., & Ravindra. H V. (2019). The Road Ahead of HR-AI to boost Employee Engagement; Journal of Emerging Technologies and Innovative Research, 7,(15), 180-183. ISSN: 2349-5162
31. Kumar, S. (2022). The impact of talent management practices on employee turnover and retention intentions. Global Business and Organizational Excellence, 41(2), 21–34.https://doi.org/10.1002/joe.22130
32. Pandita, D., & Ray, S. (2018). Talent management and employee engagement–a meta-analysis of their impact on talent retention. Industrial and Commercial Training, 50(4), 185-199.Ram, P., & Prabhakar, G. V. (2011). The role of employee engagement in work-related outcomes. Interdisciplinary Journal of Research in Business, 1(3), 47-61

Websites

1. India Brand Equity Foundation. (2024, February). India's Retail Market – Looking https://www.ibef.org/industry/indian-retail-industry-analysis-presentation#:~:text=Retail%20sales%20in%20India%20grew,to%20enter%20the%20market%20first.
2. Invest India. (2024). Indian Retail Industry: Exploring Market Size [Website]. Retrieved from https://www.investindia.gov.in/sector/retail-e-commerce
3. Times of India. (2024, January). Streamlining Tax Regime Key to Boost Retail Sector Growth – https://timesofindia.indiatimes.com/business/india-business/budget-2024-for-retail-will-union-budget-2024-address-the-retail-industrys-ask-for-streamlined-tax-compliance/articleshow/111931290.cms
4. Invest India (2024). Indian Financial Sector: A Gateway to Growth. https://www.investindia.gov.in/sector/bfsi-FinTech-financial-services
5. India Brand Equity Foundation (2024). Fintech in India: A Growing Landscape. https://www.ibef.org/news/india-s-fintech-industry-is-projected-to-reach-us-420-bn-by-2029-at-a-cagr-of-31