

EXPLORING THE DETERMINANTS OF EMPLOYEE RETENTION: A MULTI-SECTOR ANALYSIS OF LEADERSHIP, WORK ENVIRONMENT, AND EMPLOYEE ENGAGEMENT: A SYSTEMATIC REVIEW

¹Siti Fatinnah Ab Rahman, ¹Nurul Nadiah Abd Rahman, ¹Nur Hima Muhamad Rahim

¹Faculty of Business and Management, University College MAIWP International (UCMI), Kuala Lumpur, Malaysia

*Corresponding Author: Siti Fatinnah Ab Rahman (fatinnah@ucmi.edu.my)

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Abstract

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Employees, retention, talent, engagement, environment



This systematic literature review examines the determinants of employee retention across multiple sectors, focusing on the roles of leadership, work environment, and employee engagement. Employee retention is a critical challenge faced by organizations worldwide, affecting various industries such as healthcare, education, hospitality, and business services. The problem addressed in this study is the lack of a unified understanding of the key factors that drive employee retention in these diverse sectors. The methodology involved an extensive search using the Scopus database, applying strict inclusion and exclusion criteria to ensure the relevance and quality of the studies. The review encompasses a total of 42 primary studies, which were systematically analyzed to identify the key determinants of employee retention. To achieve this, we conducted an extensive search of scholarly articles from reputable databases such as Scopus focusing on studies published between 2019 and 2024. The methodology adhered to Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines, ensuring rigor and transparency. The finding was divided into three themes which is (1) leadership and retention strategies, (2) employee engagement, motivation, and job satisfaction and (3) generational, sector, and theoretical perspectives on retention. The findings reveal that leadership styles, particularly servant and transformational leadership, significantly influence retention by fostering strong employee engagement and job satisfaction. Work environment factors, such as compensation, work-life balance, and organizational culture, were also found to play critical roles in reducing turnover. Additionally, employee engagement emerged as a key mediator in the relationship between leadership and retention, emphasizing the need for organizations to invest in both leadership development and employee well-being. The review concludes that a holistic approach, integrating leadership practices, supportive work environments, and engagement strategies, is essential for improving retention across various sectors. Further research is suggested to explore the contextual differences in these factors across industries and regions to provide more tailored recommendations for organizations.



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Introduction

In an era of rapidly evolving global markets, technological advancements, and workforce mobility, organizations face a critical challenge: retaining top talent. Employee retention has emerged as a cornerstone of organizational sustainability and competitiveness. Among the myriad factors influencing retention, talent management practices (TMPs) have garnered significant attention due to their potential to align individual aspirations with organizational goals (Abouzahra, Sabraoui, & Afdel, 2020; Alsakarneh, et al., 2023). TMPs encompass strategic activities such as recruitment, onboarding, training, career development, performance management, and succession planning, designed to attract, nurture, and retain skilled employees. Their importance is underscored by their direct impact on organizational outcomes, including productivity, innovation, and long-term viability.

The scholarly exploration of TMPs and employee retention has yielded a substantial body of knowledge. Research has consistently demonstrated that robust talent management practices enhance job satisfaction, organizational commitment, and employee engagement critical determinants of retention. For instance, studies by Collings, Mellahi, and Cascio (2019) emphasized the role of tailored TMPs in fostering a sense of belonging and loyalty among employees. Similarly, empirical evidence from strategic HRM studies has shown that organizations adopting holistic and inclusive talent management frameworks report lower turnover rates and higher workforce stability (Aman-Ullah et al., 2022; 2023). Despite these advances, challenges persist in translating theoretical insights into practical, universally effective strategies.

Existing literature reveals several gaps and unresolved issues. First, the contextual variability in TMP effectiveness remains underexplored. Cultural, organizational, and industry-specific factors significantly influence the success of talent management initiatives, yet comprehensive cross-sector analyses are limited. Second, while studies often highlight individual TMP elements, there is insufficient understanding of their synergistic effects. Third, the rapid pace of digital transformation and the rise of hybrid work models demand a re-examination of traditional talent management frameworks, as they may no longer align with employee expectations or organizational realities. Additionally, controversies exist regarding the ethical dimensions of TMPs, particularly concerning fairness, equity, and inclusion.

In light of these gaps, this article aims to address the central research question: *How do talent management practices influence employee retention across different organizational and cultural contexts?* By examining this relationship, the article seeks to bridge the divide between theoretical constructs and practical applications, offering actionable insights for organizations navigating a dynamic labor market.

The primary objectives of this study are twofold. First, it endeavors to identify and evaluate the most effective TMPs for enhancing employee retention. Second, it aims to explore how these practices can be adapted to diverse organizational settings and employee demographics. This research contributes to the academic discourse by providing a nuanced understanding of TMP efficacy, highlighting the interplay between organizational strategy and human capital management. Furthermore, it offers practitioners a roadmap for designing and implementing evidence-based talent management frameworks that not only retain top talent but also drive organizational excellence.

Research Question

Research questions are crucial in a systematic literature review (SLR) because they provide the

foundation and direction for the entire review process. They guide the scope and focus of the SLR, helping to determine which studies to include or exclude, ensuring that the review remains relevant and specific to the topic of interest. A well-defined research question ensures that the literature search is exhaustive and systematic, covering all relevant studies that address key aspects of the topic. This minimizes the risk of bias and ensures a complete overview of the existing evidence. Additionally, research questions facilitate the categorization and organization of data from included studies, providing a framework for analyzing findings and synthesizing results to draw meaningful conclusions. They also enhance clarity and focus, avoiding ambiguity and keeping the review concentrated on specific issues, making the findings more actionable and relevant. Furthermore, well-formulated research questions contribute to the transparency and reproducibility of the review, allowing other researchers to follow the same process to verify findings or extend the review to related areas. Ultimately, research questions ensure that the review aligns with the overall objectives of the study, whether it is to identify gaps in the literature, evaluate the effectiveness of interventions, or explore trends in a specific field, making them the backbone of a rigorous, focused, and relevant systematic literature review.

Specifying the Research Questions (RQs) is the most important activity at the planning stage but also the most important part of any SLR, because it drives the entire review methodology (Kitchenham, 2007). Considering that the goal of our SLR is to identify and analyze the state-of-the-art in. The PICO framework is a mnemonic style used to formulate research questions, particularly in qualitative research proposed by (Lockwood et al., 2015) was applied in this study. PICO stands for Population, Interest, and Context. Here's what each component means:

Population (P): This refers to the group or participants of interest in the study. It specifies who the research is focused on, such as a specific demographic, patient group, or community.

Interest (I): This represents the main focus or phenomenon of interest in the study. It could be a particular experience, behavior, intervention, or issue that the research aims to explore or understand.

Context (Co): This defines the setting, environment, or specific context in which the population and interest are situated. It might refer to geographical location, cultural or social settings, or any other relevant backdrop for the research.

Using the PICO framework helps in structuring research questions clearly and systematically by breaking down the key elements of the study into these three components. This approach ensures that the research is focused and the questions are well-defined, making it easier to search for relevant literature or design a study. This study achieved two research question as below;

- i. How do leadership practices within organizations influence employee retention, particularly in relation to the application of talent management strategies in various industries?
- ii. What is the relationship between employee engagement, motivation, and job satisfaction in influencing retention within talent management frameworks in multinational corporations?

How do generational differences and sector-specific challenges impact the effectiveness of talent management practices on employee retention in the context of the service and technology sectors?

Literature Review

Talent management practices are increasingly recognized as pivotal in enhancing employee retention across various sectors. These practices encompass a range of human resource strategies aimed at attracting, developing, and retaining skilled employees. In the context of Jordanian service organizations, talent management practices such as recruitment and selection, training and

development, and rewards and compensation have been shown to significantly improve employee retention and performance. The study highlights that effective recruitment and selection processes, along with comprehensive training programs and competitive compensation packages, are crucial in retaining employees (Alsakarneh et al., 2023). Similarly, in the South African public service, talent management is essential for advancing employee skills and motivation, which in turn enhances retention. The study emphasizes the importance of competencies such as effective communication, leadership, and organizational commitment in retaining high-potential employees (Enwereji & Emmanuel, 2022).

In the IT industry in Aligarh, India, talent management practices like employee development, career management, and work-life balance have a significant positive impact on retention. The research suggests that IT companies should focus on these areas to maintain a competitive edge (Singh & Bhardwaj, 2024). Furthermore, a study on HRM practices identifies key factors such as talent identification, development, and retention as critical to employee satisfaction and organizational performance. These practices not only enhance retention but also contribute to a positive organizational culture (Shah et al., 2024). The integration of talent management with employee engagement is also crucial, as it fosters a sense of commitment and reduces attrition rates. This synergy between talent management and engagement is vital for long-term retention (Pandita & Ray, 2018). Additionally, the role of organizational justice and talent perception congruence is highlighted as significant in determining the outcomes of talent management practices, further underscoring their importance in retention strategies (Narayanan et al., 2018).

Key talent management practices that enhance employee retention include a combination of strategic human resource management (HRM) practices, employee engagement initiatives, and supportive organizational culture. These practices are crucial in creating an environment where employees feel valued, motivated, and committed to the organization, thereby reducing turnover rates.

Talent Management Practices:

Recruitment and Selection: Attracting candidates who align with the organization's values and culture is essential. Effective recruitment and selection processes ensure that the right talent is brought into the organization, which is foundational for retention (Mishra, 2024; Urme, 2023).

Training and Development: Providing opportunities for employees to acquire new skills and advance in their careers increases their sense of fulfillment and loyalty. Continuous learning and development programs are critical in keeping employees engaged and committed (Alsakarneh et al., 2023; Mishra, 2024; Urme, 2023).

Performance Management and Feedback: Regular feedback and recognition through performance management systems reinforce employees' sense of purpose and contribution to organizational goals, enhancing their commitment to stay (Mishra, 2024)(Urme, 2023).

Rewards and Compensation: Competitive salaries, performance bonuses, and comprehensive benefits packages are instrumental in attracting and retaining top talent. These financial incentives are a significant factor in employee retention (Alsakarneh et al., 2023; Suriati et al., 2024).

Supportive Work Environment: A positive workplace culture characterized by open communication, inclusive, and empowerment significantly contributes to employee satisfaction and retention. Effective leadership practices, such as transformational leadership, also play a critical role in inspiring employee engagement and commitment (Suriati et al., 2024; Wahyudi et al., 2023). Improving employee engagement and retention is crucial for organizational success, particularly in competitive global markets. Effective strategies include aligning recruitment with organizational values, offering career development opportunities, and implementing performance management

systems that provide regular feedback and recognition (Mishra, 2024; Suriati et al., 2024). Additionally, fostering a supportive work environment characterized by open communication, inclusivity, and empowerment significantly enhances employee satisfaction and retention (Behera, 2024; Suriati et al., 2024).

Talent management practices are also pivotal, as they synchronize with employee engagement initiatives to improve retention. This involves creating a positive workplace culture through continuous feedback, coaching, and mentoring (Behera, 2024; Pandita & Ray, 2018). Financial incentives, such as competitive salaries and benefits, alongside career advancement pathways, are instrumental in attracting and retaining top talent (Ghani et al., 2022; Suriati et al., 2024). Moreover, leveraging digital communication tools to enhance engagement can address the challenges of a dispersed workforce, ensuring employees feel connected and valued (K. Hassan, 2023).

In summary, a multifaceted approach that integrates HRM practices, supportive work environments, talent management, and digital communication strategies is essential for enhancing employee engagement and retention. By addressing diverse employee needs and fostering a culture of growth and recognition, organizations can achieve higher job satisfaction, improved productivity, and rates.reduced turnover

Methodology

The PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) approach as outlined by (Page et al., 2021) is organized into four key stages: identification, screening, eligibility, and data abstraction. In the identification phase, databases are searched to locate all relevant studies. The screening phase then involves evaluating these studies against predefined criteria to eliminate irrelevant or low-quality research. During the eligibility phase, the remaining studies are thoroughly assessed to confirm they meet the inclusion criteria. Finally, data abstraction focuses on extracting and synthesizing data from the included studies, which is essential for deriving meaningful and reliable conclusions. This structured method ensures that the systematic review is conducted with rigor, leading to trustworthy results that can guide future research and practice.

Identification

Essential phases of the systematic review process were used in this study to gather a substantial amount of pertinent literature. Keyword selection was the first step in the procedure, which was then followed by the use of dictionaries, thesauri, encyclopedias, and prior research to find similar terms. As indicated in Table 1, all pertinent terms were found and search strings were created for the Scopus and PubMed databases. From the two databases, this first stage of the systematic review produced 2384 publications that were pertinent to the subject of the study.

Table 1. The Search String

Scopus	<p>TITLE-ABS-KEY (("employee retention" OR "staff detention")) AND (LIMIT-TO (PUBYEAR , 2020) OR LIMIT-TO (PUBYEAR , 2021) OR LIMIT-TO (PUBYEAR , 2022) OR LIMIT-TO (PUBYEAR , 2023) OR LIMIT-TO (PUBYEAR , 2024)) AND (LIMIT-TO (SUBJAREA , "BUSI") OR LIMIT-TO (SUBJAREA , "SOCI") OR LIMIT-TO (SUBJAREA , "ARTS")) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (LANGUAGE , "English")) AND (LIMIT-TO (EXACTKEYWORD , "Employee Retention")) AND (LIMIT-TO (PUBSTAGE , "final")) AND (LIMIT-TO (SRCTYPE , "j"))</p>
	Date of Access: January 2025

PubMed ("employee retention"[All Fields] OR (("staff"[All Fields] OR "staff s"[All Fields] OR "staffs"[All Fields]) AND ("detention"[All Fields] OR "detentions"[All Fields]))) AND ((y_5[Filter]) AND (booksdocs [Filter] OR clinicaltrial[Filter] OR meta-analysis [Filter] OR randomized control ledtrial [Filter]))

Date of Access: January 2025

Screening

Potentially pertinent research items are assessed in the screening step to ensure they address the predetermined research question or questions. In this stage, selecting research topics often focuses on employee retention context. Duplicate documents are removed at this stage. Following the first rejection of 2315 articles, 69 papers were retained for further examination in compliance with certain inclusion and exclusion criteria (see Table 2). Since the literature is the main source of practical guidance, it was the first criterion. The most recent study did not include the conference, book, book reviews, and in-press articles. The examination only includes English-language works published between 2019 and 2024; no publications were rejected.

Table 2. The Selection Criterion Is Searching

Criterion	Inclusion	Exclusion
Language	English	Non-English
Time line	2019 – 2024	< 2019
Literature type	Journal (Article)	Conference, Book, Review
Publication Stage	Final	In Press
Subject Area	Business Management and Accounting, Social Sciences, Arts and Humanities	Besides Business Management and Accounting, Social Sciences, Arts and Humanities

Eligibility

69 papers were ready for assessment in the third stage, which is referred to as the eligibility phase. All articles' titles and main points were thoroughly reviewed at this point to make sure they satisfied the requirements for inclusion and complemented the ongoing research goals. As a result, 27 articles were disqualified because they were out of field, had an unimportant title, an abstract unrelated to the study's goal, and lacked full-text access supported by empirical data. Consequently, 42 articles are left for the next evaluation.

Data Abstraction and Analysis

An integrative analysis was employed in this study as an assessment strategy to examine and synthesize diverse research designs, primarily quantitative methods. The study aimed to identify key topics and subtopics, beginning with the data collection phase, which served as the foundation for theme development. As illustrated in Figure 2, the authors meticulously analyzed 42 publications to extract assertions or content relevant to the study's focus. Subsequently, significant existing research on employee retention was evaluated, including the methodologies and findings of the studies reviewed. The authors collaborated with co-authors to develop themes based on the evidence within the study's context. Throughout the data analysis process, a log was maintained to document analyses, perspectives, unresolved issues, and thoughts relevant to interpreting the data. Finally, the results were compared to

identify any inconsistencies in the theme design process. Any disagreements in conceptual.

Table 3. Number and details of Primary Studies Database

No	Authors	Title	Year	Journal	Scopus	PubMed
1	Ramalu S.S.; Kalimuthu M.	Leadership and Retention of IT Professionals: Does Job Embeddedness Matter?	2022	Information Sciences Letters	/	
2	Ratican S.; Miller K.L.; Kathleen Cripe M.; Ratican C.; Miller S.M.	Harnessing Organizational Leadership and Cultural Competence to Attract and Retain Quality Teachers: The Case of Inner- City Schools	2023	Journal of Education Human Resources	/	
3	Kasa M.; Hassan Z.; Lim S.; Kartini D.; Wang L.C.	The Relationship between Job Empowerment and Employee Retention: The Mediating Role of Flow Experience Strategies for Retaining and Sustaining the Academic Librarian Workforce in Times of Crises	2024	Pakistan Journal of Life and Social Sciences	/	
4	Falcone A.; McCartin L.F.	Factors influencing employee retention of academic home tutors in a private school	2022	Journal of Library Administration	/	
5	Ping L.L.; Hee O.C.; Kowang T.O.; Wu C.-H.	“I voice out because I care”: the effect of online social networking on employees' likelihood to voice and retention	2024	International Journal of Evaluation and Research in Education	/	
6	Mohammad J.; Quoquab F.; Sulaiman A.N.; Abdul Salam Z.	Analyzing the Impact on Talent Acquisition and Performance Management: HR and Data Analysis	2021	Asia-Pacific Journal of Business Administration	/	
7	Wenting L.; Hussain W.M.H.W.; Xinlin J.; Na M.; Alam S.S.	Balancing is a	2024	Journal of Organizational and End User Computing	/	
8	Aman-Ullah A.;		2024	Asia-Pacific	/	

	Ibrahim H.; Aziz A.; Mehmood W.	necessity not leisure: a study on work–life balance witnessing healthcare sector of Pakistan		Journal of Business Administration	
9	Zainee I.A.; Puteh F.	Corporate social responsibility impact on talent retention among Generation Y	2020	Revista de Gestao	/
10	Ahmed M.M.; Khudari M.; Hussein A.M.; Jais J.	Life, Job Enrichment and their Impact on Employee Retention: Exploratory Research in Private Colleges in Baghdad	2023	WSEAS Transactions on Business and Economics	/
11	Aman-Ullah A.; Ibrahim H.; Aziz A.; Mehmood W.	Impact of workplace safety on employee retention using sequential mediation: evidence from the health-care sector	2022	RAUSP Management Journal	/
12	Aman-Ullah A.; Aziz A.; Ibrahim H.; Mehmood W.; Aman-Ullah A.	The role of compensation in shaping employee’s behaviour: a mediation study through job satisfaction during the Covid-19 pandemic	2023	Revista de Gestao	/
13	Halim H.; Radin T.M.A.T.; Azizan F.L.; Nazri N.S.	Workplace Environment, Leader Communication and Hotel Employee Retention: Job Satisfaction as a Mediator	2021	Jurnal Komunikasi: Malaysian Journal of Communication	/
14	Boudlaie H.; Kenarroodi M.H.; Mahdiraji H.A.; Jafari-Sadeghi V.	The role of HRM practices on employee performance, engagement and retention: a case study on public-oriented tourism start-ups	2024	International Journal of Public Sector Performance Management	/
15	Raj R.; Ling-Meng	A Conceptual	2024	Pakistan	/

	C.	Framework for Enhancing Employee Retention in the Public Healthcare Sector Using Herzberg's Two-Factor Theory		Journal of Life and Social Sciences	
16	Zainal N.S.B.; Wider W.; Lajuma S.; Ahmad Khadri M.W.A.B.; Taib N.M.; Joseph A.	Employee Retention in the Service Industry in Malaysia	2022	Frontiers in Sociology	/
17	Aman-Ullah A.; Aziz A.; Ibrahim H.	Anomalies of the Healthcare Sector Using Workplace Safety and Job Satisfaction: A Case Study of Pakistan Does Work Location Influence Determinants of Employee Retention? A Multi-Group Study in the Construction Sector; [Adakah Lokasi Kerja Memperngaruhi Penentu Pengekalan Pekerja? Kajian Berbilang Kumpulan di Sektor Pembinaan]	2021	Journal of Asian Finance, Economics and Business	/
18	Ling P.-S.; Mohd-Ossman N.S.; Wong Y.-S.	Human Resource Management in Health Care Industries for Generation Y: Challenges of the 21st Century	2022	Jurnal Pengurusan	/
19	Hassan M.M.; Alam M.N.; Campbell N.; Bowyer D.; Reaz M.	The impact of the depletion, accumulation, and investment of personal resources on work-life balance satisfaction and job retention: A longitudinal study on	2022	Australasian Accounting, Business and Finance Journal	/
20	Fan Y.; Potočnik K.		2021	Journal of Vocational Behavior	/

21	Jayathilake H.D.; Daud D.; Eaw H.C.; Annuar N.	working mothers Employee development and retention of Generation-Z employees in the post-COVID-19 workplace: a conceptual framework Does employer branding facilitate the retention of healthcare employees? A mediation moderation study through organisational identification, psychological involvement, and employee loyalty Eastern philosophies and employee retention in emerging Southeast Asian economies – the case of Vietnam Improving leader effectiveness: impact on employee engagement and retention	2021	Benchmarking	/
22	Salameh A.A.; Aman-Ullah A.; Mehmood W.; Bin Abdul-Majid A.-H.	Servant leadership for the retention of millennial employees in private sectors: Mediating role of job satisfaction High commitment human resource management practices and hotel employees' work outcomes in Bangladesh	2023	International Journal of Hospitality Management	/
23	Nguyen N. Y.; Hack-Polay D.		2024	International Journal of Business and Globalisation	/
24	Moore J.R.; Hanson W.		2022	Journal of Management Development	/
25	Hassan M.M.; Jambulingam M.; Narayan E.A.L.; Alam M.N.; Islam M.S.		2022	International Journal of Business Excellence	/
26	Rubel M.R.B.; Kee D.M.H.; Rimi N.N.		2021	Global Business and Organizational Excellence	/

27	Islam M.A.; Mendy J.; Haque A.K.M.A.; Rahman M.	Green human resource management practices and millennial employees' retention in small and medium enterprises: The moderating impact of creativity climate from a developing country perspective Sustainability In the Malaysian Food and Beverage Industry:	2022	Business Strategy and Development	/
28	Norizan N.S.; Ismail I.; Hamzah M.I.	Managing Employee Retention Through Perceived Organisational Support and Turnover Intention Employee turnover intention: a comparative study of Jordanian public and private sector employees	2022	Journal of Sustainability Science and Management	/
29	Athamneh S.; Guerra M.	Impact of Non- Monetary Factors on Retention of Higher Education Institues Teachers Through Mediating Role of Motivation Unravelling the Employee Retention Enigma in Semiconductor Industry: A Focus on Penang, Malaysia	2023	International Journal of Public Sector Performance Management	/
30	Mata M.N.; Anees S.S.T.; Martins J.M.; Haider S.A.; Jabeen S.; Correia A.B.; Rita J.X.	Unravelling the Employee Retention Enigma in Semiconductor Industry: A Focus on Penang, Malaysia	2021	Academy of Strategic Management Journal	/
31	Teoh W.M.Y.; Yuen Y.Y.; Chong S.C.; Ho J.W.	Effects of supportive work environment on employee retention: the mediating role of person–organization fit	2023	Asian Journal of Human Services	/
32	Yusliza M.Y.; Noor Faezah J.; Ali N.; Mohamad Noor N.M.; Ramayah T.; Tanveer M.I.; Fawehinmi O.	Effects of supportive work environment on employee retention: the mediating role of person–organization fit	2021	Industrial and Commercial Training	/

33	Aman-Ullah A.; Aziz A.; Ibrahim H.; Mehmood W.; Abdullah Abbas Y.	The impact of job security, job satisfaction and job embeddedness on employee retention: an empirical investigation of Pakistan's health-care industry	2022	Journal of Asia Business Studies	
34	Bahar A.K.M.M.; Islam Md.A.; Hamzah A.; Islam S.N.; Reaz M.D.	The efficacy of work-life balance for young employee retention: a validated retention model for small private industries	2022	International Journal of Process Management and Benchmarking	/
35	Mohammad A.; Menhat M.; Mohd Zaideen I.M.; Saadon M.S.I.	Leadership style and its influence on employee performance and retention in employee engagement mediation: evidence from Jordan's petroleum retailing sector	2023	International Journal of Procurement Management	/
36	Vui-Yee K.; Paggy K.	The Effect of Work Fulfillment on Job Characteristics and Employee Retention: Gen Y Employees	2020	Global Business Review	/
37	Yew L.K.; Lynn H.; Kowang T.O.; Zhao X.; Cheng E.H.; Trang P.T.M.; Dennen V.C.	The influencing factors and employee retention in Dubai hotel industry	2024	Environment and Social Psychology	/
38	Pasko R.; Maellaro R.; Stodnick M.	A study of millennials' preferred work-related attributes and retention	2021	Employee Relations	/
39	Maqableh O.; Nor C.S.M.; Helalat A.	Mediating impact of innovative behavior on the relationship between training and turnover intention: A case study of the	2022	Problems and Perspectives in Management	/

40	Ng W.; Stuart T.E.	hospitality industry in Jordan Acquired employees versus hired employees: Retained or turned over?	2022	Strategic Management Journal	/
41	Hassan Z.	Employee retention through effective human resource management practices in Maldives: Mediation effects of compensation and rewards system	2022	Journal of Entrepreneurship, Management and Innovation	/
42	Kamselem K.M.; Nuhu M.S.; Lawal K.A.A.; Liman A.M.; Abdullahi M.S.	Testing the nexus between reward system, job condition and employee retention through intervening role of employee engagement among nursing staff	2022	Arab Gulf Journal of Scientific Research	/

Quality of Appraisal

According to the guidelines proposed by Kitchenham and Charters (Kitchenham, 2007), once we had selected primary studies (Primary studies refer to the original research articles, papers, or documents that are directly included in the systematic review after the initial selection process. These studies are considered the primary sources of evidence that are analyzed, assessed for quality, and compared quantitatively or qualitatively to answer the research questions defined for the review), we have to assess the quality of the researches they present and quantitatively compare them. In this study we apply quality assessment from Anas Abouzahra et al. (Abouzahra et al., 2020) which consist of six QAs for our SLR. The scoring procedure for evaluating each criterion involves three possible ratings: "Yes" (Y) with a score of 1 if the criterion is fully met, "Partly" (P) with a score of 0.5 if the criterion is somewhat met but contains some gaps or shortcomings, and "No" (N) with a score of 0 if the criterion is not met at all.

QA1. Is the purpose of the study clearly stated?

QA2. Is the interest and the usefulness of the work clearly presented?

QA3. Is the study methodology clearly established?

QA4. Are the concepts of the approach clearly defined?

QA5. Is the work compared and measured with other similar work?

QA6. Are the limitations of the work clearly mentioned?

The table outlines a quality assessment (QA) process used to evaluate a study based on specific criteria. Three experts assess the study using the criteria listed, and each criterion is scored as "Yes"

(Y), "Partly" (P), or "No" (N). Here's a detailed explanation:

- i. Is the purpose of the study clearly stated? - This criterion checks whether the study's objectives are clearly defined and articulated. A clear purpose helps set the direction and scope of the research.
- ii. Is the interest and usefulness of the work clearly presented? - This criterion evaluates whether the study's significance and potential contributions are well-explained. It measures the relevance and impact of the research.
- iii. Is the study methodology clearly established? - This assesses whether the research methodology is well-defined and appropriate for achieving the study's objectives. Clarity in methodology is crucial for the study's validity and reproductive.
- iv. Are the concepts of the approach clearly defined? - This criterion looks at whether the theoretical framework and key concepts are clearly articulated. Clear definitions are essential for understanding the study's approach.
- v. Is the work compared and measured with other similar work? - This evaluates whether the study has been bench-marked against existing research. Comparing with other studies helps position the work within the broader academic context and highlights its contributions.
- vi. Are the limitations of the work clearly mentioned?

Each expert independently assesses the study according to these criteria, and the scores are then totaled across all experts to determine the overall mark. For a study to be accepted for the next process, the total mark, derived from summing the scores from all three experts, must exceed 3.0. This threshold ensures that only studies meeting a certain quality standard proceed further.

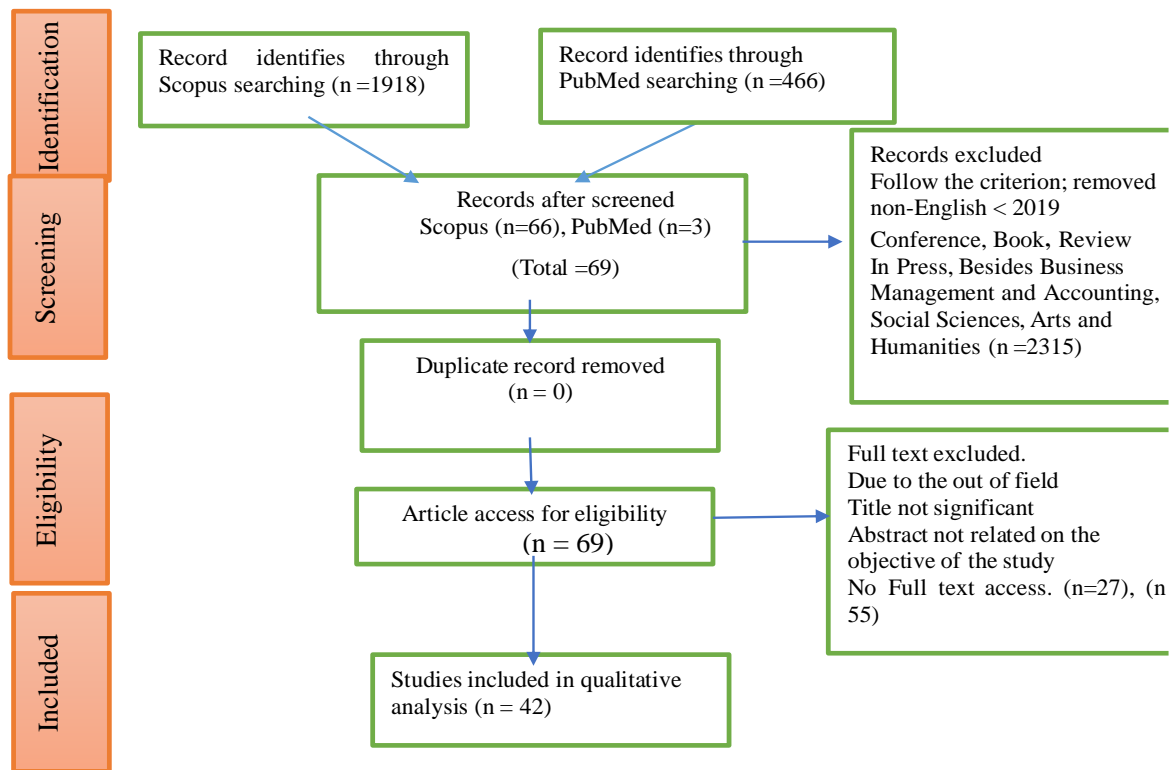


Figure 2. Flow Diagram of The Proposed Searching Study

Result and Finding

Background of selected study: based on quality assessment, table 4 shown the result of assessment performance for selected primary studies. Here is the quality assessment table for the selected papers:

Table 4. Assessment Performance

PS	QA1	QA2	QA3	QA4	QA5	QA6	Total Mark	Percentage %
PS1	1	1	0.5	0.5	0.5	0	3.5	58.3%
PS2	1	1	0.5	0.5	0.5	0.5	4	66.7%
PS3	1	1	1	0.5	0.5	0.5	4.5	75.0%
PS4	1	1	0.5	0.5	0.5	0.5	4	66.7%
PS5	1	1	1	0.5	0.5	0.5	4.5	75.0%
PS6	1	1	1	1	0.5	0.5	5.0	83.33%
PS7	1	1	0.5	0.5	0	0.5	3.5	58.33%
PS8	1	1	1	1	0.5	0.5	5.0	83.33%
PS9	1	1	0.5	0.5	0.5	0.5	4.5	75.00%
PS10	1	1	0.5	0.5	0.5	0.5	4.5	75.00%
PS11	1	1	0.5	1	0.5	0.5	4.5	75%
PS12	1	1	1	1	0.5	0.5	5	83.33%
PS13	1	1	0.5	0.5	0.5	0.5	4	66.67%
PS14	1	1	0.5	1	0.5	0.5	4.5	75%
PS15	1	1	0.5	1	1	0.5	5	83.33%

PS16	1	1	1	1	0.5	0.5	5	83.33%
PS17	1	1	1	1	1	0.5	5.5	91.67%
PS18	1	1	1	1	1	0.5	5.5	91.67%
PS19	1	1	1	1	1	1	6	100%
PS20	1	1	1	1	1	1	6	100%
PS21	1	1	0.5	1	0.5	0	4	66.67
PS22	1	1	1	1	0.5	0.5	5	83.33
PS23	1	1	1	1	0.5	0.5	5	83.33
PS24	1	1	1	1	0.5	0.5	5	83.33
PS25	1	1	1	1	0.5	0.5	5	83.33
PS26	1	1	1	1	0.5	0	4.5	75%
PS27	1	1	1	1	0.5	0	4.5	75%
PS28	1	1	1	1	0.5	0	4.5	75%
PS29	1	1	1	1	0.5	0	4.5	75%
PS30	1	1	1	1	0.5	0	4.5	75%
PS31	1	1	1	1	0.5	0	4.5	75%
PS32	1	1	1	1	0.5	0	4.5	75%
PS33	1	1	1	1	0.5	0	4.5	75%
PS34	1	1	1	1	0.5	0	4.5	75%
PS35	1	1	1	1	0.5	0.5	5	83.33%
PS36	1	1	1	1	0.5	0.5	5	83.33%
PS37	1	1	1	1	0.5	0.5	5	83.33%
PS38	1	1	1	1	0.5	0.5	5.0	83.33%
PS39	1	1	1	0.5	1	0.5	5.0	83.33%
PS40	1	1	1	1	1	1	6.0	100%
PS41	1	1	1	1	1	0.5	5.5	91.67%
PS42	1	1	1	1	1	0.5	5.5	91.67%

Summary

Highest Score: The paper by PS40 achieved the highest score with 100% due to clear articulation of purpose, usefulness, methodology, defined concepts, comparison with other work, and mention of limitations.

Lowest Score: The paper by PS1 scored the lowest score with 58.3% as it partly met the criteria for the concepts of approach and comparison with other work, and did not mention the limitations.

The produced themes were eventually tweaked to ensure consistency. The analysis selection was carried out by author and co-authors to determine and determine the validity of the problems. The expert review phase ensures the clarity, importance, and suitability of each sub theme by establishing the domain validity. The authors also compared the findings to resolve any discrepancies in the theme creation process. Note that if any inconsistencies on the themes arose, the authors addresses them with one another. Finally, the developed themes were tweaked to ensure their consistency. To ensure the validity of the problems, the examinations were performed by two experts, one specializing in oncology and the other in biomedical science. The expert review phase helped ensure each sub-theme's clarity, importance, and adequacy by establishing domain validity. Adjustments based on the discretion of the author based on feedback and comments by experts have been made.

Theme 1: Leadership and Retention Strategies

Employee retention remains a critical concern across sectors, with diverse strategies identified to

mitigate turnover. Leadership styles, particularly servant leadership, have been shown to significantly influence retention through job embeddedness. (Ramalu & Kalimuthu, 2022) found that servant leadership directly and indirectly impacts IT professionals' retention by fostering emotional and professional connections with the organization. Similarly, effective workplace environments and leader communication play a vital role in the hospitality sector, as (Halim et al., 2021) demonstrated that job satisfaction mediates the relationship between these factors and employee retention. Creating supportive work environments and clear communication channels is essential for fostering long-term commitment among employees.

Organizational culture and ethical practices further shape retention strategies, particularly in education and financial sectors. (Ratican et al., 2023) highlighted that the absence of cultural competence and inclusive leadership contributes to high attrition rates in inner-city schools. They advocate for cultural sensitivity training, equity-focused organizational frameworks, and collaborative leadership plans to enhance teacher retention. Meanwhile, (Zainee & Puteh, 2020) emphasized the influence of corporate social responsibility (CSR) on retaining Generation Y employees in accounting firms. Ethical and philanthropic dimensions of CSR align with the values of this workforce demographic, making CSR a key tool for improving organizational appeal and reducing turnover.

The integration of technology into human resource functions also has a profound impact on retention. (Wenting et al., 2024) demonstrated that AI-driven workforce planning, talent acquisition, and performance management improve employee engagement and satisfaction, directly contributing to retention. These advanced HR practices enable data-driven decision-making, fostering proactive responses to workforce needs and expectations. Across sectors, strategic investments in leadership, workplace culture, and innovative technologies are crucial for addressing the multifaceted challenges of employee retention, ensuring sustainable growth and operational stability for organizations.

Employee retention is a multifaceted challenge, particularly in industries characterized by high turnover rates. Effective human resource management (HRM) practices have emerged as pivotal tools for addressing this issue. (Boudlaie et al., 2024) identified critical HRM practices in public-oriented tourism start-ups that enhance employee engagement and retention. These practices include structured recruitment, robust training, performance appraisals, role clarity, and compensation strategies. Similarly, (Rubel et al., 2021) highlighted the efficacy of high-commitment HRM in the hospitality sector, emphasizing selective hiring, promotion opportunities, and reward mechanisms. Both studies underscore the role of engagement and interpersonal relationships in fostering long-term commitment. Complementing these findings, (M. M. Hassan, Jambulingam, et al., 2022) demonstrated that servant leadership significantly influences millennial retention in private sectors, with job satisfaction mediating this relationship. Together, these studies suggest that targeted HRM and leadership strategies are crucial for mitigating turnover across diverse sectors.

In the healthcare industry, employer branding and psychological factors significantly impact retention. Salameh et al. (2023) emphasized the role of employer branding in fostering organizational identification, which in turn enhances retention among healthcare employees. The study also highlighted psychological involvement and employee loyalty as moderating factors. Similarly, Hassan et al. (2022) and M. M. Hassan et al. (2022) explored the role of soft HRM practices and management initiatives in retaining Generation Y healthcare professionals. The findings revealed that job satisfaction mediated the positive impact of these practices on retention. These insights suggest that integrating branding strategies and addressing psychological dimensions can effectively address attrition in healthcare settings. (Moore & Hanson, 2022) further supported these findings, illustrating that leadership training interventions improve organizational trust, job satisfaction, and ultimately retention.

The integration of contemporary frameworks and novel approaches also holds promise for retention strategies, particularly for younger generations. (Jayathilake et al., 2021) proposed a conceptual framework for retaining Generation Z employees in post-COVID-19 workplaces, focusing on democratized learning, reverse mentoring, and entrepreneurship. These strategies aim to enhance

development opportunities and align organizational performance with employee expectations, thereby reducing turnover. In alignment, (M. M. Hassan, Alam, et al., 2022) demonstrated the effectiveness of servant leadership in fostering a supportive work environment, especially for millennial employees. These studies collectively highlight the importance of adapting HRM practices and leadership styles to meet the unique needs of modern, diverse workforce.

Employee retention is a critical organizational challenge influenced by various factors such as green HRM practices, leadership styles, and compensation systems. (Islam et al., 2022) highlight the positive impact of green training, development, and reward systems on millennial retention, moderated by a green creativity climate. However, practices like green recruitment and selection showed negative effects, underscoring the nuanced nature of green HRM. Similarly, (M. M. Hassan, Alam, et al., 2022) found that rewards and compensation systems mediate the impact of training and performance appraisal on retention in Maldives' retail sector, supporting Herzberg's Two-Factor theory. These findings collectively emphasize the need to align organizational strategies with employee expectations and sustainability goals.

Leadership styles and organizational support play a significant role in fostering retention. (A. Mohammad et al., 2023) demonstrate that transformational and laissez-faire leadership styles positively influence retention when mediated by employee engagement. Effective leadership not only improves performance but also strengthens employee loyalty by aligning with organizational goals. In the Malaysian food and beverage industry, (Norizan et al., 2022) identify organizational justice and supervisor support as critical for retaining employees, reducing turnover costs, and enhancing satisfaction. Consistent with these findings, (Teoh et al., 2023) underscore the importance of employer branding and job flexibility in the semiconductor industry, indicating that a supportive environment and strong organizational image are crucial for talent retention.

Non-monetary incentives and integration challenges also influence retention outcomes. (Mata et al., 2021) reveal that career advancement opportunities, recognition, and developmental support significantly boost retention, mediated by employee motivation. These findings align with expectancy theory, which highlights the importance of equitable and transparent practices. However, (Ng & Stuart, 2022) report higher turnover rates among acquired employees, especially in senior roles, reflecting challenges in post-acquisition integration. Addressing these issues requires targeted strategies to retain critical talent, such as offering tailored incentives and fostering inclusion. Collectively, the research underscores that effective retention strategies must be multifaceted, combining leadership, organizational support, and equitable reward systems to address diverse employee needs.

Theme 2: Employee Engagement, Motivation, and Job Satisfaction

Employee retention is significantly influenced by various factors, including empowerment, work-life balance, workplace safety, and compensation, as highlighted across multiple studies. (Kasa et al., 2024) demonstrate that psychological and structural empowerment positively correlate with retention when mediated by flow experience, particularly in the hotel industry. This finding aligns with (Yusliza et al., 2021), who found that a supportive work environment enhances retention among academic staff, mediated by person-organization fit. Similarly, (Ahmed et al., 2023) emphasize the importance of quality of work life (QWL) and job enrichment in retaining employees in private colleges, showing that a conducive work environment directly impacts employee satisfaction and retention. Collectively, these studies underscore that strategic organizational policies tailored to enhance empowerment and support structures can foster higher engagement and reduce attrition.

Work-life balance (WLB) also emerges as a critical determinant of job satisfaction and retention. (Aman-Ullah, Ibrahim, et al., 2022) reveal that a well-balanced work-life schedule in the healthcare sector positively affects retention and reduces turnover intentions, with job satisfaction acting as a mediator. This is corroborated by (Fan & Potočnik, 2021), who, using a longitudinal study, highlight how resource management, such as childcare time and family finances, contributes to work-life balance satisfaction and retention, especially among working mothers. Moreover, (Ling et al., 2022) identify that work

location influences WLB's impact on retention, with different strategies needed for site-based and office-based employees in the construction sector. These findings collectively suggest that addressing WLB concerns through flexible policies and contextual resource allocation can significantly enhance employee satisfaction and commitment.

Compensation and workplace safety also play pivotal roles in employee retention, particularly in high-stress sectors like healthcare. Aman-Ullah et al., (2023) and Aman-Ullah et al., (2022) find that compensation and workplace safety have strong positive impacts on retention when mediated by job satisfaction and employee loyalty. These studies illustrate that fair compensation not only motivates employees but also strengthens their organizational commitment. Furthermore, safety at work fosters a sense of security and well-being, encouraging employees to stay longer in their roles. (Athamneh & Guerra, 2023) add another dimension by comparing private and public sectors, showing that dissatisfaction and turnover are higher in private organizations, suggesting that equitable policies and improved workplace environments are crucial across sectors.

Employee retention is influenced by multiple interrelated factors, including work-life balance, job satisfaction, training, and leadership support. Studies such as (Bahar et al., 2022) emphasize the importance of work-life balance in retaining Generation Y employees in small private industries, showing its significant positive impact when mediated by job satisfaction. Similarly, (Pasko et al., 2021) revealed that Millennials prioritize work-life balance and job security as essential retention factors. These findings align with (Yew et al., 2024), who identified training as the most critical determinant in Dubai's hotel industry, followed by compensation and leadership support. Collectively, these studies highlight the need for organizations to develop holistic retention strategies that address both professional and personal aspects of employees' lives.

The healthcare and hospitality sectors further illustrate the complex dynamics of retention. (Aman-Ullah, Aziz, et al., 2022) demonstrated that job security plays a crucial role in retaining doctors in Pakistan's healthcare sector, with job satisfaction and embeddedness acting as mediators. Similarly, (Kamselem et al., 2022) investigated the effects of reward systems and job conditions on nursing staff, finding that employee engagement partially mediates these relationships. (Maqableh et al., 2022) expanded on these themes in the hospitality industry, where innovative behavior mediated the relationship between training and turnover intention. These findings suggest that enhancing job security, fostering engagement, and investing in employee development are vital for reducing turnover, particularly in high-stress industries. Generational preferences further complicate retention efforts. (Pasko et al., 2021) noted that Millennials differ from other cohorts, prioritizing job security, advancement opportunities, and leadership. (Vui-Yee & Paggy, 2020) similarly found that work fulfilment mediates retention among Generation Y employees, influenced by job characteristics and satisfaction levels. Integrating these insights with findings from (Bahar et al., 2022) underscores the importance of tailoring retention strategies to address the unique needs of different generational groups. These strategies are essential for sustaining workforce stability in dynamic industries, enhancing organizational performance, and maintaining competitive advantages.

Theme 3: Generational, Sectoral, and Theoretical Perspectives on Retention

Employee retention remains a pressing challenge across various sectors, shaped by diverse factors such as organizational commitment, work environment, and leadership strategies. In the academic and service industries, key influences include compensation, professional growth, and work-life balance. (Falcone & McCartin, 2022) highlight the necessity of increased compensation, flexible work arrangements, and institutional policy changes to mitigate high attrition rates post-COVID-19. Similarly, (Zainal et al., 2022) identify reward and compensation as the most significant determinant in Malaysia's service industry, underscoring the importance of designing robust reward systems. Meanwhile, (Ping et al., 2024) report a positive correlation between career development and retention among academic tutors, emphasizing the value of tailored salary packages and wellness initiatives to enhance employee

satisfaction and commitment.

The healthcare sector faces unique challenges, with retention strategies often requiring a blend of hygiene and motivator factors. (Raj & Ling-Meng, 2024) apply Herzberg's Two-Factor Theory to develop a conceptual framework that includes supervisor support, team cohesion, and job autonomy as crucial elements to reduce turnover in public healthcare. Similarly, (J. Mohammad et al., 2021) demonstrate how online social networking (OSN) platforms influence retention by fostering employees' likelihood to voice concerns, thereby strengthening engagement and trust. These studies collectively emphasize the role of supportive work environments and proactive leadership in addressing retention challenges in high-stress sectors.

Cultural and philosophical contexts further shape retention strategies, particularly in emerging economies. (Nguyen & Hack-Polay, 2024) explore how Eastern philosophies like Confucianism and Taoism influence retention in Vietnam. The study highlights the role of affective commitment, fair treatment, and work-life balance, alongside the unique impact of collectivist family values, which often integrate familial perspectives into career decisions. This cultural lens complements findings by (Zainal et al., 2022), who underscore the reciprocal relationship between employers and employees in the Malaysian service sector, reflecting a broader need for culturally sensitive retention strategies.

Discussion

Malaysia's prison reform agenda reflects a complex interplay between institutional leadership, policy implementation, and community partnerships. Institutional leadership has articulated ambitious visions, such as reducing overcrowding, modernizing facilities, and enhancing rehabilitation programmes (The Malaysian Reserve, 2025). These initiatives demonstrate a strategic shift from purely punitive approaches toward more balanced correctional management. However, leadership decisions often face challenges in execution, particularly when resources and infrastructure remain inadequate to support reform goals (Hashim, Chow, & Ramalinggam, 2020).

Policy implementation has been central to operationalizing reform visions. For example, the *Pelan Hala Tuju Transformasi* emphasizes rehabilitation programmes to reduce recidivism, currently reported at 12.4% (The Star, 2025). Vocational training, counselling, and reintegration initiatives have been introduced, yet their effectiveness varies across institutions. Studies highlight that while some prisons successfully integrate rehabilitation programmes, others struggle due to overcrowding and limited staff capacity (Rosli, Anuar, & Hamzah, 2021). This uneven implementation underscores the importance of strategic management in ensuring consistency and accountability across facilities.

Community partnerships extend correctional reform beyond institutional boundaries, but more importantly, they function as a structural determinant of whether reform efforts genuinely transition from punishment toward rehabilitation. While prisons may initiate rehabilitative programmes internally, the sustainability of these efforts is largely contingent upon external social systems that receive, absorb and support individuals upon release. Contemporary correctional scholarship increasingly emphasizes that reintegration failure is less a consequence of individual deficits than of systemic exclusion within labour markets, housing systems, and community networks (McNeill, 2018; Travis, Western, & Redburn, 2014).

From a desistance-oriented perspective, rehabilitation is not a discrete institutional outcome but a socially mediated process that unfolds through relationships, social roles, and identity reconstruction. Community actors particularly NGOs, employers and faith-based organizations play a decisive role in facilitating this process by providing opportunities for pro-social engagement and recognition. Research demonstrates that access to meaningful employment and stable social ties significantly enhances desistance trajectories while exclusionary practices reinforce criminal identities and cycles of reoffending (Barry, 2019; Weaver, 2016). Thus, community partnerships are not auxiliary to rehabilitation; they are central to its success.

However, a critical policy concern lies in the instrumentalization of community partnerships. In many correctional reform agendas, collaboration with civil society is promoted rhetorically, yet operational responsibility is often devolved without corresponding authority, funding or decision-making power. These dynamic risks transforming NGOs into service contractors rather than equal reform partners, thereby limiting innovation and long-term impact (Corcoran & Hucklesby, 2018). Without shared governance structures, partnerships may reproduce institutional priorities centred on risk management rather than rehabilitation, undermining their transformative potential.

The issue of stigma further complicates community-based reintegration. Empirical studies consistently show that negative public perceptions of former prisoners restrict access to employment, housing, and social participation, regardless of individual readiness for change (Pager, 2007; Moore et al., 2022). Community engagement initiatives that merely promote awareness are insufficient if they do not confront structural discrimination embedded within labour policies, employer practices and community norms. Effective partnerships therefore require not only service provision but also advocacy-oriented roles that challenge exclusionary systems and reframe public narratives around rehabilitation and public safety.

Another critical dimension concerns post-release continuity of care. Research indicates that the transition from custody to community represents a period of heightened vulnerability, marked by increased risks of unemployment, homelessness, mental health relapse, and reoffending (Binswanger et al., 2012; Fox et al., 2023). Community partnerships that integrate correctional services with welfare agencies, healthcare providers, and local authorities are better positioned to address these intersecting risks. Without such coordination, rehabilitation efforts initiated in custody are frequently disrupted, resulting in fragmented support and diminished outcomes.

From a strategic management standpoint, community partnerships also influence policy legitimacy and public trust. When reintegration outcomes are visible—such as reduced recidivism, stable employment, and community safety—public confidence in rehabilitative justice increases. Conversely, poorly coordinated partnerships that fail to deliver measurable outcomes may reinforce punitive public attitudes and political resistance to reform (Loader & Sparks, 2011). This underscores the importance of embedding partnerships within clear accountability frameworks supported by transparent performance indicators.

Ultimately, community partnerships should be evaluated not as programme add-ons but as core governance mechanisms within a rehabilitative correctional model. Metrics such as long-term employment retention, housing stability, social participation and desistance trajectories provide more meaningful indicators of success than short-term programme completion rates. Without such evaluative rigour, reform risks devolving into symbolic compliance with international norms rather than substantive systemic change. In this sense, leadership, policy implementation, and community partnerships function as interdependent strategic levers that collectively shape whether Malaysia's prison system advances toward a humane, rehabilitative and socially sustainable correctional paradigm.

Conclusion

Employee retention represents a complex organizational challenge shaped by diverse factors across sectors. Effective strategies encompass leadership styles, organizational culture, HR practices, and technological integration. Leadership approaches, particularly servant and transformational leadership, have shown significant influence by fostering employee engagement, job satisfaction, and emotional connections to the organization. Supportive work environments and clear communication channels further enhance commitment and reduce turnover, particularly in high-stress sectors such as healthcare and hospitality. Organizational culture and ethical practices, including cultural competence, inclusive leadership, and corporate social responsibility, play critical roles in aligning workplace values with those of employees, especially among younger generations.

Human resource practices remain pivotal, with tailored recruitment, training, compensation, and performance management systems fostering long-term engagement. Advanced technological tools, such as AI-driven HR systems, offer data-driven solutions to address workforce needs proactively. Sectors like healthcare benefit from integrating branding strategies and addressing psychological dimensions, as employer branding and organizational identification emerge as key retention drivers. Similarly, the integration of contemporary approaches, such as democratized learning and reverse mentoring, aligns organizational goals with the evolving expectations of younger employees, promoting sustainability and reducing turnover.

Non-monetary incentives, including career development and recognition, complement traditional reward systems in motivating employees and addressing retention challenges. Equitable practices and post-acquisition integration strategies are essential for retaining critical talent, particularly in industries undergoing structural changes. The nuanced nature of emerging practices, such as green HRM, highlights the importance of aligning retention efforts with sustainability goals. Ultimately, successful employee retention requires a multifaceted approach, combining leadership, supportive organizational frameworks, and innovative HR strategies tailored to diverse workforce needs, ensuring operational stability and fostering sustainable organizational growth.

Employee retention is a complex and multifaceted issue influenced by a variety of organizational and individual factors. Empowerment, work-life balance, workplace safety, and compensation all play crucial roles in shaping employee satisfaction and reducing turnover. Studies highlight that psychological and structural empowerment significantly contribute to retention by fostering a positive work experience and engagement, particularly in sectors like hospitality and academia. Similarly, creating a supportive work environment enhances retention by aligning employees' values with organizational goals, as seen in the academic and private sectors. Work-life balance, a critical determinant, has been shown to directly affect job satisfaction and retention, especially when organizations provide flexible policies and resources tailored to employees' personal needs. This is particularly important in high-stress sectors such as healthcare, where job satisfaction and work-life balance are vital for minimizing turnover intentions. Compensation and workplace safety are also pivotal, as fair compensation strengthens organizational commitment, and a safe working environment promotes a sense of security, encouraging employees to remain in their roles.

Retention strategies must also consider generational differences, as Millennials and Generation Y employees prioritize job security, career advancement, and work fulfillment. Tailored strategies are necessary to address the unique preferences of these groups. Training, leadership support, and job security are particularly important for retaining younger employees, who seek opportunities for growth and a sense of stability. The hospitality and healthcare sectors, in particular, demonstrate that factors such as job security, employee engagement, and career development initiatives are essential for reducing turnover and fostering long-term commitment. Furthermore, reward systems, innovative job conditions, and leadership support have been identified as effective tools in enhancing employee satisfaction and engagement, particularly in high-turnover industries. Overall, employee retention is best achieved through holistic, multifaceted strategies that integrate leadership support, a positive work environment, and personalized policies tailored to both professional and personal needs. This approach not only reduces turnover but also improves organizational performance and ensures sustainable growth.

Employee retention is a multifaceted challenge that is influenced by a variety of organizational and contextual factors across different sectors. In industries such as academia and services, retention is strongly linked to compensation, career development opportunities, and work-life balance. In particular, post-COVID-19, the need for flexible work arrangements and improved compensation has become more pronounced as a means of addressing high turnover rates. Additionally, the service industry places significant importance on reward systems that are designed to enhance employee satisfaction and reduce attrition. In academia, career development and tailored compensation packages have been identified as key drivers of retention, reflecting the need for organizations to invest in both professional growth and

well-being initiatives.

The healthcare sector faces unique retention challenges, requiring a combination of hygiene and motivator factors to improve employee commitment. Factors such as supervisor support, team cohesion, and job autonomy are central to reducing turnover, particularly in public healthcare settings, which are often high-stress environments. Moreover, the use of online platforms for employee engagement has proven effective in fostering communication, trust, and a sense of belonging, contributing to improved retention. In such demanding sectors, proactive leadership and supportive work environments are critical in mitigating attrition.

Cultural contexts also play a crucial role in shaping retention strategies, particularly in emerging economies. In countries like Vietnam, where Eastern philosophies such as Confucianism and Taoism are influential, the values of work-life balance, fair treatment, and family-oriented decision-making significantly impact retention. The collectivist nature of these societies emphasizes the importance of affective commitment and reciprocal relationships between employers and employees, highlighting the need for culturally tailored retention strategies. This cultural perspective aligns with findings from other regions, suggesting that understanding and integrating local values and expectations is essential for effective employee retention. Overall, successful retention strategies must account for diverse organizational, cultural, and individual factors to create environments that foster loyalty, engagement, and long-term commitment.

Co-Author Contribution

All the authors contribute in writing the research methodology after a long discussion, debates and argument.

Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

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