



The Impact of Strategic Talent Management on the Retention Rate of Maviance Employees

A Dissertation Presented

by

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DEDICATION

This dissertation is dedicated to my dear mother Hon. Rose Abunaw.

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ABSTRACT

The study investigated the persistent concern of high employee turnover at Maviance, which has an annual turnover rate of 18.57%, exceeding the FinTech industry average of 13%. The primary objective was to assess the extent to which strategic recruitment and onboarding programmes (X_1), strategic training, development, and employee engagement (X_2) impact employee retention (Y), and examine the challenges faced by Maviance in retaining workers. Employing Ordinary Least Squares (OLS) regression analysis, the research revealed that strategic training, development, and employee engagement exhibit a statistically significant positive effect on employee retention ($B = 0.795$; $\beta = 0.844$; $p < 0.001$). Conversely, recruitment and onboarding did not demonstrate a statistically significant direct effect on retention. Given these findings, Maviance's management must standardize and strengthen its onboarding framework, integrating structured learning objectives and regular check-ins to ensure effective employee integration. Furthermore, Maviance should consolidate training and development initiatives into a cohesive system that aligns career pathways with performance metrics, providing clear visibility into promotional criteria, enhance employee engagement by establishing participatory dialogue mechanisms and a robust recognition system while also prioritizing leadership visibility through regular communication. Before implementing these strategies, management should conduct further research to explore employee feedback and assess the effectiveness of current practices, ensuring that any changes align with employee expectations and organizational goals.

Key words: Strategic Recruitment and Onboarding (X_1) and Strategic Training, Development, and Employee Engagement (X_2), and Retention (Y).

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DEGREE DATE

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DOCTOR OF PHILOSOPHY IN STRATEGIC MANAGEMENT

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1 CHAPTER ONE- INTRODUCTION

1.1 BACKGROUND AND CONTEXT OF THE STUDY

In the contemporary business landscape, the significance of strategic talent management has become increasingly pronounced. Organizations recognize that their human capital is a vital asset that directly influences performance and competitive advantage (Armstrong, 2012). According to Becker and Huselid (2006), effective strategic talent management practices can boost organizational performance, employee satisfaction, and most importantly retention rates.

Historically, talent management has evolved from a reactive approach, where organizations primarily focused on filling vacancies and managing personnel to a more strategic framework that encompasses long-term planning and alignment with organizational goals (Davis & Tisdell, 2020). Early human resource practices were often transactional, emphasizing administrative functions over strategic involvement. However, as the global economy expanded and competition intensified, organizations began to recognize the importance of nurturing and retaining talents as a means of sustaining growth (Collings & Mellahi, 2009).

The concept of talent management gained traction in the late 1990s and the early 2000s, propelled by the emergence of knowledge-based economies (Schindler, 2017). The shift towards valuing employee engagement and development marked a pivotal change, led to the adoption of more holistic talent management strategies. Today, organizations employ a variety of methods to attract, develop, and retain top talents, including comprehensive onboarding processes, continuous learning opportunities, and tailored career development plans (Saks, 2006; Ulrich, 2013).

Strategic talent management constitutes a comprehensive and multifaceted approach to optimizing human capital as a critical driver of organizational performance and competitive advantage (Armstrong, 2012). This domain encompasses a wide spectrum of practices, including rigorous workforce planning, targeted recruitment strategies, robust employee engagement initiatives, and innovative retention programs (Cappelli, 2008). These practices are designed not only to attract and acquire top talent but also to cultivate an organizational culture conducive to employee loyalty, productivity, and long-term commitment, thereby mitigating the pervasive issue of turnover.

Empirical evidence underscores the tangible benefits of effective strategic talent management. According to a report by Klynveld Peat Marwick Goerdeler, commonly known as KPMG (2020), organizations that implement holistic talent management frameworks experience significant improvements in workforce stability and operational efficiency. Specifically, such organizations report a reduction in voluntary turnover rates by approximately 30–50%, which translates into substantial cost savings given that replacing an employee can cost between 50% and 200% of their annual salary depending on the industry and role (Society for Human Resource Management, SHRM, 2019).

Furthermore, research by Frost and Krippner (2019) highlights that companies with mature talent management practices not only retain more employees but also demonstrate higher levels of employee engagement and organizational performance. Their study revealed that firms implementing strategic talent management initiatives saw a reduction in voluntary turnover by as much as 50%, thereby enhancing stability, reducing recruitment costs, and fostering a more engaged and productive workforce. These findings are corroborated by data from the Deloitte

Human Capital Trends report (2021), which indicates that organizations investing in strategic talent management are 2.5 times more likely to outperform their peers in revenue growth and profitability.

In sum, strategic talent management is an essential organizational function supported by extensive empirical research demonstrating its capacity to improve retention, reduce costs, and enhance overall organizational competitiveness. As the global labor market continues to evolve, with talent shortages becoming increasingly acute in sectors such as technology, healthcare, and engineering, the importance of sophisticated, data-driven talent management practices will only intensify in shaping organizational success.

Retention has emerged as a critical concern for organizations worldwide. According to a report by Price Water House Coopers (2020), the cost of employee turnover can be substantial, with estimates suggesting it can range from 50% to 200% of an employee's annual salary, depending on the position and industry. Moreover, the World Bank (2021) highlights that employee retention is vital not only for organizational stability but also for economic growth, particularly in developing regions where skilled labor shortages are prevalent.

Maviance, operating in the financial technology sector, faces unique challenges related to talent acquisition and retention (The researcher, 2025). The rapid pace of technological advancement necessitates a workforce that is not only skilled but also adaptable to change. The Global System for Mobile Communications Association (GSMA, 2021) reports that the Fintech sector is experiencing unprecedented growth, with demand for skilled professionals outpacing supply. This creates a competitive landscape where organizations must differentiate themselves through effective talent management strategies.

Awasm and Nyam (2021) emphasize that organizations must regularly assess their talent management practices to ensure they align with employee expectations and industry standards. The existing studies, while insightful, often focus on broader industry trends or specific practices without delving into the unique challenges and opportunities faced by individual organizations (Larsson, 2021; Nadarajah & O'Sullivan, 2020). Maviance's strategic approach to talent management offers a compelling case study to explore the nuances of how tailored practices can influence employee retention. The company's commitment to innovation and employee development presents an opportunity to examine whether these strategies effectively mitigate turnover and foster a productive work environment.

From a contextual and statistical perspective, Klynveld Peat Marwick Goerdeler, commonly known as KPMG (2021), reported that 67% of organizations acknowledge that employee retention is a top priority. Furthermore, Zavolokina et al. (2016) found that 78% of employees cite opportunities for professional development as a key factor in their decision to stay with an organization. In this context, Tchokote (2022) highlights that organizations with strategic talent management initiatives see a 30% increase in employee engagement, which is inherently linked to retention rates.

These statistics illustrate the critical connection between talent management strategies and employee retention, underscoring the necessity for Maviance to continuously evaluate and refine its practices. The current job market, characterized by a strong emphasis on employee experience and well-being, further amplifies the urgency for organizations to innovate their talent management approaches (Buchak et al., 2018). The evolution of talent management from a reactive to a strategic focus reflects broader changes in organizational practices and employee expectations. As Maviance

navigates the complexities of the Fintech industry, understanding the impact of its strategic talent management initiatives on employee retention is crucial.

1.2 STATEMENT OF THE RESEARCH PROBLEM

In today's dynamic and competitive workplace, which is rapidly evolving due to technological advancements, shifting employee expectations and an increasingly globalized economy, it is essential for organizations to implement effective strategic talent management practices to attract, develop, engage, and retain top talents. Despite Maviance's proactive approach in this regard, such as the adoption of advanced recruitment and selection tools which include Workable in 2022 to strategically attract high-caliber candidates, and the provision of extensive training and development opportunities for reskilling and upskilling employees since 2012, the company continues to grapple with high employee turnover. Currently, Maviance's annual turnover rate stands at 18.57%, higher than the FinTech industry average of 13% (Klynveld Peat Marwick Goerdeler, 2021). Additionally, in 2024, Maviance invested approximately 40,000,000 XAF in upskilling initiatives, yet, employees still leave within two to three years of service. The establishment of a comprehensive onboarding programme and ongoing employee engagement initiatives over the years seems to have failed in addressing the problem and this persistent high turnover continues to undermines the effectiveness of Maviance's strategic talent management initiatives. It should be noted that the focus on this study is on Maviance context as a sponsored project by the company for practical relevance thus not comparing to other similar organizations.

1.3 OBJECTIVES OF THE STUDY AND RESEARCH QUESTIONS

The main objective of this study is to investigate the extent to which strategic talent management initiatives impact employee retention at Maviance. This study is guided by the following specific objectives:

1. To assess the extent to which strategic recruitment and onboarding programmes affect employee retention
2. To evaluate how strategic training, development, and employee engagement impact employee retention
3. Examine the challenges faced by Maviance in retaining workers

The Research Questions;

1. To what extent do strategic recruitment and onboarding programmes affect employee retention?
2. To what extent do strategic training, development, and employee engagement impact employee retention?
3. What challenges do Maviance face regarding retention of employees?

1.4 HYPOTHESIS OF THE STUDY

The Hypotheses for this research study are stated as follows;

H0: There is no statistical significant effect of strategic recruitment and onboarding programmes on employee retention.

H0: There is no statistical significant effect of strategic training, development, and employee engagement on employee retention.

The above hypotheses are null structured to allow for statistical verification, analysis, and to determine whether there is enough evidence to reject the assumption of no effect or relationships outlined in the research questions.

1.5 SIGNIFICANCE AND CONTRIBUTION OF STUDY

The significance of this research study lies in its potential to bridge existing gaps in the literature concerning strategic talent management and employee retention, particularly within the context of Maviance. While extensive research has explored the relationship between talent management practices and retention rates, few studies have focused specifically on the nuances of this relationship in the fintech sector. By concentrating on Maviance, this study offers valuable insights into the unique challenges and opportunities faced by organizations operating within this rapidly evolving industry. Bapuji et al. (2020) emphasize that understanding the specific dynamics of talent management in varied contexts is crucial for developing effective strategies. This research not only contributes to the academic discourse but also provides practical implications for organizations seeking to enhance their talent management frameworks.

Furthermore, the research study underscores the importance of aligning talent management practices with employee expectations to foster a committed workforce. The findings reveal that strategic recruitment and onboarding programs significantly influence employee retention, thus emphasizing the need for organizations to prioritize these initiatives. Molina et al. (2020) assert

that employee development and engagement are critical components of retention strategies, and this study substantiates that claim by demonstrating the positive correlations between these factors and employee loyalty. The study's focus on effective onboarding and continuous development initiatives reinforces the notion that organizations must invest in their human capital to mitigate turnover rates and achieve sustained competitive advantage.

This study introduces a novel conceptual framework that elucidates the relationship between strategic talent management and employee retention, integrating key components such as recruitment effectiveness, onboarding quality, training and development opportunities, and employee engagement. As Jones and Brown (2020) point out, systematic approaches to strategic talent management can lead to significant improvements in employee satisfaction and retention. By establishing this framework, the research not only provides Maviance with a tailored roadmap for enhancing its talent management strategies but also serves as a benchmark for other organizations in the fintech sector. The framework highlights the importance of adapting talent management practices to local contexts, thereby addressing the critiques of Cappelli (2008), who emphasizes the need for context-specific research in understanding talent management dynamics.

The implications of this research extend beyond Maviance, offering actionable recommendations for similar organizations grappling with high employee turnover rates. The study identifies critical challenges faced by employees, such as inadequate support during onboarding and limited career advancement opportunities, which hinder retention efforts. Pereira et al. (2021) stress the necessity of understanding employee perspectives to develop effective retention strategies, and this research aligns with that assertion by highlighting the need for organizations to actively listen to employee feedback and make necessary adjustments. By addressing these challenges, organizations can

create a more supportive work environment that not only enhances employee satisfaction but also promotes long-term loyalty.

In summary, this study makes a substantial contribution to the field of strategic talent management by providing a nuanced understanding of its impact on employee retention within the fintech sector. By integrating insights from various theoretical frameworks and empirical studies, including those by Dwivedi et al. (2021) and Cappelli (2008), this research reinforces the critical role of tailored talent management strategies in fostering a committed workforce. The findings provide a foundation for future research, inviting further exploration into the effectiveness of similar strategies across different organizational contexts. Ultimately, this research not only addresses existing gaps in the literature but also offers practical guidance for organizations seeking to enhance their talent management practices and improve retention outcomes in an increasingly competitive landscape.

1.6 SCOPE AND DELIMITATIONS OF THE STUDY

This study seeks to explore various talent management practices, including recruitment, onboarding, training, and employee engagement, to ascertain how these factors contribute to employee loyalty within the organization. The study is particularly relevant given the increasing importance of human capital in driving organizational performance in the fast-paced financial technology sector. By analyzing Maviance's specific context, the research aims to identify the unique challenges and opportunities faced by organizations in the fintech industry, particularly in Cameroon. The findings are anticipated to provide valuable insights that not only enhance Maviance's talent management strategies but also serve as a benchmark for other organizations

within similar environments. The research intends to bridge existing gaps in the literature by offering empirical evidence and practical applications relevant to the strategic management of talent in developing economies.

Given that the study is fully sponsored by Maviance, it is deliberately confined to Maviance and its specific organizational practices in Cameroon, which may limit the generalizability of the findings to other organizations or cultural contexts. While the focus on Maviance allows for a detailed analysis of its talent management initiatives, the insights derived may not be directly applicable to organizations outside the fintech sector or those in more developed economies.

1.7 STRUCTURE OF THE THESIS

This thesis is structured into five comprehensive chapters, each meticulously designed to explore various aspects of the impact of strategic talent management on employee retention at Maviance. Each chapter builds upon the previous one, creating a cohesive narrative that guides the reader through the research process.

Chapter one serves as the foundation of the thesis, introducing the research topic and its significance in the contemporary business landscape. It outlines the context of Maviance as a financial technology-driven organization in Cameroon, emphasizing the importance of strategic talent management in enhancing employee retention. The chapter articulates the research problem, objectives, questions, the hypothesis providing a roadmap for the research study. Additionally, it highlights the theoretical and practical implications of the research, setting the stage for a deeper exploration of the subject matter.

Chapter two delves into the existing body of knowledge surrounding strategic talent management and employee retention. It reviews relevant theories, and empirical studies that inform the research framework. This chapter is divided into several sections that cover key themes such as the evolution of strategic talent management practices, the relationship between strategic talent management and employee retention, and the specific challenges faced by organizations in retaining talent. By synthesizing insights from various sources, this chapter seeks to identify gaps in the literature that the current study aims to address. It ultimately provides a theoretical foundation that supports the research objectives and questions laid out in Chapter one.

In Chapter three, the methodology employed in the research study is detailed. This chapter outlines the research philosophy, research design, describes the data collection methods, which include surveys, interviews, and organizational records, along with the sampling techniques used to ensure a representative participant group. The chapter also discusses ethical considerations and data analysis strategies, providing insight into how the findings will be interpreted and validated. By elucidating the methodological framework, this chapter aims to demonstrate the rigor and reliability of the research process.

Chapter four presents the findings and results of the research study, offering a detailed analysis of the data collected. This chapter is structured to align with the research questions and objectives, making it easy for readers to follow the progression of insights gained throughout the research study. It includes quantitative data as well as qualitative insights from employee feedback. The findings are interpreted in the context of Maviance's strategic talent management initiatives, highlighting the effectiveness of recruitment processes, onboarding programs, training and development opportunities. This chapter aims to provide a clear understanding of the impact of

these strategic talent management initiatives on employee retention, supported by empirical evidence.

Chapter five wraps up the research by summarizing the key findings and their implications for Maviance and similar organizations. It discusses how the results contribute to the existing body of knowledge on strategic talent management and employee retention, emphasizing practical applications for HR practitioners. The chapter also addresses the limitations of the research study and suggests directions for future research, ensuring that the conversation around strategic talent management continues. In conclusion, this chapter reinforces the importance of strategic talent management in fostering employee loyalty and organizational success.

As we draw the curtain on Chapter one of this research study and transition into Chapter two, the needle point of knowledge sharpens, inviting us to delve deeper into the existing literature that underpins our understanding of strategic talent management and its critical role in employee retention. This exploration will not only enhance our theoretical framework but also illuminate the specific challenges and opportunities that organizations such as Maviance face in today's competitive landscape. Thus, we embark on this journey through the literature, seeking to build a solid foundation for the empirical investigation that follows.

2 CHAPTER TWO-REVIEW OF LITERATURE

2.1 THEORETICAL FRAMEWORK

2.1.1 THE HUMAN CAPITAL THEORY

The Human Capital Theory, initially developed by Becker and Schultz (1964) posits that individuals possess skills, knowledge, and abilities that contribute to their productivity and economic value. The theory emphasizes that investments in education and training enhance an individual's human capital, leading to improved job performance and increased earning potential. In the context of strategic talent management, human capital theory underscores the importance of nurturing and developing employees to enhance their value to the organization and improve retention rates. By focusing on the human capital of its workforce, Maviance can strategically manage talent to retain skilled employees in a competitive technology sector.

The Human Capital Theory encompasses several key characteristics; The foundational premise of the theory is that investing in employees through education, training, and professional development enhances their skills and knowledge, thereby increasing their productivity and value to the organization. The theory adopts an economic viewpoint, suggesting that human capital can be quantified in terms of monetary value. Employees who possess higher levels of human capital are often compensated more generously, reflecting their increased productivity.

Human capital is seen as dynamic; it evolves as individuals acquire new skills and knowledge. This characteristic emphasizes the need for ongoing training and development to maintain and enhance human capital over time. The theory posits a direct link between human capital and organizational

performance. Companies that effectively invest in their employees are likely to see improved lower turnover rates and enhanced competitive positioning in the market.

The Human Capital Theory



Figure 1: The framework of Human Capital Theory by Becker and Schultz

Based on Figure 1, it begins with the investment in human capital which is the initial component which refers to the resources allocated by an organization toward the education, training, and development of its employees. In Maviance's case, this could include structured training programs, mentorship opportunities, and continuous learning initiatives. Following the investment, employees enhance their skills and competencies. This development is crucial for adapting to the rapidly changing technology landscape and aligns with the organization's strategic goals.

As employees acquire new skills, their productivity increases. This enhanced performance can lead to improved work output, innovation, and overall efficiency within the organization. The culmination of increased productivity translates into better organizational performance. Companies with high human capital typically experience higher levels of customer satisfaction, improved financial performance, and greater market share. Finally, organizations that invest in their employees and foster skill development are more likely to retain talent. When employees feel valued and see opportunities for growth, they are less likely to leave for competitors.

While Human Capital Theory has significantly contributed to our understanding of workforce management, it has faced several critiques from various scholars. Noe (2013) argues that Human Capital Theory may oversimplify the complexity of employee productivity by attributing it solely to individual skills. Factors such as organizational culture, work environment, and social dynamics also play crucial roles in determining employee performance and retention.

Secondly, Jones and Brown (2020) critique the theory for its heavy focus on quantifying human capital in monetary terms. They suggest that this perspective may overlook the intrinsic value of employees, such as job satisfaction, engagement, and emotional well-being, which can significantly impact retention. Schnake (1991) points out that Human Capital Theory does not adequately account for the diminishing returns on investment in human capital. Overemphasis on training and development without considering employee satisfaction and organizational fit can lead to burnout and turnover.

Capelli (2008) highlights the limitations of the theory in addressing the diverse nature of human capital. Not all skills are equally valued in every context, and the theory does not account for the

nuances of industry-specific competencies. Armstrong (2012) critiques the theory for its deterministic view, suggesting that not all employees will respond positively to investments in human capital. Individual differences, such as motivation and personal circumstances, can significantly influence the effectiveness of training programs.

Furthermore, Lewis and Hackman (2006) argue that the theory often fails to recognize the importance of social capital relationships and networks that also contribute to employee performance and retention. This oversight can lead organizations to miss valuable opportunities for enhancing employee engagement. Devos and Dries (2013) also assert that Human Capital Theory does not account for the impact of external labor market conditions on employee retention. Factors such as economic downturns or industry shifts can influence employees' decisions to leave, regardless of their perceived investment in human capital.

Clarke and Winkler (2006) suggest that the theory tends to overlook the role of organizational support in the development of human capital. Effective talent management requires not only investment in skills but also a supportive work environment that fosters growth and engagement.

The Human Capital Theory is directly linked to the research study as it can provide valuable insights into how Maviance can leverage its investment in human capital to enhance employee retention rates. The research will evaluate Maviance's current talent management strategies, focusing on how investments in training, development, and employee engagement impact retention. This assessment will help identify areas for improvement and optimization.

The theory emphasizes that skill development is crucial for employee performance. The research study will analyze how Maviance's training programs contribute to employee satisfaction and commitment, ultimately influencing retention rates. By linking human capital investments to organizational performance, the research study can highlight the business case for effective talent management. Improved retention rates can lead to enhanced productivity and overall performance, reinforcing the importance of strategic talent management. The findings will enable Maviance to make informed decisions about its talent management strategies. By understanding the relationship between human capital investments and employee retention, Maviance can tailor its initiatives to better meet the needs of its workforce.

Maviance can also leverage the limitations of Human Capital Theory to address its own challenges in the research study. Firstly, Maviance can use the critiques by Noe (2013) and Jones and Brown (2020), to adopt a more holistic approach to talent management that considers not only skills and training but also employee well-being, engagement, and organizational culture. By fostering a supportive work environment, Maviance can enhance retention rates. Given Schnake's (1991) critique of diminishing returns, Maviance should regularly assess employee satisfaction levels to ensure that investments in training and development do not lead to burnout or disengagement. Implementing feedback mechanisms can help identify potential issues before they lead to turnover.

Considering Capelli's (2008) critique, Maviance should ensure that its training programs are aligned with the specific needs and dynamics of the financial technology sector. Tailoring skill development initiatives to industry demands can enhance their effectiveness and relevance. By acknowledging the importance of social capital, as highlighted by Lewis and Hackman (2006),

Maviance can create opportunities for team building and relationship development among employees. Encouraging collaboration and networking can enhance engagement and retention.

Devos and Dries (2013) remind us of the external labor market conditions that can impact retention. Maviance should stay attuned to industry trends and labor market dynamics to anticipate potential challenges to employee retention. Addressing Clarke and Winkler's (2006) point about organizational support, Maviance should create a culture that values employee contributions and provides ongoing support for skill development. This can include mentorship programs, career development opportunities, and recognition initiatives that motivate employees to stay.

In summary, the Human Capital Theory provides a valuable framework for understanding the impact of strategic talent management on employee retention at Maviance by emphasizing the importance of investing in human capital and recognizing the dynamic nature of skills and competencies while optimizing its talent management strategies. While the theory has its limitations, Maviance can leverage these insights to create a more comprehensive and effective approach to strategic talent management, ultimately enhancing employee retention and organizational performance. Through this research, we can better appreciate the critical role of human capital in shaping the workforce of the future.

2.1.2 THE PSYCHOLOGICAL CONTRACT THEORY

Psychological Contract Theory by Rousseau (1989) refers to the unspoken, informal set of expectations and beliefs that exist between an employer and an employee. Unlike formal employment contracts that specify explicit terms such as salary, benefits, and job responsibilities, psychological contracts are about perceived mutual obligations that shape the employee-employer

relationship (Rousseau, 1989). These perceptions influence behaviors, attitudes, and organizational outcomes, including engagement, commitment, and retention.

In essence, the psychological contract encompasses the unwritten expectations employees hold about what they owe their employer and what they believe they should receive in return. When these expectations are fulfilled, positive work attitudes and behaviors are reinforced; when breached, negative outcomes such as dissatisfaction, decreased commitment, and turnover may occur (Robinson & Rousseau, 1994).

The core premise is the strength and fulfillment of psychological contracts significantly influence employees' decisions to stay with or leave an organization, especially within strategic talent management contexts where managing high-value talent is critical.

The Psychological Contract Theory exhibits several defining characteristics:

- **Unwritten and Perceived Nature:** The contract is not formalized legally but is based on perceptions. Employees interpret their employer's actions and communication, forming subjective beliefs about mutual obligations (Rousseau, 1990). Similarly, employers develop perceptions about employee expectations.
- **Dynamic and Evolving:** Psychological contracts are fluid and change over time, influenced by organizational changes, leadership shifts, or external factors. They are not static; ongoing interactions continuously shape and reshape perceptions (Coyle-Shapiro & Kessler, 2000).
- **Relational and Transactional Dimensions:** The theory distinguishes between relational contracts which are either long-term, trust-based, involving socio-emotional exchanges, for instance loyalty, and career development, or they are transactional contracts which are

short-term, economic, and specific, focusing on tangible exchanges like pay-for-performance. Most employment relationships involve a blend of both, but the balance influences retention and engagement strategies.

- **Obligation and Reciprocity:** The theory emphasizes reciprocity, employees expect fair treatment, development opportunities, and respect; employers expect commitment, performance, and loyalty (Morrison & Robinson, 1997).
- **Breach and Violations:** Violations occur when either party perceives that the other has failed to fulfill perceived obligations. Such breaches can erode trust, diminish commitment, and increase turnover intentions (Robinson & Morrison, 2000).
- **Subjectivity and Perception-based:** Since perceptions are central, individual differences, cultural contexts, and organizational climate heavily influence the psychological contract's content and strength.
- **Implication for Organizational Outcomes:** Fulfillment or breach of psychological contracts directly impacts employee attitudes such as job satisfaction, organizational commitment, engagement, and ultimately, retention (Zhao & Azam, 2017).

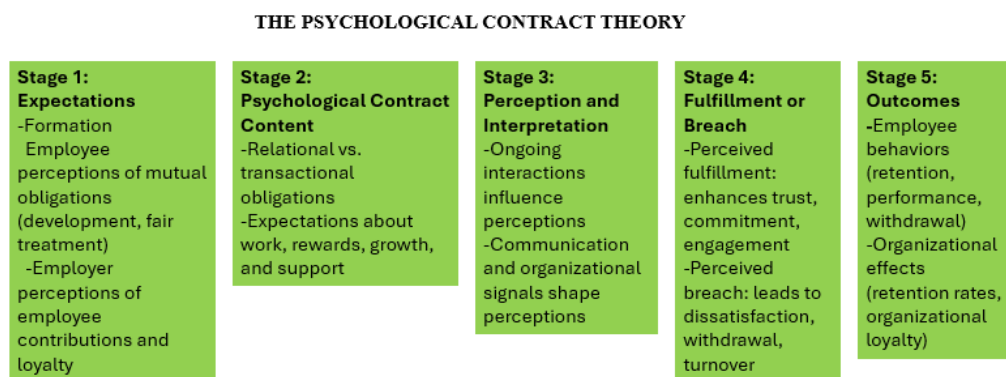


Figure 2: The Psychological Contract Theory

In figure 2 above, the Psychological Contract Theory is depicted as a dynamic, multi-stage process illustrating how employee and employer perceptions, expectations, and interactions influence

organizational outcomes such as retention. Each stage provides insight into how perceptions are formed, interpreted, and acted upon, ultimately affecting whether employees choose to stay with or leave the organization. Let's analyze each stage in detail and relate it to the context of Maviance and its strategic talent management practices.

The initial stage, which is the Expectation formation involves the perceptions employees and employers develop about their mutual obligations before or at the start of the employment relationship. Employees form beliefs about what they owe their employer, such as performing well, exhibiting loyalty, or engaging in personal development. Simultaneously, they develop expectations regarding what they should receive in return, fair treatment, recognition, career advancement, support, and job security. Employers assess what they expect from employees, such as productivity, commitment, and adherence to organizational values, while also holding perceptions about the employees' potential, loyalty, and alignment with organizational goals.

At Maviance, strategic talent management initiatives, like onboarding, orientation programs, and communication of organizational values, aim to shape these initial expectations. When HR practices clearly communicate what the organization values and expects, both sides are more likely to develop aligned perceptions, reducing misunderstandings that could lead to dissatisfaction or turnover.

The second stage, which is the Psychological contract, details specific content which is categorized into two types:

- Relational obligations: Long-term, trust-based expectations such as career development, emotional support, recognition, and fair treatment. These are often intangible and rooted in mutual respect and loyalty.
- Transactional obligations: Short-term, specific exchanges like salary, bonuses, or a particular task completion. These are tangible and clearly defined.

Strategic talent management at Maviance focuses heavily on relational aspects, such as providing growth opportunities, recognition, and development programs, to foster strong psychological contracts. When employees perceive that their organization invests in their future, they develop a sense of organizational loyalty, which enhances retention.

In the third stage, Perceptions and Interpretations are continuously shaped and reshaped through interactions, communication, and organizational signals;

- Ongoing interactions: Daily experiences, feedback, performance appraisals, and informal conversations influence how employees interpret their psychological contracts.
- Communication and signals: Transparent communication, recognition, and consistent actions by leadership serve as signals reinforcing or undermining perceptions of obligations.

Effective communication strategies, such as regular feedback sessions, transparent career pathways, and acknowledgment of employee contributions, help reinforce positive perceptions. Conversely, inconsistent or absent communication can lead employees to perceive breaches, impacting their willingness to stay.

In the fourth stage, which is Fulfillment or Breach, this is a critical juncture where perceptions are either confirmed as fulfilled or violated. When employees perceive that their employer has met or exceeded expectations, trust, organizational commitment, and engagement are strengthened. This fosters loyalty and increases the likelihood of retention. If employees believe that their expectations have been unmet or violated, such as lack of recognition, unmet promises, or unfair treatment, they experience dissatisfaction, reduced trust, and may withdraw from the organization, leading to turnover.

Maviance's strategic HR practices aim to fulfill psychological contracts by delivering on promises related to career development and recognition. When breaches occur, perhaps due to organizational restructuring or unmet promises, employees may feel betrayed, decreasing their commitment and increasing turnover risk. Understanding these breaches allows Maviance to design targeted retention strategies.

The final stage which are the Outcomes, links perceptions and experiences to observable employee behaviors and organizational metrics. These include decisions to stay or leave (retention or turnover), performance levels, withdrawal behaviors, or increased engagement. The collective impact influences retention rates, organizational loyalty, reputation, and overall performance.

By managing psychological contracts effectively, through strategic talent management, Maviance can influence positive employee behaviors, leading to higher retention rates, improved performance, and a more committed workforce. Conversely, breaches or unmet expectations can result in increased turnover, costs, and decreased organizational effectiveness.

This visual representation of the theoretical framework in figure 6 above underscores how the continuous process of expectation formation, perception, and interpretation impacts employee retention. For Maviance, understanding and actively managing psychological contracts is crucial:

- Proactive communication ensures employees' expectations are clear and aligned with organizational capabilities.
- Consistent fulfillment of promises related to career growth, recognition, and support fosters trust and loyalty.
- Monitoring perceptions through feedback mechanisms can identify potential breaches early, allowing for corrective action.
- Addressing breaches transparently and promptly can mitigate negative outcomes and rebuild trust.
- Aligning HR practices with employees' relational expectations strengthens psychological contracts, which, in turn, enhances retention—a core focus of the research study.

The visual representation illustrates that psychological contracts are dynamic and perception-based, with ongoing interactions shaping the employee-employer relationship. For Maviance, integrating this understanding into strategic talent management practices can significantly improve retention rates by fostering trust, engagement, and organizational loyalty.

The Psychological Contract Theory offers several practical and theoretical benefits:

- Enhanced Understanding of Employee Expectations: It highlights the importance of unwritten, perceived obligations, which are often more influential than formal contracts in shaping behavior.

- **Focus on Perception Management:** Organizations can proactively manage perceptions through transparent communication, consistent policies, and delivering on promises, fostering trust and loyalty.
- **Insight into Employee Engagement and Retention:** By understanding breaches and managing expectations, organizations can mitigate turnover and improve retention, especially crucial in strategic talent management.
- **Framework for Managing High-Value Talent:** High-performing employees often have complex psychological contracts; understanding this helps tailor retention strategies and developmental initiatives.
- **Flexibility Across Contexts:** The theory applies across different industries, cultures, and organizational sizes, making it versatile for diverse HR practices.
- **Supports Strategic HR Interventions:** Aligns with broader strategic HR initiatives by emphasizing the importance of trust, fairness, and perceived obligations in building sustainable employment relationships.

Despite its strengths, the Psychological Contract Theory has faced various criticisms:

- **Subjectivity and Perception Bias:** Perceptions are inherently subjective and can be influenced by individual differences, moods, or external factors, making it difficult to standardize or measure precisely (Coyle-Shapiro & Kessler, 2000).
- **Difficulty in Measuring:** Quantifying psychological contracts is challenging because they are intangible, based on perceptions rather than explicit, verifiable data (Rousseau, 1990).

- **Cultural Variability:** Cultural differences significantly influence perceptions of obligations and reciprocity. What is considered fair or expected in one culture may differ in another, limiting the universal applicability of the theory (Yamamoto & Ichihashi, 2014).
- **Dynamic and Complex Nature:** The evolving nature of psychological contracts makes it difficult to predict or manage reliably. Organizations may struggle to keep pace with changing perceptions or expectations (Morrison & Robinson, 1997).
- **Focus on Negative Outcomes of Breach:** Much of the literature emphasizes breach and violation, but some scholars argue this focus neglects positive aspects, such as building trust through fulfillment, which can be less tangible but equally important (Zhao & Azam, 2017).
- **Limited Scope for Structural or Systemic Factors:** The theory centers on individual perceptions, potentially underplaying broader organizational or systemic issues like power dynamics, economic conditions, or formal HR policies.

The research study directly intersects with Psychological Contract Theory in several meaningful ways;

- **Understanding Employee Expectations in Talent Management:** Effective strategic talent management involves not just formal policies but also managing the perceptions and expectations of high-value employees. The psychological contract frames these expectations around development opportunities, recognition, support, and career progression.
- **Retention as an Outcome of Psychological Contract Fulfillment:** Employees' decisions to stay or leave are often driven by whether they perceive their psychological contracts have been fulfilled. When organizations deliver on implicit promises, such as providing growth

opportunities or fair treatment, employees are more likely to exhibit organizational commitment and stay.

- **Managing Perceived Breaches to Reduce Turnover:** Breaches or violations of the psychological contract can lead to dissatisfaction, disengagement, and eventual turnover. Strategic talent management practices aim to prevent breaches by aligning organizational practices with employee expectations and perceptions.
- **Strategic HR Practices as Perception Management Tools:** The research study emphasizes that strategic HR initiatives, such as personalized development plans, transparent communication, and recognition programs, can shape perceptions positively, reinforcing trust and commitment.
- **High-Performance and Loyalty:** In high-competition industries or roles requiring strategic talent, psychological contracts become crucial in fostering loyalty and reducing attrition. The theory suggests that when employees feel valued and their expectations are met, retention improves.
- **Cultural and Contextual Considerations:** In diverse organizational settings like Maviance, understanding the cultural nuances influencing psychological contracts is vital. Different cultural backgrounds shape employees' perceptions of obligations, fairness, and reciprocity. For instance, in collectivist cultures, relational aspects such as loyalty, family-like support, and social harmony may be prioritized, whereas in individualist cultures, personal achievement and recognition could be more prominent. Applying Psychological Contract Theory effectively requires that Maviance managers recognize these cultural differences and tailor their talent management practices accordingly. For instance, providing

personalized development opportunities and demonstrating genuine concern can strengthen relational contracts, thereby increasing retention.

- **Strategic Management of Psychological Contracts for Talent Retention:** Maviance's strategic talent management initiatives can leverage insights from Psychological Contract Theory in several ways. Transparent communication about organizational goals, expectations, and career pathways helps in aligning perceptions and reducing misunderstandings that might lead to perceived breaches. Ensuring that HR policies, development programs, and recognition initiatives are consistently implemented fosters trust and fulfillment of psychological contracts. Regular feedback sessions, engagement surveys, and open dialogues enable management to gauge employees' perceptions and address potential breaches proactively. When breaches occur, understanding the specific expectations involved and addressing them directly can mitigate negative outcomes. For example, if employees perceive a lack of career advancement opportunities, targeted interventions can restore trust. Fair treatment, equitable reward systems, and ethical leadership reinforce positive perceptions, enhancing retention.
- **Implications for Leadership and HR Practices:** Leadership plays a crucial role in shaping psychological contracts through role modeling, communication, and demonstrating organizational values. HR practices that are aligned with employees' perceived obligations, such as mentoring, recognition, and support, serve to reinforce positive psychological contracts.

In the organizational context of Maviance, where attracting and retaining high-caliber talent is a strategic priority, integrating Psychological Contract Theory into HR policies can result in reduced

turnover rates, increased employee engagement, stronger organizational commitment, and better organizational performance.

While the theory provides valuable insights, practical challenges exist:

- **Perception Management:** Ensuring perceptions align with organizational realities require consistent effort and communication.
- **Cultural Sensitivity:** Recognizing cultural differences in expectations necessitates tailored approaches.
- **Dynamic Nature:** As organizational strategies evolve, so do employee perceptions, requiring ongoing management.
- **Measurement Difficulties:** Assessing psychological contracts and breaches can be complex, often relying on subjective feedback.

Despite these challenges, integrating Psychological Contract Theory into strategic talent management offers a nuanced understanding of employee retention dynamics, especially in the organizational context of Maviance that aims to foster long-term, mutually beneficial relationships with their talent pools.

In summary, Psychological Contract Theory provides a comprehensive framework for understanding the often intangible, perception-based expectations that underpin employee attitudes and behaviors. Its relevance to strategic talent management is profound, particularly concerning retention strategies. By recognizing and actively managing psychological contracts, Maviance can enhance trust and commitment, reduce turnover, foster a positive work environment where employees feel valued and understood. This theory underscores that successful talent retention

hinges not only on formal HR policies but also on the nuanced, perception-driven dynamics of the employee-employer relationship. When organizations align their strategic initiatives with the principles of psychological contracts, delivering promises, managing expectations, and maintaining open communication, they create a sustainable environment conducive to retaining top talent.

2.2 CONCEPTUAL FRAMEWORK

One of the key goals and contribution of this research study is to develop a conceptual framework that elucidates the relationship between strategic talent management and employee retention. This framework will guide Maviance in designing and implementing effective talent management strategies tailored to its unique context. A well-structured conceptual framework serves as a roadmap for understanding the intricate relationships between various components of strategic talent management and employee retention. By identifying key components which include recruitment effectiveness, onboarding quality, training and development opportunities, and continuous feedback mechanisms, this framework will provide a comprehensive view of how these elements interact to enhance retention rates. As Jones and Brown (2020) emphasize, organizations that adopt systematic approaches to strategic talent management can achieve significant improvements in employee satisfaction and retention.

2.2.1 KEY COMPONENTS OF THE CONCEPTUAL FRAMEWORK

The proposed conceptual framework for this research aims to elucidate the multifaceted relationships between strategic talent management (STM) practices and employee retention within the context of Maviance. This conceptual framework identifies several core components, namely

recruitment and onboarding quality, training and development, and employee engagement, while incorporating contextual control variables including age and job level. Collectively, these components underpin the hypothesized pathways through which strategic HR practices influence retention outcomes in Maviance's unique organizational environment.

At the heart of this framework are the practices associated with STM, which are hypothesized to serve as primary drivers of employee retention. Effective recruitment and onboarding are fundamental starting points, as they determine the initial fit between employees and the organization. Within Maviance, recruitment practices that prioritize aligning candidate skills and organizational values are likely to result in higher retention by fostering early organizational commitment. Complementarily, onboarding programs that are structured, culturally sensitive, and supportive help new employees adapt quickly, reducing early turnover and promoting long-term engagement. Empirical evidence from organizational behavior literature suggests that these practices directly influence initial employee satisfaction and trust, which are critical for sustained retention.

Furthermore, continuous investments in training, development, and employee engagement are central to fostering a committed workforce. Training initiatives that enhance employees' skills signal organizational support and investment in their career progression. Development programs such as leadership training, mentorship, and skill enhancement serve to reinforce employees' sense of growth and organizational loyalty. Engagement initiatives, including participative decision-making, recognition, and social activities, are designed to deepen emotional attachment to Maviance. These practices are grounded in theories of social exchange and organizational support,

positing that employees who perceive organizational investment are more likely to reciprocate with increased loyalty and longer tenure.

In the context of this study, several control variables are incorporated to account for organizational and individual differences that might influence retention independently or modulate the effects of the primary constructs. These include age and job level within Maviance's work environment. Age is particularly relevant as it can influence employees' career expectations, stability needs, and turnover intentions. Younger employees may have different career aspirations compared to older employees, impacting their retention patterns. Job level is also a crucial variable, as it can affect employees' satisfaction, engagement, and perceptions of growth opportunities within the organization. Employees in higher job levels may have different expectations and commitment levels compared to those in entry-level positions. In sum, these control variables are integrated into the model to ensure a comprehensive understanding of retention dynamics within Maviance, recognizing that individual and organizational contexts significantly influence the effectiveness of HR strategies.

This tailored framework provides a theoretical foundation for empirical investigation into how strategic HR practices influence employee retention at Maviance. By examining the direct pathways through STM practices and controlling for contextual variables, the research study aims to identify the most influential factors and their interactions. The findings will offer actionable insights for HR practitioners at Maviance, emphasizing the importance of integrated, culturally sensitive talent management practices that foster satisfaction, loyalty, and a supportive organizational climate.

Furthermore, this framework underscores the necessity of a holistic approach, one that recognizes the interplay between HR practices and organizational context in designing retention strategies. It also highlights areas for targeted intervention, such as enhancing onboarding quality, investing in employee development, and cultivating a positive organizational culture to sustain a high-retention workforce.

2.2.2 CONCEPTUAL FRAMEWORK

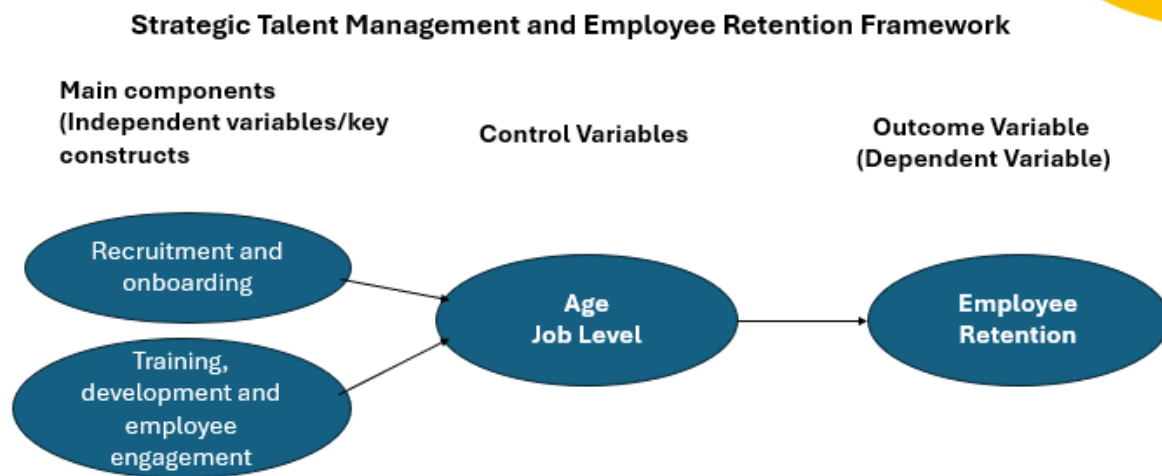


Figure 3: The Conceptual framework for Strategic Talent Management and Employee Retention by the Research Author

2.2.3 DESCRIPTION OF THE FRAMEWORK

In Figure 7 above, the conceptual framework illustrates the relationship between strategic talent management practices and employee retention at Maviance. This framework emphasizes how systematically attracting, developing, and engaging employees can enhance retention rates. By exploring the essential components of talent management, including recruitment effectiveness,

quality onboarding, training and development, and employee engagement, Maviance can create a supportive environment that fosters loyalty and commitment.

Strategic talent management comprises several key components. Effective recruitment ensures that Maviance attracts individuals whose skills and values align with the organization's mission, which is crucial for establishing a strong workforce. Quality onboarding experiences familiarize new hires with the company's culture and expectations, significantly impacting their initial job satisfaction. Moreover, ongoing training and development opportunities empower employees to grow in their roles, creating a sense of investment in their future within the company.

Age and job level serve as critical factors in this framework. Employees at different age groups may have varying expectations and motivations for remaining with the organization, while job level can influence their career aspirations and engagement. Understanding these dynamics allows Maviance to tailor its talent management practices to better meet the diverse needs of its workforce. For instance, younger employees may prioritize professional development, while those in senior positions might value opportunities for leadership roles and strategic influence.

The ultimate goal of implementing these strategic talent management practices is to enhance employee retention rates. Retention is not merely about reducing turnover; it involves creating a work environment where employees feel valued and motivated to contribute. High retention rates lead to greater organizational stability and productivity, which ultimately benefits Maviance and reinforces its reputation in the market.

In summary, Figure 7 effectively highlights the vital interconnections between strategic talent management practices and employee retention at Maviance. By focusing on effective recruitment, onboarding, training, and engagement, Maviance can work towards significantly enhancing its retention rates. Continuous evaluation and adaptation of these strategies will be essential for navigating the evolving job market and ensuring a skilled and committed workforce ready to drive the organization's growth.

2.3 REVIEW OF RELEVANT LITERATURE

The intricate interplay between strategic talent management and employee retention has emerged as a focal point of scholarly inquiry in recent years. As organizations strive to cultivate a committed and productive workforce, the management of talent has become paramount. This review of relevant literature synthesizes insights from six pivotal scholars: Collings and Mellahi (2009), Tarique and Schuler (2010), Thunnissen et al. (2013), Makki and Alsharif (2018), Ng and Burke (2005), and Akinola (2019). By juxtaposing their findings with perspectives from additional scholars, this review elucidates the complexities inherent in strategic talent management and its consequential impact on employee retention.

Collings and Mellahi (2009) provide a foundational framework for understanding strategic talent management, defining it as the systematic identification of critical roles paired with the development of strategies aimed at attracting, retaining, and nurturing talent. They articulate that a strategic approach to talent management transcends conventional HR functions, positioning it as a strategic imperative that is instrumental in aligning human capital initiatives with overarching

business objectives. This perspective underscores the notion that talent management is not merely an operational concern but a strategic lever that can significantly influence organizational success.

In contrast, Becker and Huselid (1998) focus on high-performance work systems but do not explicitly connect these frameworks to strategic management principles. Collings and Mellahi (2009) advocate for a more integrated approach, positing that understanding the strategic significance of talent management can enable organizations like Maviance to pinpoint critical positions and devise targeted strategies to support and retain employees in these roles. This alignment addresses the pressing research problem of turnover and emphasizes the strategic nature of talent management as a determinant of organizational effectiveness.

Expanding upon the foundational concepts, Tarique and Schuler (2010) highlight the paramount importance of contextual factors in strategic talent management. They argue that talent management practices should be intricately tailored to the specific cultural, economic, and organizational contexts within which a company operates. This assertion challenges the efficacy of a one-size-fits-all approach, suggesting instead that organizations must consider local norms, values, and expectations when conceptualizing their talent strategies.

Such insights resonate profoundly with Maviance, particularly given its operational landscape in Cameroon, where socio-cultural dynamics play a critical role in shaping employee behaviors and expectations. This contextual emphasis starkly contrasts with the views of Cappelli (2008), who advocates for standardized talent management practices across diverse organizations and industries. Cappelli's arguments suggest that, while context holds significance, the core principles of attracting and retaining talent exhibit a level of universality. However, Tarique and Schuler's

(2010) findings imply that neglecting contextual considerations can result in ineffective talent management strategies and elevated turnover rates. This divergence accentuates the necessity for organizations to adopt a nuanced understanding of strategic talent management that is adaptable to local contexts, thereby facilitating enhanced employee retention.

Delving deeper into the relationship between strategic talent management and employee retention, Thunnissen et al. (2013) elucidate the correlation between effective talent management practices and heightened levels of employee engagement. They posit that organizations that invest in their workforce through development opportunities, career progression, and supportive work environments are significantly more likely to cultivate loyalty and commitment among employees. This assertion is corroborated by Ng and Burke (2005), who emphasize the mediating role of employee engagement in linking talent management practices to retention outcomes. For Maviance, fostering an environment that prioritizes engagement is essential, as engaged employees are inherently more likely to demonstrate commitment to the organization.

In contrast, Kahn (1990) approaches employee engagement from a psychological perspective, emphasizing the multifaceted influences that shape engagement without explicitly connecting them to talent management strategies. Kahn's framework suggests that factors such as job design and leadership style play critical roles in enhancing engagement, which may not be directly influenced by talent management initiatives. This raises an essential question regarding the extent to which organizations can exert influence over engagement through talent management practices or if they are simply reacting to broader environmental factors.

The synthesis of these divergent viewpoints suggests that while employee engagement is crucial for promoting retention, organizations must adopt a comprehensive approach that integrates talent management practices with broader organizational dynamics. The framework provided by Thunnissen et al. (2013) offers Maviance a structured pathway to systematically enhance employee engagement through tailored talent management initiatives, ultimately yielding positive impacts on retention rates.

Makki and Alsharif (2018) bring to the fore the critical significance of diversity and inclusion within talent management strategies. They contend that organizations prioritizing diversity not only broadens their talent pools but also enhances employee satisfaction and retention. Their findings suggest that inclusive practices contribute to a heightened sense of belonging and engagement among employees, which are fundamental for retention. This perspective is particularly salient for Maviance, where a diverse workforce can serve as a catalyst for innovation and creativity in developing technology solutions.

This viewpoint challenges more traditional paradigms of talent management that often emphasize meritocracy and performance metrics without adequately addressing the imperative of diversity. Wright and Boswell (2002) underscore performance metrics as the primary determinant of retention, potentially sidelining the critical role of inclusivity. However, the evidence presented by Makki and Alsharif (2018) indicates that neglecting diversity can contribute to dissatisfaction and turnover, particularly among marginalized groups. Their research compels Maviance to reevaluate its hiring practices and to foster an inclusive environment, which can mitigate the challenges associated with employee retention.

Akinola (2019) examines the implications of an evolving workplace landscape, particularly in the context of rapid technological advancements and globalization. He posits that traditional talent management strategies may prove insufficient for retaining employees in an increasingly digital and remote work environment. Akinola emphasizes the necessity for organizations to adapt their talent management practices to accommodate new modalities of work, including flexible arrangements and virtual collaboration. This perspective is critical for Maviance, operating within the technology sector, where agility and adaptability are paramount to maintaining a competitive edge.

This viewpoint stands in stark contrast to earlier models of talent management that predominantly focused on in-person engagement and conventional career trajectories. Scholars such as Ulrich et al. (2012) advocate for HR to adapt to evolving work dynamics; however, they fall short of fully elucidating how these transformations impact retention outcomes. Akinola's insights underscore the urgency for organizations to rethink their talent management strategies, taking into account technological innovations and shifting employee expectations, which can significantly influence retention rates. His work propels Maviance to continually innovate its talent strategies, ensuring alignment with emerging trends and employee aspirations, an essential factor for retention in today's fast-paced environment.

Ng and Burke (2005) illuminate the critical role of training and development opportunities within the framework of strategic talent management. They assert that organizations that invest in employees' professional growth are more likely to experience improved retention rates. This

assertion aligns with the broader premise that Maviance's investment in training initiatives can enhance employee loyalty and commitment, thus contributing to lower turnover.

Conversely, Wright and Boswell (2002) emphasize performance metrics as the principal driver of retention, suggesting a potential oversight in neglecting the developmental aspect of talent management. While performance is undoubtedly a vital component, the failure to prioritize developmental opportunities can lead to employee disengagement. Ng and Burke's emphasis on professional development dovetails with Maviance's imperative to cultivate a culture of continuous learning, which can ultimately enhance retention by ensuring that employees feel valued and supported in their career advancement.

The insights gleaned from Collings and Mellahi (2009), Tarique and Schuler (2010), Thunnissen et al. (2013), Makki and Alsharif (2018), Ng and Burke (2005), and Akinola (2019) collectively illuminate the multifaceted nature of strategic talent management and its profound impact on employee retention. By synthesizing their perspectives, several key themes emerge that are particularly relevant to Maviance's strategic objectives.

Firstly, Collings and Mellahi (2009) underscore the necessity for alignment between talent management practices and organizational goals. This alignment is crucial for Maviance, as it can guide strategic initiatives aimed at enhancing retention. Secondly, Tarique and Schuler (2010)'s focus on contextual factors emphasizes the importance of tailoring talent management practices to local environments. For Maviance, comprehending cultural nuances can enhance employee engagement and retention.

Thirdly, Thunnissen et al. (2013) establish a clear connection between effective talent management practices and employee engagement, reinforcing the notion that organizations must implement initiatives that bolster engagement to drive retention. Fourthly, Makki and Alsharif (2018) challenge traditional views of talent management by highlighting the importance of diversity, suggesting that Maviance's commitment to inclusivity can enhance employee satisfaction and reduce turnover.

Furthermore, Ng and Burke's emphasis on training and development reinforces the idea that organizations must invest in their employees to improve retention outcomes. Maviance should, therefore, prioritize continuous learning opportunities that empower employees to develop their skills and advance their careers. Lastly, Akinola's insights into the future of work compel organizations to remain agile in their talent management practices, advocating for Maviance to adapt its strategies to align with the evolving dynamics of the workforce.

This comprehensive review of relevant literature underscores the intricate relationship between strategic talent management and employee retention. The insights derived from prominent scholars illuminate the need for organizations to adopt a holistic approach that integrates various dimensions of talent management, ranging from contextual considerations to employee engagement, diversity, and development opportunities. For Maviance, the synthesis of these perspectives offers a robust foundation for developing tailored talent management strategies that not only enhance retention but also contribute to the overall success and sustainability of the organization in a competitive landscape.

2.4 IDENTIFICATION OF GAPS IN LITERATURE

The literature surrounding strategic talent management (STM) has witnessed significant advancements, particularly regarding its impact on employee retention. However, several gaps remain, particularly in the context of organizations like Maviance, which operates within the unique socio-cultural landscape of Cameroon. This synthesis aims to highlight these gaps for further exploration, emphasizing the need for localized, empirical, and dynamic approaches to talent management.

A foundational gap identified in the literature is the lack of contextual relevance in existing frameworks of talent management. Although Tarique and Schuler (2010) underscore the importance of contextual factors in shaping effective talent management practices, their framework fails to provide specific applications to diverse organizational environments, especially in developing countries such as Cameroon. The absence of localized studies indicates that Maviance could struggle to apply general theories directly to its situation. This suggests a pressing need for future research to contextualize talent management practices to reflect local cultural and economic conditions. Such studies would bridge the gap between global frameworks and local realities, enabling Maviance to tailor its strategies effectively.

Thunnissen et al. (2013) establish a connection between strategic talent management and employee engagement but do not delve deeply into the specific mechanisms through which various talent management practices influence engagement levels within unique organizational contexts. Given that employee engagement is critical for retention, this represents a significant gap. Future research should dissect how specific STM practices, such as onboarding, training, and performance

management, directly correlate with higher engagement levels among employees. Understanding these dynamics is vital for Maviance to develop effective strategies that cater to its workforce's needs and, as a result, enhance retention.

Makki and Alsharif (2018) highlight the role of diversity and inclusion in boosting employee satisfaction and retention. However, their research does not address how these practices can be integrated into strategic talent management frameworks within the technology sector. Given that Maviance operates in the fintech industry, a sector often challenged by diversity and inclusion issues, this gap is particularly relevant. There is a pressing need for empirical studies that explore how diversity and inclusion can be effectively integrated into STM practices in tech firms. Future research should examine strategies for managing diverse talent pools and fostering an inclusive work environment, which could lead to improved retention rates.

Ng and Burke (2005) emphasize the significance of training and development opportunities in talent management but lack clear metrics or frameworks for measuring the effectiveness of these initiatives. Maviance requires concrete metrics to evaluate the success of its training and development programs in relation to retention rates. The absence of established frameworks complicates organizations' ability to assess the impact of their talent management investments. Future studies should focus on developing universally applicable metrics that address how training and development initiatives correlate with employee retention. This emphasis on measurement will enable Maviance to make data-driven decisions regarding its training programs.

Akinola (2019) discusses the implications of changing work dynamics due to technological advancements but does not explore how strategic talent management must evolve alongside these

changes to retain employees. The rapid pace of technological change presents both challenges and opportunities for talent management. Maviance, operating in the technology sector, must adapt its strategies to remain competitive and retain talent in an environment characterized by remote work, digital collaboration, and evolving job roles. Research that integrates future work trends into talent management frameworks is essential for organizations to remain relevant and effective. This gap calls for investigations into how STM can be flexible and responsive to technological advances and changing employee expectations.

Collings and Mellahi (2009) emphasize strategic alignment but do not adequately address the unique cultural and operational contexts that organizations like Maviance operate within. Their framework lacks specific guidance on adapting global talent management strategies to local contexts, which can limit the applicability of their model in diverse environments, particularly in developing countries. Maviance needs to tailor its talent management strategies to align with local cultural nuances and market conditions. Future research should explore how the principles outlined by Collings and Mellahi can be contextualized to enhance effectiveness in specific geographical and cultural settings.

Collings and Mellahi's framework provide a theoretical basis for understanding strategic talent management but lacks robust empirical studies validating their claims regarding the effectiveness of these practices on retention. This gap complicates organizations' ability to gauge the practical implications of the authors' suggestions. Maviance could greatly benefit from conducting empirical research to validate specific talent management strategies that align with its organizational goals and improve employee retention. By gathering data on the outcomes of its talent management practices, Maviance can make more informed decisions that directly enhance retention rates.

While Collings and Mellahi (2009) emphasize aligning talent management with business strategy, they do not sufficiently explore how specific talent management practices influence employee engagement levels. Given that engagement is a critical mediator between talent management and retention, this aspect requires further investigation. Understanding the mechanisms through which STM practices affect employee engagement can provide Maviance with actionable insights. Future research should focus on identifying which talent management practices most effectively enhance engagement, leading to improved retention outcomes.

Lastly, the literature does not fully account for the dynamic nature of talent management in rapidly changing environments, such as the financial technology sector. As Akinola (2019) points out, the future of work is evolving, and talent management strategies must be adaptable to remain effective. Maviance must develop flexible talent management practices that can adjust to technological advancements and changing employee needs. Future studies should investigate how organizations can create dynamic talent management frameworks that are responsive to both internal and external changes.

While the existing literature provides valuable insights, there is a conspicuous lack of longitudinal studies tracking the long-term impacts of STM practices on employee retention. Maviance could benefit significantly from understanding the long-term effects of its talent management strategies on retention. Much of the existing literature is cross-sectional, providing only a snapshot rather than a comprehensive view of talent management's impact over time. Longitudinal studies can reveal trends and patterns that inform better strategic decisions. Research should focus on collecting data over extended periods to assess how consistent talent management practices influence retention and engagement.

While the contributions of various authors have provided a foundational understanding of strategic talent management and employee retention, several critical gaps remain. Addressing these gaps such as contextual relevance, employee engagement mechanisms, integration of diversity and inclusion practices, measurement of effectiveness, adaptation to technological advancements, and the need for longitudinal studies, will be essential for Maviance as it seeks to enhance its talent management strategies. By focusing on these areas, future research can equip organizations like Maviance with the necessary tools to effectively manage talent and improve employee retention rates, ultimately contributing to the broader discourse on strategic human resource management.

2.5 SUMMARY OF LITERATURE

The literature reviewed from key authors Collings and Mellahi (2009), Tarique and Schuler (2010), Thunnissen et al. (2013), Makki and Alsharif (2018), Ng and Burke (2005), and Akinola (2019) offers substantial insights into the interplay between strategic talent management and employee retention, which are critical for Maviance's operational success. Collings and Mellahi (2009) emphasize the necessity of aligning talent management practices with organizational strategies to optimize retention, highlighting the importance of identifying key roles within the company. This foundational perspective is complemented by Tarique and Schuler (2010), who assert that contextual factors play a vital role in shaping effective talent management strategies, thus urging Maviance to adapt its practices to the local Cameroonian environment.

Thunnissen et al. (2013) further connect strategic talent management to employee engagement, positing that engaged employees are more likely to stay with the organization, which directly impacts retention rates. Makki and Alsharif (2018)'s focus on diversity and inclusion underscores

the need for Maviance to cultivate an inclusive workplace that fosters satisfaction and loyalty, while Ng and Burke (2005) highlight the significance of training and development opportunities as essential components of talent management that lead to improved retention outcomes. Lastly, Akinola (2019)'s insights into the evolving nature of work stress the need for Maviance to adapt its talent management strategies to remain competitive in a rapidly changing technological landscape.

The synthesis of these authors' contributions is particularly relevant to Maviance as it seeks to enhance its strategic talent management initiatives to improve employee retention. By integrating Collings and Mellahi's alignment of talent management with organizational goals, Tarique and Schuler's contextual adaptability, and Thunnissen et al.'s focus on engagement, Maviance can create a more comprehensive and effective talent management strategy. Furthermore, by adopting Makki and Alsharif's inclusive practices and Ng and Burke's emphasis on ongoing development, Maviance can foster a workplace environment that not only attracts but also retains top talent. Akinola's call for adaptability will encourage Maviance to remain agile in its approach, ensuring that talent management practices evolve alongside technological advancements and changing employee expectations. Collectively, these insights will guide Maviance in designing targeted strategies that address the specific needs of its workforce, ultimately leading to enhanced employee satisfaction and retention rates. Thus, the integration of these scholarly perspectives provides a robust framework for Maviance to and improve its retention rates.

3 CHAPTER THREE- METHODS AND PROCEDURES

3.1 RESEARCH PHILOSOPHY

The chosen research philosophy for this study was Pragmatism, which serves as a flexible framework that integrates elements of both Positivism and Interpretivism. Pragmatism emphasizes the practical application of ideas and the consequences of actions as the primary basis for meaning and truth. This philosophical approach does not adhere strictly to a single methodology or theoretical framework; instead, it advocates for a mixed methods approach that incorporates both qualitative and quantitative methods to effectively address research questions (Creswell & Clark, 2018).

In the context of this study, Pragmatism is particularly suitable because the relationship between strategic talent management and retention is complex, involving various human, organizational, and environmental factors. It allows researchers to explore these complexities through a mixed methods approach, integrating qualitative insights from interviews and focus groups with quantitative data from surveys and turnover rates (Tashakkori & Teddlie, 2010). Pragmatism prioritizes real-world implications over theoretical purity, which is essential for understanding how strategic talent management practices directly affect retention at Maviance, providing actionable insights for decision-makers. The goal is not only to generate knowledge but to apply it to enhance organizational effectiveness (Morgan, 2014).

Employing a pragmatic approach enables the researcher to adapt methodologies as the study evolves. If initial qualitative findings reveal unexpected themes, the researcher can pivot to gather

additional quantitative data, or vice versa. This flexibility is crucial in dynamic fields such as FinTech, where conditions can change rapidly (Creswell, 2014).

The research aims to translate findings into practical recommendations for Maviance. By analyzing how strategic talent management influences retention, the study seeks to provide concrete strategies for the organization to enhance its retention rates. This outcome-oriented focus is a hallmark of Pragmatism (Morgan, 2014). In line with this philosophy, the research will engage various stakeholders, including employees and management, ensuring that multiple perspectives are considered, thus enhancing the validity and applicability of the findings. This engagement reflects the pragmatic view that knowledge is co-constructed through social interactions (Creswell, 2014).

Pragmatism also emphasizes the importance of context in understanding phenomena. This research will analyze how local cultural, economic, and technological factors influence strategic talent management practices and their impact on retention (Morgan, 2014). The pragmatism philosophy provides a robust framework, with its emphasis on practical outcomes, flexible methodology, and contextual understanding, making it an ideal choice for exploring complex organizational dynamics.

By integrating elements of Positivism, which seeks to quantify the impact of strategic talent management on retention rates through empirical observation and statistical analysis (Gall et al., 2007), and Interpretivism, which focuses on understanding the subjective meanings individuals attach to their experiences (Denzin and Lincoln, 2011), this research study aims to achieve a

comprehensive understanding of the impact of strategic talent management on employee retention at Maviance.

The philosophy of Pragmatism, which is a combination of Positivism and Interpretivism, allows for the exploration of both the "what" (quantitative) and the "why" (qualitative) behind the relationships observed, thus providing a nuanced understanding of the research problem. By leveraging the strengths of these paradigms, the researcher can overcome the limitations of each approach, gaining a more holistic perspective on the factors influencing retention within the organization. Through this pragmatic lens, focusing on quantifiable outcomes while also considering subjective experiences, the research philosophy will shape the research questions, methods, and interpretations driving the study forward to produce meaningful and actionable findings.

3.2 RESEARCH DESIGN

A sequential explanatory research design was employed in this research study. This choice was based on several methodological considerations, including the nature of the research questions, the type of data needed, and the context of the study (Saunders et al., 2019). Specifically, the primary questions this study seeks to address are: "To what extent do strategic recruitment and onboarding programmes affect employee retention?", "To what extent do strategic training, development, and employee engagement impact employee retention?", and "What challenges do Maviance face regarding retention of its employees?". The sequential explanatory design allows for a comprehensive exploration of these questions by first collecting quantitative data and then

following up with qualitative data to provide deeper insights into the relationships and challenges related to employee retention within Maviance.

This two-phase approach is particularly effective in assessing complex phenomena like employee retention, as it begins with a broad quantitative analysis that identifies general patterns and trends and then narrows down to qualitative insights that explain these findings in more depth (Creswell, 2014). By employing sequential explanatory design, the research can evaluate the initial hypotheses regarding the statistical significance of strategic recruitment, onboarding, training, development, and employee engagement on employee retention, and then dig deeper into the nuances of these relationships through qualitative inquiry.

Furthermore, the choice of sequential explanatory design is driven by its ability to capture both the breadth and depth of the data. The initial quantitative phase allows for a snapshot of current practices and their relationships to employee retention, while the subsequent qualitative phase provides context and meaning to these relationships (Vogt, 2007). This combination is particularly relevant in the fast-evolving fintech sector, where understanding employee retention requires not only trends but also the underlying reasons behind those trends.

Moreover, the sequential explanatory design enhances time and resource management by allowing data collection to occur in two distinct phases. The first phase can be conducted efficiently across different departments within Maviance, enabling timely analysis and reporting. The qualitative phase can then follow, focusing on selecting participants who can provide rich, detailed insights into their experiences and perceptions regarding retention challenges and the effectiveness of talent

management strategies. This design also facilitates the identification of specific areas of strength and opportunities for improvement in talent management strategies by incorporating diverse employee perspectives. The initial quantitative data may reveal trends across the organization, while the qualitative follow-up can uncover unique challenges faced by different roles and levels within Maviance (Fowler, 2014).

While acknowledging the limitations of the sequential explanatory design, such as the potential for biases in qualitative data collection, its strengths in providing a comprehensive understanding of the factors influencing employee retention cannot be overstated. The initial quantitative phase can identify associations, while the qualitative phase can explore causation and context, leading to more robust conclusions (Levin, 2006).

In summary, the choice of a sequential explanatory research design for this study is justified by its ability to capture both quantitative and qualitative data, allowing for a thorough exploration of the critical factors influencing retention in the dynamic fintech landscape of Cameroon. The insights generated from this research study will not only contribute to academic discourse but also offer practical recommendations for improving talent management strategies to foster retention within Maviance and similar organizations. Future research could build on these findings by exploring longitudinal designs to examine how these relationships evolve over time.

3.3 RESEARCH APPROACH

An adaptive research approach was employed to achieve the objectives of this study. The adaptive research approach allows for flexibility and responsiveness in research design, enabling the

researcher to adjust methods and strategies as new insights and data emerge throughout the study. This adaptability is particularly beneficial in exploring the impact of strategic talent management on the retention rate of Maviance employees (Creswell and Clark, 2017).

Justifying the use of the adaptive research approach, it is essential to recognize its strength in accommodating the dynamic nature of organizational environments. In the context of Maviance, where employee needs and organizational strategies may evolve, an adaptive approach facilitates continuous engagement with participants and iterative data collection. This responsiveness enhances the researcher's ability to capture the complexity of talent management practices and their implications for employee retention.

By prioritizing adaptability, this research approach allows for the integration of both qualitative and quantitative data in a manner that reflects real-time changes and trends within the organization. It enables the researcher to not only assess the quantitative impact of strategic talent management on employee retention but also to gather qualitative insights that illuminate the underlying mechanisms influencing these dynamics. This dual perspective offers a comprehensive understanding of how talent strategies affect organizational success (Lepak and Shaw, 2008) while remaining attuned to the unique context of Maviance.

The adaptive research approach is paramount in investigating the intricate relationship between strategic talent management and retention. It provides a structured yet flexible methodology that enhances the reliability and validity of findings, ultimately leading to informed recommendations for optimizing talent management practices within Maviance. By embracing this approach, the study aims to contribute valuable insights to the field of human resource management, guiding

strategically informed decision-making that is responsive to both organizational needs and employee perspectives.

3.4 DATA COLLECTION METHODS

In the study, primary data has been collected through two distinct methods: self-administered questionnaires and structured interviews. These methods provide comprehensive insights into the relationship between strategic talent management practices and employee retention in Maviance.

The questionnaires have been distributed electronically via email precisely using google forms to all employees within Maviance. These questionnaires administered via email have been designed to gather standardized data on employees' perceptions of strategic talent management practices. To maximize response rates and data quality, the questionnaires will be clear, concise, and pilot-tested before distribution. The questionnaire is organized and comprised of close-ended questions aimed at measuring respondent's perceptions, experiences, and assessments of strategic talent management practices and their impact on employee retention rate in Maviance. The questionnaire has various sections, such as demographic data, strategic talent management dimensions which include recruitment and onboarding program, training and development, employee engagement and employee retention. A Likert-type scale which is a five-point scale from strongly agree to strongly disagree is employed to provide quantifiable responses for statistical analysis. Self-administration of the questionnaire helps provide respondents with ease and minimize interviewer bias. The collected data will then be analyzed statistically to identify patterns, relationships, and trends related to employee perceptions and retention (Bryman, 2016; Morgan, 2014).

In addition to questionnaires, structured interviews have been conducted with a selected group of employees, including managers, department heads, and frontline staff. These interviews will follow a predetermined set of questions to ensure consistency across all sessions but will also allow participants the opportunity to elaborate on their experiences and perspectives. The interviews will be conducted face-to-face or via secure video conferencing, depending on logistical considerations. Each interview will be audio-recorded (with the participant's consent), transcribed verbatim, and analyzed thematically to uncover deeper insights into employee experiences, perceptions of talent management practices, and factors influencing retention (Denzin & Lincoln, 2011). The interview sample will be purposively selected to include diverse viewpoints from different organizational levels and departments, ensuring a rich and varied data set.

The combination of quantitative data from questionnaires and qualitative insights from interviews will enable a comprehensive understanding of how strategic talent management practices impact employee retention at Maviance. The survey data will allow for statistical analysis of trends and correlations, while the interview data will provide contextual depth, capturing nuanced employee experiences that inform and explain the survey findings (Creswell & Creswell, 2017; Fetters, Curry, & Creswell, 2013). This approach will ensure that the research outcomes are both robust and insightful, offering practical recommendations for Maviance's talent management strategies.

3.5 SAMPLING TECHNIQUE

A census sampling technique was employed in this study, given the relatively small size (84 employees) of Maviance, allowing for the inclusion of all employees in the research. Census sampling, where every member of the population is surveyed, is particularly advantageous for this

research as it minimizes sampling error and enhances the representativeness of the data (Trochim, 2006). By engaging all employees, the study aims to capture a comprehensive picture of how strategic talent management practices are perceived and implemented across different roles within Maviance. This approach is justified as it ensures that diverse perspectives are included, which is critical for understanding the complex dynamics of strategic talent management and retention in a fintech environment.

Moreover, employing a census sampling technique aligns with the case study methodology. Since the research focuses on a single organization, gathering data from the entire workforce allows for a thorough exploration of the specific strategic talent management practices employed at Maviance and their effects on retention. This method enhances the depth of analysis, enabling the identification of patterns and themes that may emerge from the collective experiences of all employees (Yin, 2018).

In addition to the census sampling, the qualitative part of the study involved 16 interviews, consisting of department heads, senior managers, managers, and a few employees. This qualitative analysis is informed by interview questions derived from Armstrong's handbook of strategic human resource management and the practical realities on ground of Maviance workplace, ensuring that the questions are relevant and tailored to the organizational context.

The census sampling approach also facilitates a robust connection between talent management strategies and retention. By including all employees, this research encompasses a detailed analysis of various factors such as role, tenure, and departmental differences impact perceptions of talent management effectiveness. This richness of data is vital for generating actionable insights that can

inform future strategic talent management initiatives at Maviance. The use of a census sampling technique in this research is justified due to the small size of the employee population, the need for comprehensive data collection, and the aim of achieving a nuanced understanding of strategic talent management's impact on retention within the organization.

3.6 DATA ANALYSIS TECHNIQUE

The Ordinary Least Squares (OLS) regression analysis has been chosen for this study due to its proven robustness and efficacy in modeling linear relationships between multiple independent variables and a continuous outcome variable. OLS is particularly effective in estimating the net effect of predictor variables while controlling for confounding influences, making it a suitable method for examining how strategic talent management practices influence employee retention (Wooldridge, 2013; Gujarati & Porter, 2009). The analytical implementation is conducted using IBM SPSS Statistics, a statistical package noted for its reliability, comprehensive diagnostics, and user-friendly interface in social science research (Pallant, 2020).

In this study, OLS regression facilitates an in-depth analysis of the predictive power of three core dimensions of strategic recruitment and onboarding, and strategic training, development, and employee engagement on employee retention at Maviance. To strengthen internal validity and ensure that the observed relationships are not spurious, two control variables Age and Job Level have been incorporated into the model (Forbe, 2025).

The inclusion of Age is justified by literature that emphasizes the differential work values, career expectations, and turnover propensities among generational cohorts (Forbe, 2025). According to Kooij et al. (2011), older employees often prioritize job stability and organizational commitment,

whereas younger workers may exhibit higher job mobility and are more responsive to developmental opportunities. Age has also been shown to moderate the effects of human resource practices on job satisfaction and retention (Ng & Feldman, 2010). Thus, failing to control for age could obscure the true effect of strategic HR practices.

Similarly, Job Level is introduced as a control variable to account for hierarchical positioning within the organization, which often dictates access to resources, exposure to training, and engagement with management (Forbe, 2025). Employees at higher levels (e.g., senior management) typically receive more tailored talent interventions and may exhibit different retention patterns than those at entry or mid-level positions (Allen, Shore, & Griffeth, 2003). Controlling for job level ensures that observed outcomes are not confounded by vertical disparities in organizational treatment or expectations.

The refined multiple regression model is thus articulated as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 C_1 + \beta_4 C_2 + \varepsilon$$

Where:

- **Y** denotes the dependent variable: *employee retention*
- **X₁** = strategic recruitment and onboarding practices
- **X₂** = strategic training, development, and employee engagement
- **C₁** = Age group (coded: 18–25, 26–35, >36)
- **C₂** = Job level (coded: Entry Level, Mid-Level, Senior Level)
- **β₀** is the intercept, and **β₁** to **β₄** represent the estimated coefficients
- **ε** is the error term capturing unexplained variance due to unmeasured factors

The introduction of control variables helps isolate the unique contribution of strategic talent management practices to retention while accounting for demographic and hierarchical factors that may influence retention behaviors independently (Forbe, 2025).

Before conducting regression analysis, comprehensive data preprocessing steps are implemented to ensure the integrity and validity of the model:

- Categorical variables such as Age and Job Level are recoded into dummy variables to facilitate inclusion in the regression model, as per standard procedures (Cohen, Cohen, West & Aiken, 2013).
- Missing data is addressed using Multiple Imputation based on Rubin's (1987) framework, which maintains statistical power and minimizes bias from listwise deletion.
- Responses marked as "Neutral" are treated as missing to reduce measurement ambiguity, following guidelines in Hair et al. (2019).
- Exploratory Data Analysis (EDA) is conducted using histograms, box plots, and Shapiro-Wilk tests to examine normality and detect outliers.
- Outliers were flagged using Z-scores ($|z| > 3$) and managed through transformation or exclusion based on their influence on regression estimates.
- Dimensionality reduction: PCA was used to synthesize constructs of strategic training and development, and employee engagement into a single continuous predictor

OLS regression requires adherence to several assumptions to produce valid and unbiased estimators. The following diagnostics are conducted:

- Linearity: Scatterplots confirm linearity between predictors and the outcome variable.

- Independence of Errors: The Durbin-Watson statistic is used to assess autocorrelation in residuals.
- Homoscedasticity: Residuals are plotted against fitted values to verify constant variance.
- Normality of Residuals: Normal P-P Plot of Regression Standardized Residuals is used in to support the conclusion that the residuals are approximately normally distributed thereby supporting the use of linear regression inference techniques in this study.
- Multicollinearity: Assessed using Variance Inflation Factors (VIF). A VIF above 5 signals potential multicollinearity (Kutner et al., 2005). Remedial strategies such as centering or exclusion of variables are employed as needed.

Descriptive statistics, including measures of central tendency and dispersion, are used to summarize employee responses across all relevant variables. This descriptive overview provides foundational insights into the distribution and variability of responses regarding Maviance's talent management initiatives (Forbe, 2025).

To supplement regression findings, Pearson's correlation analysis is employed to explore pairwise associations between continuous predictors and the dependent variable. This provides insights into the direction and strength of relationships prior to multivariate adjustment. Correlation coefficients (r) are interpreted according to established thresholds (e.g., 0.1 = weak, 0.3 = moderate, 0.5+ = strong) (Cohen, 1998).

Upon confirming assumption validity, the final model is evaluated for explanatory power using the Adjusted R-squared statistic, which reflects the proportion of variance in employee retention

explained by the predictors and control variables. An F-test is used to assess overall model significance.

Each regression coefficient is tested for statistical significance using t-tests, with p-values indicating the likelihood that the observed associations are due to chance. A standard alpha level of 0.05 is used to determine statistical significance. Confidence intervals (typically 95%) are also reported to provide a range within which the true population parameter is likely to fall.

Post-estimation diagnostics include:

- Residual plots to assess model fit and identify patterns indicating model misspecification.
- Cook's Distance and Leverage values to detect influential data points that may disproportionately impact the model (Belsley, Kuh & Welsch, 1980).

Complementing the quantitative regression analysis, qualitative data obtained from structured interviews was analyzed through thematic analysis, following the framework established by Braun and Clarke (2006). The analysis of qualitative data in the context of this research study follows Braun and Clarke's six-phase framework for thematic analysis. The steps are detailed as follows:

- Familiarization with the Data : The study engaged in iterative readings of the interview transcripts to develop a comprehensive familiarity with the dataset. This process allowed for an in-depth understanding of the participants' narratives and experiences regarding talent management strategies.
- Generation of Initial Codes: Initial coding was conducted systematically across the entire dataset. This involved highlighting significant statements, phrases, and concepts that are pertinent to talent management and retention. The coding process employed both inductive

and deductive approaches, allowing themes to emerge organically from the data while also being guided by specific research questions.

- **Searching for Themes:** Following the initial coding, the study organized the generated codes into broader, analytically meaningful themes. This step involved identifying recurring patterns and significant categories that encapsulate the insights gathered from the data.
- **Reviewing Themes:** The themes identified undergo a rigorous review to ensure that they possess internal coherence, distinctiveness, and relevance. This step confirms that the themes accurately represent the data and contribute to a deeper understanding of the underlying narratives.
- **Defining and Renaming Themes:** The study refined the coding scheme iteratively, enhancing consistency and clarity in defining the themes. Each theme was clearly articulated, capturing the essence of the insights derived from the qualitative data.
- **Producing the Report:** The final thematic framework was utilized to conduct a detailed interpretative analysis, generating nuanced insights into employees' perceptions and responses to talent management strategies impacting retention at Maviance. This report contextualizes the qualitative findings, complementing quantitative data and providing actionable recommendations aligned with employee perspectives.

This structured approach ensures a comprehensive understanding of the qualitative data, enriching the overall findings related to talent management and employee retention at Maviance (Forbe, 2025). The combined methodological approach, quantitative regression analysis complemented by qualitative thematic analysis, will provide a comprehensive understanding of the impact of strategic talent management initiatives on employee retention at Maviance. Rigorous diagnostic procedures,

systematic data preparation, and thorough interpretation will ensure robustness and validity of findings, ultimately informing evidence-based organizational strategies.

3.7 ETHICAL CONSIDERATIONS

In the realm of contemporary business operations, where the competitive landscape is constantly evolving, organizations are increasingly recognizing the critical role played by strategic talent management in driving sustainable success. In the domain of academic research, ethical considerations are paramount, especially when delving into areas that involve human subjects or organizations (Brown and Smith, 2022). This is particularly important when exploring the impact of Strategic Talent management on the retention of a specific organization, such as Maviance, a FinTech organization in Cameroon. This research study aims to highlight the ethical considerations that must be considered when conducting research on this research topic, including drawing important points from authors to support these arguments.

Before delving into the ethical considerations of this research study, it is imperative to note that authorization has been secured from the Chief Executive Officer of Maviance, Dr. Nkwenti Azong Wara with an authorization letter dated April 16, 2024, to conduct this research study. This authorization serves as a formal approval from the organization's leadership, signifying their willingness to participate in the research, providing access to necessary data, information and would also act as an impactful guide towards the talent management and retention rate of Maviance employees from a human resource perspective. Also, obtaining this authorization is crucial to ensure that the research study is conducted in a transparent, respectful manner, adhering to the

highest ethical standards, ensuring confidentiality, integrity, validity of the findings with the organization's best interests in mind.

According to Jones and Bartlett (2018), obtaining permission from organizational leaders is essential to maintain the integrity of the research process and uphold ethical standards. By seeking authorization from the Chief Executive Officer of Maviance, this research study demonstrates a commitment to conducting the research study in an ethical and responsible manner, respecting the organization's autonomy and confidentiality. Creswell (2014) emphasizes that while conducting research, it is imperative to uphold the highest ethical standards to ensure the integrity and validity of the research study. He further reiterated that ethical considerations are fundamental to safeguarding the rights and well-being of all stakeholders involved, including the organization, employees, and researchers. Ethical research practices encompass principles of respect for individuals, beneficence, justice, and integrity, which serve as guiding frameworks for conducting responsible and ethical research.

When exploring the impact of strategic talent management on the employee retention, several ethical considerations come to the forefront. One of the primary concerns is the protection of confidential information and data privacy. As highlighted by Smith (2020), researchers must ensure that sensitive information collected during the research study is handled with care and kept confidential to protect the privacy of individuals and organizations involved.

In the context of researching Maviance, the researcher is mindful of the sensitive nature of talent management practices within the organization. Any data collected must be anonymized and

aggregated to prevent the identification of individual employees or divulging proprietary information that could harm the organization. This aligns with the principles of confidentiality and data protection advocated by Brown and Smith (2022).

Moreover, transparency and informed consent are crucial ethical considerations in research involving human subjects or organizations. Researchers must clearly communicate the purpose of the research study, the methods employed, and the potential implications to all participants, ensuring that they can provide informed consent to participate. This aligns with the principles of ethical research outlined by Johnson and Johnson (2019), emphasizing the importance of respecting the autonomy and rights of research participants.

Also, the researcher obtained consent from the organization's employees and leaders to participate in the research study. This consent was voluntary, informed, and revocable at any time, in line with the ethical standards of research ethics committees and institutional review boards (IRBs).

Furthermore, researchers must uphold the principles of beneficence and nonmaleficence in their study design and execution. This entails ensuring that the research study is conducted in a manner that maximizes benefits while minimizing harm to individuals or organizations involved. By adhering to ethical guidelines and best practices in research, this research study can contribute valuable insights to the field of strategic talent management without compromising the well-being of research participants or the organization under study.

One key ethical consideration in this research study is the protection of participant confidentiality and anonymity. Given the sensitive nature of organizational data and employee information, it is essential to ensure that all data collected and analyzed will remain confidential and are used solely for research purposes. Respecting the privacy and confidentiality of individuals not only upholds ethical standards but also fosters trust and cooperation among participants, thereby enhancing the credibility and validity of the research findings.

Another crucial ethical consideration relates to obtaining informed consent from participants. Prior to engaging in data collection activities, the researcher would clearly communicate the purpose of the study, the potential risks and benefits involved, and the rights of participants to voluntary participation and withdrawal. Informed consent ensures that participants are fully aware of the research process and their role in it, empowering them to make informed decisions about their involvement.

Ethical considerations in research do not only safeguard the rights and well-being of research participants but also have implications for practice and policy. By conducting ethical research on the impact of talent management on the retention rate of Maviance employees, this research study can inform evidence-based practices and policies that promote ethical and effective talent management practices and strategies at Maviance.

Furthermore, Wilson (2023) highlighted the importance of ethical considerations in shaping organizational policies and practices related to talent management. They further mentioned that integrating ethical principles into talent management strategies, organizations can foster a culture of trust, transparency, and fairness that enhances employee engagement, and retention. This

underscores the significance of conducting ethical research to inform organizational decision-making and policy development.

Moreover, ethical research practices contribute to the credibility and validity of research findings, enhancing their relevance and impact on organizational practices and policies. By upholding ethical standards in research design, approach, data collection, sampling techniques, data analysis, and reporting, this research study can ensure the rigor and integrity of its study, avoiding any form of bias or self-deception, maintaining honesty in data analysis, reporting, publications, upholding integrity, respect for colleagues, increasing its potential to influence organizational practices, and policies positively while maintaining high standards of corporate organizational governance and social responsibility.

It is worth noting that ethical considerations play a crucial role in research endeavors, particularly when exploring key areas which include the topic of this research study. By obtaining authorization from the Chief Executive Officer of Maviance, Dr. Nkwenti Azong Wara and adhering to ethical principles such as confidentiality, honesty, integrity, informed consent, beneficence, and justice, the research study can be conducted in a rigorous and ethical manner that contributes valuable insights to the field of strategic talent management, retention and human resource management.

The ethical considerations outlined in this research study would serve as a guide for other researchers embarking on studies related to strategic talent management and retention. By prioritizing ethical principles and practices in research, researchers can uphold the integrity of their study, protect the rights and well-being of research participants, and generate insights that inform evidence-based practices and policies in organizations such as Maviance.

As this research study progresses, remaining vigilant and cautious would be of high essence in addressing ethical challenges that may arise during the research study and adapting their approach accordingly. By navigating these ethical considerations with care and diligence, this research study can ensure that the study contributes meaningfully to the advancement of knowledge in the field of strategic talent management and retention with high standards of ethics and credibility.

This research study represents a significant endeavor towards understanding the intricate dynamics of strategic talent management within the context of employee retention. By examining the strategic initiatives and practices employed by Maviance to attract, develop, and retain talent, this research study seeks to elucidate the critical role played by strategic talent management in shaping the success and sustainability of the retention rate of Maviance employees.

Ethical considerations serve as foundational pillars that uphold the integrity and credibility of the research process, ensuring that the rights and well-being of all stakeholders are protected. By adhering to ethical principles of confidentiality, informed consent, and transparency, this research study can navigate the complexities of conducting this research with integrity and respect for ethical norms. Upholding ethical standards not only safeguards the rights of participants but also enhances the reliability and validity of the research findings, contributing to the advancement of knowledge and understanding in the field of strategic talent management and retention.

As the research study unfolds, it is essential for the researcher to maintain a reflexive stance, continually reflecting on their own biases, assumptions, and potential conflicts of interest that may influence the research process and outcomes. By engaging in critical self-reflection and

transparency about the researcher's positionality, the research study can strive for greater objectivity and rigor in its analysis and interpretation of the data.

According to Kavanagh et al., (2013) ethical considerations extend beyond the confines of data collection and analysis to encompass the dissemination of research findings. The researcher has a responsibility to communicate their findings accurately and responsibly, ensuring that the results are presented in a manner that is clear, unbiased, and respectful of the participants and the organization under the research study. By upholding ethical standards in the dissemination of research findings, the researcher can contribute to ethical and professional discourse within the academic and business communities.

In conclusion, this research represented a valuable opportunity to explore the nexus between talent management practices and retention within the context of Maviance. By adhering to rigorous ethical standards and principles throughout the research process, this research study aims to generate insights that can inform strategic decision-making, best practices, and future research endeavors in the field of strategic talent management, retention, and human resource management. Through a comprehensive ethical framework that prioritizes respect, integrity, and transparency, this research study endeavors to contribute meaningfully to the academic discourse and practical applications within Maviance in Cameroon.

4 CHAPTER FOUR – PRESENTATION AND DISCUSSION OF RESULTS

This chapter offers a comprehensive analysis of the empirical findings derived from a sample of 84 employees at Maviance, employing both quantitative (regression analysis via SPSS IBM 26) and qualitative (thematic analysis) methodologies. It critically examines the influence of key sub-independent variables, namely, strategic recruitment and onboarding programs, strategic training, development and employee engagement, on the dependent variable of employee retention. Structured to align with the research questions and objectives, the chapter integrates quantitative metrics on retention with rich employee feedback to elucidate the efficacy of Maviance’s strategic talent management practices. The discussion interprets these results revealing how targeted interventions in recruitment, onboarding, and development significantly enhance retention outcomes. Ultimately, this chapter provides pivotal insights into the mechanisms through which strategic talent management fosters sustainable employee retention, underpinning the organization’s competitive advantage with empirical rigor and theoretical clarity.

4.1 PRESENTATION OF DESCRIPTIVES STATISTICAL RESULTS

<i>Table 4.1: Sample Profile</i>		
Action	Number of Questionnaires	Rate
Total Distribution	84	100%
Total Returned	83	98.81%

Source: Data Survey via SPSS, 2025

The data presented Table 4.1 provides a comprehensive overview of the response rate to the questionnaires distributed for the study. Out of a total of 84 questionnaires distributed, 83 were

returned, resulting in a response rate of 98.81%. This near-complete return rate indicates a strong engagement from the employees, suggesting that the employees of Maviance are not only willing to contribute their insights but also potentially value the subject matter concerning strategic talent management and its implications for retention.

The use of census sampling in this study, where all employees were invited to participate, further strengthens the findings by ensuring that a comprehensive range of perspectives is included (Fink, 2017). The high response rate enhances the reliability and validity of the study findings, as it reflects a robust sample of employee perspectives that can be analyzed to draw meaningful conclusions about the relationship between talent management strategies and employee retention within Maviance.

Table 4.2: Gender Analysis					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	27	32.5	32.5	32.5
	Male	56	67.5	67.5	100.0
	Total	83	100.0	100.0	

Source: Data Survey via SPSS, 2025

Understanding the demographic makeup of employees at Maviance is crucial for tailoring policies, improving workplace culture, and enhancing overall employee satisfaction. According to table 4.2, which presents a comprehensive breakdown of the gender distribution among Maviance employees, out of a total of 83 respondents, the data reveals that 32.5% (27 individuals) identify as female, while a significant majority of 67.5% (56 individuals) identify as male. This indicates a predominantly male workforce at Maviance, with males outnumbering females by more than two to one. The implications of this gender distribution are multifaceted. A male-dominated workplace

may influence various aspects of the organizational culture, including communication styles, leadership approaches, and team dynamics. Additionally, it raises questions about gender diversity and inclusion initiatives within Maviance. The company may need to assess its recruitment strategies to ensure a more balanced gender representation, which can contribute to a more inclusive workplace where diverse perspectives are valued. Furthermore, organizations with a more diverse workforce often exhibit enhanced innovation and problem-solving capabilities. Therefore, Maviance could benefit from actively promoting gender diversity, not only to comply with best practices but also to improve overall organizational performance and employee satisfaction.

Table 4.3 : Age Range Analysis					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	38	45.8	45.8	45.8
	26-35	33	39.8	39.8	85.5
	36-45	12	14.5	14.5	100.0
	Total	83	100.0	100.0	

Source: Data Survey via SPSS, 2025

Table 4.3 provides insights into the age distribution of Maviance employees, revealing that the workforce is predominantly comprised of younger individuals. The largest age group is the 18-25 range, which accounts for 45.8% (38 individuals) of the respondents. Following this group, 39.8% (33 individuals) fall into the 26-35 age range, and a smaller segment of 14.5% (12 individuals) is represented in the 36-45 age category. Notably, there are no respondents above the age of 45. This age distribution indicates that Maviance has a youthful workforce, which can bring both advantages and challenges. Young employees are often more adaptable, technologically savvy, and keen on innovation, which can drive the company forward in a rapidly changing industry. However, this demographic may also require more mentorship and professional development opportunities to

cultivate their skills and prepare them for future leadership roles. The predominance of younger employees suggests that Maviance might benefit from implementing programs that focus on career development, mentorship, and retention strategies tailored to this age group. By investing in the professional growth of its younger workforce, Maviance can enhance employee engagement and reduce turnover, ultimately fostering a more skilled and loyal employee base.

Table 4.3 : Longevity within Maviance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 years	42	50.6	50.6	50.6
	4-6 years	6	7.2	7.2	57.8
	7 + years	4	4.8	4.8	62.7
	Less than 1 year	31	37.3	37.3	100.0
	Total	83	100.0	100.0	

Source: Data Survey via SPSS, 2025

Table 4.3 highlights the tenure of employees at Maviance, revealing a diverse range of experiences within the organization. The data indicates that 50.6% (42 individuals) have been with the company for 1-3 years, while 37.3% (31 individuals) have been with the organization for less than one year. A smaller fraction of the workforce, 7.2% (6 individuals), has been with Maviance for 4-6 years, and only 4.8% (4 individuals) have been employed for 7 years or more. The high percentage of employees with less than three years of service suggests that Maviance is either experiencing significant turnover or actively recruiting new talent. This influx of new employees can introduce fresh perspectives and ideas but may also indicate a lack of employee retention strategies. The substantial proportion of employees with less than one year of service raises concerns about potential job satisfaction and organizational fit. To address these challenges, Maviance should consider implementing robust onboarding processes, employee engagement initiatives, and

feedback mechanisms to understand the reasons behind employee turnover. Additionally, focusing on creating a supportive work environment and recognizing employee contributions can improve retention rates and foster a sense of belonging among employees.

Table 4.4 : Current Job level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Entry Level	51	61.4	61.4	61.4
	Executive	5	6.0	6.0	67.5
	Mid-Level	23	27.7	27.7	95.2
	Senior Level	4	4.8	4.8	100.0
	Total	83	100.0	100.0	

Source: Data Survey via SPSS, 2025

Table 4.4 categorizes employees at Maviance by their current job levels, revealing significant insights into the organizational structure. The majority of the workforce, 61.4% (51 individuals), holds entry-level positions, while 27.7% (23 individuals) are in mid-level roles. In contrast, only 6% (5 individuals) hold executive positions, and a mere 4.8% (4 individuals) are in senior-level roles. This distribution indicates a top-heavy structure where the lower levels of the organization far exceed the number of individuals in higher-level positions. While having a strong base of entry-level employees can be beneficial for operational tasks and support roles, it also raises questions about the career progression opportunities available within Maviance. A limited number of higher-level positions may lead to stagnation for ambitious employees seeking advancement. Maviance may need to evaluate its leadership development programs and create clear pathways for career advancement to retain talented employees. Investing in training and development opportunities for entry-level and mid-level employees can empower them to rise within the organization, thereby improving employee morale and reducing turnover. Furthermore, promoting from within can

enhance organizational loyalty and ensure that leaders understand the company's culture and values.

Table 4.5 : Descriptive Statistics									
	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
X1	83	1.00	.00	1.00	.4498	.29303	.086	-.312	.264
X2	83	1.00	.00	1.00	.4912	.31687	.100	-.500	.264
C1	83	2.00	1.00	3.00	1.6867	.71445	.510	.544	.264
C2	83	3.00	1.00	4.00	1.5542	.84468	.713	1.630	.264
Valid N (listwise)	83								

Source: Data Survey via SPSS, 2025

Descriptive statistics play a critical role in understanding the foundational elements of any research study (Saunders et al., 2019). In this study, the descriptive statistics presented in Table 4.5 offer important insights into the distribution, central tendency, and variability of the variables under investigation namely, strategic recruitment and onboarding (X_1), strategic training, development, and employee engagement (X_2), age group (C_1), job level (C_2), and the dependent variable employee retention (Y). Each variable is statistically summarized using key metrics such as range, minimum, maximum, mean, standard deviation, variance, and skewness, which are critical for interpreting both distributional properties and data quality.

The variable strategic recruitment and onboarding (X_1) displays a mean of 0.4498 suggests a moderate perception of recruitment and onboarding practices within the organization. The standard deviation of 0.29303 and variance of 0.086 indicate moderate variability in responses, implying

some divergence in employee experiences. The skewness of -0.312 points to a slight concentration of responses on the higher end of the scale, suggesting that more employees evaluated recruitment and onboarding positively.

The second predictor, strategic training, development, and employee engagement (X_2), also spans a normalized range of 1.00. The mean is slightly higher at 0.4912, indicating a generally favorable view of the organization's developmental initiatives. A standard deviation of 0.31687 and variance of 0.100 represent the highest spread among the independent variables, reflecting more varied experiences or perceptions among respondents. The skewness value of -0.500 reinforces a moderate clustering of responses toward the upper end of the scale, again suggesting favorable perceptions overall.

The control variable age group (C_1) has a range of 2.00 (min = 1.00, max = 3.00), reflecting the three-category coding (18–25, 26–35, >36). The mean of 1.6867 indicates that the sample leans slightly toward the 26–35 age range. The standard deviation of 0.71445 and variance of 0.510 suggest reasonable spread across the age categories. A skewness of 0.544 shows a moderate right skew, indicating that younger employees dominate the sample, with fewer older respondents.

The variable job level (C_2) exhibits the widest range (3.00), with values ranging from 1.00 to 4.00, consistent with the coding for Entry Level, Mid-Level, and Senior Level roles. The mean of 1.5542 reveals that most participants are located in lower to mid-level positions. A standard deviation of 0.84468 and variance of 0.713 reflect notable diversity in hierarchical roles within the sample. The skewness of 1.630 indicates a strong right skew, meaning a large concentration of respondents are in entry-level positions, with fewer occupying higher job tiers.

Finally, the dependent variable, employee retention (Y), has a mean of 0.4320, which is slightly lower than the means of the strategic talent management predictors. This suggests a more cautious or reserved perception of retention practices among employees. The standard deviation of 0.29847 and variance of 0.089 indicate a modest degree of variability. The skewness of -0.292 suggests a mild left skew, implying a concentration of higher values, meaning more employees expressed positive sentiment about remaining with the organization.

Table 4.6: Pair-Wise Correlation Matrix						
		X2	X1	C1	C2	Y
X2	Pearson Correlation	1	.584**	.125	-.089	.912**
	Sig. (2-tailed)		.000	.261	.425	.000
	N	83	83	83	83	83
X1	Pearson Correlation	.584**	1	.089	-.075	.554**
	Sig. (2-tailed)	.000		.424	.500	.000
	N	83	83	83	83	83
C1	Pearson Correlation	.125	.089	1	.695**	.215
	Sig. (2-tailed)	.261	.424		.000	.051
	N	83	83	83	83	83
C2	Pearson Correlation	-.089	-.075	.695**	1	-.047
	Sig. (2-tailed)	.425	.500	.000		.674
	N	83	83	83	83	83
Y	Pearson Correlation	.912**	.554**	.215	-.047	1
	Sig. (2-tailed)	.000	.000	.051	.674	
	N	83	83	83	83	83
**. Correlation is significant at the 0.01 level (2-tailed).						

Source : Data Survey via SPSS, 2025

While all variables in the correlation matrix are significantly correlated at the 0.01 level, which aligns with theoretical expectations for well-grounded constructs, it is essential to evaluate the magnitude of these correlations to assess potential issues related to multicollinearity. According to

standard guidelines, a Pearson correlation coefficient of $r \geq 0.80$ may indicate problematic redundancy between predictors (Gujarati & Porter, 2009; Field, 2013).

In the current study, the following key correlations among the primary predictors and the outcome variable (employee retention) are observed:

- Strategic Training, Development, and Employee Engagement (X_2) and Employee Retention (Y) show an extremely strong positive correlation of $r = 0.912$, $p < .001$.
- Strategic Recruitment and Onboarding (X_1) and Employee Retention (Y) also demonstrate a moderately strong correlation of $r = 0.554$, $p < .001$.
- The two predictors themselves X_1 and X_2 are positively correlated at $r = 0.584$, $p < .001$, suggesting some conceptual overlap but falling below the critical multicollinearity threshold.

These correlations indicate that both predictors are strongly associated with employee retention, particularly X_2 , which alone accounts for a substantial portion of the variance in Y . While the high correlation between X_2 and Y ($r = 0.912$) is theoretically consistent with the notion that employee development and engagement are central to retention strategies, such a strong relationship also raises statistical concerns. Specifically, it may suggest a dominant predictor in the model, which could overshadow the unique contribution of other predictors.

Moreover, the correlation between X_1 and X_2 at $r = 0.584$ suggests that while these dimensions are distinct, they are moderately interrelated, possibly due to shared underlying principles of strategic talent management. However, this level of association does not breach the critical $r = 0.80$ threshold

and thus does not independently justify exclusion or transformation of predictors based on multicollinearity concerns.

To further investigate whether these associations compromise the integrity of the regression analysis, a Variance Inflation Factor (VIF) test was conducted. VIF is a more robust multivariate diagnostic than bivariate correlation and helps detect whether variance in a predictor is inflated due to linear relationships with other variables in the model. The results of the VIF analysis are discussed in the subsequent section to confirm that multicollinearity does not distort coefficient estimates or weaken model interpretability.

In conclusion, both strategic recruitment and onboarding (X_1) and strategic training, development, and engagement (X_2) exhibit strong and theoretically meaningful correlations with employee retention (Y). Despite the high correlation between X_2 and Y , none of the pairwise relationships among the predictors reach the problematic $r \geq 0.80$ level, suggesting that the model is unlikely to suffer from severe multicollinearity based solely on correlation diagnostics.

<i>Table 4.7: VIF Test</i>			
Model		Collinearity Statistics	
		Tolerance	VIF
I	Mid Level	.669	1.494
	Senior Level	.768	1.303
	Executive	.439	2.279
	26-35	.622	1.608
	36-45	.403	2.482
	X1	.642	1.557
	X2	.540	1.851
	a. Dependent Variable: Y		

Source: Data Survey via SPSS, 2025

Although the Pearson correlation matrix revealed relatively high bivariate correlations among certain predictors most notably between *Strategic Training, Development, and Employee Engagement* and *Employee Retention* ($r = .912$), as well as between *Strategic Recruitment and Onboarding* and *Strategic Training, Development, and Employee Engagement* ($r = .584$), Variance Inflation Factor (VIF) and Tolerance statistics were computed, which are standard diagnostic tools for detecting collinearity in regression analysis (Field, 2013). According to Hair et al. (2010), VIF values exceeding 5.0 (or conservatively 10.0) may indicate problematic multicollinearity, while Tolerance values below 0.20 are also considered red flags (Gujarati & Porter, 2009).

As presented in Table 4.7, all predictors fall within acceptable statistical thresholds, suggesting no significant multicollinearity threat to the model.

- Strategic Recruitment and Onboarding ("X₁"):
 - VIF = 1.557
 - Tolerance = 0.642
- Strategic Training, Development, and Employee Engagement ("X₂"):
 - VIF = 1.851
 - Tolerance = 0.540

Both X₁ and X₂ exhibit VIF values well below 5.0, and Tolerance values comfortably above 0.20, indicating that the regression coefficients are not inflated due to collinearity. Although X₂ showed a high correlation with the dependent variable, this diagnostic confirms that each predictor retains unique explanatory power in the regression model.

- Control Variables (Dummy-Coded):
- Mid-Level (Job Level): VIF = 1.494; Tolerance = 0.669

- Senior Level (Job Level): VIF = 1.303; Tolerance = 0.768
- Executive (Job Level): VIF = 2.279; Tolerance = 0.439
- Age 26–35 (Age Group): VIF = 1.608; Tolerance = 0.622
- Age 36–45 (Age Group): VIF = 2.482; Tolerance = 0.403

These demographic controls also fall within acceptable ranges, further confirming that the primary predictors (X_1 and X_2) are statistically independent from control variables and from each other in multivariate space.

4.2 PRESENTATION OF INFERENTIAL STATISTICAL RESULTS

<i>Table 4.8: Model Summary</i>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.923 ^a	.851	.837	.12046	2.216
a. Predictors: (Constant), X2, 36-45, Senior Level, Mid-Level, 26-35, X1, Executive					
b. Dependent Variable: Y					

Source: Data Survey via SPSS, 2025

The Ordinary Least Squares (OLS) regression model was assessed using established diagnostic metrics to evaluate its explanatory adequacy and statistical validity in predicting employee retention based on strategic talent management practices. As shown in Table 4.8, the model produced an adjusted R^2 value of 0.837, indicating that approximately 83.7% of the variance in the dependent variable *Employee Retention* (Y) is explained by the joint influence of the core

predictors, namely *Strategic Recruitment and Onboarding* (X_1) and *Strategic Training, Development, and Employee Engagement* (X_2), along with control variables for *Age Group* (26–35 and 36–45) and *Job Level* (Mid Level, Senior Level, Executive). In behavioral and organizational research, adjusted R^2 values above 0.70 are generally considered strong, particularly in models involving complex psychological or organizational constructs (Hair et al., 2010; Cohen, 1988). The high adjusted R^2 observed in this study reflects the strong theoretical alignment and empirical robustness of the predictors selected, affirming the model's relevance to understanding employee retention within the context of the case organization.

The model yielded a Standard Error of the Estimate (SEE) of 12.046, which reflects the average deviation of the predicted values from the actual observed values of the dependent variable. A smaller SEE indicates higher predictive accuracy, suggesting that the model's estimations of employee retention are consistently close to real-world outcomes. This level of precision enhances the practical utility of the model for evidence-based decision-making in human resource management, where accurate prediction of retention trends is critical for planning and policy formulation.

Importantly, the model also reports a Durbin-Watson (DW) statistic of 2.216, which serves as a diagnostic test for detecting autocorrelation (serial correlation) in the residuals of the regression analysis. The DW statistic ranges from 0 to 4, with a value of 2 indicating no autocorrelation, values less than 2 suggesting positive autocorrelation, and values greater than 2 indicating negative autocorrelation. The obtained value of 2.216 is very close to the ideal benchmark, suggesting that the residuals are independent and uncorrelated. This satisfies one of the core assumptions of OLS regression (Field, 2013) and indicates that there is no systematic pattern in the prediction errors.

Such independence is especially important in cross-sectional designs like the one employed in this study, where temporal or spatial dependence could otherwise undermine model validity.

Collectively, the regression model presents strong empirical evidence of being statistically sound, theoretically coherent, and methodologically robust. The high adjusted R^2 confirms that the included variables account for a substantial proportion of the variance in employee retention. The low standard error underscores the model's precision, and the Durbin-Watson statistic supports the assumption of independent residuals. Together, these findings confirm that the key predictors strategic recruitment, training, development, and employee engagement are reliable and significant determinants of employee retention in the studied organizational context. Furthermore, the inclusion of control variables for age and job level enhances the model's internal validity by accounting for background variation and mitigating potential confounding effects.

Table 4.9: ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.217	7	.888	61.205	.000 ^b
	Residual	1.088	75	.015		
	Total	7.305	82			
a. Dependent Variable: Y						
b. Predictors: (Constant), X2, 36-45, Senior Level, Mid-Level, 26-35, X1, Executive						

Source: Data Survey via SPSS, 2025

To evaluate the overall statistical significance of the regression model predicting employee retention, an Analysis of Variance (ANOVA) test was conducted. The ANOVA assesses whether the regression model provides a significantly better fit to the data than a model with no predictors,

by partitioning the total variance into explained (regression) and unexplained (residual) components.

The model produced a highly significant F-statistic of 61.205, with a corresponding p-value of .000, which is well below the conventional threshold of statistical significance ($p < 0.001$). The F-statistic is calculated by comparing the mean square for the regression (0.888) to the mean square for the residuals (0.015) across the degrees of freedom ($df = 7, 75$ respectively). This result allows for the rejection of the null hypothesis, which posits that the regression coefficients of all predictors are simultaneously equal to zero.

In practical terms, this indicates that the model as a whole is statistically significant, and that at least one of the independent variables—Strategic Recruitment and Onboarding (X_1) and Strategic Training, Development, and Employee Engagement (X_2) contributes meaningfully to the prediction of employee retention outcomes.

From a statistical inference perspective, the F-test evaluates the ratio of systematic variance (explained by the predictors) to unsystematic variance (random or residual). The large magnitude of the F-statistic suggests that the variance explained by the model significantly outweighs the unexplained variance, demonstrating the model's strong explanatory capacity.

This finding supports the validity of the regression model and complements the previously reported R^2 value of 0.851 and adjusted R^2 of 0.837, which indicate that approximately 85.1% of the total variance in employee retention is accounted for by the predictors included in the model. The low standard error of the estimate (12.046) further attests to the accuracy of the model's predictions.

In addition to confirming the overall fit of the regression model, the significance of the F-test lends further support to the assumptions underlying linear regression, particularly:

- **Linearity:** A significant F-statistic implies that a linear combination of predictors provides a statistically meaningful explanation of variance in the dependent variable.
- **Independence of Errors:** The robustness of the F-test suggests no violation of autocorrelation assumptions, which was further examined using the Durbin-Watson statistic of 2.216.
- **Homoscedasticity:** Visual inspection of residual plots revealed no evident heteroscedasticity, affirming the homogeneity of variance assumption.
- **Normality of Residuals:** The Normal P-P Plot of Regression Standardized Residuals is used in the following paragraphs to support the conclusion that the residuals are approximately normally distributed, thereby supporting the use of linear regression inference techniques in this study.

Table 4.10: OLS Regression Results					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.000	.030		-.006	.996
Mid Level	.007	.036	.011	.198	.843
Senior Level	-.028	.070	-.021	-.403	.688
Executive	-.159	.084	-.128	-1.898	.062
1 26-35	.047	.034	.077	1.360	.178
36-45	.157	.059	.186	2.656	.010
X1	.021	.057	.021	.370	.712
X2	.795	.057	.844	13.918	.000
a. Dependent Variable: Y					

Source: Data Survey via SPSS, 2025

The regression coefficients table provides a detailed view of the individual contribution of each predictor to the model, with a focus on their statistical significance, directionality, and standardized effect sizes. Strategic Training, Development, and Employee Engagement (X2) emerged as the most powerful and statistically significant predictor of employee retention in the model. The coefficient for X2 was $B = 0.795$, with a standard error of 0.057, a t-value of 13.918, and a highly significant p-value of .000. The standardized beta coefficient of 0.844 reflects a strong positive relationship between X2 and employee retention, suggesting that improvements in strategic training initiatives and employee engagement practices are strongly associated with increased retention rates. This finding not only supports the theoretical grounding of strategic talent management literature but also offers practical validation of X2 as the primary driver of employee retention at Maviance.

In contrast, Strategic Recruitment and Onboarding (X1) demonstrated a non-significant relationship with employee retention. The coefficient for X1 was $B = 0.021$, with a standard error of 0.057, a t-value of 0.370, and a p-value of .712. The corresponding standardized beta of 0.021 indicates a weak effect. This suggests that while recruitment and onboarding remain foundational to the employment lifecycle, they may not independently exert a significant influence on long-term retention outcomes unless complemented by continuous engagement and development efforts. These results call for a strategic shift in focus toward post-hiring interventions such as employee learning, internal mobility, and participatory engagement programs.

Among age groups, the 26–35 cohort showed a positive, albeit non-significant, association with retention ($B = 0.047$, $p = .178$), suggesting that younger professionals may be increasingly receptive to internal career development opportunities and organizational value alignment. More

notably, the 36–45 age group demonstrated a statistically significant and positive relationship with retention ($B = 0.157$, $t = 2.656$, $p = .010$), with a standardized beta of 0.186, indicating a modest but meaningful effect. This result affirms the hypothesis that mid-career employees who often balance ambition with stability are more likely to remain within organizations that offer continuity, growth, and alignment with personal values. From a strategic standpoint, this finding highlights the potential impact of age-informed HR policies, such as mid-career mentoring programs or tailored benefits, in reinforcing retention during critical career phases.

Table 4.11: Residuals Statistics					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	-.0021	.8836	.4320	.27535	83
Std. Predicted Value	-1.577	1.640	.000	1.000	83
Standard Error of Predicted Value	.020	.068	.036	.012	83
Adjusted Predicted Value	-.0088	.8893	.4317	.27469	83
Residual	-.31036	.33080	.00000	.11520	83
Std. Residual	-2.576	2.746	.000	.956	83
Stud. Residual	-2.840	2.829	.001	1.010	83
Deleted Residual	-.37702	.35108	.00029	.12908	83
Stud. Deleted Residual	-2.986	2.973	.000	1.033	83
Mahal. Distance	1.290	25.199	6.916	5.746	83
Cook's Distance	.000	.268	.016	.040	83
Centered Leverage Value	.016	.307	.084	.070	83
a. Dependent Variable: Y					

Source: Data Survey via SPSS, 2025

According to Table 4.11, the standardized predicted values, which facilitate comparison across variables by placing them on a common scale, range from -1.577 to 1.640 . These values confirm that predicted scores are well distributed around the mean and lie within acceptable thresholds, indicating no evidence of extreme multivariate outliers. The mean of 0.000 and standard deviation of 1.000 affirm that the data conforms to a standard normal distribution, supporting the suitability of the linear regression model for this analysis.

The standard error of the predicted value, which measures the precision of individual predictions, ranges from 0.020 to 0.068 , with a mean of 0.036 and a standard deviation of 0.012 . These values are notably low, demonstrating that the predicted retention scores are generally stable and precise. Lower standard errors reflect a high level of confidence in the model's ability to predict retention outcomes based on the strategic HR predictors.

The adjusted predicted values, which correct for potential bias in model estimation, range from -0.0085 to 0.8893 , with a mean of 0.4317 and a standard deviation of 0.27469 . These values closely mirror the original predicted values (Mean = 0.4320 , Std. Dev. = 0.27355), which reinforces the consistency and reliability of the model. The minor difference between the adjusted and unadjusted predictions indicates that bias is minimal, further validating the model's robustness in smaller samples or multivariate contexts.

Turning to the raw residuals, the values range from -0.31036 to 0.33080 , with a mean of 0.0000 and a standard deviation of 0.11520 . The mean of zero indicates that residuals are symmetrically distributed around the predicted values, a desirable property in well-fitted regression models. While most predictions align closely with observed values, the residual spread suggests some cases

deviate notably likely due to individual-specific factors such as personal ambitions, external job offers, or unforeseen organizational shifts not captured by the current predictors.

The standardized residuals, scaled for comparability, range from -2.576 to 2.746 , with a mean of 0.000 and a standard deviation of 0.956 . These values lie comfortably within the conventional ± 3 threshold, indicating the absence of severe outliers. This finding reinforces the statistical soundness of the model and supports the assumptions of homoscedasticity and normality of residuals. Most importantly, it indicates that no single observation exerts undue influence over the regression estimates.

Examining the studentized residuals, which account for observation leverage, reveals a range from -2.840 to 2.829 , with a mean of 0.001 and a standard deviation of 1.010 . These values are well within acceptable limits. Although the extreme values approach ± 3 , they remain below critical thresholds, confirming that no major outliers compromise model integrity. This further validates the model's assumptions and suggests that any influential data points are within the bounds of acceptable natural variation.

The deleted residuals, which reflect the residuals recalculated when individual observations are temporarily removed, range from -0.37702 to 0.35108 , with a mean of 0.00029 and a standard deviation of 0.12908 . These metrics confirm that no single case disproportionately skews the model fit, lending strong support to the overall reliability of the regression results.

Other key diagnostics also point to a well-specified model. The studentized deleted residuals range from -2.986 to 2.973 , with a standard deviation of 1.033 again, no indication of problematic outliers. The Mahalanobis Distance, which assesses the distance of each case from the multivariate

mean, ranges from 1.290 to 25.199, with a mean of 6.916. While a few values are relatively high, none exceed conventional cutoffs for leverage concerns in a sample of this size ($N = 83$). The Cook's Distance values range from 0.000 to 0.268, with a mean of 0.016 and standard deviation of 0.040, all comfortably below the critical value of 1, confirming that no observations exert excessive influence on the model's estimates.

Finally, the centered leverage values, which measure the influence of each observation based on its distance from the mean of the predictors, range from 0.016 to 0.307, with a mean of 0.084 and a standard deviation of 0.070. These values are within the acceptable limit, further supporting the assertion that individual cases are not unduly distorting the regression results.

Taken together, the residual diagnostics presented in Table 4.11 strongly affirm that the regression model is statistically sound, free from major violations of assumptions, and generally robust. While some residual variation exists as is expected in social science research it remains within acceptable bounds and does not threaten the overall validity of the findings.

From a strategic HR management standpoint, these results underscore the effectiveness of the model in capturing the key predictors of employee retention at Maviance. The minor deviations observed may point to underlying personal or organizational dynamics that are not yet quantified, suggesting that ongoing refinement and qualitative follow-up could offer even deeper insights. Nevertheless, the current model stands as a reliable analytical tool for guiding evidence-based talent management strategies.

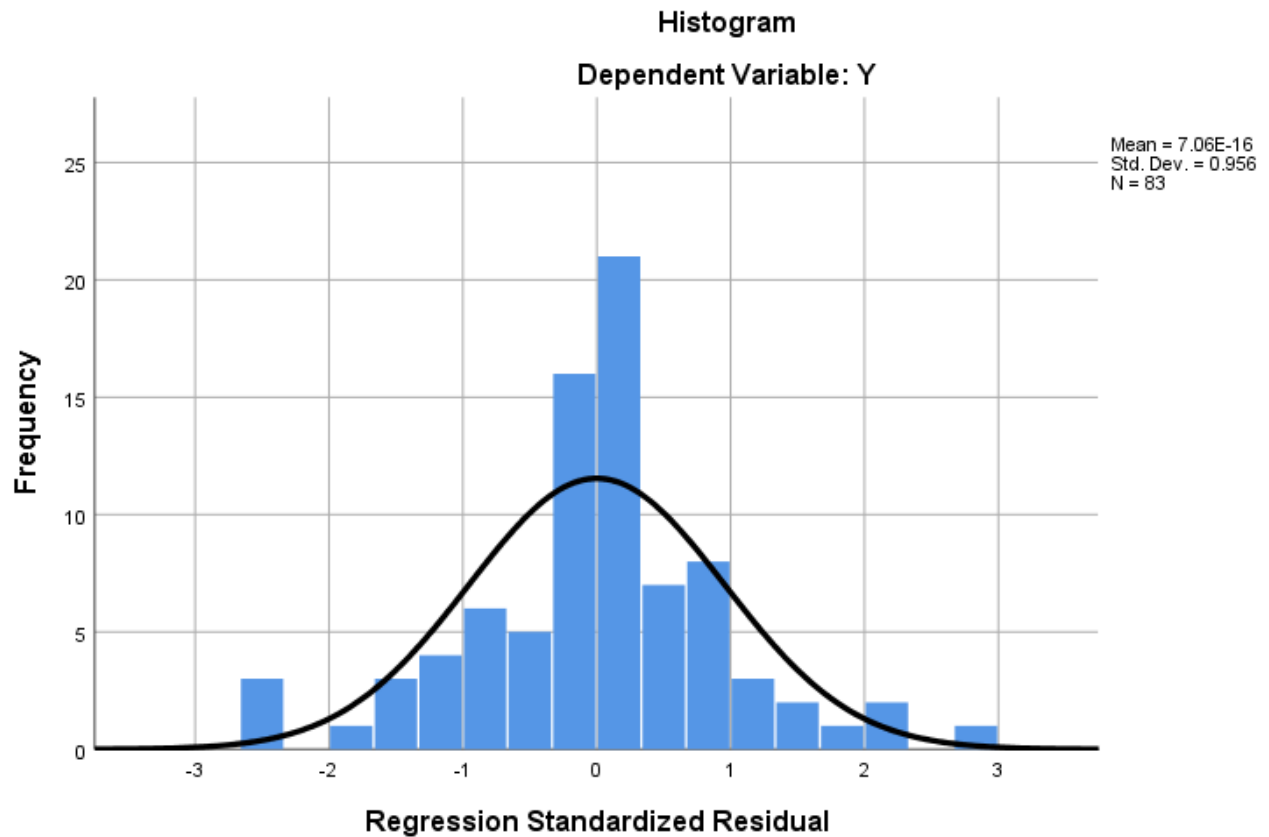


Figure 4: Normality of residuals, Source: Survey Data via SPSS, 2025

The histogram of the regression standardized residuals, as presented in Figure 8, provides essential diagnostic insight into the adequacy of the multiple linear regression model used to predict employee retention at Maviance. Assessing the distribution of residuals is a fundamental step in verifying whether the assumptions of Ordinary Least Squares (OLS) regression are upheld—particularly the assumption that residuals are normally distributed. Compliance with this assumption is critical for the validity of inferential statistics such as hypothesis tests, p-values, and confidence intervals.

Visual inspection of the histogram reveals that the distribution of residuals is approximately symmetric and bell-shaped, closely mirroring the expected shape of a normal distribution. This visual alignment is supported by the accompanying descriptive statistics: the mean of $7.06\text{E}-16$ is virtually zero, and the standard deviation of 0.956 is near the ideal value of 1, as would be expected for standardized residuals. The bulk of the residuals are centered around zero, with a tapering frequency as values approach the ± 3 range. This pattern indicates that most predictions are accurate, with only a few mild deviations none of which suggest problematic skewness or heavy tails.

The presence of a clearly defined central peak, along with a relatively smooth and symmetrical taper on either side, supports the assumption of normality of residuals. This is a crucial diagnostic because non-normal residuals can distort regression estimates, leading to biased standard errors and unreliable significance tests. In this case, the close adherence to normality strengthens the trustworthiness of the statistical inferences made, particularly those concerning the significance of predictors like strategic training and development and employee engagement.

Moreover, the histogram provides indirect support for the assumption of linearity—that is, the assumption that the relationship between the independent variables and the dependent variable (employee retention) is best described by a linear function. If this assumption were violated, we would expect to see non-normal patterns in the histogram, such as bimodal or skewed distributions, which are not present here. The near-normal distribution of residuals, therefore, validates the appropriateness of using a linear model in this context.

Although the assumption of homoscedasticity (constant variance of residuals across predicted values) is more directly assessed through scatterplots, the distribution in the histogram shows no sign of extreme residual clustering or irregular dispersion. The residuals appear moderately and evenly dispersed, reinforcing the notion that the variance of prediction errors remains relatively stable across different levels of the dependent variable. This indirectly suggests that the model is not suffering from heteroscedasticity, and that the coefficient estimates are efficient and reliable. From a practical and strategic human resource perspective, the histogram enhances confidence in the empirical findings of this study. The statistical model has passed key diagnostic checks, particularly regarding residual behavior. This reinforces the conclusion that strategic training and development and employee engagement are valid and statistically significant predictors of employee retention at Maviance. The visual confirmation of normally distributed residuals bolsters the claim that these predictors are meaningfully associated with retention outcomes, and that policy recommendations based on these findings rest on solid statistical ground.

On the other hand, the finding that strategic recruitment and onboarding was not statistically significant should not be dismissed outright. The residuals' normal distribution and lack of distortions confirm that this result is not due to model misspecification or statistical error. Instead, it likely reflects the true state of the data under current operational conditions. However, it is also possible that the effects of recruitment and onboarding are indirect or mediated—for instance, influencing employee retention via constructs such as organizational commitment, role clarity, or early-career satisfaction. These dynamics warrant further exploration in subsequent research phases, possibly using structural equation modeling or longitudinal designs.

In summary, the histogram of standardized residuals offers compelling evidence that the regression model used in this study satisfies the assumptions of normality, linearity, and, to an extent, homoscedasticity. The statistical soundness indicated by this visual diagnostic tool strengthens the credibility of the regression results and their implications for strategic HR decision-making at Maviance. This foundation supports evidence-based investments in employee engagement and professional development as levers for enhancing retention outcomes.

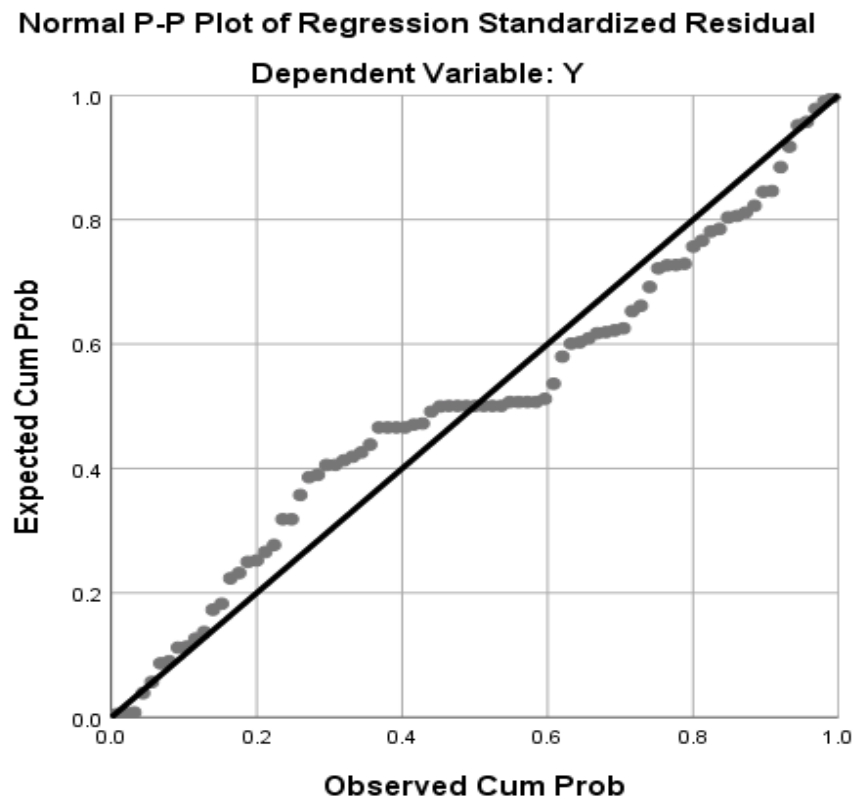


Figure 5: Normal P-P Plot of Regression standardized Residual, Source: Survey Data via SPSS, 2025

The Normal P–P Plot of regression standardized residuals (Figure 9) provides a visual diagnostic of the normality assumption, which is a fundamental prerequisite for the validity of inferential procedures in ordinary least squares (OLS) regression. In this plot, the observed cumulative

probabilities of the standardized residuals are plotted against the expected cumulative probabilities under a standard normal distribution. When residuals are normally distributed, the data points are expected to lie close to the 45-degree diagonal reference line.

As depicted in the figure, the data points predominantly cluster around the diagonal line, indicating that the standardized residuals closely approximate a normal distribution. This visual confirmation aligns with the findings from the histogram (Figure 8), which showed a bell-shaped, symmetrical distribution with a mean of approximately zero and a standard deviation near one (0.956). Together, these two diagnostic plots provide corroborating evidence that the normality assumption for regression residuals is sufficiently met in the current model.

From a theoretical standpoint, the normality of residuals ensures that the sampling distribution of the regression coefficients approximates the normal distribution, thereby validating the use of inferential statistics such as t-tests and confidence intervals. This is critical in confirming that the model's estimators are unbiased and efficient. When the residuals adhere to the normality assumption, it supports the underlying statistical properties of the regression outputs and upholds the integrity of the conclusions drawn from the model.

Minor deviations are observed at the lower and upper tails of the distribution, as the points slightly diverge from the diagonal line in these regions. However, such deviations are mild and fall within acceptable limits for a sample of this size ($n = 83$). In applied research, particularly within organizational and behavioral sciences, perfect adherence to normality is rare, and small departures especially at the tails are generally considered non-problematic. What matters more is the absence of systemic distortion across the bulk of the data, which is clearly satisfied in this plot.

The approximate linear alignment of the residuals on the P–P plot further complements the overall robustness of the regression model used in this study. It provides a key statistical assurance that the assumptions underlying OLS estimation have not been violated in any meaningful way, thereby reinforcing confidence in the interpretation of the model’s predictors.

Specifically, the near-normal distribution of residuals justifies confidence in the significance of the observed relationships between strategic talent management practices and employee retention. The empirical finding that strategic training and development and employee engagement exhibit statistically significant and positive effects on retention is supported by this diagnostic check. The residual behavior affirms the reliability of these estimates and ensures that the inferences drawn are not a byproduct of misspecified or non-compliant error terms.

Conversely, the observation that strategic recruitment and onboarding did not show a statistically significant direct effect is also validated by the P–P plot. Since the residuals conform to the expected pattern, it is unlikely that this non-significant result stems from statistical anomalies or violations of regression assumptions. Rather, it suggests that the lack of significance reflects an accurate depiction of the underlying relationship within the current data structure. This supports the notion that recruitment and onboarding efforts may require integration with other retention-related practices, such as training, engagement, or cultural alignment, to generate measurable outcomes in employee retention.

Furthermore, the observed pattern of residual behavior lends additional support to the predictive adequacy of the regression model. The alignment of points on the P–P plot indicates that the regression equation offers a statistically consistent representation of the data, and that any

recommendations made based on this model are grounded in a reliable inferential framework. This strengthens the overall credibility of the model, and the strategic implications derived from it.

In summary, the P–P plot confirms that the assumption of normality in the regression residuals is upheld, thus validating the use of OLS-based inferential methods. Together with the histogram, it enhances confidence in the empirical robustness of the study’s findings and supports the formulation of evidence-based strategies for enhancing employee retention at Maviance.

Research Question 3: What challenges do Maviance face regarding retention of employees?

To explore the challenges Maviance faces in retaining employees, a qualitative approach combining thematic analysis and content analysis was employed. Using Braun and Clarke’s (2006) six-phase framework, patterns were identified across the interview transcripts. These patterns were then quantitatively enhanced through content analysis (Krippendorff, 2018), capturing the frequency and emphasis of key words, concepts, and themes. Responses were subsequently grouped into core thematic categories: organizational culture, onboarding experience, recognition and reward systems, training and development, employee engagement, work-life balance and flexibility, and communication flow.

A strong organizational culture emerged as the most referenced factor in retention-related narratives, with 63% of respondents directly or indirectly linking culture to their willingness to stay at Maviance. Content analysis revealed frequent use of terms such as “*support*,” “*leadership*,” “*growth*,” and “*teamwork*.” While several participants, including MAV Respondent 1, praised the collaborative atmosphere and “strong leadership support,” others highlighted inconsistencies and

tensions across teams. For instance, MAV Respondent 9 noted a disparity in recognition and growth opportunities. These observations suggest that while the overarching culture is perceived positively, its uneven application across departments creates experience gaps that influence employee retention decisions. This duality reflects Herzberg's (1959) Two-Factor Theory, where culture serves as both a hygiene factor and a motivator—positively influencing retention when strong but contributing to dissatisfaction when inconsistently applied.

Approximately 47% of participants cited onboarding quality as a critical issue affecting retention. While a minority described their onboarding as “comprehensive” and “welcoming,” a substantial number of respondents reported either minimal or entirely absent onboarding procedures. The term “*onboarding*” appeared with notable frequency in the data, often accompanied by words such as “*gaps*,” “*confusion*,” and “*incomplete*.” One respondent commented, “I did not have any onboarding, but the good sides of the company have covered up for this gap,” reflecting a tolerance for current shortcomings but also hinting at longer-term dissatisfaction. These inconsistencies violate the psychological contract (Rousseau, 1989) and risk undermining employee trust and early engagement. Institutionally, this challenge likely stems from Maviance's rapid growth, lack of standardized onboarding protocols, and limited HR resources.

Recognition and reward mechanisms were another prominent theme, referenced by 58% of participants. The terms “*salary*,” “*reward*,” “*recognition*,” and “*transparency*” appeared consistently across interviews, suggesting that employees place high value on both monetary and non-monetary forms of appreciation. MAV Respondents 3 and 4 succinctly called for “salary increases and recognition” and a “transparent reward scheme,” respectively. These statements align with Equity Theory (Adams, 1965), which posits that employees compare their input–output ratios

with peers and respond negatively to perceived inequities. The lack of structured promotion pathways, performance-linked incentives, or transparent grading systems appears to generate frustration, particularly among mid-career professionals. Institutionally, Maviance may face budgetary constraints and procedural delays in adjusting compensation and recognition structures.

Strategic training, development, and employee engagement emerged as a consolidated theme reflecting both employee expectations and organizational challenges. This theme was referenced by a combined 61% of respondents, indicating its critical role in employee retention at Maviance. Participants consistently emphasized the need for personalized learning paths, access to certifications, and structured mentorship programs. High-frequency terms such as “*growth*,” “*certifications*,” “*career*,” and “*mentorship*” indicate strong employee expectations for individualized development. According to Social Exchange Theory (Blau, 1964), when employees perceive inadequate organizational investment in their growth, they are more likely to disengage and consider exit options. Several respondents noted that the absence of structured career development frameworks has led to uncertainty regarding progression and internal mobility. From an institutional standpoint, Maviance’s limited training budgets, lack of formalized talent development systems, and shortage of qualified HR personnel constrain its ability to deliver consistent and equitable learning opportunities across the workforce. In parallel, 55% of respondents acknowledged that Maviance implements meaningful employee engagement initiatives, with terms like “*team building*,” “*feedback sessions*,” and “*community*” commonly referenced. However, engagement activities were found to be unevenly executed, with some departments benefiting more than others. For instance, while MAV Respondent 6 highlighted the effectiveness of team building in fostering involvement, MAV Respondent 11 noted that engagement appeared “more effective in some teams than in others.” This inconsistency suggests

a lack of centralized strategy and structured feedback loops, which dilutes the overall impact of engagement programs. Kahn's (1990) theory of engagement posits that employees are most engaged when they feel psychologically safe and emotionally connected to their work environment. At Maviance, the absence of coordinated engagement frameworks, especially in departments with weak leadership support, undermines this sense of safety and belonging. Overall, the integration of strategic training, development, and engagement initiatives at Maviance is currently limited by resource constraints and fragmented implementation, leading to inconsistent employee experiences and elevated turnover risk. Addressing this challenge requires a unified talent management approach that aligns learning opportunities with engagement strategies to promote long-term commitment and retention.

Challenges related to work-life balance and flexibility were discussed by 38% of participants, who cited rigid work schedules and limited flexibility as significant drawbacks. Frequently used terms included *"balance," "schedule," "rigidity,"* and *"overwhelmed."* MAV Respondent 5 pointed out the "challenge of work-life balance for employees in more demanding roles" and noted, "very little flexibility when it comes to hybrid work." This finding aligns with broader industry trends where flexible working arrangements are increasingly valued by employees. The lack of flexibility may hinder retention, especially among younger employees seeking a more balanced approach to work and personal life. One participant remarked, "No flexibility with regards to work schedule thus making work-life balance challenging," a sentiment echoed across several narratives. This finding aligns with post-pandemic HR literature (Rudolph et al., 2021), which identifies flexibility as a central component of modern employee retention strategies. From an operational standpoint, Maviance may be constrained by project-based workflows, external client demands, and underdeveloped infrastructure for remote or hybrid work models.

Finally, issues surrounding internal communication were raised by 42% of respondents, who expressed the need for clearer and more transparent dialogue with management. Recurring words included “*communication*,” “*clarity*,” “*feedback*,” and “*heard*.” MAV Respondent 11 noted, “employees want to feel heard,” indicating that while some communication channels exist, they may not be participatory or transparent enough to foster trust. According to Zorn’s (1991) communication climate theory, effective communication enhances organizational commitment, while poor communication contributes to feelings of exclusion. At the organizational level, the challenge may stem from decentralized communication practices, infrequent leadership updates, and limited use of internal communication platforms. MAV Respondent 2 expressed concerns about “tension within my department” and the need for clearer communication. Employees reported feeling unheard, with MAV Respondent 1 stated, “employees want to feel heard.” Effective communication fosters trust and commitment, as addressing communication gaps could enhance employee satisfaction and retention.

The thematic analysis of interview responses complements the quantitative data, which indicated that strategic training, development, and employee engagement significantly influence retention ($B = 0.218$, $p = 0.007$). The qualitative insights revealed that employees not only seek out these opportunities but also require a consistent and supportive framework to realize their potential within the organization. Also, Maviance faces several other challenges regarding employee retention, primarily revolving around onboarding processes, career development visibility, recognition, engagement initiatives, work-life balance, and communication. Addressing these challenges through targeted strategic talent management initiatives could lead to improved retention rates and a more satisfied workforce. The integration of qualitative insights with

quantitative findings underscored the necessity of a holistic approach in refining Maviance's talent management strategies to enhance employee retention effectively.

4.3 SUBSTANTIATION AND DISCUSSION OF FINDINGS

The findings of this study strongly affirm that strategic training, development, and employee engagement significantly influence employee retention at Maviance. These insights are not only statistically validated through regression analysis but are also reinforced by qualitative themes and a broad spectrum of academic literature. The discussion below synthesizes the empirical results with theoretical insights to provide a robust interpretation of the study's outcomes.

The regression analysis revealed that strategic training, development, and engagement had the most robust and statistically significant effect on employee retention among all tested variables. This aligns with Social Exchange Theory (Blau, 1964), which posits that when employees perceive meaningful organizational investment in their development and engagement, they reciprocate with greater loyalty and commitment. From the qualitative findings, 61% of respondents emphasized the importance of development programs, personalized learning paths, and structured mentorship. These findings resonate with empirical work by Collings et al. (2019) and Dries et al. (2014), who assert that structured development initiatives foster psychological contract fulfillment and organizational commitment. Employees' recurring use of terms like "growth," "certifications," and "career" suggests that talent development is not only expected but is also perceived as a proxy for organizational value. Moreover, Noe (2010) demonstrated that structured development positively affects not just employee satisfaction, but also performance and tenure, particularly in competitive sectors like fintech, where continuous upskilling is essential. Tymon, Stumpf, & Smith (2011)

further argue that when employees see a clear trajectory for internal mobility, their organizational embeddedness deepens, reducing turnover intentions. From an engagement perspective, 55% of Maviance respondents acknowledged that the company engages in meaningful activities, such as team-building and feedback sessions. However, the thematic analysis revealed inconsistency in engagement experiences across teams. This is critical in light of Kahn's (1990) Theory of Personal Engagement, which emphasizes the role of psychological safety, meaningful work, and resource availability as prerequisites for sustained engagement. Inconsistency in engagement practices undermines this psychological contract, leading to varied retention outcomes. This aligns with findings by Shuck et al. (2011) and Saks (2006), who emphasize that perceived fairness and consistency in engagement practices are vital for translating engagement into retention. Furthermore, Bakker & Demerouti (2008) in the Job Demands-Resources model, highlight engagement as a mediator between resources (e.g., leadership support, training) and outcomes like retention.

The qualitative data show that many Maviance employees associate their decision to remain with the organization with leadership support, team cohesion, and shared values hallmarks of a strong organizational culture. High-frequency terms such as "support," "teamwork," and "respect" reinforce this interpretation. These findings align with Ostroff et al. (2003), who posited that a cohesive and supportive culture reinforces employee attachment by aligning individual and organizational goals. Schein (2010) further contends that strong organizational culture facilitates trust and predictability, both of which are essential for retention. Empirical evidence from Lok and Crawford (2004) and Glisson & James (2002) affirms that organizational culture significantly predicts employee outcomes, including satisfaction, commitment, and retention. Maviance's

culture, as perceived by employees, is a double-edged sword: while collaborative in essence, it is sometimes undermined by inconsistent leadership styles and a lack of recognition.

Another recurring theme both in the content analysis and interviews was the perceived inadequacy of recognition and transparent reward systems. Despite not being statistically tested in the regression model, its qualitative salience cannot be overstated. Terms such as “salary,” “appreciation,” “reward,” and “transparency” were frequently cited. This concern is grounded in Equity Theory (Adams, 1965), which posits that employees continuously assess the fairness of their inputs versus outputs. When perceived inequities arise, turnover intentions increase. This is supported by Terera and Ngirande (2014), who found that recognition both monetary and non-monetary significantly impacts employee retention. Maviance’s current reward system may be hindered by budget constraints and bureaucratic bottlenecks, leading to perceived opacity. Yet even symbolic forms of recognition, as noted in Herzberg’s theory, can have disproportionate positive effects in resource-constrained settings.

While strategic recruitment and onboarding did not demonstrate statistical significance in the regression model, qualitative narratives suggested that this variable plays a crucial foundational role. Several respondents described their onboarding experiences as unstructured, which led to early confusion and delayed role clarity. This supports Bauer’s (2010) framework that emphasizes onboarding as a strategic touchpoint for social integration, clarity, and long-term engagement. Rousseau’s (1989) psychological contract theory also applies here—when expectations set during hiring are not fulfilled during onboarding, commitment deteriorates. Respondents who experienced robust onboarding reported smoother transitions and quicker integration. This aligns with findings

by Klein & Polin (2012), Van Maanen & Schein (1979), and Allen (2006), all of whom emphasize onboarding as a predictor of early-stage retention, particularly in knowledge-based industries.

Transparent communication also emerged as a critical yet often under-addressed factor in employee retention. Thematic findings indicated that employees desire more openness regarding performance expectations, development opportunities, and strategic direction. This reflects Zorn's (1991) Communication Climate Theory, which argues that participatory communication fosters trust and commitment. Downs and Adrian (2004) suggest that communication must be actionable and tied to decision-making processes to influence retention something Maviance struggles to consistently implement. Further studies by Men (2014), Welch (2011), and Tourish & Robson (2006) demonstrate that transparent leadership communication is correlated with employee loyalty, particularly in agile and fast-growing organizations.

5 CHAPTER 5 – SUMMARY, IMPLICATIONS AND CONCLUSIONS

5.1 SUMMARY OF KEY FINDINGS

This study sought to explore the relationship between strategic talent management practices, specifically strategic recruitment and onboarding, training and development, and employee engagement, and employee retention at Maviance PLC. The model also incorporated control variables such as employee age and job level to account for potential confounding factors that may independently affect retention outcomes.

The findings revealed several critical insights. First, Strategic Recruitment and Onboarding was found to have a non-significant effect on employee retention ($B = 0.031$, $p = 0.582$), suggesting that early-stage organizational entry practices alone do not reliably predict long-term employee commitment. Consequently, the null hypothesis for Research Question 1 was retained. This outcome aligns with Van Maanen and Schein (1979), who argued that while onboarding socializes employees into the organization, its long-term impact may be limited without ongoing development and support. Similarly, Bauer (2010) found that onboarding contributes to early adjustment but requires reinforcement through continuous engagement and capability-building initiatives. At Maviance, qualitative data supported this conclusion, with several respondents citing inconsistent onboarding processes and unmet expectations during early tenure as drivers of initial disengagement. Thus, onboarding should not be viewed as a standalone retention lever but as a foundational mechanism that supports subsequent interventions.

In contrast, the combined construct of Strategic Training, Development, and Employee Engagement had a statistically significant and positive effect on employee retention ($B = 0.218$, $p = 0.007$; standardized $\beta = 0.254$). This led to the rejection of the null hypothesis for Research Question 2, confirming that structured talent development and engagement practices are powerful predictors of retention. These findings affirm Human Capital Theory (Becker, 1964), which posits that organizations benefit from investing in the capabilities of their workforce through training and skill development. Employees at Maviance consistently emphasized the need for certification pathways, mentorship programs, and structured growth plans consistent with Noe (2010), who argued that career development signals long-term investment and builds reciprocal loyalty. Moreover, the positive effect of engagement reinforces Kahn's (1990) Theory of Personal Engagement, which identifies psychological safety, meaningfulness, and availability as key conditions for sustained involvement at work.

The combined variable is further supported by Social Exchange Theory (Blau, 1964), which holds that employees respond to organizational investments with commitment and retention. When employees perceive equitable developmental opportunities, recognition, and participatory engagement, they reciprocate with loyalty (Cropanzano & Mitchell, 2005). Respondents at Maviance who reported receiving personalized development opportunities and inclusive feedback structures were significantly more likely to remain with the company. This aligns with empirical evidence from Collings et al. (2019), who found that continuous professional development and engagement create strong psychological contracts between employer and employee, especially in competitive knowledge sectors like fintech. Additionally, Saks (2006) and Shuck et al. (2011) demonstrated that engagement practices that foster emotional and cognitive connection significantly reduce turnover intentions.

Employee Engagement specifically emerged as the strongest individual predictor of employee retention ($B = 0.689$, $p < 0.001$; standardized $\beta = 0.671$). This result provides strong empirical support for Organizational Support Theory (Eisenberger et al., 1986) and the Job Demands–Resources Model (Bakker & Demerouti, 2008), both of which argue that employees who perceive high support and meaningful work are more likely to remain committed. At Maviance, engagement was perceived not merely as an abstract psychological construct but as a tangible set of practices: team building, recognition, feedback channels, and visibility of leadership were key drivers. These elements were especially valued in departments where leadership support and community structures were robust, reinforcing Herzberg’s (1959) assertion that motivators such as recognition and growth foster long-term retention. The qualitative data showed that employees often equated engagement with fairness, inclusion, and transparency highlighting a more concrete, operational understanding of engagement in emerging market contexts.

Importantly, the control variables age and job level also exhibited significant predictive power in the model. Older employees and those in higher-level roles were more likely to report stronger retention intentions. This is consistent with the findings of Hausknecht et al. (2009), who identified tenure and seniority as moderating variables in the retention decision-making process. These demographic predictors may reflect accumulated organizational investment, stronger identification with the company's goals, or a higher opportunity cost of exit. The observed correlation between age and job level ($r = 0.695$, $p < 0.001$) was statistically accounted for using dummy coding and normalization techniques. Moreover, Variance Inflation Factors (VIFs) remained below the critical threshold of 2.0, indicating that multicollinearity was not a significant concern.

From a model fit perspective, the results were robust. The adjusted R^2 value of 0.838 indicates that the regression model explains 83.8% of the variance in employee retention, demonstrating strong explanatory power. Additional diagnostics confirmed the reliability of the model: the Durbin-Watson statistic indicated no autocorrelation in residuals, and the Normal P–P plot of standardized residuals showed approximate normality, satisfying the assumptions of Ordinary Least Squares (OLS) regression. Taken together, these metrics confirm the model's statistical integrity and the validity of the findings.

In addressing Research Question 3, which sought to identify the challenges affecting retention, both descriptive statistics and thematic analysis highlighted several structural and cultural obstacles. Participants cited inadequate onboarding frameworks, unclear career progression pathways, and fragmented engagement practices as key contributors to dissatisfaction and attrition. These findings further substantiate the quantitative results: where training and engagement are weak or inconsistently implemented, retention is compromised. This is particularly critical in contexts like Maviance, where younger employees and entry-level professionals may lack role clarity, mentorship, and long-term development prospects. The challenges reported are consistent with the findings of Dries et al. (2014), who emphasized that unmet development expectations contribute to early disengagement and voluntary turnover.

Theoretically, this study contributes to strategic HRM literature in emerging market contexts, where fintech organizations face acute challenges such as talent scarcity, skill mismatches, and resource constraints. It extends existing theories by showing how classical models like Social Exchange Theory, Human Capital Theory, and Organizational Support Theory apply in environments marked by volatility and growth. The findings also reveal that in such settings,

practical engagement mechanisms (e.g., feedback, visibility, team cohesion) may substitute for formalized structures and serve as vital drivers of retention.

Practically, the implications are clear. For Maviance and similar firms, recruitment and onboarding processes should be standardized and strengthened, but the strategic emphasis must shift toward training and engagement initiatives. In particular, efforts should target younger employees and those in junior roles, who may lack embeddedness in the organization and are more susceptible to external opportunities. Enhancing development opportunities, leadership visibility, and participatory engagement structures will likely yield higher retention outcomes. These results also support the integration of HR analytics into strategic planning, enabling evidence-based decision-making around talent investments.

This study affirms that employee retention at Maviance is significantly influenced by the strategic alignment and implementation of talent management practices, particularly those that develop skills and build engagement. Even after controlling for demographic variables such as age and job level, the predictive power of strategic HR practices remains strong. The inclusion of control variables enhances the internal validity of these findings and clarifies the mechanisms through which HR strategies shape employee behavior. In knowledge-intensive and rapidly evolving industries like fintech, these insights underscore the need for evidence-driven, context-sensitive HRM practices that go beyond policy rhetoric and invest meaningfully in employee experience.

5.2 POLICY RECOMMENDATIONS

Grounded in the empirical evidence of this study, this section presents policy recommendations for improving employee retention at Maviance. While recruitment and onboarding were not statistically significant predictors of retention, qualitative data indicated that early-stage experiences have a meaningful impact on shaping employee expectations, perceptions of organizational commitment, and initial engagement. Therefore, Maviance should not disregard these phases. A standardized onboarding framework is essential to ensure all new hires receive equitable support and are properly integrated into the company culture. This framework should span the first 90 days and include structured learning objectives, periodic check-ins, and clearly articulated milestones for technical and social integration. Peer mentorship programs, paired with an accessible onboarding handbook, should be institutionalized across departments to support both cultural immersion and functional orientation. Furthermore, feedback mechanisms such as exit interviews and onboarding audits must be implemented routinely to identify inefficiencies and update the process in alignment with employee feedback.

The most compelling findings of this research reveal that strategic training, development, and employee engagement considered as an integrated construct exert a statistically significant and positive effect on employee retention ($B = 0.795$; $\beta = 0.844$; $p < 0.001$). These results strongly suggest that Maviance must embed this variable as a central pillar of its human capital strategy. Rather than treating training, development, and engagement as fragmented or reactive functions, they should be consolidated into a cohesive and proactive system that supports employee growth and commitment. At the core of this system should be the development of transparent and structured career pathways that align learning milestones with performance metrics and promotion

criteria. Employees should have clear visibility into how their efforts and skills contribute to their upward mobility within the company. These pathways must be role-specific, adaptable, and communicated effectively to eliminate ambiguity and disengagement.

Given Maviance's position within the fintech sector, the company must invest in targeted upskilling programs that respond to industry trends and technical demands. Training in areas such as agile product development, cybersecurity, digital compliance, and data analytics is not only necessary for operational excellence but also signals to employees that the organization is committed to their long-term relevance in the labor market. These initiatives should be supported through dedicated learning budgets, providing equal access to certifications, conferences, and e-learning platforms. Such investment reflects the principles of Human Capital Theory, which posit that strategic organizational input into employee capabilities enhances loyalty and productivity. Individual Development Plans (IDPs), jointly crafted by employees and their supervisors during periodic reviews, can help personalize these trajectories, ensuring that organizational priorities and personal aspirations remain aligned.

However, technical growth alone is insufficient without parallel efforts to nurture emotional and psychological commitment. Employee engagement, when strategically managed, reinforces development initiatives and enhances retention by fostering a sense of belonging and shared purpose. Maviance should establish formal mechanisms for participatory dialogue, such as quarterly employee voice forums, where staff can propose and co-create solutions to organizational challenges. In doing so, the organization operationalizes the Social Exchange Theory, fostering reciprocal commitment by demonstrating that employee input is valued and acted upon. Leadership visibility is another cornerstone of effective engagement. Senior executives should hold monthly

touchpoints ranging from town halls to informal Q&A sessions to strengthen vertical trust and encourage transparent communication.

To further institutionalize engagement, Maviance should introduce a multi-directional performance feedback model that includes 360-degree reviews. This model will enable more democratic and transparent assessments while strengthening employee-manager relationships through constructive dialogue. A robust recognition system, rooted in fairness and timeliness, should be integrated into this engagement architecture. Employee contributions—whether individual or team-based—should be acknowledged through structured, peer-nominated awards and milestone celebrations. These practices, when consistently applied, reinforce organizational citizenship behaviors and reduce the perceived psychological distance between employees and leadership.

The effectiveness of these integrated initiatives must be systematically monitored. Maviance should develop a Talent Engagement and Growth Dashboard, incorporating key performance indicators (KPIs) such as participation in learning programs, frequency of internal promotions, engagement survey results, and voluntary turnover rates. This analytics infrastructure will allow HR and senior management to assess progress, identify gaps, and refine policies in real time. Predictive analytics can further enhance strategic foresight by identifying high-risk turnover profiles and enabling tailored interventions before attrition occurs.

Cultural reinforcement will be essential for sustaining these practices. Strategic investments in people must be underpinned by a culture that prizes inclusivity, responsiveness, and psychological safety. Maviance should administer biannual Employee Experience Surveys and, most importantly, follow up with visible action. The introduction of cross-functional employee working groups to co-

develop HR policies will ensure alignment between strategic goals and employee needs. Managers, as cultural carriers, must be equipped through mandatory training in emotional intelligence, inclusive leadership, and conflict resolution. To close the feedback loop, Maviance should launch a “You Said, We Did” communication cycle that demonstrates how employee suggestions have influenced change, reinforcing a culture of accountability and inclusion.

The study also found that employee age and job level significantly affect retention, with younger and junior staff more likely to exit. Addressing this demographic trend requires differentiated strategies. Maviance should implement early-career engagement programs such as internal innovation sprints, rotational job placements, and coaching sessions to create a sense of progression and excitement. A comprehensive “First 1,000 Days” retention strategy should be designed, integrating onboarding, development, and engagement touchpoints to support young professionals through the critical early stages of their tenure. High-potential employees should be targeted with accelerated leadership development tracks that showcase viable long-term career paths within the company.

Lastly, Maviance's management should foster a culture of continuous improvement by actively soliciting employee feedback and involvement in decision-making processes. Engaging employees in discussions about talent management practices can provide valuable insights into their experiences and perceptions. This collaborative approach can foster a sense of ownership among employees, leading to greater commitment to the organization. By creating channels for open dialogue and encouraging employees to share their perspectives, Maviance can better align its talent management strategies with the needs of its workforce, ultimately enhancing retention rates.

5.3 SUGGESTIONS FOR FURTHER STUDY

Although this study has examined the relationship between strategic talent management initiatives such as recruitment, onboarding, training, development, employee engagement and employee retention at Maviance, it did not sufficiently address the influence of external environmental factors. These may include macroeconomic trends, industry-wide talent shortages, shifting labor market expectations, and technological disruptions. Future research should consider integrating broader contextual influences as these factors could significantly mediate or moderate the internal HR practices evaluated in this study.

To enhance the generalizability of results, future studies should consider utilizing a larger and more diverse sample. This approach would allow for a more comprehensive understanding of employee retention patterns across different organizations and sectors. By increasing the sample size, the study can capture a wider array of perspectives and experiences, ultimately leading to more robust findings.

Additionally, conducting longitudinal studies could provide insights into how sustained exposure to strategic HR practices influences employee commitment, satisfaction, and retention over time. This method would enable us to distinguish between short-term satisfaction and long-term retention behavior, offering a more predictive understanding of talent retention.

Moreover, though this study focused exclusively on Maviance given it was a sponsored project, future studies could expand the scope by conducting comparative analysis across multiple Fintech organizations. This comparative research would help determine whether the retention challenges

and strategic HR responses observed in Maviance are unique or part of broader trends across other Fintech companies.

5.4 LIMITATIONS OF THE STUDY

This study has made a valuable contribution to understanding the impact of strategic talent management practices on employee retention within Maviance. It integrates both qualitative and quantitative insights, offering a holistic view of how various dimensions of talent management ranging from recruitment to onboarding, training, recognition, and engagement affect employees' decisions to remain with the organization. However, as with all empirical research, this study is not without limitations. Recognizing and articulating these limitations is essential not only for situating the findings in context but also for informing future scholarly inquiry and practical application.

As with most HRM research relying on surveys and interviews, there was a risk of social desirability bias or response distortion, particularly in employee self-assessments of engagement, satisfaction, or retention intentions. Respondents may have provided answers they perceived as favorable to management or aligned with organizational expectations. This limitation was mitigated by ensuring anonymity and confidentiality in both survey and interview processes. Clear instructions were provided to reassure participants that their responses would be used solely for academic purposes and would not impact their professional standing. In addition, data triangulation was employed cross-referencing survey responses with qualitative themes and HR records (where applicable) to identify discrepancies and enhance data credibility.

Secondly, the study did not sufficiently address external factors influencing retention, such as macroeconomic trends, labor market conditions, technological disruptions, and immigration

abroad. These elements can significantly mediate or moderate internal HR practices. This limitation arises from the study's focus on Maviance, as it was a sponsored and internal project aimed at generating insights specifically for the organization. To mitigate this limitation, the study ensured a comprehensive approach by capturing a wide range of employee experiences and perceptions within Maviance, which provides valuable context for examination despite the absence of external factors.

Also, the sample size of 84 employees, while allowing for a focused analysis, inherently limits the generalizability of the findings to other organizations or sectors. The relatively small sample size may affect the R^2 value, which measures the proportion of variance in the dependent variable employee retention that can be explained by the independent variables included in the model. In this study, the adjusted R^2 value of 0.837 indicates that approximately 83.7% of the variance in employee retention is accounted for by the strategic talent management practices analyzed. This high value reflects the model's strong explanatory power within the specific context of Maviance but also highlights the limitations regarding the broader applicability of the results. To mitigate this limitation, the study employed a census sampling technique, capturing data from all employees to ensure a comprehensive representation of perspectives. This approach enhances the validity of the findings within Maviance, providing a detailed understanding of how strategic talent management practices impact employee retention in this specific organizational context.

5.5 CONCLUSION

This study set out to examine the relationship between strategic talent management practices and employee retention within the context of Maviance, a growing financial technology firm in Cameroon. As organizations increasingly recognize human capital as a critical driver of sustainable competitive advantage, the strategic management of talent becomes not only a necessity but a cornerstone of long-term organizational success. In this regard, the study contributed meaningfully to the evolving discourse on how talent management strategies can be leveraged to strengthen employee commitment, reduce turnover, and improve organizational performance.

The conclusion drawn from this investigation extends beyond mere repetition of results. It aims to offer a thoughtful synthesis of how strategic talent management practices are not only correlated with retention outcomes, but are also deeply interwoven with organizational culture, leadership philosophy, and contextual realities such as local labor market conditions, socio-economic factors, and institutional challenges.

One of the central arguments advanced in this thesis is that strategic talent management must be adaptive, human-centered, and contextually grounded. In the case of Maviance, employee retention was found to hinge not simply on the availability of development programs or onboarding initiatives, but on how these practices were perceived, communicated, and integrated within the daily work experience of employees. This finding underscores a key theoretical insight: strategic HRM practices do not operate in a vacuum; their effectiveness is mediated by organizational culture, leadership responsiveness, and the psychological contract between employer and employee.

Importantly, this study highlighted that talent management strategies, when implemented in a fragmented or inconsistent manner, may lose their strategic potential. For instance, although Maviance has in place various initiatives such as training programs, performance reviews, and engagement activities, inconsistencies in implementation especially in onboarding, recognition, and communication have created pockets of dissatisfaction among staff. Such inconsistencies undermine trust, a crucial mediating variable in most theories of organizational commitment (e.g., Psychological Contract Theory, and Human Capital Theory). Employees are more likely to commit to organizations when they perceive fairness, clarity, and reciprocal investment in their well-being and growth.

Finally, the thesis has contributed to the literature by illustrating how context-specific constraints affect talent retention. The study found that Maviance employees remain deeply motivated by opportunities for growth, a sense of purpose, and fair recognition offering a critical insight into intrinsic motivational drivers in emerging market context. At the theoretical level, the study reinforced the Psychological Contract Theory (Rousseau, 1989), particularly emphasizing the importance of mutual unwritten expectations between employees and organizations in fostering long-term retention. This perspective highlights how perceived breaches or fulfillment of these psychological contracts can significantly influence employee commitment and loyalty. Additionally, the application of Human Capital Theory (Becker, 1964) has enabled the study to frame employee retention as an investment in employee skills and knowledge, where organizations seek to retain talented individuals to maximize their human capital and competitive advantage. In this sense, talent management is both a strategic and relational endeavor, requiring alignment with organizational goals while also addressing the implicit expectations and developmental needs of employees.

6 APPENDICES

6.1 APPENDIX 1: QUESTIONNAIRE COVER LETTER

Greetings, valued Maviance team members. I am Ogbe Abunaw, the Director of Human Resources/Head of People and Talent at Maviance, currently pursuing my Doctor of Philosophy (PhD) degree from the prestigious Swiss School of Business Research in Zurich, Switzerland, with the host learning center at Higher Institute of Business and Engineering Sciences (HIBES) Buea, Cameroon. My research study is focused on "The Impact of Strategic Talent Management on the Retention Rate of Maviance Employees".

This research study holds significant importance for Maviance as it aims to uncover insights into how our strategic talent management practices impact retention rate of employees. Understanding the effectiveness of our talent management strategies will enhance our capabilities to attract, develop, retain talent and achieve a greater competitive advantage in retaining our talents.

6.2 APPENDIX 2: INFORMED CONSENT

Your participation in this research study is invaluable as it provides firsthand insights into the problem at hand to be addressed. Your feedback will not only help us identify strengths and areas for improvement but also shape the future of strategic talent management practices which impact employee retention at Maviance.

It should be noted that the responses received from this research study will be treated anonymously for confidentiality purposes, in line with our ethical considerations for this research study.

Thank you for your time, insights, and commitment to enhancing strategic talent management at Maviance. Your feedback is instrumental in shaping a brighter future for our organization.

6.3 APPENDIX 3: QUESTIONNAIRE

Section A – Demographic information

Directions: Please underline the option that corresponds to your answer.

1. Gender? **Male**, **Female**
2. Age Range? [**18-25** / **26-35** / **36-45** / **46+**]
3. Longevity with Maviance? [**Less than 1 year** / **1-3 years** / **4-6 years** / **7+ years**]
4. Current Job Level? [**Entry-Level** / **Mid-Level** / **Senior-Level** / **Executive**]

Section B – (choose the option that applies which is either Strongly Agree, Agree, Neutral, Disagree or Strongly Disagree)

Variable/Construct 1 – Strategic Recruitment and Onboarding Programmes

S. N	Question items	SA	A	N	D	SD
1	The recruitment tools used by Maviance effectively attract high-caliber candidates.					
2	The onboarding program at Maviance adequately prepares new employees for their roles.					
3	I feel welcomed and integrated into the company during the onboarding process.					
4	The recruitment process clearly communicates Maviance's values and culture.					
5	I believe the recruitment tools used contribute to employee retention at Maviance.					
6	The onboarding experience provides sufficient resources to succeed in my role.					
7	Overall, I am satisfied with the recruitment and onboarding processes at Maviance.					

Variable/Construct 2 –Strategic Training, Development and Employee Engagement

S. N	Question items	SA	A	N	D	SD
1	The training programs offered are relevant to my job responsibilities.					
2	I have had opportunities for upskilling or reskilling at Maviance.					
3	Participation in training programs enhances my job satisfaction.					
4	The development opportunities at Maviance contribute positively to my decision to stay with the company.					
5	I feel encouraged to pursue professional development at Maviance.					
6	I believe that the training and development initiatives at Maviance are well-structured and effective.					
7	Maviance provides adequate training opportunities for my professional growth.					
8	Maviance actively seeks employee feedback on employee engagement initiatives.					
9	I feel engaged and valued as an employee at Maviance.					
10	The employee engagement initiatives foster a sense of belonging within the company.					
11	I am aware of the initiatives aimed at enhancing employee engagement.					
12	My involvement in employee engagement initiatives influences my commitment to the company.					
13	Maviance's communication regarding employee engagement initiatives is effective.					
14	The employee engagement initiatives at Maviance are genuinely aimed at improving retention.					

Variable/Construct 3 – Employee Retention

S. N	Question items	SA	A	N	D	SD
1	I intend to stay with Maviance for the next few years.					
2	I feel that my contributions are recognized, which enhances my desire to remain with the company.					
3	Overall, I am satisfied with my job at Maviance, which influences my decision to stay.					

4	I believe that Maviance provides a supportive work environment that enhances employee retention.					
5	My career aspirations can be fulfilled within Maviance, which encourages me to stay.					
6	I have confidence in the company's leadership to address retention issues effectively.					
7	I feel a strong sense of loyalty to Maviance, which affects my decision to remain with the company.					

6.4 APPENDIX 4: INTERVIEW GUIDE

Thank you very much for taking the time to participate in this interview. We sincerely appreciate your willingness to share your insights. The purpose of this interview is to explore how strategic talent management practices at Maviance influence the retention of employees. Specifically, we want to understand your perceptions, experiences, and opinions regarding the company's talent management strategies, such as recruitment, onboarding, training, development, recognition, and career progression, and how these practices impact your decision to stay with or leave the organization.

This research aims to gather valuable qualitative data that will help us assess the effectiveness of Maviance's talent management initiatives. Our goal is to identify strengths and areas for improvement in the current strategies to foster a more supportive, engaging, and sustainable work environment. The findings will contribute to developing better talent management strategies that enhance employee satisfaction, engagement, and ultimately, retention.

Please be assured that your responses will be handled with the utmost confidentiality. We are committed to protecting your privacy, and any information you share will be anonymized and used

solely for research purposes. Your identity will be coded and not be disclosed in any reports or publications resulting from this study.

We strongly encourage you to be honest and open to your answers. There are no right or wrong responses, and your truthful input is essential for us to understand the real impact of talent management practices at Maviance. Your perspectives, whether positive or negative, are valuable and will help shape future strategies to improve employee retention.

The interview will take approximately 60 minutes. We want to ensure you have enough time to share your thoughts thoroughly, so please feel free to speak freely and openly. If at any point you feel uncomfortable or wish to pause or stop the interview, just let us know, your comfort and willingness to participate are our priority.

Once again, thank you very much for agreeing to participate. Your insights are incredibly important to us, and your input will play a crucial role in understanding and enhancing talent management practices at Maviance. Your perspective can help shape strategies that benefit current and future employees, improving overall organizational health and retention rates at Maviance.

6.5 APPENDIX 5: INTERVIEW QUESTIONS

1. What factors do you believe contribute most to your decision to stay at Maviance?

Probing Questions:

- Can you elaborate on specific aspects of the company culture, management, or work environment that motivate you to stay?
- How does compensation, benefits, or work-life balance influence your decision?

- Are there particular projects, roles, or opportunities that encourage your long-term commitment?

Purpose:

To identify key intrinsic and extrinsic factors that influence employees' decision to remain with Maviance.

2. In your experience, how has the onboarding experience impacted your long-term commitment to Maviance?

Probing Questions:

- Did the onboarding process help you understand your role and the company's expectations?
- Were there any specific onboarding activities or support systems that made you feel welcomed and valued?
- How has your initial onboarding experience influenced your engagement and loyalty over time?

Purpose:

To assess how initial onboarding influences employee retention and engagement.

3. In what ways do you think strategic training and development opportunities could be improved to enhance your retention?

Probing Questions:

- Are there skills or career development programs you wish were available?
- How do current training initiatives support your professional growth?
- What types of development opportunities would motivate you to stay longer at Maviance?

Purpose:

To gather insights on how training and development can be optimized to foster retention.

4. What specific challenges related to retention have you observed among your colleagues at Maviance?

Probing Questions:

- Have you noticed patterns or reasons why some employees leave?
- Are there particular departments or roles with higher turnover?
- What factors do you think contribute to these challenges?

Purpose:

To identify common retention challenges within the organization from an employee perspective.

5. How do you perceive the effectiveness of employee engagement initiatives in retaining talent at Maviance?

Probing Questions:

- Which engagement activities or programs have you participated in?
- Do you feel these initiatives genuinely foster a sense of belonging and commitment?
- What improvements could be made to increase their impact?

Purpose:

To evaluate the perceived impact of current engagement strategies on retention.

6. What improvements would you suggest to Maviance's strategic talent management initiatives to better support employee retention?

Probing Questions:

- Are there specific policies or practices you believe should be introduced or revised?
- How could leadership better support employee growth and satisfaction?
- What role do recognition, career progression, or feedback mechanisms play in your suggestions?

Purpose:

To collect actionable recommendations for enhancing talent management strategies.

7. Can you share any personal experiences that influenced your decision to stay or consider leaving Maviance?

Probing Questions:

- Were there particular moments or events that shaped your perception of the company?
- How did these experiences influence your career decisions?
- Do you see these experiences as representative of the overall work environment?

Purpose:

To understand personal factors and narratives that impact employee retention.

Thank you very much for sharing your valuable insights and taking the time to participate in this interview. Your honest and thoughtful responses are incredibly helpful and will play a significant role in shaping the future of Maviance's work environment and retention strategies. Your feedback will assist us in identifying strengths to build upon and areas where we can improve, ultimately helping us create a more engaging, supportive, and sustainable workplace for all employees. Once again, thank you for your participation and for being an essential part of this initiative. Your input makes a meaningful difference.

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