

**REASONS WHY TALENTED EMPLOYEES LEAVE COMPANIES  
AND THE WAYS TO RETAIN THEM*****O.A. Ashurbaev****Senior Lecturer, Millat Umidi University, Tashkent, Uzbekistan****G. . Pan****Assistant Lecturer, Millat Umidi University, Tashkent, Uzbekistan****G.U. Rustamova****Student, Millat Umidi University, Tashkent, Uzbekistan****N. . Umarxonova****Student, Millat Umidi University, Tashkent, Uzbekistan****M. . Nasridinzoda****Student, Millat Umidi University, Tashkent, Uzbekistan*

**Annotatsiya.** Ушбу мақолада иқтидорли ходимларнинг қупинча ташиқлотларни тарқ этишининг муҳим сабаблари ва компаниялар уларни саклаб қолиш учун амалга ошириши мумкин булган стратегияларни урганади. Муаллифлар халқаро компанияларда ходимларни ушлаб қолиш сабаблари ва усулларини келтириб утадилар ва бу сабабларни реал ҳаётда, жумладан, озик-овқат чакана савдоси ва таълим соҳалари мисолида курсатиш учун амалий тадқиқотлар тақдим этадилар. Бундан ташқари, B11 супермаркети, Корзинка супермаркети, MU университети ва Result School укув маркази уз ходимларини саклаб қолиш учун куллайдиган усуллар ҳақида амалий таҳлил ва қушимча тушунчалар тақдим этилади. Ушбу мақоланинг асосий мақсади халқаро компаниялар мисолида компанияда иқтидорли ишчиларни саклаб қолиш усулларини урганиш ва натижаларни маҳаллий компаниялар билан солиштиришдир.

**Kalit so'zlar:** Иқтидорли ишчилар, B11 супермаркети, Корзинка супермаркети, MU университети, Result School, халқаро, маҳаллий.

**Аннотация.** В этой статье рассматриваются важные причины, по которым талантливые сотрудники часто покидают организации, а также стратегии, которые компании могут реализовать, чтобы их удержать. Авторы приводят причины и методы удержания сотрудников в международных компаниях и приводят кейсы, иллюстрирующие эти причины в реальной жизни, в том числе кейсы из продуктового ритейла и образовательного сектора. Кроме того, представлен практический анализ и дополнительная информация о методах, используемых супермаркетами B11, супермаркет Korzinka, Университет MU и учебный центр Result School для удержания своих сотрудников. Основная цель данной статьи – изучить методы удержания талантливых работников в компании на примере международных компаний и сравнить полученные результаты с результатами местных компаний.

**Ключевые слова:** Талантливые работники, супермаркет B11, супермаркет Korzinka, Университет MU, учебный центр Result School, международные и местные компании.

**Abstract.** This article explores the critical reasons why talented employees often leave organizations and the strategies companies can implement to retain them. The authors cite the reasons and methods of employee retention from international companies and provide case studies to illustrate these reasons in real life, including case studies from the food retail and education sectors. Furthermore, practical analysis and additional insights are provided on the methods used by Bi1 Supermarket, Korzinka Supermarket, MU University, and Result School to retain their employees. The primary objective of this paper is to study the methods of retaining talented workers in the company on the example of international companies and compare the findings with those of local companies.

**Key words:** Talented employees, Bi1 Supermarket, Korzinka Supermarket, MU University, Result School, international, local.

## 1.0 INTRODUCTION

This article is intended to identify HR problems and plan their solutions in depth. First of all, a general summary of HR shows that this direction is mainly about the placement of qualified employees in the campaign for their **continuous supervision and training**, designed to carry out various training and development. The main purpose of this HR system is to support and **retain employees** in order to increase their productivity (Kenton, 2024). In addition, the article analyzes the definitions of talent retention and establishes a strategic goal for talent retention, which involves increasing employees' salaries by **20%** within a year and providing bonuses to retain them within the company. In addition, this talent retention is divided into **subproblems**, and examples of why employees leave their jobs are discussed. In the next part of the analysis, **concrete facts** are provided with examples of **international companies** about how to solve these problems, that is, to keep employees at work. In order to compare this talent retention with other international companies, **Surveys and Hypothesis** tests are conducted through Google Docs, and conclusions and decision-making are given. And in the next analysis part, these conducted survey tests are deeply analyzed and shown with **diagrams**. The survey is mainly conducted among employees and HR managers. After all these studies, a general **conclusion** is given about **what was good and what was bad**.

## 2.0. LITERATURE REVIEW

In this part, the main problems in the field of HR, talent retention, purpose of talent retention and the reasons why employees leave their jobs are discussed. In addition, the methods used by international companies to retain their workers are mentioned.

### 2.1 Example of huge problems in HR

HR departments also face many challenges. A problem that will be explored in detail in this article is **Talent Retention**. However, since this problem is considered as a significant challenge, it is necessary to find a solution by dividing it into **subproblems** and creating a master plan (Agendrix, 2024).

• For example, one of the first HR challenges is that several problems can arise due to the **lack of Diversity in the Workplace**. The main reason for this is the lack of

sufficient knowledge and skills of employees, and it also has a great impact on business innovation (Impactly, 2023).

- The second one is the variety of **Government-produced and constantly changing policies** that can be a big problem. because this change has a major impact on the effectiveness of the campaign in the first place. It also causes a change in HR. As a result, employees are required to comply with these laws on an ongoing basis (Gupta, 2022).



Figure 1. The most common issues facing HR

## 2.2 Talent Retention

This is one of the big problems of HR that we have chosen: the short definition of talent retention is that the company aims to perform several practices to retain qualified, multi-talented, and talented employees (Baker, 2022).

- Advantages and Disadvantages - The benefit of this strategy is that it helps the HR department by providing a better **work environment, keeping them motivated, and reducing costs**. On the other hand, if there is no talent retention in such a company, there will be a sharp **decrease in business efficiency, an increase in expences, and many negative problems in hiring qualified employees**, which will greatly affect the brand of the company (Ramachandran and Prasad, 2022).

### 2.3 Purpose of talent retention

Setting goals for a company will help the company to be successful by providing focus and motivate the employees to improve their performance (Han, 2023b). A goal for retaining talents in the company is to **increase salary by 20% in 1 year using the bonus method to create an environment for employees to stay at work for 1 year or more**. Setting goals for talent retention can do many things. The first is to decrease turnover costs.

#### Benefits of goal example company

- Firstly, the Society for Human Resource Management has found that the cost of employee **turnover is 6 to 9 months** of an employee's salary, including **hiring a new employee and onboarding** them. Admission as well as **tuition costs** are included (Wilson, 2024).

•Secondly , it helps to build the company's reputation; if the talent is high enough to retain it, the company will have a **high reputation**; for example, **LinkedIn's Employer Brand Statistics** shows more than **75 percent** of employers before hiring more. The employer cares about the company's brand and reputation (Wilson, 2024).

•Thirdly, it improves **customer satisfaction** because the employees who stay and work in the company for a long time establish stronger relationships with customers. According to the information provided by **Deloitte**, it is possible to increase the company's employees by **5%** and improve customer service, and because of this, the company's income can be increased from **25%** to **95%** and will grow to percent (Masionis, 2023).

#### 2.4 Reasons why employees leave their job

A lot of organizations and researchers organized various surveys to determine the main reasons for employee resignations, and their results were as follows:



Figure 2. Subproblems of training retention

**Low salary** - In the research of Pew Research Center's study, shows that in 2021, **63%** of workers change their jobs due to low wages (Parker and Horowitz, 2022).

**Working environment** - **35.7%** of the employees left due to bad working conditions (Behbahani, 2023). Every year **70%** of Walmart company's employees leave their job because of low salary and poor environment (Can and Lanxi, 2023).

**A lack of recognition** - According to the Gallup and Workhumans survey **46%** of employee leave or change the job because of a lack of recognition (Jaishi, 2021).

**Poor work-life balance** - As of June 5, 2023, **29%** of respondents to FlexJobs' Spring 2023 Work Insights survey which included over 2,600 participants want to leave their jobs due to a lack of work-life balance and **23%** of them for not allowed working online (Mancini, 2023).

**Remote work** - In another research, about 1,000 workers participated in a CareerAddict poll, and **Career growth** - **82%** of them said they would quit if there was not enough opportunity for development in their careers (CareerAddict, 2020).

**Disagreements** - Other reason could be disagreement with college. CapRelo did a survey and the result was **33,7%** of them aggressive with their college and **25%** ready to leave the job (Mergler, 2022).

## 2.5 The ways to retain talented employees

In today's global economy, retaining top talented employees is becoming a difficult issue, and various methods are used to retain them, but it includes various well-thought-out strategies to increase the retention rate (Fonseca, 2022). The most effective ways to retain employees in the company:

**1. Creating an opportunity for employee feedback;** providing regular 360\* feedback is an effective way to manage employees. It's also important to talk to employees and find out how they envision their future in the company (Pelkey, 2024). One company that has used this method effectively is food manufacturer Cargill, which was struggling to effectively motivate its 166,000 employees worldwide and to solve a problem that prompted conversations between employees and managers. This method has paid off, and more than 70% of workers report high levels of job satisfaction (Pelkey, 2024).

**2. Recognizing employees based on their work performance and encouraging them with various awards.** According to the research (Pelkey, 2024), recognizing how well employees are doing and the benefits they bring to the company in front of other employees helps to express how valuable they are to the company. The most famous company that uses this strategy is Walmart, which keeps its employees happy with gifts and holidays. In 2020, the company awarded 1.5 million employees with special bonuses for their work during the COVID-19 period.

**3. Creating better onboarding and training models for employees** is the next effective way. According to the research (Fonseca, 2022), success can be achieved by properly onboarding employees. An example of this method is United Airlines, which, based on its Accelerate program, groups new employees and helps train them. According to United Airlines, the airport where these employees work has achieved the best results to date.

**4. Taking various measures to develop the working environment in the company.** Creating diversity in the work environment helps employees feel a sense of belonging at work, spending time with colleagues, helping employees to develop and use their potential effectively, and increasing employee loyalty to the company while also helping to attract new employees (Fonseca, 2022). According to the Fonseca (2020), this method has been effectively used by Adidas for its employees. In 2015, the company invested millions of dollars in renovating its headquarters in Germany to create a comfortable work environment for employees, and the company also created co-working spaces around its buildings where employees discuss their ideas together.

## 3.0. RESEARCH METHODS

The purpose of this article was to study the reasons for the departure of talented employees in the company and to learn ways to retain them, and we used primary and

secondary methods to determine this. All necessary information has been obtained from reliable sources. The information reviewed in the literature review was obtained from electronic articles and statistical data. Google Scholar was also searched for scholarly sources, and data there between 2020 and 2024 was retrieved. The purpose of the survey conducted during the article was to find possible ways to retain employees, and for this, questions and answers and interviews were used, and this was done through Google Docs, docs.google.com/form/ 30 employees and 5 HR managers participated in the survey. The necessary information for the hypothesis proved in the next part of the article was obtained from reliable websites and official websites of companies.

#### 4.0. HYPOTHESES AND ASSUMPTIONS

##### Hypothesis Testing

**Null Hypothesis:** Increasing salaries by 10% to retain talented employees is not a loss for the company.

**Alternate Hypothesis:** Hiring new employees is a loss for the company.

Table 1. **Prices** of services provided by the worker in Uzbekistan. Jobo consulting

Services	Price
1. Putting advertisement on Instagram, Telegram and hh.uz Making design for target.	\$110
2. Putting advertisement on Instagram, Telegram, Facebook and hh.uz. Making design for target and targeting. Analyzing CV	\$160
3. Putting advertisement on Instagram, Telegram, Facebook and hh.uz. Making design for target and targeting. Analyzing CV, organizing interviews and HR department of Jobo consulting personally tests candidates	\$250

After hiring new employee company must train them. Eurosoft LLC provide their training and development services to the companies which are in Uzbekistan.

Main Services Focus

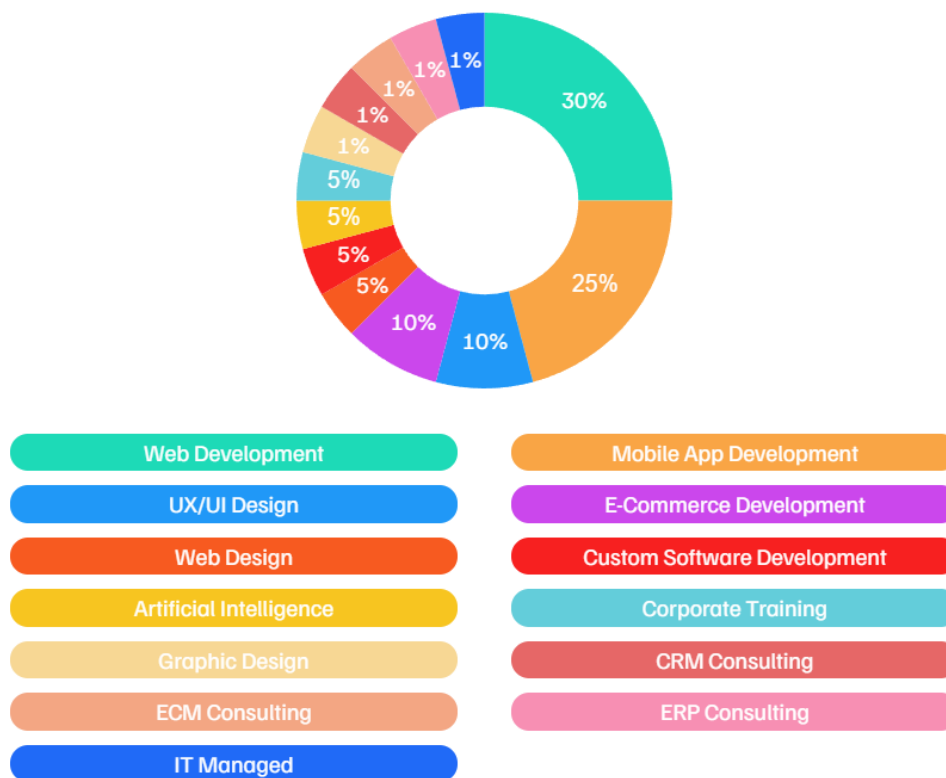


Figure 3. Services that focused on to train the employee.

The hourly rate that Eurosoft LLC charges is between \$70 and \$150 for one course, accordingly it is comparable to the market rate in Uzbekistan.

Table 2. All **Expenses** from minimum to maximum for 1 employee

Expenses	Minimum	Average	Maximum
Hiring	\$110	\$160	\$260
Training	\$70	\$110	\$150
<b>Total</b>	<b>\$180</b>	<b>\$270</b>	<b>\$410</b>

Table 3. The **result** of increasing the salary by **10%** instead of hiring a new employee.

	Salary	Additional fee	Total additional fee for month	Total additional fee for 1 year
The monthly minimum wage in Uzbekistan:	\$75	10%	\$7.5	\$90
The monthly average wage in Uzbekistan:	\$368	10%	\$36.8	\$441.6

The monthly maximum wage in Uzbekistan:	\$1,043	10%	\$104.3	\$1,251.6
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### Conclusion of Hypothesis Testing

Based on the above results, the null hypothesis is true for those who are skilled and work in low-paid jobs. For example, experienced and talented teachers. By increasing their salary rather than hiring a new employee, we save redundant resources, time and money. The alternative hypothesis is true for talented employees with high and average salaries. For example, if we increase the salary of a talented employee working in the IT sector **by 10% for 1 year**, it will be more than the cost of hiring a new employee.

### 5.0. SURVEY

The authors conducted 2 different surveys one for **Employees** and another one for **HR managers**. The purpose of this was to gather the opinions of both sides and learn about different strategies of how to keep employees at work. These surveys were mainly conducted among 20 employees and 5 HR managers working in different industries. The purpose was to analyze the strategy used by the managers of local companies to retain employees. The following companies participated in the surveys: Korzinka, Result Education, MU University, IDP IELTS. The authors also conducted surveys through site visits (Bil Supermarket). The reason why these surveys were conducted among different industries is because different companies have different working environments and employee retention. In addition, these surveys were conducted via docs.google.com/form/.

### 6.0. COLLECTING, ORGANIZING AND ANALYZING THE DATA

In this analysis, first of all, an online survey of employees was conducted. These employees work in different industries, i.e., Korzinka. Result education, Bil supermarket, MU university, and IDP were conducted among IELTS employees. The results of which show the following:

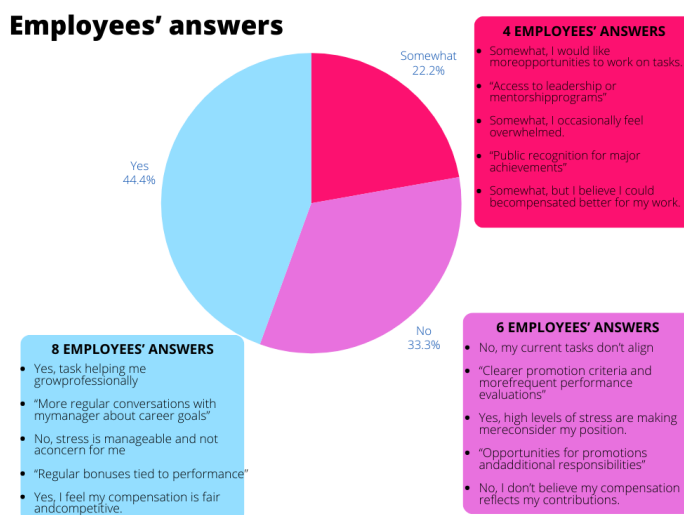


Figure 4. Pie chart with employees answers



We presented 5 questions specific to these employees. The first of these questions asked whether the work you are currently doing is in line with your future goals?. As shown in the diagram, 8 employees answered yes to this question and confirmed that this job will help them to develop in the future, the percentage of which is **44.4%**. However, 6 employees and 4 employees answered yes and no, indicating that they want more opportunities in their work and that their current role does not match their future plans. The second question is about what will help you in your future career. **33.3%** of employees answer this question to determine motivation and evaluation. 2 and 3 people confirmed the option of meeting with another manager and leader. The next question asked how much stress problems at work affect your decision-making, and almost 10 percent of employees (**55.5%**) answered that it sometimes affects my decisions. and other employees **5.27%** answered that stress does not affect my decisions, and another **5.27%** employees answered that stress affects me negatively and causes me to change my decisions drastically. And in the last question, what kind of rewards will make you stay in the company? **50%** of the employees agreed with the answer of giving bonuses and additional rewards, and the other **5.25%** of the employees agreed with the recognition and achievements given in exchange for achievements and more top **5.25%** of employees expressed their opinion on options such as promotion. Based on this, the employees of **Korzinka and Bi1 supermarket** decided to stay with additional bonuses and other options such as **Result education, MU University, IDP IELTS recognition**, and promotion depending on their work.

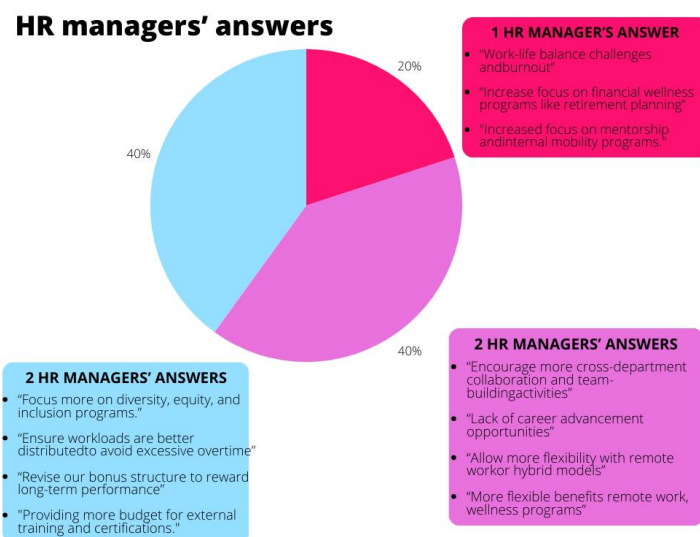


Figure 5. Pie chart with HR managers answers

Analysis of the survey of HR managers shows that the survey was mainly taken from managers of 5 main types of businesses **MU university, Korzinka, Bi1 supermarket, Result education and IDP IELTS**. Every company manager uses different strategies to retain employees. The first question asked for HR managers is what strategy is used to improve the performance of employees in the company. **4**, that

is, **80%** of HR organize various activities for team building. And **20%** of HR are looking to improve employee performance by regularly organizing various surveys for employees. The second specific question was the question of what is the main reason for employees to leave work. **90%** of 4 HR managers considered various problems between personal life and work to be the reason for employees to leave. 10% of managers preferred the career development option. The next question asked how to improve the working environment for employees. Based on the analysis, **40%**, i.e., 2 HR managers, considered it preferable to create a work schedule for employees. Another **40%** noted that HR managers help employees improve their work-life balance by providing remote work and flexible schedules. The last question for the HR manager was about what kind of benefits should be given to increase the level of employee performance. They think it will help to increase.

#### 7.0. DISCUSSION

All the information analyzed above shows that the methods of keeping employees in the company have been considered by various studies in international and local companies. The discussion of these data shows that the topic of employee retention in the company has been considered, and the solution of other big problems related to this HR topic has been analyzed. These problems - lack of diversity in the workplace and government-produced and constant-changing policies - are the big problems of HR, similar to talent retention, which has the most impact on HR. Later in the research, the advantages and disadvantages were also explained by studying the information on the origin of this talent retention from various websites. The next thing that was done was to set a **Smart goal** of talent retention, to increase bonuses and monthly **salary by 20%** in one year, and to create a good working environment. and in the next part, the subproblems of talent retention were studied. for example, why employees leave their jobs. An example of this problem was analyzed in depth through examples of **low salaries, poor work-life balance, remote work**, and other companies. After that, ways to retain employees in the company using other sources were studied in detail through several steps and examples. For example, it will be possible to keep employees at work by creating an opportunity for employees with feedback. The **360\* feedback** method for employees gives good results because the international company **Cargill** has managed to increase the job satisfaction of employees by **70%** by giving this feedback to **166,000 employees**, which has greatly contributed to the success of the company. The work carried out in this article consists of conducting a survey of this local company. We conducted a survey of **20 employees and 5 managers** related to different industries. This survey helped a lot to solve the problem of how to keep employees at work. This survey was mainly taken from 5 companies: **Korzinka, Bi1 supermarket, Result Education, MU University, and IDP IELTS** employees. In addition, despite the fact that the survey was conducted online, face-to-face interviews with managers helped the analysis a lot. In the next part, these survey responses were analyzed in depth and segmented.

### Decision making

Decision-making Based on the analysis of this article, one goal is to retain employees by analyzing international companies and local companies through a number of researches. Hypothesis and survey analysis methods were used to carry out this analysis in **Uzbekistan**. It shows that it is more profitable to keep employees in the company by increasing their salary by **10%** in a hypothetical year. Making a decision on this can now be maintained only through bonuses and **KPI** in the conditions of Uzbekistan in order to satisfy the workers in their work. A survey conducted by Google.docs.com shows that **44.4%** of employees are surveyed by 5 specific questions. In order to keep employees in their jobs, more managers conduct interviews with them, and the answers of raising wages and giving bonuses got a higher percentage. **22.2%** of the employees wanted to create an environment and more opportunities to work better. **33.3%** of employees want more incentives and better evaluation of their work. These problems are analyzed with international companies, creating an opportunity for employee feedback, and by giving **360\* feedback**, these employees can be kept in their jobs. In addition, by creating better onboarding and training models, it will be successful to use the strategy of the **United Airlines** company to retain its employees by training them through the **Accelerate program** in **UZB** companies as well. A survey of 5 HR managers also found that **40%** of managers use bonuses, salary increases, and KPI to retain employees. But in the future, if the above-mentioned international companies use the strategy of retaining employees, their business will become even more efficient.

### 8.0. CONCLUSION

In this study, it can be concluded that it is important to study the reasons why employees leave the company and to remove them. The reason why talent retention is beneficial to the company is great. If it is not paid attention to, business efficiency will decrease, costs will increase, and it is possible to face problems in getting new qualified workers. There are several reasons that cause talent retention, such as **work environment, low salary, lack of recognition, poor work-life balance**, not enough career opportunities, and disagreements with colleagues. Also, in order to solve such problems and to keep talented employees in the company, various international companies have used different methods, among which we have considered **Cargill, Walmart, United Airlines**, and **Adidas companies** during the article. They keep their employees in their company by **rewarding employees with various awards**, giving them **feedback**, providing modular services such as onboarding and training, and improving the working environment.

A survey was conducted in order to find out what kind of conditions are created for workers to keep them at work and also how HR managers retain their workers, and in the survey we focused on the food industry and education industry. According to the answers of employees and HR managers of companies in the food industry, i.e., **Korzinka, Bi1**, it is possible to stay at work through bonuses in the company, and according to the answers of those in the field of education, i.e., **IDP IELTS, Result School, MU University**, in order for employees to stay at work, promotions are more important than your work. At the same time, a hypothesis test was conducted to find

out whether retaining employees would benefit the company. Compared to international companies, we can see that local companies pay more attention to **bonuses and promotions**. Based on this, the following recommendation can be made: if local companies pay more attention to feedback, **training models**, and improving the work environment, they will attract talented workers. It will be easier to retain at work, and it will also benefit the company.

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