

Determinants of Employee Acquisition, Development, and Retention in the Service Sector: A Systematic Literature Review

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Abstract-The service sector is highly dependent on human capital, making effective employee acquisition, development, and retention critical for organizational sustainability and competitive advantage. This literature review synthesizes existing empirical and theoretical studies to identify the key determinants influencing employee lifecycle management in service-oriented organizations. Prior research highlights that employer branding, competitive compensation, job fit, organizational culture, and recruitment practices play a significant role in attracting skilled employees. Employee development is largely influenced by training and development programs, leadership support, performance appraisal systems, learning culture, and technological integration in human resource practices. Furthermore, retention-related studies emphasize job satisfaction, work-life balance, career advancement opportunities, leadership style, recognition, and employee wellbeing as major factors in reducing turnover intentions. The review also reveals that service-sector characteristics such as customer interaction intensity, emotional labor, and flexible work arrangements uniquely shape employee experiences and HR strategies. Despite extensive research, gaps remain in integrated models that simultaneously examine acquisition, development, and retention within a single framework, particularly in emerging economies. This review provides a consolidated foundation for future empirical research and supports the development of holistic human resource strategies tailored to the service sector.

Keywords-Employee acquisition, Employee development, Employee retention, Human resource management, Service sector, Training and development, Job satisfaction, Work-life balance

I INTRODUCTION

The service sector assumes a crucial role in contemporary economies, making substantial contributions to employment creation, economic development, and the enhancement of consumer value. Unlike manufacturing industries, service organizations are predominantly people-oriented, where employee expertise, competencies, attitudes, and conduct directly impact service quality, customer satisfaction, and organizational performance. Consequently, the recruitment, development, and retention of employees have become vital strategic priorities for organizations within the service industry. P., Rodda (2009) In the present competitive business landscape, employee retention has become a primary concern for management to ensure long-term sustainability (Oki, 2014). The stability and quality of a workforce are the most critical factors driving sustainable economic growth and productivity (Chiboiwa, 2010). Employee retention is essential and crucial for the overall success of employee performance. The company's success and its competitive edge are influenced by the dedication and contributions of its employees (Teck-Hong & Waheed, 2011). It signifies that increased employee turnover would adversely impact the nation's economic development. The company may not prioritize retaining all employees; instead, it focuses on retaining high performers to manage costs and enhance productivity (Taleo, 2012). There is a significant shift in human resource practices, whereby the focus shifts from attracting new skilled employees to prioritizing the retention of essential personnel (Oki, 2014). Employee recruitment within the service industry is becoming progressively more competitive owing to talent shortages, elevated employee turnover, and increasing employee expectations. Organizations are required to attract skilled and service-driven personnel by establishing a robust employer brand, offering competitive remuneration, delineating distinct job responsibilities, and maintaining a favorable organizational reputation. The capacity to attract the appropriate talent at the optimal time constitutes the fundamental basis for sustainable service provision and enduring success. (Teck-Hong, 2011)

Once employees are recruited, employee development becomes crucial to improve service quality and ensure adaptability within a dynamic business environment. (Taleo, 2012) Ongoing training, leadership endorsement, performance evaluations, and opportunities for career advancement empower employees to enhance their technical and interpersonal skills, respond efficiently to customer requirements, and align personal objectives with organizational goals. (Chiboiwa, M., 2010) In the service industry, where customer engagement and emotional labor are significant, employee development is essential for sustaining service quality and fostering employee commitment.

Equally crucial is employee retention, as service organizations frequently encounter elevated attrition rates resulting from work-related pressure, job tension, and limited avenues for advancement. Factors including job satisfaction, work–life balance, leadership approach, acknowledgment, and employee well-being substantially affect employees' intention to remain with an organization. High employee turnover not only elevates costs associated with recruitment and training but also hampers service continuity and adversely impacts customer relationships. (Kossivi, B., 2016).

Given these challenges, comprehending the factors influencing employee recruitment, development, and retention is essential for formulating effective human resource strategies within the service industry. This research concentrates on identifying and examining essential organizational and individual determinants that affect the employee lifecycle, thereby offering valuable insights for developing a stable, competent, and dedicated workforce capable of maintaining a competitive edge in service-oriented organizations.(Lee, C., & Way, 2010)

Problem Statement- All sectors encounter the challenge of attracting top talent and ensuring their retention. It acknowledges the importance of employing multifaceted retention strategies within a highly competitive, dynamic, and rapidly expanding segment of the global services industry (Taleo, 2012). It ensures that employee retention remains a common challenge across all industries, regardless of competition. Analyzing employees' attitudes has become a vital concern. The growing number of financial institutions fosters a competitive environment within the financial industry, whereby employee retention becomes increasingly vital to the sustainability of each organization. The inability to retain high-performing employees within the organization would result in an inadequate, less skilled workforce, ultimately impairing the organization’s capacity to maintain competitiveness (Hausknecht, Rodda, & Howard, 2009). Additionally, employee turnover can impact the implementation of the business plan and may lead to a decrease in productivity (Oki, 2014). The role of employees in service organizations is analogous to the role of service itself, as service primarily involves individuals who tend to be most visible in both service delivery and service production (Oki, 2014). The expenses related to employee turnover within organizations may include costs for replacement or relocation, training, temporary staffing, induction, and other concealed costs such as loss of business, diminished morale of existing employees, loss of organizational knowledge and clients, as well as negative perceptions of the company's image (Hong et al., 2012). The majority of managers believed that high employee turnover would lead to a decline in employee morale and customer loyalty (Allen, 2008). Therefore, employees become a vital resource for every service organization, requiring retention within the organization to reduce recruitment costs, maximize profit, and ensure customer satisfaction through their exceptional performance. Harish K. Padmanabhan (2018), Extensive research has demonstrated a significant correlation between employee satisfaction and employee retention.(Singh, Sujay & Yadav, Deepti, 2018) Employees are more likely to remain with the organization and perform effectively when they are satisfied with their employment. The initial relationship of the consumer was established with the organization's employees. Customers are considered the most important to all businesses and must be satisfied through the consistent excellence of employee performance to assure customer retention. This will assist in attracting additional prospective clients and in optimizing the organization's profitability.

Despite the increasing significance of the service industry, numerous service organizations persistently encounter elevated employee attrition rates, which negatively impact service quality, organizational performance, and customer satisfaction. Existing research investigates individual factors affecting employee retention in isolation, leading to a fragmented understanding. Therefore, it is essential to systematically examine and consolidate the primary organizational and work-related factors affecting employee retention in service organizations to facilitate effective talent management strategies. Singh, Sujay, and Yadav, Deepti. (2018),

Theoretical Determinants of Employee Acquisition

Employee acquisition refers to attracting, sourcing, and selecting individuals who align with the organization’s goals and service values. Several key theories explain this process:

Table 1: Determinants of Employee Acquisition in the Service Sector

Dimension	Determinant	Description / Explanation
Employer Branding	Organizational Reputation	Image of the organization as a desirable employer influences applicant attraction
Compensation	Competitive Salary Structure	Market-aligned pay packages attract skilled service employees
Recruitment Channels	Digital & Social Media Hiring	Use of online portals, LinkedIn, referrals enhances reach
Job Design	Role Clarity & Job Fit	Clearly defined responsibilities improve applicant quality

Work Environment	Flexible Work Options	Remote/hybrid work appeals to modern service professionals
Career Opportunities	Growth Prospects	Availability of promotions and learning paths attracts talent
Organizational Culture	Inclusiveness & Values	Positive culture attracts value-aligned candidates
Location Factors	Accessibility & Urban Presence	Office location affects applicant willingness

Table 1 summarizes key organizational and job-related factors that influence the attraction of potential employees in the service sector. The literature highlights employer branding, compensation, recruitment channels, and work flexibility as critical determinants shaping applicants’ perceptions and willingness to join service organizations.

Table 2: Determinants of Employee Development in the Service Sector

Dimension	Determinant	Description / Explanation
Training Programs	Skill-Based Training	Technical and soft-skill training enhances service quality
Learning Methods	E-learning & Blended Learning	Digital platforms enable continuous development
Performance Management	Feedback & Appraisal Systems	Regular feedback supports skill improvement
Leadership Support	Coaching & Mentoring	Managerial guidance accelerates employee growth
Career Development	Succession Planning	Planned career paths motivate long-term development
Organizational Support	Learning Culture	Encouragement of innovation and knowledge sharing
Technology Use	HR Analytics & LMS	Technology tracks learning outcomes and needs
Employee Engagement	Participation in Decisions	Involvement improves learning ownership

Table 2 presents the major determinants influencing employee skill enhancement and career growth in service organizations. Prior studies emphasize training programs, leadership support, performance feedback, and learning culture as essential drivers of continuous employee development and service quality improvement.

Table 3: Determinants of Employee Retention in the Service Sector

Dimension	Determinant	Description / Explanation
Compensation & Benefits	Pay Equity & Incentives	Fair and performance-based rewards reduce turnover
Job Satisfaction	Meaningful Work	Purpose-driven roles improve commitment
Work–Life Balance	Flexible Scheduling	Reduced stress enhances retention
Leadership Style	Supportive & Ethical Leadership	Trust-based leadership lowers attrition
Career Advancement	Promotion Opportunities	Growth prospects retain skilled employees
Organizational Culture	Positive Work Climate	Healthy culture increases loyalty
Recognition	Rewards & Appreciation	Acknowledgment boosts morale
Employee Wellbeing	Mental & Physical Health Support	Wellness programs reduce burnout

Table 3 outlines the key factors affecting employees’ intention to remain with service organizations. The reviewed literature consistently identifies compensation fairness, job satisfaction, work–life balance, leadership style, and employee wellbeing as significant determinants of reduced turnover and enhanced organizational commitment.

Table 4: Integrated Determinants Across the Employee Lifecycle

Stage	Key Determinants	Outcome
Acquisition	Employer brand, salary, job fit, recruitment strategy	Attraction of qualified talent
Development	Training, leadership support, career planning	Enhanced performance & skills
Retention	Satisfaction, rewards, wellbeing, culture	Reduced turnover & loyalty

Table 4 integrates the determinants of acquisition, development, and retention across the employee lifecycle. It highlights that coordinated human resource practices across these stages lead to effective talent management outcomes, including attraction of skilled employees, enhanced performance, and long-term retention.

II REVIEW OF LITERATURE

Ghani et al. (2022) conducted a literature-based study to analyze employee retention strategies in the hospitality industry. By reviewing peer-reviewed papers published between 2010 and 2020 from databases like Web of Knowledge, Emerald, Google Scholar, and Science Direct, they identified four major factors influencing employee satisfaction and retention: positive work environment, sustainable growth opportunities, effective communication, and improved recruitment and selection practices. Their work not only synthesized past studies but also provided a structured framework for hotels to reform HR policies to retain talented employees, highlighting that satisfied workers are less likely to leave while dissatisfied ones actively seek better opportunities.

Hassanein et al. (2024) empirically examined the impact of Green Human Resource Management (GHRM) on employee retention in UAE hotels, while also testing the mediating role of green innovation. Using a quantitative survey of 207 employees from five 5-star hotels, they applied Partial Least Squares–Structural Equation Modeling (PLS-SEM) via Smart PLS v.3 to validate causal relationships. Their findings demonstrated that sustainable HRM practices (recruitment, training, performance, rewards, and involvement) not only improve staff retention but also foster competitiveness, with green innovation serving as a key explanatory factor. This study advanced both theory and practice by linking sustainability and HRM to workforce stability in hospitality.

Park et al. (2021) focused on identifying and prioritizing factors that affect employee retention in South Korean construction companies. Combining literature review with expert interviews, they developed a list of eight determinants of retention and applied the fuzzy TOPSIS technique to rank them. The study found that personal traits, opportunities for career advancement, and work–life balance were the most critical factors. By quantifying the importance of these determinants, the authors provided a practical decision-making tool for construction managers to improve retention and align HR strategies with sustainable development goals.

Gelencsér et al. (2023) investigated the predictors of employee happiness and retention using a quantitative model based on survey data from 406 employees. Employing PLS-SEM, they tested measurement validity and reliability before analyzing the structural model, ultimately identifying 36 significant relationships between latent constructs. Their findings revealed that organizational commitment strongly influences turnover intentions, and factors such as benefits, advancement opportunities, communication, coworker support, and job clarity directly affect retention. This study contributed by developing a validated predictive model of retention and showing how unfavorable perceptions of workplace factors can drastically reduce employee commitment.

Xu et al. (2022) explored the effect of employee-related corporate social responsibility (ERCSR) on turnover intentions in the hospitality industry. Using survey data from 278 hotel employees in a developing country, they applied structural equation modeling to test direct and mediated relationships. The study found that ERCSR significantly reduces turnover intentions, with intrinsic motivation and quality of work life acting as mediators. By addressing a research gap on CSR's role in reducing employee turnover, the authors highlighted how socially responsible practices strengthen employee attachment to organizations.

Zayed et al. (2022) examined the role of knowledge management in employee retention within Nigeria's telecom industry. Using a cross-sectional survey across 30 telecom companies, they applied linear regression to analyze data collected from randomly selected employees. Their findings showed that supervisor support, colleague collaboration, and flexible working arrangements—all aspects of effective knowledge management—significantly predict retention. The study emphasized that telecom managers should allocate resources for training and knowledge-sharing initiatives to reduce turnover and build workforce stability.

Martins et al. (2022) investigated how paternal leadership and virtual HR practices influence employee retention during the COVID-19 pandemic, with work engagement as a mediator. Using a survey of 250 Portuguese professors teaching

online, they tested their model through PLS-SEM. Results showed that paternal leadership—characterized as supportive but often opportunistic during crises—directly affects employee engagement and intention to stay, but its influence was challenged in the pandemic context. Their study provided a neo-normal perspective, showing that paternal leadership is losing relevance in modern retention strategies.

Elshaer et al. (2025) studied the impact of green transformational leadership (GTL) on employee retention in the hotel sector, analyzing the mediating roles of perceived green organizational support (PGOS) and employee satisfaction. Drawing on self-determination theory and organizational support theory, they used SmartPLS 3 SEM on survey data from hospitality employees. Results indicated that GTL improves retention both directly and indirectly through PGOS and satisfaction. Their study advanced sustainable leadership literature by showing that eco-conscious leadership fosters long-term workforce commitment.

Lin et al. (2022) examined employee retention in the context of Industry 4.0, referred to as “Work 4.0,” with a focus on generational differences. Using the fuzzy Delphi method, they identified 19 determinants of retention and tested their influence across generational cohorts. Results revealed that Generation Y employees are more sensitive to autonomy, digitization, and flexible work arrangements compared to older cohorts. Their findings provided insights for organizations to adapt retention strategies to generational needs in digitalized work environments.

Lin et al. (2024) extended this research by analyzing the effects of Green Work-Life Balance (GWLB) and GHRM practices on corporate sustainability performance (CSP) and employee retention in the UK manufacturing sector. Surveying 450 operational supervisors, they used SmartPLS 4 to test relationships and mediating effects of green innovation. Results showed that GWLB and GHRM positively influence CSP and retention, with organizational culture reinforcing these outcomes. The study emphasized the role of sustainable HR practices in strengthening retention and corporate performance.

Kilson et al. (2025) conducted a systematic literature review (SLR) on employer branding (EB) practices in the hospitality and tourism (H&T) sector using PRISMA guidelines. Reviewing 30 peer-reviewed articles, they found that the employee value proposition (EVP) is inconsistently defined and measured across studies, making cross-comparisons difficult. Their work highlighted the need for standardized EB strategies to address high turnover in hospitality and suggested future research avenues to develop consistent frameworks for talent attraction and retention.

Eickemeyer et al. (2021) explored the role of digitalization in employee well-being during the COVID-19 pandemic in Germany. Using survey data combined with literature review and consultations, they examined generational differences in adapting to digital tools. Findings revealed that younger workers were more digitally adaptable, while older workers faced barriers, requiring tailored training. Their contribution lies in recommending software-based managerial tools to enhance digital transition and reduce stress, ultimately supporting employee retention during digital transformation.

El-Sherbeeny et al. (2023) studied the effect of workplace ergonomics on job performance and employee retention in Egypt’s tourism and hospitality sector. Using survey data from 389 employees of travel agencies and five-star hotels, analyzed with WarpPLS 7.0, they found that ergonomics positively impacts performance, engagement, and retention. Their findings validated the Job Demands-Resources (JD-R) model by showing that ergonomic workplace design improves employee well-being and reduces turnover, providing evidence-based guidelines for creating healthier workplaces.

Marjerison et al. (2025) examined how intrinsic and extrinsic motivational factors affect employee retention across generational cohorts in China, using Herzberg’s Two-Factor Theory and Self-Determination Theory as frameworks. Surveying 356 employees, they applied PLS-SEM with moderated mediation analysis to test the effects of urbanization and generational identity. Results showed intrinsic motivation (autonomy, achievement) strongly enhances retention, while extrinsic factors (salary, security) reduce satisfaction when inadequate. Their study offered a context-sensitive model that linked motivation, generational values, and urban stress to retention outcomes.

Fernandes et al. (2022) conducted a systematic literature review of 89 studies published between 1998 and 2021 on public service motivation (PSM) in healthcare. Following PRISMA guidelines, they identified compensation, working conditions, facilities, and patient interaction as key motivators. Their study highlighted methodological inconsistencies in measuring PSM and argued for integrating psychological constructs such as stress and presenteeism to capture the unique challenges of healthcare work. This review contributed by systematizing fragmented PSM research and clarifying retention factors in public healthcare.

Chung et al. (2021) examined the impact of job stress, client rudeness, supervisor support, and demographic factors on turnover intentions among frontline hotel workers in Korea. Using survey data and regression analysis, they found that stress and customer mistreatment increased turnover intentions, while supervisor support reduced them. Marital status and job position also influenced retention, whereas gender and tenure did not. Their study provided practical insights for hotel managers to mitigate turnover by addressing workplace stressors and strengthening managerial support.

Gašić et al. (2023) investigated the relationship between flexible work arrangements (FWA), employee engagement (EE), and turnover intentions in Serbia's service sector. Using survey data from 514 highly educated employees and testing the model with SmartPLS, they found that both FWA and EE positively influence retention, with EE partially mediating the FWA–retention relationship. Their findings suggested that offering flexibility reduces turnover risk, especially when coupled with strong employee engagement initiatives.

Alzaid et al. (2023) studied the mediating role of relational psychological contracts in the relationship between employer branding and employee retention in Saudi Arabia's banking sector. Using survey data from 459 employees, they found that employer branding positively influences retention, with relational psychological contracts acting as a significant mediator. Their research was among the first to directly link employer branding and retention via psychological contracts, expanding the theoretical understanding of how branding shapes employee commitment in financial institutions.

Table 5 Summary of Literature on Determinants of Employee Retention in the Service Sector

Author(s) & Year	Sector / Context	Methodology	Key Determinants / Factors Identified	Key Findings / Contributions
Ghani et al. (2022)	Hospitality Industry	Literature-based review (2010–2020); Databases: Web of Knowledge, Emerald, Google Scholar, Science Direct	Positive work environment, sustainable growth opportunities, effective communication, improved recruitment & selection	Provided a structured HR framework; satisfied employees show higher retention; dissatisfied ones seek better opportunities.
Hassanein et al. (2024)	UAE Hotels	Quantitative Survey (n=207); PLS-SEM (SmartPLS v3)	Green HRM practices (recruitment, training, performance, rewards, involvement), green innovation	GHRM improves retention and competitiveness; green innovation mediates the relationship.
Park et al. (2021)	South Korean Construction Industry	Literature review + Expert interviews; Fuzzy TOPSIS	Personal traits, career advancement, work-life balance	Ranked retention determinants; provided decision-making tool for sustainable HR strategies.
Gelencsér et al. (2023)	Mixed Service Sector	Survey (n=406); PLS-SEM	Benefits, advancement opportunities, communication, coworker support, job clarity, organizational commitment	Organizational commitment influences turnover; developed predictive model for retention.
Xu et al. (2022)	Hospitality Industry (Developing Country)	Survey (n=278); SEM	Employee-related CSR (ERCSR), intrinsic motivation, quality of work life	ERCSR reduces turnover intentions; motivation & work-life quality mediate the relationship.
Zayed et al. (2022)	Nigeria's Telecom Sector	Cross-sectional Survey; Linear Regression	Supervisor support, colleague collaboration, flexible work arrangements	Knowledge management predicts retention; recommends training & knowledge-sharing initiatives.
Martins et al. (2022)	Higher Education (Portugal, Online)	Survey (n=250); PLS-SEM	Paternal leadership, virtual HR practices, work engagement	Paternal leadership affects engagement & retention; less effective in pandemic context;

	Teaching)			"neo-normal" perspective.
Elshaer et al. (2025)	Hotel Sector	Survey; SmartPLS 3 SEM	Green transformational leadership (GTL), perceived green organizational support (PGOS), employee satisfaction	GTL directly & indirectly improves retention via PGOS & satisfaction; integrates sustainability & leadership.
Lin et al. (2022)	Industry 4.0 / Work 4.0	Fuzzy Delphi Method	19 determinants; autonomy, digitization, flexible work (Gen Y focus)	Gen Y more sensitive to autonomy & flexibility; retention strategies must be generationally adaptive.
Lin et al. (2024)	UK Manufacturing Sector	Survey (n=450); SmartPLS 4	Green Work-Life Balance (GWL), Green HRM, green innovation, organizational culture	GWLB & GHRM enhance CSP & retention; culture reinforces sustainable outcomes.
Kilson et al. (2025)	Hospitality & Tourism Sector	Systematic Literature Review (PRISMA; 30 articles)	Employer branding, employee value proposition (EVP)	EVP inconsistently defined; calls for standardization; need for consistent EB frameworks to reduce turnover.
Eickemeyer et al. (2021)	Germany (Pandemic Context)	Survey + Literature Review	Digitalization, generational adaptability, training needs	Younger workers more adaptable; older workers need tailored digital training; suggested digital well-being tools.
El-Sherbeeny et al. (2023)	Egypt's Tourism & Hospitality	Survey (n=389); WarpPLS 7.0	Workplace ergonomics, job performance, engagement	Ergonomics enhances well-being & retention; validated JD-R model; evidence-based ergonomic practices.
Marjerison et al. (2025)	China (Urban Workforce)	Survey (n=356); PLS-SEM; Moderated Mediation	Intrinsic motivation (autonomy, achievement), extrinsic factors (salary, security), generational identity	Intrinsic motivation boosts retention; inadequate extrinsic rewards reduce satisfaction; urbanization moderates effects.
Fernandes et al. (2022)	Healthcare Sector (Public Service Motivation)	Systematic Literature Review (1998–2021; 89 studies); PRISMA	Compensation, working conditions, facilities, patient interaction	Identified PSM motivators; highlighted methodological inconsistencies; integrated stress & presenteeism constructs.
Chung et al. (2021)	Korean Hotels	Survey; Regression Analysis	Job stress, client rudeness, supervisor support, demographics	Stress & customer mistreatment increase turnover; supervisor support reduces it; marital status impacts retention.
Gašić et al. (2023)	Serbia's Service Sector	Survey (n=514); SmartPLS	Flexible work arrangements (FWA), employee engagement (EE)	FWA & EE positively affect retention; EE mediates FWA–retention relationship; flexibility reduces turnover.
Alzaid et al. (2023)	Saudi Arabia Banking Sector	Survey (n=459)	Employer branding, relational psychological	Employer branding boosts retention; relational contracts mediate relationship; first to

			contracts	link EB-retention via psychological contract.
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III RESEARCH DESIGN

This study adopts a systematic literature review (SLR) methodology to examine the influence of key independent variables—organizational reputation, compensation, training, leadership style, and work–life balance—on strategic talent management in the service industry. A review-based approach is appropriate as it enables the synthesis of existing theoretical and empirical evidence to identify dominant themes, research trends, and gaps in the literature.

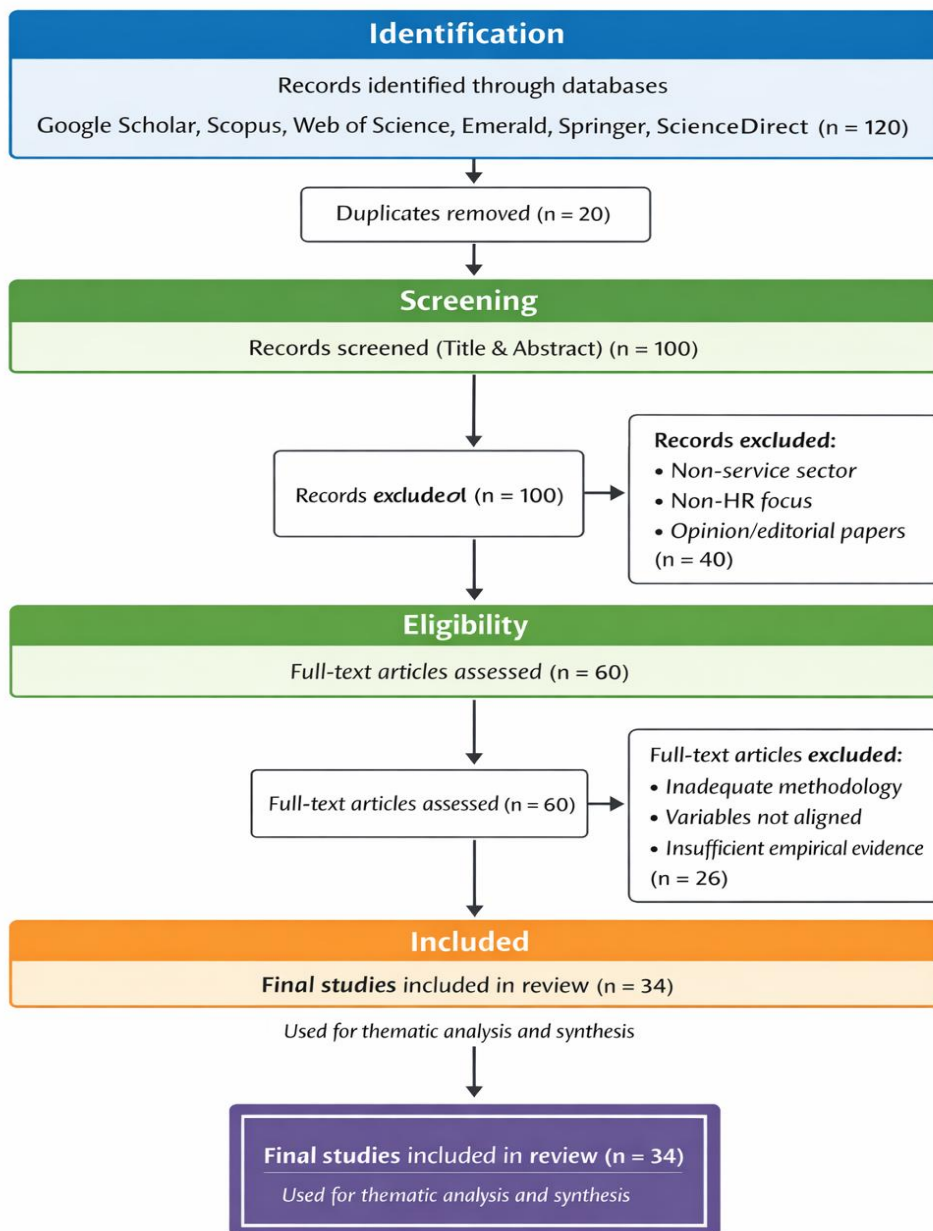


Figure 1 PRISMA-based literature selection process

The methodology diagram 1 illustrates a systematic and transparent literature selection process adopted in this review to ensure methodological rigor and relevance. The process begins with the identification stage, where a total of 120 research articles were collected from well-established academic databases such as Google Scholar, Scopus, Web of Science,

Emerald, Springer, and ScienceDirect. At this stage, all potentially relevant studies related to strategic talent management in the service sector were considered to achieve comprehensive coverage of existing literature.

In the next step, duplicate records ($n = 20$) were identified and removed to avoid repetition, resulting in 100 unique studies. These studies were then subjected to the screening stage, where titles and abstracts were carefully reviewed. During this phase, 40 articles were excluded because they were unrelated to the service sector, lacked a human resource or talent management focus, or were opinion pieces and editorials. This screening ensured that only relevant and conceptually aligned studies progressed further.

The remaining 60 articles underwent a detailed eligibility assessment through full-text review. At this stage, studies were evaluated for methodological soundness, clarity of variables, and empirical relevance. As a result, 26 articles were excluded due to inadequate methodology, misalignment with the identified determinants (organizational reputation, compensation, training, leadership style, and work–life balance), or insufficient empirical evidence.

Finally, 34 studies met all inclusion criteria and were selected for the thematic analysis and synthesis. These studies formed the final sample for the review and were systematically analyzed to understand the determinants of strategic talent management in the service industry. Overall, the diagram demonstrates a rigorous, PRISMA-aligned approach that enhances the credibility, transparency, and replicability of the review findings.

Data Sources

Relevant literature was collected from reputed academic databases, including:

- Google Scholar
- Scopus
- Web of Science
- Emerald Insight
- SpringerLink
- Elsevier (ScienceDirect)

These databases were selected to ensure comprehensive coverage of high-quality, peer-reviewed research in human resource management and service-sector studies.

Search Strategy

A structured keyword search was conducted using combinations of the following terms:

- “Strategic talent management”
- “Service industry”
- “Organizational reputation and talent management”
- “Compensation and employee retention”
- “Training and employee development”
- “Leadership style and talent management”
- “Work–life balance in service organizations”

Boolean operators (AND, OR) were used to refine the search and improve result relevance.

Inclusion and Exclusion Criteria

Inclusion criteria:

- Peer-reviewed journal articles, conference papers, and review studies
- Studies focusing on the service sector (e.g., IT, healthcare, hospitality, banking, education)
- Publications addressing at least one of the selected independent variables
- Articles published in English

Exclusion criteria:

- Non-peer-reviewed articles, editorials, and opinion papers
- Studies unrelated to talent management or HR practices
- Duplicate publications
- Articles with insufficient methodological clarity

Screening and Selection Process

The article selection followed a three-stage screening process:

1. **Title screening** to remove irrelevant studies
2. **Abstract screening** to assess relevance to strategic talent management
3. **Full-text review** to confirm methodological rigor and variable alignment

Only studies meeting all inclusion criteria were retained for final analysis.

Data Extraction and Analysis

A structured data extraction template was used to record:

- Author(s) and year of publication
- Research objectives
- Service-sector context
- Independent variables examined
- Key findings related to talent acquisition, development, and retention

A **thematic analysis** approach was applied to synthesize findings across studies. The selected independent variables were treated as analytical themes to identify patterns, consistencies, and contradictions in the literature.

Conceptual Framework Development

Based on the synthesized evidence, a conceptual framework was developed linking:

- Organizational reputation
- Compensation
- Training
- Leadership style
- Work–life balance

to strategic talent management outcomes in the service industry, including talent attraction, employee development, and retention.

Quality Assessment

To ensure reliability and academic rigor, the selected studies were assessed using criteria such as:

- Journal quality (Scopus/SSCI indexing)
- Clarity of research design
- Validity of variables and findings
- Relevance to service-sector talent management

Ethical Considerations

As this study is based solely on secondary data, no direct ethical approval was required. However, all sources were properly cited to avoid plagiarism and ensure academic integrity.

Methodological Contribution

This methodology enables a structured and transparent synthesis of existing research and supports the development of an integrated understanding of strategic talent management determinants in the service industry.

IV CONCLUSION

This review paper adopted a systematic and structured methodology to examine the determinants of employee acquisition, development, and retention in the service sector. By following a PRISMA-aligned literature selection process, the study ensured transparency and methodological rigor in identifying, screening, and evaluating relevant research. From an initial pool of studies obtained from leading academic databases, a carefully defined inclusion and exclusion process resulted in 34 high-quality studies, which formed the basis for thematic analysis and synthesis. This methodological approach strengthened the reliability of the findings and minimized bias, making the conclusions drawn from the review robust and evidence-based.

The methodological analysis enabled the identification of key determinants consistently highlighted across the literature, including organizational reputation, compensation, training and development, leadership style, and work–life balance. The review confirms that employee acquisition in the service sector is strongly influenced by an organization’s external image, competitive reward systems, and clarity of roles, which collectively shape employer attractiveness. Furthermore, the findings emphasize that continuous training, supportive leadership, and performance feedback are central to employee development, enabling service employees to enhance both technical competence and customer-oriented skills. From a retention perspective, the review reveals that job satisfaction, leadership quality, work–life balance, and recognition practices are critical in reducing turnover intentions and fostering long-term employee commitment. The service sector’s unique characteristics—such as high customer interaction, emotional labor, and dynamic work schedules—further intensify the importance of these determinants. Collectively, the evidence suggests that treating acquisition, development, and retention as interconnected stages of a unified talent management strategy is more effective than addressing them in isolation.

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