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## **TALENT RETENTION AS A STRATEGIC FACTOR OF ORGANISATIONAL SUSTAINABILITY**

Retaining talented employees is crucial for organizational success and innovation. Once seen as an HR concern, talent retention is now a strategic goal vital for competitiveness and long-term survival. With rising competition for skilled staff, organizations must prioritize keeping top talent to ensure operational effectiveness, continuity, and growth.

The aim of this research is to analyse the role of talent retention in ensuring organisational sustainability, identify the key factors influencing employee retention, and examine effective strategies that organisations can implement to reduce turnover and enhance long-term performance.

Retention of talent is the ability of an organisation to keep high-value or high-skilled workers over time. This involves not just preventing staff from leaving or filling vacancies, but also maintaining professional expertise, organisational memory, and institutional knowledge. Effective retention strategies enhance sustainable growth through increased productivity, better employee engagement, and lower costs from high turnover.

Furthermore, as the complexity of the global labour market continues to increase, organisations will place a higher importance on implementing talent retention strategies than ever before. Some general characteristics of today’s labour market include heightened levels of competition for talent between employers, an increase in the movement of employees in and out of workplaces, and a lessening of the significance of geographic boundaries when it comes to hiring employees for jobs or careers.

Remote and hybrid work models, enabled by digital tech, allow employees to seek jobs beyond their physical location, giving them more power in negotiations. Employers face higher risks of losing talented staff to competitors due to abundant opportunities. Consequently, many organisations prioritize retaining skilled employees, given the widespread skills shortage across industries.

Employees leave for various reasons, generally falling into organizational, management, and personal categories. Common causes include limited career opportunities, poor pay, and leadership styles. Lack of professional development, unclear career paths, and inadequate feedback can reduce engagement. Other factors are limited managerial support, flexible work options, and work-life balance issues. An organization’s culture also impacts turnover, with poor communication, low trust, and unresolved conflicts raising disengagement and resignation rates.

High employee turnover harms organizations directly and indirectly. Direct costs include recruiting, hiring, and training. Indirect costs involve losing organizational knowledge, disrupting workflows, and straining team relationships. New employees need time to reach full productivity, which can reduce overall performance. Remaining staff may face more duties, risk burnout, lose morale, and leave, causing a continuous cycle of turnover.

To keep great employees, you need to use more than one way, having a really good system for doing that is very important. You need to give your employees a competitive base pay and a good benefits package; but at the same time, you also need to offer employees opportunities for continuing education and professional development, along with a defined path to career advancement, and a systematic way to recognise employee contributions. Flexible work arrangements, such as remote working and flexible scheduling, also help your employees to be happy at work as long as they meet the company’s goals. To get the most out of these strategies, use them as a combined strategy instead of separate initiatives.

The contribution that leaders make in creating retention outcomes is very important. Leaders that clearly communicate, set clear expectations, and provide regular and constructive feedback create a stable, healthy work environment for their

employees. These three behaviours build trust, increase employee engagement, and develop long-term company loyalty. Additionally, leaders' level of emotional intelligence is also a key factor in retention. Leaders that are able to identify and respond to employee concerns can proactively resolve possible retention issues before employee dissatisfaction results in turnover intentions increasing.

A combination of all these items (employee benefits, development opportunities, and work/life balance) will help to create a culture that makes it easier to retain caring employees over time; therefore, it is critical to establish an approach to retention that incorporates multiple strategies to create a cohesive integration of all aspects of employee retention.

In addition to the above-mentioned changes, recent talent retention methods focus on data-driven decisions. The use of analytics to track employee engagement, forecast resignation risk, and assess retention methods has become increasingly common among companies today. By using these methods, organisations can develop targeted and efficient strategies, thereby enhancing their overall HR management functions.

Talent retention is a complex, strategic process vital for organizational sustainability and competitive advantage. Companies must adopt a comprehensive approach including fair pay, learning opportunities, strong leadership, and a culture that fosters creativity and productivity. This not only reduces turnover but boosts innovation, performance, and long-term resilience.

## **REFERENCES**

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