

“A Study on Talent Management Strategies and Its Impact on Retention of Employees Working in It and ITES Companies in Bangalore During Covid-19 Pandemic”

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Abstract

Introduction: The influence of talent management strategies on employee performance and retention during COVID-19 is the focus of this study. The results of the study demonstrated that employee performance was significantly improved by talent management techniques, including recruiting and selection to draw in talent, coaching and mentoring to foster talent and compensation to retain talent.

Literature Review: In order to foster a favourable work atmosphere, establishing specific objectives, as well as offering chances for advancement, talent management strategies may raise employee performance and in turn lead to retention of employees.

Methodology: The main quantitative data gathering approach used in this study aids in the statistical analysis of the data gathered. Three demographic questions and seven topic-related questions enable researchers to examine the data gathered through an online survey.

Findings: Since researchers can use "descriptive statistics" in SPSS analysis, "regression analysis" and "correlation" tests can also be included in this section. Researchers can determine the correlation between the variables by using this hypothesis testing. In this section, "dependent, and independent variables" are so identified.

Discussion: Critical discussion about this research has been highlighted in this section. Therefore, this research section helps to address that “talent management strategies” has a significant impact on the overall performance of the organization. Employee’s performance as well as employee’s retention has to be measured with the aid of this talent management strategies.

Conclusion: Covid-19 brought unprecedented challenges to various workplace and requiring organizations to rethink their “talent management strategies”. Moreover, effective talent management strategies played a significant role in maintaining employee’s performance and retention of the employees during the Covid-19 pandemic

Keywords: *Talent Management Strategies, Employee Retention, Employee Performance, Covid-19 Pandemic*

Introduction

The study showed that “talent management strategies”, such as hiring and selection to attract talent, coaching and mentoring to help develop talent and remuneration to retain talent had a notably beneficial impact on employee’s performance. Talent management is an important element for organizational success and it receives a unique attention in the corporate world in the global arena which is Volatile, Uncertain, Complex and Ambiguous (VUCA) in nature. (Venkatesh, Dr.A. Narasima, 2016)

The practice of preventing the top staff from departing is known as talent retention. Since it may be expensive and disruptive for businesses to lose top people, they must have a plan in place to keep them on board (Moorthy, 2022). Selecting the appropriate employees for the proper jobs, giving them the training and development they require and making sure they have the resources and tools they need to meet performance targets are all made possible by effective personnel management (Naved *et al.*, 2022). A company's approach to maintain engaged and dedicated staff is known as employee retention. One of the main objectives for companies is to decrease the turnover rate of employees.

Background of the Study

In order to boost dedication, engagement, and satisfaction, talent management strategies can have a favourable effect on employee retention. A decrease in turnover may result from this (Rožman *et al.*, 2023). The findings demonstrated that employee retention intentions are significantly impacted by talent management strategies. Furthermore, effective talent management techniques open the door to developing organisational commitment, which raises staff retention (Kolluru, Krishnan & Kolluru, 2021). The study's findings showed a correlation between enhanced employee job satisfaction and talent management strategies. Furthermore, skilled employees are a valuable source of competitive advantage in the ever-changing commercial and economic environments.

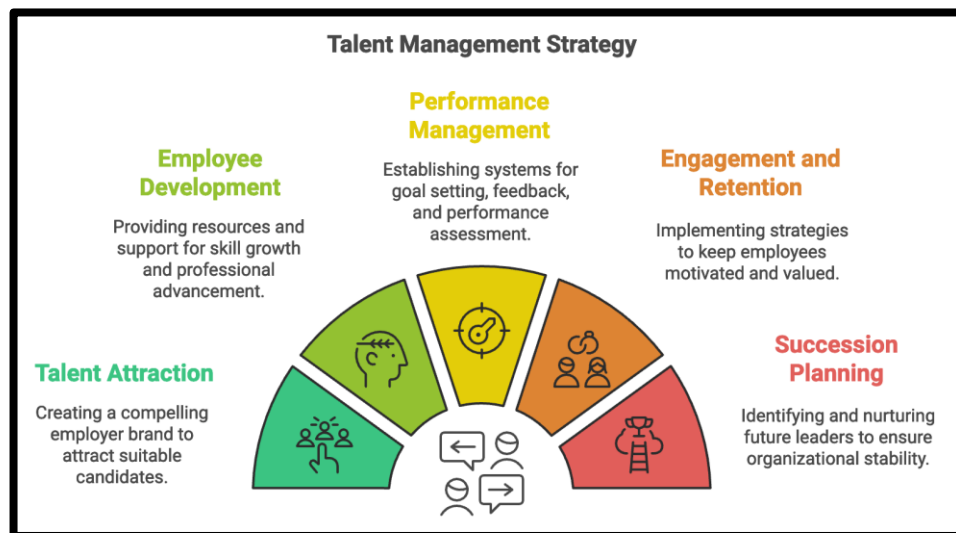


Figure 1: Talent Management Strategy

(Source: Paul & BE, 2020)

Therefore, high potential candidates have to be attracted by this talent management practices, therefore, top performance of the employees has to be generated and it helps to enhance the working structure of the company. Integrated talent management approach is very much crucial to continuously supervise the existing talent pool to identify and develop key talent in addition to individual performance appraisals (Venkatesh, Dr.A. Narasima, 2017).

Employees satisfaction also enhanced with the aid of this talent management practices, and provide proper opportunities helps the employees to enhance their engagements (Manojkumar, 2023). Additionally, "talent management practices "help the employees to be more committed which helps to enhance the overall growth of the company.

Aim

The aim of this research is to address the impact of "talent management strategies" for the retention of the employees during COVID-19.

Objectives

RO 1: To address the role of "talent management strategies" on employee's performance during Covid -19 Pandemic

RO 2: To identify the impact of "talent management strategies" on employee's retention during Covid -19 Pandemic

RO 3: To highlight the effectiveness of "talent management strategies" on working culture of companies in Bangalore during the Covid-19 pandemic situation

Research Questions

RQ 1: What is the role of "talent management strategies" on employee's performance during Covid-19 pandemic?

RQ 2: What is the impact of "talent management strategies" on employee's retention COVID-19 pandemic?

RQ 3: What is the effectiveness of “talent management strategies” on working culture of companies in Bangalore during COVID-19 pandemic situations?

Hypothesis

H 1: Talent management practices is correlated with employee’s retention during Covid-19

H 2: Talent management practices has a significant impact on working performance of employees during Covid -19 pandemic

H 3: Talent management practices is correlated with working culture of companies in Bangalore during COVID-19 pandemic

Literature Review

Crucially addresses the role of “talent management strategies” on employee’s performance and retention during Covid-19 Pandemic

In order to foster a favourable work atmosphere, establishing specific objectives, as well as offering chances for advancement, talent management techniques may raise employee performance. As stated by Krishnan, Kolluru & Kolluru (2021), the study's findings showed that talent management strategies help in hiring and selection to attract talent, coaching and mentoring to help develop talent, and remuneration to retain talent had a notably beneficial impact on worker performance. The employee performance may be enhanced through talent management techniques and it helps to enhance the overall structure of company (Mira, 2021). The COVID-19 pandemic has resulted in significant talent management challenges including hiring freezes and layoffs; salary freezes, cancelled bonuses, and pay reductions; how work is done and increased employee stress and burnout.



Figure 2: Importance of Talent Management on employee’s performance

(Source: Narasimha & Neena, 2024)

Management of performance is the important factor that helps to enhance the employee's retention. Establish specific objectives, track results, and offer incentives and feedback. Planning for succession is another important term that has been generated by this talent management strategies, therefore, it helps to find and train high-potential workers for leadership positions in the future. The organizations will be able to retain high potential employees and drive organizational effectiveness by possessing and utilizing the available talent management technological tools (Venkatesh, Dr.A. Narasima, 2014). On the other hand, as argued by Narasimha & Neena (2024) Engagement of employees has been generated by these practices, moreover, it helps to establish an atmosphere where workers are enthusiastic about their work. It also provides robust referral incentives and conduct a thorough screening process for excellent personnel (Yadav & Pandey, 2021). Learning and development also generated by these practices, and it give staff members the chance to acquire new abilities which helps to enhance their satisfaction.

Discussion on the role of Talant management strategies on job satisfaction of employees during COVID-19 Pandemic

Covid-19 pandemic brought unprecedented challenges to various workplace, and requiring organizations to rethink their "talent management strategies". Moreover, effective "talent management strategies" played a significant role in maintaining job satisfaction of the employees during the pandemic. Therefore, as mentioned by GOYAL (2023), organization tried to implemented remote work policies as well as able to provide necessary tools which helps employees and enhance their job satisfaction. Moreover, flexible working arrangements liker hybrid models helped the employees to balance their working life and able to reduce the burnout. On the other hand, as highlighted by Ramya & Arcot (2024), this "talent management practices "also prioritize the mental; health program of the employees, and counselling services which has a potential impact on job satisfaction.

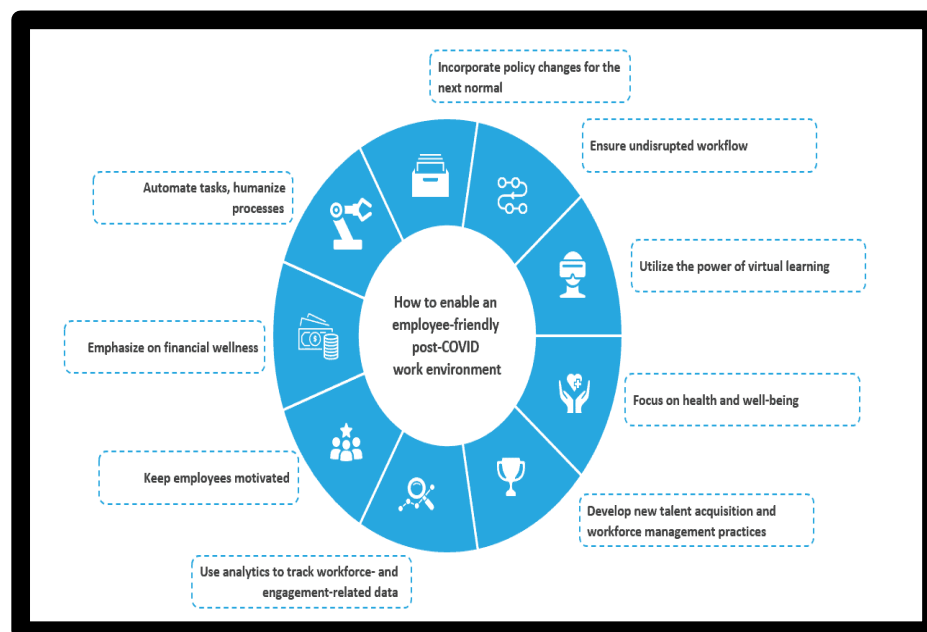


Figure 3: Effect of Talent Management During COVID-19

(Source: Babu & Sahayam 2025)

A high-performing workplace, a learning environment, enhanced diversity, and a stronger employer brand are all advantages of strategic personnel management. As commented by Babu & Sahayam (2025), these factors make talent management a top concern for human resource professionals. Systems for managing talent make it simpler to improve employee's engagement. On the other hand, as opined by Bishnoi (2024), in order to provide a smooth employee experience that propels organisational performance and strategic success, the goal is to make sure that talent management procedures including hiring, onboarding, employee development, and succession planning collaborate rather than operate independently. Find candidates, evaluate credentials and abilities, train new recruits, manage staff strengths, and honour and reward exceptional work (Venkatesh *et al.*, 2022). Business executives have more time to concentrate on being an employer of choice now that they are free of administrative duties.

Methodology

The main quantitative data gathering approach used in this study aids in the statistical analysis of the data gathered. Three demographic questions and seven topic-related questions enable researchers to examine the data gathered through an online survey. As a result, SPSS software aids in the analysis of the data acquired, and topic-related data has been gathered based on the statistical analysis (Singh et al., 2023). The research philosophy of positivism must be applied in this study in order to obtain a detailed understanding of the research process. Subjective data must be gathered for this study, and the research technique must also assess subjective data. After that, this research method also helps to provide objectified information, based on this data, impact of “talent management” on the employee’s retention has to be generated.

Since researchers can use "descriptive statistics" in SPSS analysis, "regression analysis" and "correlation" tests can also be included in this section. Researchers can determine the correlation between the variables by using this hypothesis testing. In this section, "dependent, and independent variables" are so identified (Singh et al., 2023). This statistical test aids the researchers in obtaining more precise information about the subject; also, this data gathering approach must identify the original materials related to the study issue (Ramya & Arcot, 2024). These researchers must also quantify the effect of “talent management practices “funding on employees’ retention and working performance. Following that, researchers are able to collect more useful data that will aid them going forward.

Findings

Demographic Test

Gender

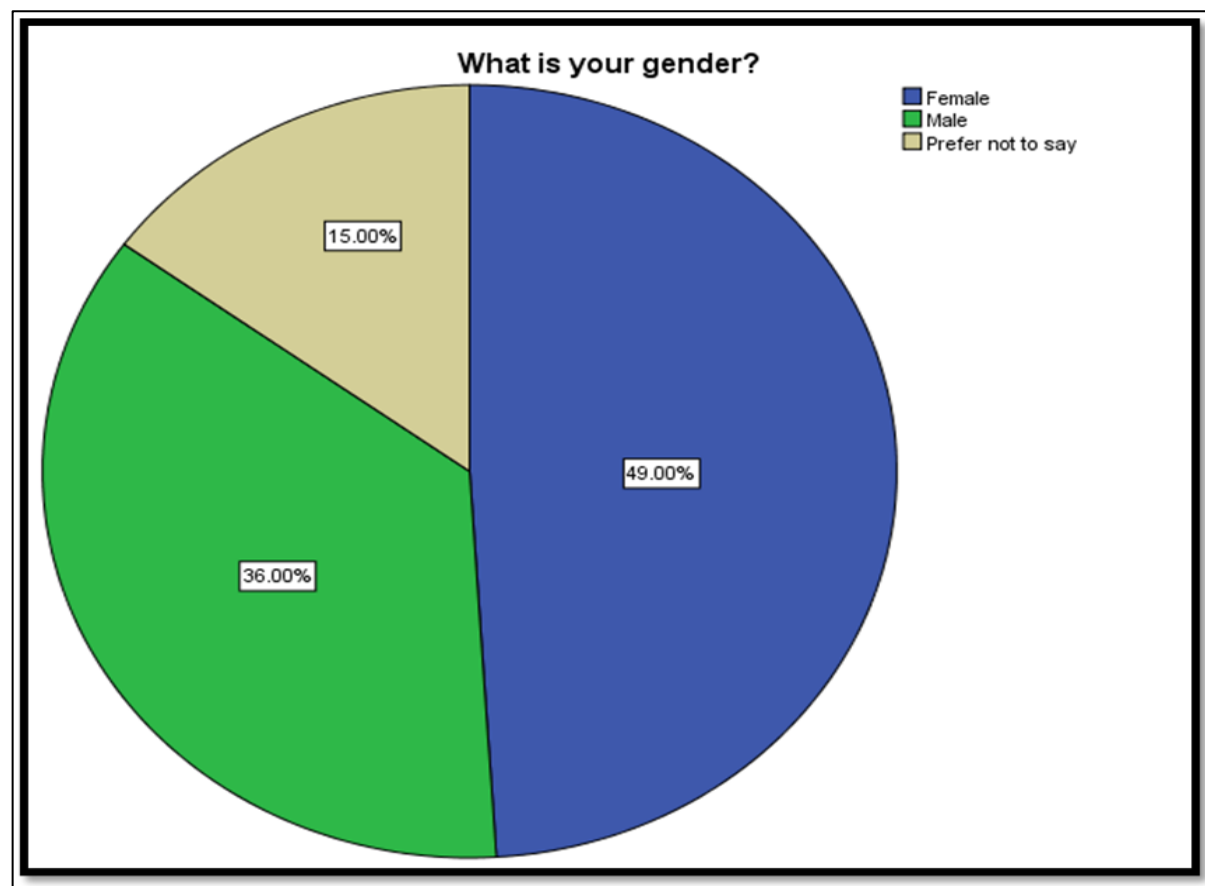


Figure 1: Gender

(Source: IBM SPSS)

The statistical analysis of this study topic served as the basis for Figure 1. It is necessary to address the impact of this research issue in light of this response rate. Respondents in the female group accounted for 49.99% of the survey's maximum response rate. As a result, 36% of respondents are in the male group. Furthermore, 15% is the lowest response rate, which is achieved by the respondents' preferred category. Therefore, this statistical analysis helps to address that, a healthy work atmosphere and the encouragement of employees to pursue shared objectives may be achieved via effective personnel management (GOYAL, 2023). Employee engagement levels might rise overall as a result of lower turnover rates and increased employee trust in the organisation.

Age Group

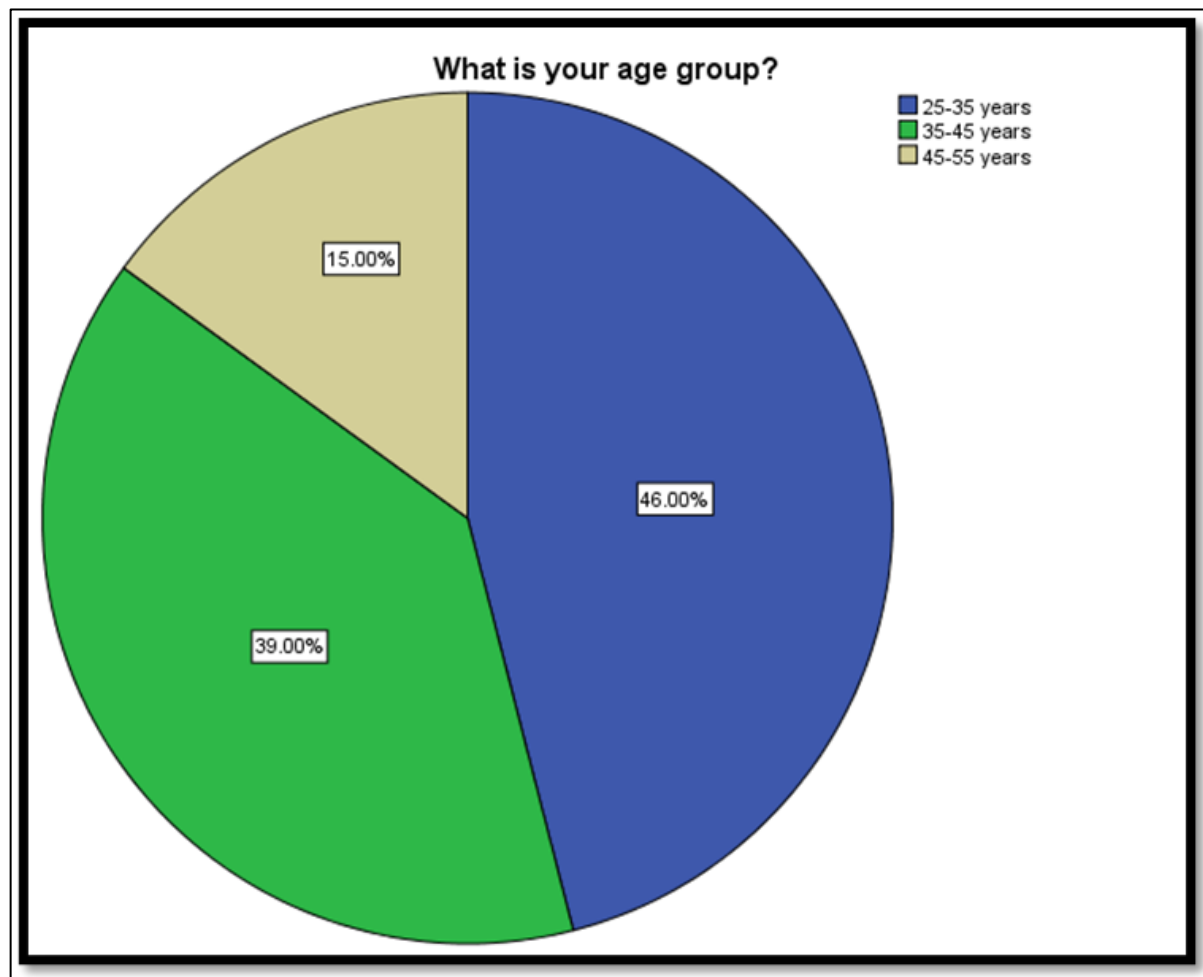


Figure 2: Age Group

(Source: IBM SPSS)

The response rate of the participants per age group is indicated in Figure 2. According to the survey analysis, respondents between the ages of 25 and 35 had the highest response rate, at 46%. Furthermore, respondents between the ages of 35 and 45 account for 39% of the total response rate. Lastly, respondents between the ages of 45 and 55 had the lowest response rate. This numerical analysis, helps to address that, the findings show that talent management has a major and favourable impact on worker performance and satisfaction (Yadav & Pandey, 2021). The favourable effect is further enhanced by the fact that employee happiness mediates the link between talent management and performance.

Occupation

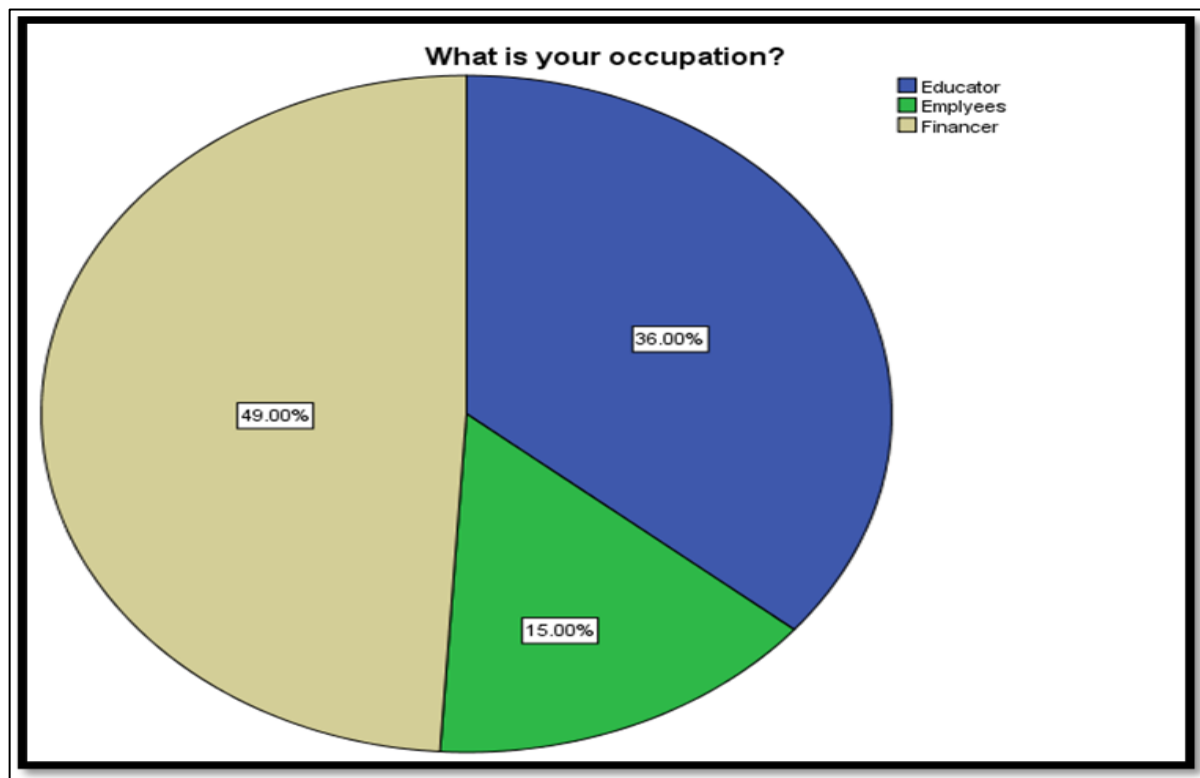


Figure 3: Occupation

(Source: IBM SPSS)

“The response rate of the participants by occupation” is addressed in Figure 3. According to the financer category, 49% of respondents complete the survey. As a result, 36% of respondents fall into the instructor group. The lowest response rate, which is determined by the respondents' group of employment, is 15%. According to this SPSS analysis, it has to be conducted that, “talent management strategies’ has a potential impact on the business, therefore, it helps to improve the overall performance of the employees (Narasimha & Neena, 2024). Moreover, employees become more satisfied with their work and it has a significant effect on company’s performance during the pandemic situations.

“Statistical Analysis”

“Descriptive Statistics”

Descriptive Statistics									
	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Error	Std. Deviation Statistic	Kurtosis Statistic	Std. Error	
DV	55	1	5	3.45	.157	1.168	-.243	.634	
IV 1	55	1	5	3.64	.156	1.161	.401	.634	
IV 2	55	1	5	3.82	.172	1.278	.018	.634	
IV 3	55	1	5	3.18	.216	1.600	-1.530	.634	
IV 4	55	1	5	3.45	.196	1.451	-1.474	.634	
Valid N (listwise)	55								

Table 1: “Descriptive analysis of different variables”

(Source: IBM SPSS)

The variables' "Mean" and "Standard deviation" values are shown in Table 1. With the help of this table, "Standard Error" is therefore also handled. The first variable's "Mean" value is 3.64, while its "Standard Error" is .156. Consequently, the "Standard Deviation" number in this table is 1.161. As a result, the second variable produced 172 "Standard Error" and 3.82 "Mean" values. Additionally, it produced a "Standard Deviation" result of 1.278. The "Mean" value of IV3 is 3.18, while the "Standard Error" value is .216, as highlighted to this table. The "Standard deviation" value for this third variable is thus 1.600. The final variable is then tested at a "mean value" of 3.45 and a "standard error value" of .196.

Hypothesis Testing

Hypothesis 1: Talent management strategies is correlated with employees retention during Covid-19 Pandemic

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.876 ^a	.767	.763	.569	.767	174.481	1	53	<.001	1.776
a. Predictors: (Constant), IV 1										
b. Dependent Variable: DV										

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.480	1	56.480	174.481	<.001 ^b
	Residual	17.156	53	.324		
	Total	73.636	54			
a. Dependent Variable: DV						
b. Predictors: (Constant), IV 1						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.250	.254		.983	.330
	IV 1	.881	.067	.876	13.209	<.001
a. Dependent Variable: DV						

Table 2: "Regression analysis for Hypothesis 1"

(Source: IBM SPSS)

The "Linear regression analysis" of this mentioned hypothesis must be addressed, as shown in Table 2. According to this table, the "R-value" is .876, and the "R Square value" is .767. This is followed by the "Adjusted R Square value" of .763. Thus, according to "The ANOVA" table, the first hypothesis's "significance value" is 0.001, which is less than 0.05. The dependent and first independent variables are then shown to have a "significant relationship" that must exist. Furthermore, this table indicates that the "beta value" is .876 and the "t value" is 13.209.

Hypothesis 2: Talent management strategies has a significant impact on working performance of employees during Covid -19 pandemic

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
1	.739 ^a	.546	.537	.794	.546	63.751	1	53	<.001	1.736
a. Predictors: (Constant), IV 2										
b. Dependent Variable: DV										

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	Sig.
1	Regression	40.209	1	40.209	63.751
	Residual	33.428	53	.631	<.001 ^b
	Total	73.636	54		

a. Dependent Variable: DV					
b. Predictors: (Constant), IV 2					

Coefficients ^a					
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
1	(Constant)	.876	.340	2.576	.013
	IV 2	.675	.085	7.984	<.001

a. Dependent Variable: DV					
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Table 3: “Model Summary analysis for Hypothesis 2”
(Source: IBM SPSS)

‘The hypothesis analysis of the second variable’ is presented in Table 3. According to this table, the "R-value" is .739, and the "R Square value" is .546, respectively. Next, the "Adjusted R Square value" comes out to be .537. Consequently, the "significance value" of this variable is 0.001, and the "ANOVA" table takes this value into account. Thus, it is stated that these factors have a healthy relationship emphasised within them. Furthermore, this variable's "t value" is 7.984.

Hypothesis 3: Talent management strategies is correlated with working culture of companies in Bangalore during COVID-19 pandemic

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
1	.798 ^a	.636	.629	.711	.636	92.663	1	53	<.001	2.110
a. Predictors: (Constant), IV 3										
b. Dependent Variable: DV										

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	Sig.
1	Regression	46.844	1	46.844	92.663
	Residual	26.793	53	.506	<.001 ^b
	Total	73.636	54		

a. Dependent Variable: DV					
b. Predictors: (Constant), IV 3					

Coefficients ^a					
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
1	(Constant)	1.602	.215	7.451	<.001
	IV 3	.582	.060	9.626	<.001

a. Dependent Variable: DV					
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Table 4:” Hypothesis Testing”
(Source: IBM SPSS)

Table 8 highlights "Linear regression analysis" for hypothesis 3. Accordingly, the "R-value" that this table displays is .798, and the "R Square value" is .636. Its "Adjusted R Square value" is .629 after that. Furthermore, according to the "ANOVA" table, the significance value is 0.001, which is likewise less than 0.05. The fact that there is a positive association between these factors is then emphasised. Following that, the "t value" is 9.626 according to the "coefficient" table. It is also known as the "beta value" and is designated by the "coefficient table" as .798.

Correlation Test

		Correlations				
		DV	IV 1	IV 2	IV 3	IV 4
DV	Pearson Correlation	1	.876**	.739**	.798**	.914**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001
	N	55	55	55	55	55
IV 1	Pearson Correlation	.876**	1	.891**	.635**	.705**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001
	N	55	55	55	55	55
IV 2	Pearson Correlation	.739**	.891**	1	.334*	.545**
	Sig. (2-tailed)	<.001	<.001		.013	<.001
	N	55	55	55	55	55
IV 3	Pearson Correlation	.798**	.635**	.334*	1	.921**
	Sig. (2-tailed)	<.001	<.001	.013		<.001
	N	55	55	55	55	55
IV 4	Pearson Correlation	.914**	.705**	.545**	.921**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	55	55	55	55	55
** . Correlation is significant at the 0.01 level (2-tailed).						
* . Correlation is significant at the 0.05 level (2-tailed).						

Table 5: "Correlation test between a dependent variable and four independent variables"

(Source: IBM SPSS)

Table 5 shows the appropriate correlations between the variables. Thus, according to this table, the first variable's "significance value" is .001, which is less than 0.05. Consequently, it is shown that the variables have a positive connection with one another. Furthermore, a positive correlation between these two variables is suggested by the second variable's "significance value" of 0.001. It is also determined that there is no association between these two variables because the third variable likewise performed with a significant value of 0.013, which is greater than 0.05.

Discussion

Critical discussion about this research has to be conducted in this section. Therefore, this research section helps to address that talent management strategies has a significant impact on the overall performance of the organization. Job satisfaction, as well as employee's retention has to be measurable with the aid of this management policies (Yadav & Pandey, 2021). The procedure a business uses to hire, train, and retain staff is known as talent management. It may affect

a business's development and performance. IT and ITES organisations in Bangalore may benefit from talent management by increasing employee retention, productivity, and engagement. Better organisational performance and competitiveness may result from this. The administrative and strategic aspects of talent management are managed by human resources departments (Narasimha & Neena, 2024). The methods the business uses to hire, engage, develop, and retain staff members as well as to plan for future workforce requirements are together referred to as talent management. Human resources teams, whose plates are fuller than ever, are responsible for the strategic and “administrative aspects of talent management”.

Conclusion

This research is based on talent management strategies and with the aid of this study, impact of this management on the employee's performance, as well as retention of employees has been discussed within this research. This research also helps to identify the role of this practices during “the COVID-19 pandemic situation”.

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