MIX: Jurnal Ilmiah Manajemen

Management Scientific Journal
ISSN (Online): 2460-5328, ISSN (Print): 2088-1231
https://publikasi.mercubuana.ac.id/index.php/jurnal_Mix

Antecedents of Talent Retention: A Study on Oil and Gas Companies in Central Sulawesi

Vebrina Anggraini Tambunan[1)]; B. Medina Nilasari[2*)]; Renny Risqiani[3)]; Erny Tajib[4)]; Maria Ariesta Utha[5)]

[1)] 122012301064@std.trisakti.ac.id, Universitas Trisakti, Indonesia
[2)] medina@trisakti.ac.id, Universitas Trisakti, Indonesia
[3)] rennyrisqi@trisakti.ac.id, Universitas Trisakti, Indonesia
[4)] ernytajib@trisakti.ac.id, Universitas Trisakti, Indonesia
[5)] maria.utha@trisakti.ac.id, Universitas Trisakti, Indonesia
**) Corresponding Author*

ABSTRACT

Oil and gas operators are in need of skilled staff to ensure safe and reliable operations considering the stiff competition in the industry.
Objectives: *Therefore, this study aims to examine the relationship between the evaluation of the employer brand, transformational leadership, as well as organizational knowledge practices, work engagement, and intention of employees to remain in an organization. The focus is on Central Sulawesi, Indonesia and the explanatory framework adopted is Social Exchange Theory.*
Methodology: *The analysis addresses both direct paths and indirect paths through engagement. Moreover, purposive recruitment was used to select 247 workers who participated in the survey and the model developed was estimated in AMOS 24 through structural equation modeling.*
Findings: *The results showed that stronger employer-brand perceptions and knowledge practices coincided with greater engagement. Transformational leadership also had a negative relationship with engagement but a direct positive relationship with retention. Meanwhile, there was no meaningful direct relationship between retention, employer branding, knowledge management, or engagement. The trend showed that the interpretation should be based on the indirect estimates and respective uncertainty rather than the proposed directions.*
Conclusion: *Transformational leadership was observed to have the best evidence on the willingness of employees to stay while the other practices in the workplace had mixed outcomes.*

Keywords*: Talent Retention; Employee Engagement; Employer Branding; Transformational Leadership; Knowledge Management.*

Submitted: 06 -07-2025 Revised: 19-10-2026 Accepted:26-10-2026

Article Doi:
http://dx.doi.org/10.22441/jurnal_mix.2026.v16i3.016

p-ISSN: 2088-1231
e-ISSN: 2460-5328

INTRODUCTION

Oil and gas businesses are characterized by intense competition and considerable operational and technical risks. There is also a need to satisfy sustainability requirements which leads to the importance of competent employees in achieving reliable operations and business performance. Moreover, the exploration, development, and production activities require the participation of individuals who can handle the energy resources in a responsible and safe manner. This shows the need for competent staff in the oil and gas industry of Indonesia. Volatile oil prices, the effects of the pandemic, the energy transition, and growing technical complexity have increased the need for employees who can solve operational problems efficiently. Building that capability is a long-term priority for the sector. Competition also occurs on both sides of the labor market: firms seek to recruit and keep employees, while workers compete for available positions ((Dineen & Allen, 2015); (Pollock et al., 2019)). As conditions change, employers place greater value on people who possess scarce knowledge, skills, and abilities (Ambrosius, 2016). This demand intensifies competition for high-performing personnel.

Work engagement is relevant to continued employment because it describes the attention and energy that people commit to their duties. Studies link this state to output, earnings, customer ratings, and ongoing organizational membership (Rana et al., 2021). Through employer branding, human resource functions communicate the employment experience offered by the firm (Biswas & Suar, 2014), including as a response to persistent employee exits (Tumasjan et al., 2019). In Indonesia's upstream sector, SKK Migas reported that staffing had not been renewed since 2015 and projected that about 22% of personnel would reach retirement age over the following seven years. Addressing this expected capability shortage calls for leaders who establish direction and secure results (Kumar et al., 2020). Transformational leadership can add value when it prompts people to perform beyond routine requirements (Ghadi et al., 2013), while recognition and employee involvement may signal that the organization values its workforce (Ali et al., 2023). These activities are often reciprocated by stronger attachment and willingness to stay, especially when employers desire employees with rare skills (Ambrosius, 2016). The trend shows the importance of knowledge-management arrangements in promoting timely and well-founded decisions by ensuring relevant know-how is accessible, usable, and open to evaluation (Nasruddin & Putri, 2023). Therefore, the model proposed examines whether these three workplace practices precede work engagement. It also determines the connection between engagement and intention of employees to stay in employment.

Social Exchange Theory (SET) relates the study variables by considering employment as a two-way relationship. This is because workers develop perceptions based on the advantages, opportunities, treatment, and support received which further affects their attitudes and behavior. The trend leads to the identification of employer branding, transformational leadership, and knowledge management as organizational experiences considered exchangeable within the model. A potential response to the experiences is engagement while the desire to remain with the employer is measured by talent retention.

The research model addresses four unresolved issues which include two empirical and two theoretical. First, existing studies on employer branding have prioritized individual-level outcomes over organizational consequences (Theurer et al., 2016). This requires asking whether the perception of the employer by employees warrants further membership and assists in organizational functioning. Second, engagement has been associated with output, reduced departures, and potential financial gains (Gede & Sunny, 2019) but the effects on both workers

p-ISSN: 2088-1231
e-ISSN: 2460-5328

and employers have not been completely reported (Gavin, 2020). This shows the need to directly estimate the engagement-retention path. Third, the relationship between leadership style and job attachment is not effectively studied (Kwarteng et al., 2023). The behavior related to intention to stay has been associated with leadership (Park & Pierce, 2019) but the contribution of attachment remains unclear. The analysis focuses on combining leadership, retention, and engagement into one model and identifies engagement as the intervening variable. Fourth, employer-brand perceptions, transformational leadership, and knowledge practices are not often considered as a combination of predictors of engagement in the workplace and lower withdrawal. This study addresses the lack of evidence by estimating the direct retention and indirect routes via engagement for oil and gas employees in Indonesia.

PRIOR RESEARCH AND THEORETICAL FOUNDATIONS

Social Exchange Perspective

The model proposed is based on the Social Exchange Theory (SET) which views employment as a continuous cycle of mutual contributions. Employees evaluate treatment and resources provided in the organization and react accordingly (Cropanzano & Mitchell, 2005). For example, fair treatment, acknowledgement, organizational backing, and access to useful resources can promote constructive reactions. Transformational leadership, employer-brand perceptions, and knowledge practices also represent different aspects of the reciprocal experience. This is due to the effect on the connection of individuals with work responsibilities and the organization. Work engagement is identified as part of the potential responses while the issue of continued employment is considered differently. The trend is associated with the fact that high engagement in current tasks does not lead to the desire to remain. Therefore, the three workplace factors serve as the predictors in the framework, engagement is identified as a possible conduit, and retention intention is the outcome. This shows the possibility of assessing the direct and mediated effects independently.

Employer Branding

Employer branding represents purposeful management of how current and prospective employees perceive the organization as a workplace, particularly in connection to engagement and continued employment (Tanwar & Prasad, 2016). This shows the concept extends beyond external recruitment to the experience of individuals working within the organization. The other role is to establish a well-known organizational identity and a clear employment proposition (Ferizal, 2016). A previous study focused more on attracting applicants, communicating in the process of recruitment, and positioning the firm as an organization of choice in the broader labor market (Theurer et al., 2016). Other more recent internal strategies are also designed to engage the existing workforce and promote retention (Deepa & Baral, 2021). Employees can feel more connected to the organization, increase loyalty, and promote its values when day-to-day practices reinforce the brand and offer a sense of shared meaning (Thomas & Aurora, 2024).

Transformational Leadership Perspective

Transformational leadership defines the behavior of leaders in provoking change and requesting contributions beyond ordinary role requirements (Sahu et al., 2017). The concept focuses on changing the priorities of followers to ensure collective goals are more significant than limited individual interests and performance exceeds traditional expectations (Ali et al., 2023). It also concerns the role of the supervisor in generating organizational outcomes. The

p-ISSN: 2088-1231
e-ISSN: 2460-5328

trend is associated with the fact that an engaging vision and an ethical purpose can enhance motivation and the feeling of support among employees (Ali et al., 2023). Acknowledgment and actual opportunities for participation have the capacity to present an identical message (Ali et al., 2023). Transformational leaders establish a direction to follow in the future, enable adaptation, and allow employees to convert general direction into action ((Demerouti, 2022); (Kwarteng et al., 2023)). The leaders also have the ability to bring individuals together on shared goals and elicit discretionary effort (Ali et al., 2023; Buil et al., 2018). The phenomenon shows the possibility of using transformational leadership to change initiatives and for day-to-day management.

Knowledge Management

(Samsir et al., 2017) described knowledge management as identifying, organizing, exchanging, and applying what people in an organization know. Such knowledge helps organizations pursue their objectives, and a broader base of usable knowledge can improve that capacity. According to (Al-Tit, 2015), knowledge management enables an organization to coordinate knowledge so that employees can perform more effectively. A well-designed system should help individuals improve their work by making relevant knowledge available. Organizations therefore depend on employees to generate and exchange knowledge, both individually and collectively, as a basis for innovation and competitive advantage ((Ferreira et al., 2018)).

Employee Engagement

For the purpose of this analysis, talent means the capacity of an employee to contribute to the organization's future development (Matongolo et al., 2018). Talent-retention practices are the measures used to prevent the loss of people with that capacity. A workplace regarded as competitive and appealing may reinforce those measures while also improving perceptions of the employer brand (Kasekende, 2017). Prior work connects retention with organizational results (Khalid et al., 2023) and identifies it as a continuing challenge for workforce management (Tanwar & Prasad, 2016). In operational terms, retention concerns sustaining employment membership over time (Ansari & Bijalwan, 2017), particularly for expertise that is uncommon or costly to replace (Ambrosius, 2016). The well-known competition for talent reflects the strategic value assigned to exceptional performers ((Mcdonnell, 2011); (Pandita & Ray, 2018)). Organizations consequently devote resources to keeping capable employees. In this study, talent retention refers to efforts to preserve employment relationships with people whose competence and contribution are valued.

HYPOTHESIS DEVELOPMENT

A stronger bond with the organization can develop when employees receive discretion in their work, supportive treatment, opportunities to learn, and room to progress (Chopra et al., 2023). (Shuck et al., 2014) treated attachment as an expression of affiliation and distinguished behavioral, affective, and cognitive forms of engagement. Behavioral engagement concerns intended conduct that supports performance and organizational results. Cognitive engagement instead concerns how employees understand the organization's purpose and their own position within it (Lee et al., 2021). Affective engagement covers the feelings and judgments directed toward the employer (Lee et al., 2021), and the need for further investigation of engagement has also been noted (Lee et al., 2021). The construct has additionally been portrayed as an enduring, wide-ranging work state that matters for productivity (Chopra et al., 2023), since engaged employees often contribute effort beyond basic requirements (Ancarani et al., 2017).

p-ISSN: 2088-1231
e-ISSN: 2460-5328

Employer-brand perceptions are one proposed source of this state (Tkalac Vercic et al., 2022), and later empirical work found the two to be closely related (Minh Ha et al., 2021). Retention, by comparison, concerns an employer's ability to preserve the personnel needed to meet business aims (Rappaport et al., 2003). The recurring possibility of unwanted exits keeps it central to human resource management (Tanwar & Prasad, 2016), especially when competitive advantage rests on hard-to-find expertise (Perrin, 2005). Analysis of retention should incorporate the work setting as well as individual characteristics such as education, service length, and leadership capacity (Kyndt et al., 2009). Employer branding may help by attracting suitable people and supporting their continued employment when promises about learning and advancement are realized in practice (Kyndt et al., 2009). Delivery of those promises is essential if the brand is to influence retention (Alshathry et al., 2017). Reported consequences of employer branding span commitment, staying behavior, performance, satisfaction, attraction, and loyalty (Gaddam, 2008), while consistent brand management may strengthen both shared values and continued membership (Dasan, 2022). Compatibility between employee and organizational values can also intensify engagement (Samo et al., 2020). Earlier evidence indicates that engagement may carry part of the effect from psychological contracts to discretionary behavior (Kasekende, 2017), from the employer brand to employee retention (Agarwal & Gupta, 2018), and from that brand to the retention of talent (Chopra et al., 2023). A separate positive link directly connecting employer-brand perceptions with retention has likewise been documented (Chopra et al., 2023). These considerations lead to H1, H2, and H8:
H1: More favorable employer-brand perceptions predict stronger work engagement in the Central Sulawesi oil and gas employee sample.
H2: More favorable employer-brand perceptions predict a stronger intention to continue employment among the sampled workers.
H8: Work engagement carries a positive indirect effect from employer-brand perceptions to the intention to remain employed.

Maintaining employees supports performance continuity, and interactions between supervisors and subordinates may influence that continuity (Tian et al., 2020). Chen et al. (2017) found that leadership approach helps explain the intention to remain, while known retention factors overlap with drivers of turnover (Sobaih et al., 2022). Transformational leadership has been connected with staying, employability, and durable ties between workers and their organizations (Thomas & Aurora, 2024). The literature includes a favorable association with intention to stay (Sobaih et al., 2022) and advice to incorporate this form of leadership into strategies for controlling turnover (Sobaih et al., 2022). By using transformational behaviors, supervisors may discourage withdrawal and strengthen employees' ties to their work and employer (Wells & Welty Peachey, 2011). Their ability to communicate ideas and inspire others may also affect continued employment (Zhang et al., 2018). Perceptions of fairness, motivation, and reward can elicit reciprocal responses such as choosing to stay (Sobaih et al., 2022). Longer-term commitment may therefore be one employee response. A supervisor can become an attachment point as an individual (Ali et al., 2024) while leadership provides attention, increases capacity, and consequently enhances engagement (Li et al., 2021). This shows that the effects are not associated with only the individual output but also with the broader engagement climate (Popli & Rizvi, 2016). Previous studies have identified more intense frontline engagement with transformational supervisors (Popli & Rizvi, 2016). However, the strength of the relationship can be affected by available job resources (Balwant et al., 2019). Other work has tested transformational leadership as a condition affecting the link between high-performance HR practices and engagement (Hai et al., 2020). Comparisons with transactional leadership have not produced uniform conclusions about which better explains

p-ISSN: 2088-1231
e-ISSN: 2460-5328

work engagement (Aboramadan & Kundi, 2020), even though some evidence reports a relatively stronger transformational association (Ali et al., 2024). Related studies identify consequences for engagement and retention together (Ali et al., 2024) and a mediated route from leadership to retention through engagement (Ali et al., 2024). On this basis, H3, H4, and H9 are specified as follows:

H3: Greater exposure to transformational leadership predicts stronger work engagement in the employee sample.

H4: Greater exposure to transformational leadership predicts a stronger intention to remain with the employing organization.

H9: Work engagement carries a positive indirect effect from transformational leadership to employees' intention to stay.

Knowledge management can be viewed as the recurrent updating of an organization's direction, structures, and competencies (Todnem, 2005). Access to knowledge equips employees to participate in change (Aslam et al., 2018), while implementation improves when that knowledge is accompanied by open communication and employee involvement (Lee Marks, 2007). During different stages of a transition, knowledge practices distribute relevant information and support the creation of new understanding by individuals and groups (Aslam et al., 2018). The balance among knowledge types may shift as technology, infrastructure, and organizational culture change (Aslam et al., 2018); (Bierly Paul E. et al., 2000). Prior evidence points to a mediated rather than solely direct connection with retention (Aslam et al., 2018). The literature combining knowledge management and engagement is still relatively small (Kianto et al., 2016), (Singh & Sharma, 2011), although the structural, relational, and cognitive foundations of knowledge sharing have been linked to engagement (Juan et al., 2018). Knowledge practices are also associated with more positive attitudes toward work (Kianto et al., 2016). Subsequent findings connect them with stronger engagement and an engagement-based indirect retention effect (Kossyva et al., 2023), and another study reports a favorable relationship with the retention of talent (Masrtin & Silva, 2017). These arguments produce H5, H6, and H10:

H5: Stronger organizational knowledge practices predict greater work engagement in the sampled workforce.

H6: Stronger organizational knowledge practices predict a greater intention among respondents to stay with their employer.

H10: Work engagement carries a positive indirect effect from knowledge-management practices to the intention to remain employed.

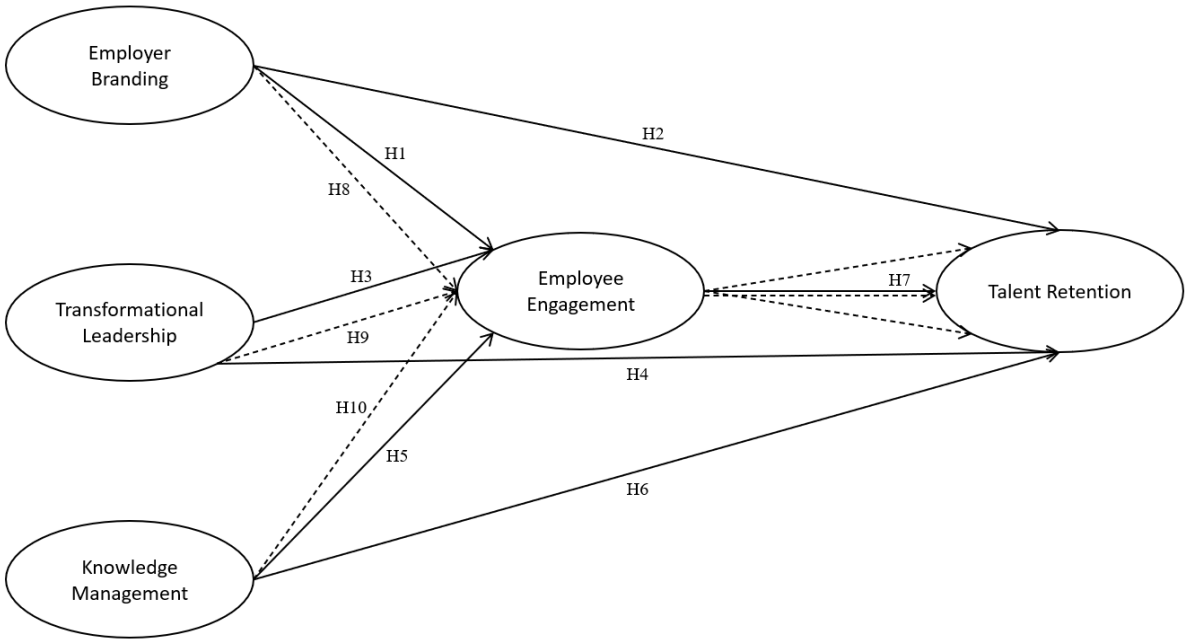
Engagement warrants attention because it may affect both organizational results and employee decisions about leaving or remaining. Research has associated it with work output, profitability, customers' evaluations, and continuity of employment (Rana et al., 2021). People who are deeply involved in their work may show less inclination to resign (Fletcher et al., 2016), while a sense of being supported can encourage additional professional effort (Veld et al., 2015). The relationship with turnover intention is expected to be negative but only the engagement has less possibility of being the determinant of retention. According to the organizational identification theory, loyalty and commitment can be generated through identification with the organizational culture (Mael & Ashforth, 1992). Affective connection to the employer may consequently strengthen the wish to continue working there (Gilani & Cunningham, 2017), and empirical research has found a favorable association between engagement and retention (Ngozi & Edwinah, 2022). This logic supports H7:

H7: Stronger work engagement predicts a greater intention to remain with the employer among the surveyed personnel.

p-ISSN: 2088-1231
e-ISSN: 2460-5328

Figure 1 depicts the proposed model. Each of the three organizational practices-employer branding, transformational leadership, and knowledge management-is linked directly to retention and indirectly through engagement. Under Social Exchange Theory, employees respond to the combined workplace experience rather than to one isolated policy. Employer branding shapes assessments of the employer and the value of belonging; transformational leadership affects experiences of direction, support, and development; and knowledge management governs access to and exchange of work-relevant expertise. Engagement is consequently evaluated as the mechanism through which these accumulated experiences may influence the intention to remain.

Figure 1. Conceptual Framework



METHOD

This study evaluates both the direct and engagement-based indirect effects of employer brand perceptions, transformational leadership, and knowledge practices on retention intentions in an oil and gas industry context in Indonesia. The analytical units are individual employees working in different firms in Central Sulawesi. The survey was conducted at one point in time which led to its consideration as a cross-sectional study and AMOS was adopted in estimating the structural equation model. The recruitment process was non-probabilistic because the qualified workers were selected purposely based on the ability to provide information considered useful in answering the research questions (Sekaran & Bougie, 2016).

The respondents were three Central Sulawesi operators such as JOB Pertamina Medco E&P Tomori Sulawesi (JOB), PT Donggi Senoro LNG (DSLNG), and JGC Indonesia (JIND). Purposive recruitment was used and the respondents were individually exposed to the organizational practices tested in the model. Talent retention was assessed based on the willingness or desire of each employee to continue working with the organization. The data did not determine whether the respondent was formally recognized as a high potential or high performing by the participating firms. The term referred to the intention of the entire employee sample to stay and was different from the membership in a company-defined talent group.

p-ISSN: 2088-1231
e-ISSN: 2460-5328

Measurement instruments for the five constructs were based on previous studies. Employer branding had seven items from Chopra et al. (2023) and transformational leadership had five items from Ali et al. (2024). Knowledge management was informed by fifteen items in Kossyva et al. (2023) and employee engagement by nine items in Kossyva et al. (2023). A total of seven items proposed by Chopra et al. (2023) were used for talent retention and seven items from Hair et al. (2022) were also a part of the measurement design. The item wording was modified to the local oil and gas context for clarity before the survey was designed and distributed through a Google Forms link on WhatsApp and Instagram. The respondents provided responses with reference to individual employer and duplicate entries were eliminated. The collection period ran from 3 April through 3 May 2025 and produced 247 usable responses. Relative to the 43-indicator model, that sample exceeded the minimum planned size.

RESULTS AND DISCUSSION

Respondent Profile

Table 1 summarizes the background profile of all 247 valid respondents.

Table 1. Profile of Survey Respondents

Respondent attribute	Classification	Count (n)	Share (%)
Sex	*Men*	*148*	*59.9%*
	Women	*99*	*40.1%*
	Total	***247***	***100%***
Highest qualification	*Senior high school or comparable credential*	*16*	*6.5%*
	Diploma holder	*32*	*13.0%*
	Undergraduate degree	*140*	*56.7%*
	Postgraduate master's degree	*59*	*23.9%*
	Total	***247***	***100%***
Age band	*17-25*	*13*	*5.3%*
	>25-40	*185*	*74.9%*
	>40	*49*	*19.8%*
	Total	***247***	***100%***
Organizational tenure	*Under 3 months*	*17*	*6.9%*
	3 months to 4 years	*125*	*50.6%*
	More than 4 years	*105*	*42.5%*
	Total	***247***	***100%***

Source: Data processed with SPSS 24

Most respondents were male (59.9%), held a bachelor's degree (56.7%), were aged over 25 to 40 years (74.9%), and had worked for three months to four years (50.6%).

Measurement Quality Assessment

Construct validity was evaluated from factor loadings, with the minimum loading chosen according to the number of observations (Sekaran & Bougie, 2016). For the sample of 247, the study adopted 0.40 as the acceptance threshold. The SPSS 24 output indicated that all seven employer-brand items (Chopra et al., 2023), five transformational-leadership items (Ali et al.,

p-ISSN: 2088-1231
e-ISSN: 2460-5328

2024), fifteen knowledge-management items (Kossyva et al., 2023), nine work-engagement items (Kossyva et al., 2023), and seven talent-retention items (Chopra et al., 2023) cleared that threshold. Every indicator kept in the model in fact exceeded 0.60.

Table 2. Internal Consistency Estimates

D	Construct	Scale items (n)	Cronbach's alpha	Assessment
	Employer Branding	7	0.887	Acceptable
	Transformational Leadership	5	0.822	Acceptable
	Knowledge Management	15	0.944	Acceptable
	Employee Engagement	9	0.906	Acceptable
	Talent Retention	7	0.892	Acceptable

Source: Data processed with SPSS 24

All five measures demonstrated adequate internal consistency. The respective alpha coefficients were 0.887 for employer branding, 0.822 for transformational leadership, 0.944 for knowledge management, 0.906 for employee engagement, and 0.892 for talent retention. Because every value was above 0.60, the scales were retained for subsequent analysis.

Hypothesis Test Results

Overall model fit was examined before the structural hypotheses were evaluated.

Table 3. Goodness of Fit Diagnostics for the Structural Model

Fit category	Diagnostic metric	Statistic	Criterion used	Decision
Absolute-fit measures	Chi-square	2283.134	Lower values preferre(	Below criterion
	Probability	0.000	≥ 0.05	Below criterion
	RMSEA	0.083	≤ 0.10	Meets criterion
	RMR	0.044	≤ 0.10	Meets criterion
Incremental fit	NFI	0.751	At least 0.90; nearer 1 preferred	Below criterion
	TLI	0.816	At least 0.90; nearer 1 preferred	Borderline
	CFI	0.827	At least 0.90; nearer 1 preferred	Borderline
	IFI	0.828	At least 0.90; nearer 1 preferred	Borderline
Parsimonious fit	Normed chi-square	2.686	Common lower bound: 1.0 Upper guidance: 2-3; sometimes 5	Meets criterion

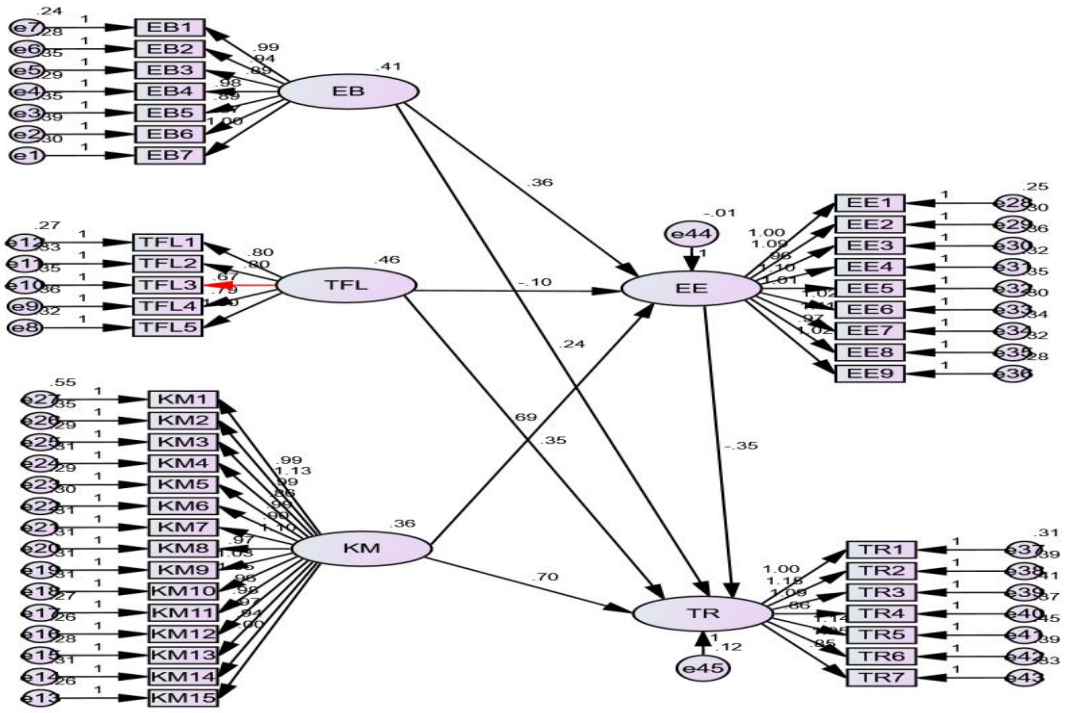
Source: Data processed with AMOS 24

Model fit was mixed. The absolute fit was not supported by the significant chi-square (2283.134, $p < .001$) while RMSEA = 0.083 and RMR = 0.044 satisfied the study criteria. NFI = 0.751 was below the selected benchmark and the TLI = 0.816, CFI = 0.827, and IFI = 0.828 were categorized as borderline. The normed chi-square value of 2.686 was also in the accepted interval. This showed that the model was not considered to be effectively fit in all the indices. However, structural coefficients were cautiously adopted because a few criteria were achieved.

p-ISSN: 2088-1231
e-ISSN: 2460-5328

The decision was based on Hair et al. (2022) who allowed the testing of hypotheses after relevant goodness-of-fit conditions had been sufficiently met.

Figure 2. Structural Equation Modelling (SEM)



Source: Data processed with AMOS 24

Table 4 reports the hypothesis tests. The decision rule classifies p-values at or below 0.05 as supported and values above 0.05 as unsupported.

Table 4. Structural Path Decisions

Relationship Evaluated	Path Estimate	p	Hypothesis Outcome
H1: More favorable employer-brand perceptions predict stronger work engagement in the sampled workforce.	*0.360*	*0.000*	*Retained*
H2: More favorable employer-brand perceptions predict a greater intention among respondents to remain employed.	*-0.236*	*0.212*	*Not retained*
H3: Greater exposure to transformational leadership predicts stronger work engagement in the sampled workforce.	*-0.100*	*0.000*	*Not retained*
H4: Greater exposure to transformational leadership predicts a greater intention among respondents to remain employed.	*0.350*	*0.000*	*Retained*
H5: Stronger organizational knowledge practices predict greater work engagement in the sampled workforce.	*0.695*	*0.000*	*Retained*
H6: Stronger organizational knowledge practices predict a greater intention among respondents to remain employed.	*0.703*	*0.109*	*Not retained*

p-ISSN: 2088-1231
e-ISSN: 2460-5328

Relationship Evaluated	Path Estimate	p	Hypothesis Outcome
H7: Stronger work engagement predicts a greater intention among respondents to remain employed.	*-0.347*	*0.337*	*Not retained*
H8: Work engagement carries a positive indirect effect from employer-brand perceptions to employees' intention to stay.	*-0.125*	*0.000*	*Not retained*
H9: Work engagement carries a positive indirect effect from transformational leadership to employees' intention to stay.	*0.035*	*0.005*	*Retained*
H10: Work engagement carries a positive indirect effect from knowledge-management practices to employees' intention to stay.	*-0.241*	*0.244*	*Not retained*

Source: Data processed with AMOS 24

Discussion

The support of H1 was due to the fact that the employer-brand perceptions had a positive relationship with engagement (estimate = 0.360, $p < 0.05$). The employees can devote more energy and focus on jobs when the organization is considered a safe and desirable place to work. The frame provided by the employers concerning their perception by the employees also has the ability to affect the proximity between both entities. A positive employment image is part of the advantages employees can reciprocate through increased engagement as viewed through the Social Exchange Theory. This is in line with previous observations (Minh Ha et al., 2021) and a different study that presents similar evidence (Chopra et al., 2023).

H2 was not supported because the employer-brand estimate was -0.236 ($p = 0.212$) and did not identify any positive direct effect on retention. This shows that a good opinion of the employer does not affect the decision of an employee to stay at work. For example, advancement prospects, compensation, job security, specialist opportunities, alternatives outside the firm, and task characteristics can be more significant in the oil and gas sector. The social-exchange perspective shows the possibility of organizational reputation enhancing the perceived quality of employment without immediately leading to a decision to stay. Therefore, employer branding can affect the psychological attachment more than the employment decision. This was in line with the report of Bharadwaj et al. (2021) that the effect of employer branding on retention existed in sequential paths through both job satisfaction and identification with the organization.

H3 was rejected in its proposed positive direction because the direction of transformational leadership to engagement was negative (estimate = -0.100) and significant ($p < 0.05$). This coefficient does not show that transformational leadership consistently decreases engagement but can be specific to the working environment exemplified by the sample. The oil and gas business in Central Sulawesi is regulated by rigorous procedures, safety management, specialized functions, and formal decision-making. Employees have the tendency to be more receptive to role clarity, operational consistency, and technical competence in this environment rather than requesting change or an ambitious vision. Certain leadership practices can also be perceived as a burden in the workplace where work is heavily controlled. Therefore, the negative sign should be considered context-specific and not generalized to other respondents. Similar results were obtained by Mon et al. (2021) who reported that the identified leadership-engagement relationship could vary depending on where engagement was located in the model.

H4 was supported by evidence even though the opposite was observed in H3 as observed with the positive and significant coefficient of transformational leadership on talent retention (estimate = 0.350, $p < 0.05$). This showed a stronger desire among employees who reported

p-ISSN: 2088-1231
e-ISSN: 2460-5328

higher levels of the leadership action to stay. The combination of H3 and H4 reflected that engagement and retention responded differently to the same leadership construct. The leadership skill was able to reinforce trust in the course of organizational direction and continuity without enhancing everyday engagement within a highly controlled environment. Procedural clarity, technical credibility, formal decision authority, and safety discipline can be particularly salient to the decision to stay. Therefore, the coefficient needs to be interpreted in this sample. Previous studies connected leadership style to staying intentions (Chen & Wu, 2017) and transformational leadership to retention (Ali et al., 2024) in line with the H4 direction.

H5 was accepted because the estimated connection between knowledge management and engagement was positive and comparatively large (estimate = 0.695, $p < 0.05$ This can be associated with the fact that safe and effective work in oil and gas operations depends on the available technical guidance, accumulated operational learning, and prompt exchange of expertise. When employees can reach knowledgeable colleagues and dependable information, uncertainty during execution declines and preparedness improves; this may account for the engagement result. Earlier research reports related links between knowledge activity and engagement (Juan et al., 2018), (Kossyva et al., 2023).

H6 was not retained. Although knowledge management had a coefficient of 0.703, its direct association with retention was nonsignificant ($p = 0.109$). This differs from the significant H5 result for engagement. Access to technical expertise and colleagues' experience can improve task performance without determining a long-term employment choice. Advancement, pay, security, mobility, management practice, and alternative career routes may matter more to that choice. Knowledge management can therefore enrich the work experience without becoming a decisive reason to stay. Related evidence indicates that other mechanisms, including engagement, may condition the knowledge-management-retention relationship (Nasruddin & Putri, 2023).

H7 lacked support. With an estimate of -0.347 and $p = 0.337$, engagement was not significantly and positively associated with retention. Among employees at the sampled Central Sulawesi firms, engagement therefore did not account for intention to stay. That decision may depend on leadership, career options, employment terms, development, compensation, and the characteristics of specialized roles, not only on psychological involvement in current tasks. An employee can be significantly attentive to current work and also be open to a new opportunity. This difference with previous literature could be due to the demographic profile of the sample, industry context, or the organizations analyzed.

The supported H1 path was unable to produce the mediation anticipated in H8. The indirect estimate was -0.125 (p = 0.000) and showed that the favorable employer-brand effect on engagement was not consistent with retention suggested to be in the positive direction. This was a sign that the group of employees analyzed possibly prioritized advancement possibilities, pay, leadership, professional development, and employment stability over employer image in determining how long to stay. The pattern contrasts with Chopra et al. (2023), whose findings linked the employer brand favorably with both engagement and retention. Differences in working conditions and career alternatives within Central Sulawesi's oil and gas sector may explain the divergence. Employer-brand initiatives should therefore be paired with concrete development and retention provisions. Other evidence indicates that satisfaction with the job followed by identification with the organization can transmit employer-brand effects to retention, rather than engagement acting alone (Bharadwaj et al., 2021).

H9 was supported. The estimated indirect path from transformational leadership to retention via engagement equaled 0.035 (p = 0.005). The value was small but showed that

p-ISSN: 2088-1231
e-ISSN: 2460-5328

engagement had a role in the effect of leadership on the decision to stay. Transformational supervisors were able to shape the work experience by providing clear direction, intellectual challenge, motivation, individualized assistance, and participation in meaningful assignments. These experiences can enhance the attachment of employees to the organization and the desire to remain in service. Ali et al. (2024) presented a stable interpretation by modelling engagement as a mediating factor between transformational leadership and retention. This path can be nurtured in the participating companies through coaching, mentoring, heavy responsibility, continuous learning, and employee participation but cannot be triggered by positional authority.

H10 was not supported because the engagement-mediated estimate from knowledge management to retention was -0.241 and was not statistically significant (p = 0.244). Knowledge management increased engagement under H5 but was unable to cause higher retention. This shows that knowledge-sharing agreements and learning opportunities can be beneficial to employees without altering longer-term employment plans. The trend is different from the positive relationships reported in previous studies (Aslam et al., 2018; Masrtin & Silva, 2017; Kossyva et al., 2023). Promotional opportunities, remuneration, leadership, job design, and professional growth opportunities can prove to be more significant to retention in oil and gas. Since the indirect effect was nonsignificant, its negative sign cannot be interpreted as proof that knowledge management diminishes retention. In practice, knowledge initiatives should be accompanied by career pathways, recognition, supportive leadership, and advancement opportunities.

The results were additionally aligned with Sustainable Development Goal 8. Table 5 connects the study variables with the relevant goal provisions and measurement indicators.

Table 5 Alignment of Study Variables with Sustainable Development Goal 8

Study variable	Related SDG	Relevant target	Monitoring indicator
Employer Branding	Goal 8 Decent employment and inclusive economic progress	Target 8.8: Protect workers' rights and maintain safe workplaces, with explicit attention to migrant workers, women migrants, and employees in hazardous occupations.	Indicator 8.8.2: National compliance with freedom-of-association and collective-bargaining protections, assessed against ILO evidence and domestic law.
Transformational Leadership Knowledge Management Employee Engagement Talent Retention		Target 8.b: Establish and implement an international strategy for youth employment while carrying out the ILO Global Jobs Pact.	Indicator 8.b.1: Existence of an operational youth-employment strategy, either independent or embedded in the broader national employment strategy.

CONCLUSION

Taken together, H1-H10 show that the patterns linking employer branding, transformational leadership, knowledge management, employee engagement, and talent retention are not uniform. Employer branding and knowledge management showed associations with stronger employee engagement, whereas transformational leadership showed the clearest

p-ISSN: 2088-1231
e-ISSN: 2460-5328

positive direct association with talent retention. Employee engagement, however, did not consistently carry the effects of the organizational factors through to retention.

Only the transformational-leadership pathway through engagement was supported. The corresponding positive indirect relationships were absent for employer branding and knowledge management. Retention decisions in the sampled oil and gas companies therefore appear to reflect several conditions rather than one managerial practice. An integrated approach should combine leadership, engagement, career development, and employment conditions.

For human resource managers in Central Sulawesi oil and gas companies, the results point to several actions.

Transformational leadership belongs within, but should not constitute the whole of, a retention program. The pertinent applications are participation in special projects, challenging assignments, competency-matched job rotation, and clear communication of organizational direction. Leadership development also needs to be evident in daily supervision. This is because mentoring, coaching, individual assistance, and lifelong learning enable employees to feel the organization is investing in their growth.

The H5 result offers an independent rationale to enhance knowledge management. It shows employees need practical methods of exchanging operational experience, receiving company knowledge, and learning through colleagues with greater technical or organizational experience.

The insignificant engagement-retention relationship signals that engagement cannot be used to represent a broader retention policy. There is a need to directly implement career development, professional development, working conditions, related employment conditions, and leadership quality which are considered the determinants of the decision to stay.

The evaluation of employer branding should be based on the day-to-day experience of employees rather than focusing only on the messages used during the recruitment process. The allegations in the employer brand need to be reflected in workplace practices. The limitations and results led to the determination of the two areas to be prioritized in future research as follows:

1. Future models are to consider career opportunities as another predictor of talent retention (Nikolic et al., 2024).
2. A more representative sample of oil and gas companies in Indonesia as well as of developing and developed nations to provide a better demographic range and enable a more plausible evaluation of generalizability.

FINANCING

Funding was provided concurrently via the 2025 competitive Master Thesis Research Scheme by the Research Institute of Universitas Trisakti with contract 471/A/LPPM/USAKTI/VI/2025 and by the Indonesian Ministry of Research, Technology, and Higher Education with contract 1014/LL3/AL.04/2025.

p-ISSN: 2088-1231
e-ISSN: 2460-5328

REFERENCES

Aboramadan, M., & Kundi, Y. M. (2020). Does Transformational Leadership Better Predict Work-Related Outcomes Than Transactional Leadership in the NPO Context? Evidence from Italy. Voluntas: International Journal of Voluntary and Nonprofit Organizations, 31(6), 1254–1267. https://doi.org/10.1007/s11266-020-00278-7

Agarwal, U. A., & Gupta, V. (2018). Relationships between job characteristics, work engagement, conscientiousness and managers' turnover intentions: A moderated-mediation analysis. Personnel Review, 47(2), 353–377. https://doi.org/10.1108/PR-09-2016-0229

Al-Tit, A. (2015). The Mediating Role of Knowledge Management and the Moderating Part of Organizational Culture between HRM Practices and Organizational Performance. International Business Research, 9, 43. https://doi.org/10.5539/ibr.v9n1p43

Ali, M., Niu, X., & Rubel, M. R. B. (2024). The influence of transformational and transactional leadership on employee retention: mediating role of employee engagement. Management Matters, 21(2), 164–190. https://doi.org/10.1108/MANM-03-2024-0022

Ali, M., Ullah, M. S., & Haque, A. (2023). Effect of transactional and transformational leadership on talent engagement: Mediating role of talent development. Global Business and Organizational Excellence, 42(6), 120–137. https://doi.org/https://doi.org/10.1002/joe.22214

Alshathry, S., Clarke, M., & Goodman, S. (2017). The role of employer brand equity in employee attraction and retention: a unified framework. International Journal of Organizational Analysis, 25(3), 413–431. https://doi.org/10.1108/IJOA-05-2016-1025

Ambrosius, J. (2016). Strategic Talent Management in Emerging Markets and Its Impact on Employee Retention: Evidence from Brazilian MNCs. Thunderbird International Business Review, 60(1), 53–68. https://doi.org/10.1002/tie.21799

Ancarani, A., Di Mauro, C., Giammanco, & Giammanco, G. (2017). Work engagement in public hospitals: a social exchange approach. International Review of Public Administration, 23(1), 1–19. https://doi.org/10.1080/12294659.2017.1412046

Ansari, K. R., & Bijalwan, P. (2017). Team Effectiveness: A Relational Approach with Employee Retention. Metamorphosis, 16(2), 115–121. https://doi.org/10.1177/0972622517731408

Aslam, U., Muqadas, F., Imran, M. K., & Ubaid-Ur-Rahman. (2018). Exploring the sources and role of knowledge sharing to overcome the challenges of organizational change implementation. International Journal of Organizational Analysis, 26(3), 567–581. https://doi.org/10.1108/IJOA-07-2017-1189

Balwant, P., Mohammed, R., & Singh, R. (2019). Transformational leadership and employee engagement in Trinidad's service sector: The role of job resources. International Journal of Emerging Markets, 15(4), 691–715. https://doi.org/10.1108/IJOEM-01-2019-0026

Bharadwaj, S., Khan, N. A., & Yameen, M. (2021). Unbundling employer branding, job satisfaction, organizational identification and employee retention: a sequential mediation analysis. Asia-Pacific Journal of Business Administration, 14(3), 309–334. https://doi.org/10.1108/APJBA-08-2020-0279

Bierly Paul E., I. I. I., Kessler, E. H., & Christensen, E. W. (2000). Organizational learning, knowledge and wisdom. Journal of Organizational Change Management, 13(6), 595–618. https://doi.org/10.1108/09534810010378605

Biswas, M., & Suar, D. (2014). Antecedents and Consequences of Employer Branding. Journal of Business Ethics, 136(1), 57–72. https://doi.org/10.1007/s10551-014-2502

Buil, I., Martinez, E., & Matute, J. (2018). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. International Journal of Hospitality Management, 77, 64–75. https://doi.org/10.1016/j.ijhm.2018.06.014

Chen, T.-J., & Wu, C.-M. (2017). Improving the turnover intention of tourist hotel employees: Transformational leadership, leader-member exchange, and psychological contract breach. International Journal of Contemporary Hospitality Management, 29(7), 1914–1936. https://doi.org/10.1108/IJCHM-09-2015-0490

Chopra, A., Sahoo, C. K., & Patel, G. (2023). Exploring the relationship between employer branding and talent retention: the mediation effect of employee engagement. International Journal of Organizational Analysis, 32(4), 702–720. https://doi.org/10.1108/IJOA-02-2023-3638

Cropanzano, R., & Mitchell, M. (2005). Social Exchange Theory: An Interdisciplinary Review. Journal of Management, 31(6), 874–900. https://doi.org/10.1177/0149206305279602

Dasan, N. B. (2022). An Empirical Study On Impact Of Employee Retention In IT Companies On The Employer Branding With Reference To Chennai City. Journal of Positive School Psychology, 6(6), 3687–3697. https://www.journalppw.com/index.php/jpsp/article/view/7956/5192

Deepa, R., & Baral, R. (2021). Is my employee still attracted to me? Understanding the impact of integrated communication and choice of communication channels on employee attraction. Corporate Communications: An International Journal, 27(1), 110–126. https://doi.org/10.1108/CCIJ-09-2020-0136

Demerouti, E. (2022). Job demands-resources theory in times of crises: New propositions. Organizational Psychology Review, 13(3), 209–236. https://doi.org/10.1177/20413866221135022

Dineen, B., & Allen, D. (2015). Third Party Employment Branding: Human Capital Inflows and Outflows Following "Best Places to Work" Certifications. Academy of Management Journal, 59(1), 90–112. https://doi.org/10.5465/amj.2013.1091

Ferizal, I. (2016). Journey To Be Employer of Choice.

Ferreira, J. J. M., Mueller, J., & Papa, A. (2018). Strategic knowledge management: theory, practice and future challenges. Journal of Knowledge Management, 24(2), 121–126. https://doi.org/10.1108/JKM-07-2018-0461

Fletcher, L., Alfes, K., & Robinson, D. (2016). The relationship between perceived training and development and employee retention: the mediating role of work attitudes. The International Journal of Human Resource Management, 29(18), 2701–2728. https://doi.org/10.1080/09585192.2016.1262888

Gaddam, S. (2008). Modelling Employer Branding Communication: The Softer Aspect Of HR Marketing Management. ICFAI Journal of Soft Skills, 2(1), 45–55. https://www.iupindia.in/308/IJSS_Modeling_Employer_45.html

Gavin, M. (2020). 6 Strategies For Engaging Your Employees. Harvard Business Review, 2(18), 1–4. https://online.hbs.edu/blog/post/how-to-engage-employees

Gede, I., & Sunny, M. (2019). Pengaruh Leader Member Exchange, Empowerment, Talent Management Terhadap Turnover Intention. Widya Manajemen, 1(2), 113–137. https://doi.org/10.32795/widyamanajemen.v1i2.359

Ghadi, M., Fernando, M., & Caputi, P. (2013). Transformational leadership and work engagement: The mediating effect of meaning in work. Leadership and Organization Development Journal, 34(6), 532–550. https://doi.org/10.1108/LODJ-10-2011-0110

Gilani, H., & Cunningham, L. (2017). Employer branding and its influence on employee

p-ISSN: 2088-1231
e-ISSN: 2460-5328

retention: A literature review. The Marketing Review, 17(2), 239–256. https://doi.org/10.1362/146934717X14909733966209

Hai, S., Wu, K., Park, I.-J., Li, Y., Chang, Q., & Tang, Y. (2020). The role of perceived high-performance HR practices and transformational leadership on employee engagement and citizenship behaviors. Journal of Managerial Psychology, 35(6), 513–526. https://doi.org/10.1108/JMP-03-2019-0139

Hair, J. F., Babin, B. J., Anderson, R. E., & Black, W. C. (2022). Multivariate Data Analysis (8th ed.). Cengage Learning. https://books.google.co.id/books?id=PONXEAAAQBAJ

Juan, S. H., Ting, I., Kweh, Q. L., & Yao, L. (2018). How does knowledge sharing affect employee engagement? Institutions and Economies, 10(4), 49–67. https://juku.um.edu.my/index.php/ijie/article/view/13445

Kasekende, F. (2017). Psychological Contract, Engagement and Employee Discretionary Behaviours: Perspectives from Uganda. International Journal of Productivity and Performance Management, 66(7), 869–913. https://doi.org/http://dx.doi.org/10.1108/IJPPM-07-2016-0136

Khalid, A., Awan, R. A., Ali, R., & Sarmad, I. (2023). The antecedent cognitions of brand love and its impact on brand loyalty: the moderating role of sustainability marketing. Corporate Governance, 24(3), 609–626. https://doi.org/10.1108/CG-06-2023-0230

Kianto, A., Vanhala, M., & Heilmann, P. (2016). The impact of knowledge management on job satisfaction. Journal of Knowledge Management, 20(4), 621–636. https://doi.org/10.1108/JKM-10-2015-0398

Kossyva, D., Theriou, G., Aggelidis, V., & Sarigiannidis, L. (2023). Retaining talent in knowledge-intensive services: enhancing employee engagement through human resource, knowledge and change management. Journal of Knowledge Management, 28(2), 409–439. https://doi.org/10.1108/JKM-03-2022-0174

Kumar, P., Agrawal, A., & Budhwar, P. (2020). Human and Technological Resource Management (HTRM): New Insights into Revolution 4.0.

Kwarteng, S., Frimpong, S., Asare, R., & Wiredu, T. (2023). Effect of employee recognition, employee engagement on their productivity: the role of transformational leadership style at Ghana Health Service. Current Psychology, 43, 1–12. https://doi.org/10.1007/s12144-023-04708-9

Kyndt, E., Dochy, F., Michielsen, M., & Moeyaert, B. (2009). Employee Retention: Organisational and Personal Perspectives. Vocations and Learning, 2(3), 195–215. https://doi.org/10.1007/s12186-009-9024-7

Lee, E., Kang, M., Kim, Y., & Yang, S.-U. (2021). Exploring the interrelationship and roles of employee–organization relationship outcomes between symmetrical internal communication and employee job engagement. Corporate Communications: An International Journal, 27(2), 264–283. https://doi.org/10.1108/CCIJ-12-2020-0167

Lee Marks, M. (2007). A framework for facilitating adaptation to organizational transition. Journal of Organizational Change Management, 20(5), 721–739. https://doi.org/10.1108/09534810710779126

Li, P., Sun, J.-M., Taris, T. W., Xing, L., & Peeters, M. C. W. (2021). Country differences in the relationship between leadership and employee engagement: A meta-analysis. The Leadership Quarterly, 32(1), 101458. https://doi.org/https://doi.org/10.1016/j.leaqua.2020.101458

Mael, F., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. Journal of Organizational Behavior, 13(2), 103–123. https://doi.org/https://doi.org/10.1002/job.4030130202

Masrtin, D., & Silva, S. (2017). Knowledge management and labor retention: An empirical study. In Proceedings of the European Conference on Knowledge Management, ECKM.

Matongolo, A., Kasekende, F., & Mafabi, S. (2018). Employer branding and talent retention: perceptions of employees in higher education institutions in Uganda. Industrial and Commercial Training, 50(5), 217–233. https://doi.org/10.1108/ICT-03-2018-0031

Mcdonnell, A. (2011). Still Fighting the "War for Talent"? Bridging the Science Versus Practice Gap. Journal of Business and Psychology, 26(2), 169–173. https://doi.org/10.1007/s10869-011-9220-y

Minh Ha, N., Luan, N., & Huỳnh Lương, T. (2021). Employer Branding and Employee Engagement. Hong Kong Journal of Social Sciences, 57, 2021.

Mon, M. D., Robin, R., & Tarihoran, O. (2021). The Effect Of Transformational Leadership On Employee Perfromance With Employee Engagement As A Mediaton Variabel. Journal of Business Studies and Mangement Review, 5(1), 62–69. https://doi.org/10.22437/jbsmr.v5i1.14333

Nasruddin, & Putri, S. (2023). Pengaruh Talent Management dan Knowledge Management Terhadap Employee Retention pada Millennials Workforce yang di Moderasi oleh Employee Engagement. Jurnal EMT KITA, 7(4), 974–984. https://doi.org/10.35870/emt.v7i4.1559

Ngozi, D.-E., & Edwinah, A. (2022). Employee Engagement and Talent Retention: A Review. South Asian Research Journal of Biology and Applied Biosciences, 5(4), 188–197. https://doi.org/10.36346/sarjbm.2022.v04i05.003

Nikolic, S., Wentworth, I., Sheridan, L., Moss, S., Duursma, E., Jones, R., Ros, M., & Middleton, R. (2024). A systematic literature review of attitudes, intentions and behaviours of teaching academics pertaining to AI and generative AI (GenAI) in higher education: An analysis of GenAI adoption using the UTAUT framework. Australasian Journal of Educational Technology, 40(6), 58–75. https://doi.org/10.14742/ajet.9643

Pandita, D., & Ray, S. (2018). Talent management and employee engagement – a meta-analysis of their impact on talent retention. Industrial and Commercial Training, 50(4), 185–199. https://doi.org/10.1108/ICT-09-2017-0073

Park, T., & Pierce, B. (2019). Impacts of Transformational Leadership on Turnover Intention of Child Welfare Workers. Children and Youth Services Review, 108(3), 104624. https://doi.org/10.1016/j.childyouth.2019.104624

Perrin, T. (2005). Winning Strategies for a Global Workforce. http://media.marketwire.com/attachments/200604/253797_GWS_Exec_Summary_01-11.pdf

Pollock, T., Lashley, K., Rindova, V., & Han, J.-H. (2019). Which of These Things Are Not Like the Others? Comparing the Rational, Emotional and Moral Aspects of Reputation, Status, Celebrity and Stigma. Academy of Management Annals, 13(2), 444–478. https://doi.org/10.5465/annals.2017.0086

Popli, S., & Rizvi, I. A. (2016). Drivers of Employee Engagement: The Role of Leadership Style. Global Business Review, 17(4), 965–979. https://doi.org/10.1177/0972150916645701

Rana, G., Agarwal, S., & Sharma, R. (2021). Employer Branding for Competitive Advantage: Models and Implementation Strategies (1st ed.). CRC Press. https://doi.org/https://doi.org/10.1201/9781003127826

Rappaport, A., Bancroft, E., & Okum, L. (2003). The aging workforce raises new talent management issues for employers. Journal of Organizational Excellence, 23(1), 55–66. https://doi.org/https://doi.org/10.1002/npr.10101

p-ISSN: 2088-1231
e-ISSN: 2460-5328

Sahu, S., Pathardikar, A., & Kumar, A. (2017). Transformational leadership and turnover: Mediating effects of employee engagement, employer branding, and psychological attachment. Leadership & Organization Development Journal, 39(31), 82–99. https://doi.org/10.1108/LODJ-12-2014-0243

Samo, A., Talreja, S., Bhatti, A., Asad, S., & Hussain, L. (2020). Branding Yields Better Harvest: Explaining The Mediating Role of Employee Engagement in Employer Branding and Organizational Outcomes. ETIKONOMI, 19(1), 77–94. https://doi.org/10.15408/etk.v19i1.12320

Samsir, Nursanti, A., & Zulfadil. (2017). The effect of product innovation as mediation in relationship between knowledge management to competitive advantage (Case study in SME of typical food products of Riau Indonesia). 14(2), 217–226. https://serialsjournals.com/abstract/24196_18.pdf

Sekaran, U., & Bougie, R. (2016). Research Methods for Business: A Skill-Building Approach.

Shuck, B., Twyford, D., Reio Jr., T. G., & Shuck, A. (2014). Human Resource Development Practices and Employee Engagement: Examining the Connection With Employee Turnover Intentions. Human Resource Development Quarterly, 25(2), 239–270. https://doi.org/https://doi.org/10.1002/hrdq.21190

Singh, A. K., & Sharma, V. (2011). Knowledge management antecedents and its impact on employee satisfaction: A study on Indian telecommunication industries. The Learning Organization: An International Journal, 18(2), 115–130. https://doi.org/10.1108/09696471111103722

Sobaih, A. E. E., Hasanein, A. M., Aliedan, M. M., & Abdallah, H. S. (2022). The impact of transactional and transformational leadership on employee intention to stay in deluxe hotels: Mediating role of organisational commitment. Tourism and Hospitality Research, 22(3), 257–270. https://doi.org/10.1177/1467358420972156

Tanwar, K., & Prasad, A. (2016). The effect of employer brand dimensions on job satisfaction: gender as a moderator. Management Decision, 54(4), 854–886. https://doi.org/10.1108/MD-08-2015-0343

Theurer, C., Tumasjan, A., Welpe, I., & Lievens, F. (2016). Employer Branding: A Brand Equity-based Literature Review and Research Agenda. International Journal of Management Reviews, 20(1), 155–179. https://doi.org/10.1111/ijmr.12121

Thomas, S., & Aurora, S. (2024). The dynamic effects of transformational leadership on employee retention and employability over time: an agent-based model. Computational and Mathematical Organization Theory, 30(4), 350–380. https://doi.org/10.1007/s10588-024-09385-y

Tian, H., Iqbal, S., Akhtar, S., Qalati, S. A., Anwar, F., & Khan, M. A. S. (2020). The Impact of Transformational Leadership on Employee Retention: Mediation and Moderation Through Organizational Citizenship Behavior and Communication. Frontiers in Psychology, 11(314), 1–11. https://doi.org/10.3389/fpsyg.2020.00314

Tkalac Vercic, A., Verčič, D., & Špoljarić, A. (2022). Internal Communication and Employer Brands. https://doi.org/10.4324/9781003200109

Todnem, R. (2005). Organizational Change Management: A Critical Review. Journal of Change Management, 5(4), 369–380. https://doi.org/http://dx.doi.org/10.1080/14697010500359250

Tumasjan, A., Kunze, F., Bruch, H., & Welpe, I. (2019). Linking employer branding orientation and firm performance: Testing a dual mediation route of recruitment efficiency and positive affective climate. Human Resource Management, 59(1), 83–99. https://doi.org/10.1002/hrm.21980

p-ISSN: 2088-1231
e-ISSN: 2460-5328

Veld, M., Semeijn, J., & Vuuren, T. van. (2015). Enhancing perceived employability: An interactionist perspective on responsibilities of organizations and employees. Personnel Review, 44(6), 866–882. https://doi.org/10.1108/PR-05-2014-0100

Wells, J. E., & Welty Peachey, J. (2011). Turnover intentions: Do leadership behaviors and satisfaction with the leader matter? Team Performance Management, 17(1–2), 23–40. https://doi.org/10.1108/13527591111114693

Zhang, K. Z. K., Xu, H., Zhao, S., & Yu, Y. (2018). Online reviews and impulse buying behavior: the role of browsing and impulsiveness. Internet Research, 28(3), 522–543. https://doi.org/10.1108/IntR-12-2016-0377