



Cambridge
International

Professional Research Thesis

Titled

*The Impact of Talent Management on Millennial
Employee Engagement*

Researcher

Amira Mohamed Elamin Abdel Samie

Supervisor signature

2025



Acknowledgments and Dedication

I extend my deepest gratitude and profound appreciation to the esteemed members of the Research and Studies Committee for their valuable scientific insights and enriching observations, which contributed to the development and refinement of this work.

I dedicate this research, and every moment of success and joy in its accomplishment, to the souls of those who were my support and prayer in this life—my father and mother, may God have mercy on them—and to the one who was my motivator and encourager, my beloved sister, and to the apple of her eye and mine, her son "Ahmed."

Introduction.

Amid the economic and technological transformations sweeping the world, human capital has become the primary driver of growth and sustainable competitive advantage for organizations. Success no longer depends solely on financial or technological resources but is tied to the ability to attract, develop, and retain top talents effectively. In this context, the concept of talent management has emerged as an integrated strategic approach that transcends traditional human resource functions, becoming an inseparable part of the overall business strategy.

The importance of this approach is increasing with demographic shifts in the workforce, where the millennial generation represents a large and influential segment in the labor market. This generation differs from previous ones in its expectations and needs; it does not seek merely job security but places great emphasis on the purpose of work, continuous professional development opportunities, recognition, and work-life balance. Nevertheless, numerous studies indicate that organizations still face significant challenges in achieving high levels of employee engagement among this generation.

Therefore, this study seeks to explore the essential relationship between the role of talent management and the level of employee engagement, with a focus on the millennial generation in organizations. The research aims to determine the extent to which various talent management practices—such as strategic talent acquisition, continuous development, and effective performance management—influence the enhancement of loyalty, belonging, and motivation among employees of this generation. Through analyzing this relationship, the study will provide a theoretical framework

and practical recommendations for organizations to help formulate effective talent management strategies that ensure the creation of an attractive and motivating work environment, ultimately leading to the achievement of strategic objectives and enhanced competitiveness in the market.

The study Problem.

Although contemporary management literature emphasizes the importance of talent management as a fundamental element in achieving competitive advantage for organizations, challenges related to retaining high-caliber talents and increasing employee engagement levels persist, particularly with changes in workforce characteristics. Many experts point out that the millennial generation, which constitutes an increasing proportion of the workforce, has unique expectations that differ from previous generations regarding the work environment, necessitating innovative management strategies.

In this framework, a knowledge gap emerges, as previous studies have addressed talent management and employee engagement in general but have not delved sufficiently into how specific talent management practices affect engagement levels specifically among the millennial generation. Organizations face difficulties in understanding which talent management practices (such as recruitment, development, and performance management) are most effective in motivating this generation and increasing their loyalty and sense of belonging.

Accordingly, the research problem can be formulated in the following main question: What is the impact of talent management practices on the engagement of millennial employees in work?

The importance of studying:

This study derives its significance from addressing a vital and critical topic in the contemporary work environment: the relationship between talent management and employee engagement, with a focus on a pivotal and influential demographic in the labor market—the millennial generation. Its theoretical importance lies in its attempt to bridge an existing research gap, as studies linking talent management practices directly to the characteristics of this generation and their impact on job engagement are scarce. By analyzing this generation's response to various talent management practices, the study offers a new theoretical framework for understanding their motivations and expectations, enriching the academic literature and providing a knowledge base for other researchers to build upon in future studies in this field.

As for the practical importance of this study, it manifests in providing direct and actionable recommendations for executive managers and human resource officials. The results will assist them in designing and developing effective talent management strategies aligned with the aspirations and needs of the millennial generation. By understanding the factors that enhance employee engagement, organizations can improve productivity and innovation levels, reduce high turnover rates, thereby directly contributing to enhanced organizational performance. Consequently, the study contributes to guiding organizations toward building an attractive and motivating work environment that ensures the loyalty of their millennial employees and optimally invests their energies.

Objectives of the study:

This study aims to achieve the following objectives:

- 1. Build an integrated theoretical framework that clarifies the basic concepts of talent management, job engagement, and the characteristics of the millennial generation in the work environment.*
- 2. Conduct a critical review and analysis of common talent management practices in the banking sector from a theoretical perspective, linking them to the expected level of job engagement among the millennial generation.*
- 3. Establish the positive theoretical relationship between talent management practices and job engagement, and explain the nature of this relationship in light of literature reviews and previous studies.*
- 4. Identify the most influential practice among various talent management practices (recruitment, development, retention) on job engagement among the millennial generation, based on a comparative theoretical analysis of available literature.*

Study hypotheses and questions.

Study Hypotheses and Questions:

Study Hypotheses

- 1. Each talent management practice (acquisition, development, retention) contributes to enhancing engagement in work among millennial employees.*
- 2. There is a positive theoretical relationship between talent management practices and job engagement among millennial employees in the banking sector.*
- 3. Talent development practices are the most influential on the engagement of millennial employees in work, compared to other practices, especially in the banking sector.*

Study Questions

- 1. How does each talent management practice (acquisition, development, retention) contribute to enhancing engagement in work among this generation?*
- 2. What is the theoretical relationship between talent management practices and job engagement among millennial employees?*
- 3. From a theoretical perspective, which talent management practice has the strongest impact on job engagement among the millennial generation?*

Study Approach.

The current study relies on the descriptive-analytical methodology, which is one of the most suitable approaches for research aiming to describe a specific phenomenon and analyze its relationships with other variables. This methodology is based on a critical review and in-depth analysis of theoretical literature and previous studies that addressed the study's variables. The primary tool for data collection consists of primary sources such as specialized books and references, published scientific research in prestigious journals, in addition to secondary sources like reports and analyses issued by relevant institutions and organizations. This methodology aims to describe and analyze the concept of talent management in its various dimensions, the concept of employee engagement, and the characteristics of the millennial generation, to build a comprehensive and integrated theoretical framework that serves the study's hypotheses and clarifies how talent management influences this generation's engagement in work in the banking sector, without the need for field data collection.

The limits of the study:

To ensure the research's focus and feasibility, the following limitations have been defined:

1. Objective Boundaries:

- ✓ *The study focuses on two main variables: talent management (independent variable) and employee engagement in work (dependent variable).*
- ✓ *Talent management practices are limited to the following aspects: talent acquisition, talent development, performance management, and talent retention.*
- ✓ *The study focuses on the millennial generation as the target group.*

2. Spatial Boundaries:

- *The study applies to the "banking sector in Greater Cairo."*
- *The geographical scope includes banking institutions and their branches located in the governorates of Cairo, Giza, and Qalyubia.*

3. Temporal Boundaries:

This study is conducted through a review and analysis of theoretical literature and previous studies published from 2012 to 2025, to ensure keeping pace with the latest scientific developments in the fields of talent management, job engagement, and millennial generation characteristics.

Study plan:

The study plan will be organized as follows: several chapters, sections, subsections, and a conclusion, as outlined below.

Introductory Chapter: Theoretical Framework and Scientific Concepts

First Section: Concept of Talent Management and Its Dimensions

First: Concept of Talent Management and Its Strategic Importance.

Second: Main Stages and Processes of Talent Management (Acquisition, Development, Retention).

Third: Main Dimensions of Talent Management and Their Role in Organizations.

Second Section: Concept of Job Engagement and Its Measurement

First: Various Definitions of Job Engagement and Distinction from Similar Concepts.

Second: Main Dimensions of Job Engagement (Emotional, Cognitive, Physical).

Third: Importance of Job Engagement and Its Positive Impacts on the Employee and the Organization.

Third Section: The Millennial Generation and Its Expectations in the Work Environment

First: Demographic and Behavioral Characteristics of the Millennial Generation.

Second: Main Expectations of the Millennial Generation from Talent Management and the Work Environment.

Third: Importance of Studying This Age Group in the Context of the Banking Sector.

First Chapter: Analysis of the Application of Talent Management Practices and Job Engagement Level

First Section: Theoretical Framework for Applying Talent Management Practices

First: Review of Theories and Concepts for Applying Talent Management Practices in Financial Institutions.

Second: Analysis of Common Practices in the Banking Sector Based on Available Literature.

Second Section: Theoretical Framework for Understanding Job Engagement Level

First: Review of Theories Related to Factors Influencing Job Engagement Among Employees.

Second: Analysis of the Expected Job Engagement Level for the Millennial Generation in the Banking Sector.

Third Section: Deriving the Theoretical Research Gap

First: Discussion of the Extent of Application of Talent Management Practices and Job Engagement Level Based on Theoretical Analysis.

Second: Deriving the Research Gap That the Study Aims to Fill.

Second Chapter: Analysis of the Relationship Between Talent Management Practices and Job Engagement

First Section: Theoretical Relationship Between Talent Management and Job Engagement

First: Review of Theories Linking Talent Management to Positive Behavioral Outcomes Such as Job Engagement.

Second: Analysis of the Nature of the Relationship Between Talent Management as a Whole and Job Engagement.

Second Section: Impact of Talent Management Dimensions on Job Engagement

First: Analysis of the Relationship Between Acquisition, Development, and Retention Practices and Job Engagement.

Second: Review of Studies That Addressed This Relationship from a Theoretical Perspective.

Third Section: Discussion and Theoretical Grounding of the Relationship

First: Discussion of Interpreting the Relationship Between Variables in Light of Literature and Previous Studies.

Second: Final Conclusion on the Existence and Nature of the Relationship Based on the Theoretical Framework.

Third Chapter: Comparative Analysis of Talent Management Practices and Their Strongest Impact

First Section: Theoretical Impact of Recruitment and Performance Management Practices

First: Analysis of the Impact of Precise Recruitment Practices on Job Engagement.

Second: Analysis of the Role Played by Performance Management in Enhancing Engagement.

Second Section: Theoretical Impact of Development and Retention Practices

First: Analysis of the Role Played by Career Path Planning and Training in Enhancing Millennial Engagement.

Second: Discussion of the Impact of Other Talent Retention Practices on Engagement.

Third Section: Identifying the Strongest Impact Practice

First: Conducting a Comparative Analysis Between Different Talent Management Practices Based on Theoretical Evidence.

Second: Identifying the Practice with the Strongest Impact on Job Engagement in Light of Millennial Characteristics.

Third: Final Conclusion on the Most Effective Practice.

Conclusion.

Job engagement is one of the most prominent challenges and drivers of organizational success in the twenty-first century, especially amid radical transformations in the nature of the workforce and its expectations. This study stemmed from a central problem: the traditional view of talent management practices, treating them as equal in their impact on job engagement, may lead to resource wastage and failure to achieve strategic objectives.

To address this problem, this study devoted a methodical and profound effort to theoretically grounding and comparatively analyzing the main talent management practices. It reviewed the most prominent of these practices: recruitment, performance management, development and learning, and retention, analyzing the impact of each on job engagement in light of leading theoretical frameworks. The research efforts were distinguished by their strategic focus on the unique characteristics of the millennial generation, which represents the largest and most influential segment in the labor market, adding significant practical importance to the results.

This study concluded that development and learning practices are the most effective and influential on job engagement among the millennial generation. Unlike other practices that establish initial commitment or reinforce it daily, development is the core driver that satisfies this generation's fundamental need for continuous growth, purpose, and sense of competence. This investment in human capital is viewed as a mutual commitment from the organization, thereby enhancing long-term loyalty and emotional engagement. However, the study emphasizes that this

effectiveness cannot be achieved in isolation from integration with other practices; investment in development will not yield results if the right talents are not recruited from the outset or if not guided by an effective performance management system that provides feedback and recognition.

Ultimately, this study provides a strategic roadmap for organizations seeking to maximize their young employees' engagement. By prioritizing development and learning, while ensuring their integration with recruitment and performance management practices, organizations can build a committed, motivated, and ready workforce to contribute to sustainable success.

Results.

Based on the in-depth theoretical analysis conducted in this study on talent management practices and their impact on job engagement among millennial employees, the following results can be derived:

1. Contribution of All Talent Management Practices to Enhancing Engagement in Work

The study confirmed the validity of the first hypothesis, which states that "each talent management practice (acquisition, development, retention) contributes to enhancing engagement in work among millennial employees."

- Acquisition: The results showed that precise recruitment practices that achieve alignment between employee values and organizational culture form a solid foundation for initial engagement and reduce the likelihood of "reality shock" that leads to weakened engagement.*
- Development and Learning: This practice serves as a primary driver for sustained engagement, satisfying the millennial generation's core need for growth and enhancing their sense of competence, which is one of the strongest drivers of emotional engagement.*
- Retention: The study affirmed that non-material retention practices, such as recognition, organizational justice, and providing work-life balance, significantly contribute to building trust and loyalty, thereby strengthening the employee's desire to stay.*

2. Existence of a Positive Theoretical Relationship Between Talent Management Practices and Job Engagement

The study reached the validation of the second hypothesis, which assumes "the existence of a positive theoretical relationship between talent management practices and job engagement among millennial employees in the banking sector." The theoretical analysis revealed that each talent management practice provides value to the employee, whether in the form of growth opportunities, a sense of justice, or recognition of effort. This positive exchange, offered by the organization, motivates the employee to reciprocate through emotional commitment to work. This relationship is not merely linear but integrative, where each practice enhances the impact of the others, confirming the importance of applying these practices in a coordinated and comprehensive manner.

3. Talent Development Practices Are the Most Influential

The study results confirmed the validity of the third hypothesis, stating that "talent development practices are the most influential on the engagement of millennial employees in work, compared to other practices, especially in the banking sector." While recruitment and performance management practices form essential foundations for engagement, development is the dynamic factor that transcends these foundations to satisfy the millennial generation's fundamental need for growth and purpose. This generation views development opportunities as a strong indicator that the organization is a partner in their professional future, enhancing their loyalty and desire to stay. This conclusion provides clear guidance for institutions, particularly in the banking sector, which heavily relies on young talents, on the necessity of directing investments toward continuous

development and learning programs to ensure the highest return on human capital.

Recommendations.

Based on the results reached in this study, a set of strategic recommendations can be offered to organizations seeking to enhance job engagement among millennial employees:

- 1. Prioritizing "Development and Learning": Organizations must recognize that investing in employee skill development is not an added feature but a fundamental driver of engagement. It is recommended to design continuous and customized training programs that meet this generation's aspirations for rapid growth, such as mentoring programs, on-the-job training, and online courses.*
- 2. Integrating Talent Management Practices: Organizations should adopt a holistic approach that does not treat talent management practices as isolated islands. Recruitment processes should be designed to attract individuals with a drive for growth, performance management should be directed toward identifying training needs, and retention plans should be linked to development opportunities and clear career paths.*
- 3. Adopting Fair and Continuous Performance Systems: Organizations should move away from traditional annual evaluations and shift toward flexible performance management systems that provide continuous and immediate feedback. These systems must be transparent and fair, linking recognition and rewards to individual achievements, thereby enhancing the employee's sense of justice and appreciation.*
- 4. Focusing on Intrinsic Rewards: In addition to material rewards, organizations should invest in intrinsic rewards that satisfy the*

millennial generation's needs for purpose and meaning. This can be achieved by granting employees more autonomy and responsibility, and involving them in projects with greater impact on the organization or society.

Suggestions for Future Research

The researcher invites colleagues and those interested in academic research to build upon this study by delving into the following points:

- 1. Comparative Case Study Between Public and Private Sectors: A comparative study can be conducted to determine the extent to which the impact of talent management practices on job engagement differs among millennial employees in the public and private sectors, given differences in organizational culture and work systems.*
- 2. Impact of Organizational Culture on the Effectiveness of Talent Management Practices: The influence of different types of organizational cultures (such as hierarchical versus flexible) on the effectiveness of talent management practices in enhancing engagement can be studied.*
- 3. Impact of Technology on Talent Management: Research can be conducted on how modern technologies, such as artificial intelligence, automate and improve talent management practices and their impact on job engagement among younger generations.*
- 4. Relationship Between Positive Leadership and Job Engagement: The relationship between positive leadership styles, such as transformational or servant leadership, and their ability to enhance job engagement among millennial employees can be studied, and*

whether they increase the effectiveness of talent management practices.

The reviewer:

Arabic references:

مراجع عربية:

- أبو النصر، مدحت. (2018). إدارة المواهب والكفاءات. المجموعة العربية للتدريب والنشر.
- الجبوري، ليث. (2018). الارتباط الوظيفي وأثره على رضا العملاء في القطاع المصرفي. مجلة الإدارة والاقتصاد، (40)، 88-105.
- الحوراني، آلاء عمر. (2012). إدارة الموارد البشرية وأثرها في الالتزام التنظيمي: دراسة تطبيقية على عينة من المصارف الحكومية في الأردن. رسالة ماجستير غير منشورة، كلية الأعمال، جامعة الشرق الأوسط، الأردن.
- الخفاجي، أحمد. (2021). أثر رأس المال البشري على الأداء المالي للمصارف. مجلة البحوث والدراسات المالية، 9(4)، 301-320.
- الدليمي، ماهر. (2018). إدارة المواهب ودورها في تحقيق الميزة التنافسية. مجلة الإدارة والاقتصاد، (28)، 123-145.
- السالمي، علاء. (2020). أثر الارتباط الوظيفي على الأداء التنظيمي. المجلة العربية للإدارة، 40(3)، 230-215.
- الشريف، أسامة السيد. (2019). إدارة المواهب ودورها في تحقيق الميزة التنافسية. المجموعة العربية للتدريب والنشر.
- الشريف، علي. (2019). دور استقطاب المواهب في تعزيز أداء المؤسسات المصرفية. مجلة التنمية البشرية، 5(1)، 45-60.
- العتيبي، سعود. (2022). تأثير ممارسات إدارة المواهب على الالتزام التنظيمي في القطاع المصرفي السعودي. مجلة العلوم الإدارية، 15(2)، 125-110.
- العقبى، أثير. (2019). دور إدارة الموارد البشرية في تحقيق الميزة التنافسية. مجلة العلوم الإدارية والمالية، 12(1)، 70-55.

- العنزي، منال فريح .(2019). دور ممارسات إدارة المواهب في تعزيز الأداء الوظيفي لدى موظفي الجيل (Y) في القطاع الحكومي السعودي .المجلة العربية للإدارة والتنمية، 15(4)، 72-95.
- المنصور، ناصر . (2021). نظرية تقرير المصير وعلاقتها بالدافعية الداخلية للموظفين . مجلة دراسات الموارد البشرية، 9(2)، 150-165.
- النجار، أحمد. (2020). إدارة المواهب كأداة لتحسين الأداء في المؤسسات .مجلة الاقتصاد والتنمية، 15(2)، 110-125.
- حسين، محمد. (2019). أثر ممارسات إدارة المواهب على الاحتفاظ بالكفاءات في البنوك التجارية الأردنية. مجلة العلوم الإدارية، 11(3)، 215-230.
- درويش، محمد .(2018). إدارة المواهب ودورها في جذب والاحتفاظ بجيل الألفية في المؤسسات المالية .المجلة العربية للإدارة والتنمية، 15(2)، 45-60.
- سعد، إسماعيل محمد .(2021). مراحل وعمليات إدارة المواهب .مركز البحوث والتطوير الإداري.
- سيد أحمد، آية .(2024). تأثير إدارة المواهب على الأداء المؤسسي في القطاع المصرفي المصري .رسالة دكتوراه غير منشورة، كلية التجارة، جامعة عين شمس، مصر .
- شحادة، أنور .(2016). أبعاد الارتباط الوظيفي ودورها في تعزيز الأداء المؤسسي .المجلة العربية للإدارة والتنظيم، 12(3)، 45-60.
- محمد، حليلة. (2021). أثر جودة حياة العمل على الارتباط الوظيفي: دراسة حالة .مجلة الإدارة والاقتصاد، 42(1)، 1-20.
- محمد، محمد عبد الجبار .(2018). أثر إدارة المواهب على الارتباط الوظيفي: دراسة ميدانية على المصارف التجارية الخاصة في مدينة بغداد .رسالة ماجستير غير منشورة، كلية الإدارة والاقتصاد، جامعة بغداد، العراق .
- مسلماني، وائل .(2015). أثر الارتباط الوظيفي على الاحتراق الوظيفي: دراسة ميدانية . رسالة ماجستير غير منشورة، جامعة القدس، فلسطين.

- مسلمانى؁ مأمود. (2017). إءارة المواهب فى المؤسسات المصرففة: ءراسة ءالة. مجلة الاقءصاء والمءءمع؁ 3(1)؁ 88-105.

- Abu-Doleh, J., & Weir, D. (2007). Dimensions of talent management in Jordanian banking sector. *International Journal of Human Resource Management*, 18(1), 120-135.
- Al-Kaabi, S. (2018). The role of talent management practices in enhancing employee engagement in the UAE public sector. (Doctoral dissertation).
- Al-Shammari, M. (2019). The relationship between talent management strategies and organizational performance: A study in the banking sector in Kuwait. *Arab Journal of Administration*, 39(2), 15-32.
- Armstrong, M., & Taylor, S. (2020). *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page Publishers.
- Arthur, J. B. (1994). Effects of human resource systems on manufacturing performance and turnover. *Academy of Management Journal*, 37(3), 670–687.
- Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. *Annual Review of Psychology*, 60, 421-449.
- Bakker, A. B., & Demerouti, E. (2017). Job Demands-Resources Theory: Taking Stock and Looking Forward. *Journal of Occupational Health Psychology*, 22(3), 273-285.
- Barney, J. B. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17(1), 99-120.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Sage Publications.
- Bauer, T. N., Bodner, T., Erdogan, B., Truxillo, D. M., & Tucker, J. S. (2007). Newcomer adjustment during organizational socialization: A meta-analytic review of antecedents, outcomes, and methods. *Journal of Applied Psychology*, 92(3), 707–721.
- Becker, G. S. (1964). *Human Capital: A Theoretical and Empirical Analysis, with Special Reference to Education*. National Bureau of Economic Research.
- Berthon, P., Ewing, M., & Hah, L. (2005). Captivating company: Dimensions of attractiveness in employer branding. *Journal of Advertising Research*, 45(2), 171-182.
- Blau, P. M. (1964). *Exchange and Power in Social Life*. John Wiley & Sons.
- Burns, T., & Stalker, G. M. (1961). *The Management of Innovation*. Tavistock Publications.

- Cascio, W. F. (2018). *Managing Human Resources: Productivity, Quality of Work Life, Profits*. McGraw-Hill Education.
- Chartered Institute of Personnel and Development (CIPD). (2012). *Factsheet: Talent Management*.
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 20 years of organizational justice research. *Journal of Applied Psychology*, 86(3), 425–445.
- Cropanzano, R., & Mitchell, M. S. (2005). Social Exchange Theory: An Interdisciplinary Review. *Journal of Management*, 31(6), 874-900.
- Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227-268.
- Gaston, D., Lytle, J., & Wilson, M. (2017). The relationship between talent management practices and employee engagement: A systematic review. *International Journal of Human Resource Management*, 28(1), 125–150.
- Ghalayini, B. (2015). *The impact of human resources management practices on employee engagement in Lebanese organizations*. (Master's thesis).
- Guest, D. E. (2004). The psychology of the employment relationship: An analysis based on the psychological contract. *Applied Psychology*, 53(4), 541-555.
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16(2), 250–279.
- Herzberg, F. (1966). *Work and the nature of man*. World Publishing.
- Huang, C. C., Huang, M. T., & Chen, H. C. (2006). The effects of organizational brand equity on employee attraction and retention. *Journal of Human Resources Management*, 6(1), 1-15.
- Hughes, J. C., & Rog, E. (2008). Talent management in a new era: The role of psychological contracts in creating an engaging employee experience. *Industrial and Organizational Psychology*, 1(1), 3-10.
- Jin, L., & Lin, T. (2014). The Impact of Talent Management on Job Performance in Telecommunication Companies. *Global Business Review*, 15(4), 1-15.
- Kahn, W. A. (1990). Psychological Conditions of Personal Engagement and Disengagement at Work. *Academy of Management Journal*, 33(4), 692-724.
- Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individuals' fit at work: A meta-analysis of person-job,

person-organization, person-group, and person-supervisor fit. *Personnel Psychology*, 58(2), 281-342.

- Locke, E. A., & Latham, G. P. (1990). *A Theory of Goal Setting and Task Performance*. Prentice Hall.
- Luthans, F., Youssef, C. M., & Avolio, B. J. (2007). *Psychological Capital: Developing the Human Competitive Edge*. Oxford University Press.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52(1), 397–422.
- Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1(1), 3-30.
- McKnight, D. H., Cummings, L. L., & Chervany, N. L. (2002). Trust in a multi-level social exchange relationship: The mediating role of perceived organizational support. *Academy of Management Review*, 27(1), 22-42.
- Mellahi, K., & Collings, D. G. (2010). The institutional embeddedness of talent management. *Journal of World Business*, 45(2), 143-151.
- Meyer, J. P., & Allen, N. J. (1991). A Three-Component Conceptualization of Organizational Commitment. *Human Resource Management Review*, 1(1), 61-89.
- Michaels, E., Handfield-Jones, H., & Axelrod, B. (2001). *The War for Talent*. Harvard Business Press.
- Pew Research Center. (2018). Early Benchmarks Show ‘Generation Z’ on Track to Be Most Diverse, Best-Educated Generation Yet.
- Pfeffer, J. (2018). *The Human Equation: Building Profits by Putting People First*. Harvard Business School Press.
- Phillips, D., & Clark, E. (2017). The Impact of Talent Management Strategies on Retaining Millennial Employees. *Journal of Organizational Behavior*, 38(2), 205-220.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513–563.
- Richards, M. R., & Schat, A. C. (2011). Attachment style and job engagement. *Journal of Business and Psychology*, 26(1), 47-58.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior*. Pearson Education.
- Robinson, D., Perryman, S., & Hayday, S. (2004). *The drivers of employee engagement*. Brighton: Institute for Employment Studies.

- Rousseau, D. M. (1989). Psychological and implicit contracts in organizations. *Employee Responsibilities and Rights Journal*, 2(2), 121-139.
- Rusbult, C. E. (1980). Commitment and satisfaction in romantic associations: A test of the investment model. *Journal of Experimental Social Psychology*, 16(2), 172-192.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two-sample confirmatory factor analytic approach. *Journal of Applied Psychology*, 87(2), 226-235.
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and burnout. *Journal of Applied Psychology*, 89(3), 503-510.
- Schiemann, W. A. (2014). *Reinventing Talent Management: Principles and Practices for the New HR*. John Wiley & Sons.
- Schneider, B. (1987). The people make the place. *Personnel Psychology*, 40(3), 437-453.
- Schultz, T. W. (1961). Investment in Human Capital. *The American Economic Review*, 51(1), 1-17.
- Sherwood, D. (2019). The link between performance-based pay and employee engagement. *Compensation & Benefits Review*, 51(3), 107-118.
- Sinek, S. (2019). *The Infinite Game*. Portfolio.
- Tarique, I., & Schuler, R. S. (2010). Global talent management: Literature review, integrative framework, and suggestions for further research. *Journal of World Business*, 45(2), 122-132.
- Twenge, J. M. (2010). A Review of the Empirical Evidence on Millennials and their Work-related Values and Attitudes. *Journal of Business and Psychology*, 25(2), 209-224
- Twenge, J. M., Campbell, S. M., Hoffman, B. J., & Lance, L. M. (2010). Generational differences in work values: Leisure and extrinsic values increasing, social and intrinsic values decreasing. *Journal of Applied Social Psychology*, 40(3), 548-569.