


**THE IMPACT OF TALENT RECOGNITION ON THE INTENTION TO STAY IN WORK  
CONTEXT: EMPIRICAL OVERVIEW**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 20 February 2023</p> <p><b>Accepted</b> 18 May 2023</p>	<p><b>Purpose of the Study:</b> The aim of the paper attempts to contribute to an overview of the methods and strategies adopted by organizations to maintain a talented and engaged workforce globally.</p> <p><b>Theoretical framework:</b> The study is based on a review of the literature, which is described in the article. Use all methods to retain personnel. Talent Development must be researched whether it enhances Job Satisfaction, Employee Engagement, and Empowerment, which increases Intention to Stay.</p> <p><b>Design/methodology/approach:</b> The researchers apply the convenience sampling technique to acquire primary data from employees utilizing a questionnaire as a research instrument. Data analysis is used in this study through the help of (the PLS) technique (SEMs). A five-component scale with a some-object measurement model has been verified inside the study</p> <p><b>Findings:</b> Our findings demonstrate there is a favorable strong connection. in the effect of appreciation on retention in the job role between employers and employees. Theoretical and managerial implications are discussed in the mild of the findings</p> <p><b>Research, Practical &amp; Social implications:</b> Today, almost every organization is driven by technology, but human resources are needed to do work through technology. It is the challenge of an HR manager to keep working for a long time in an organization in a dynamic environment.</p> <p><b>Originality/value:</b> The value of the study reveals that, fulfilment is regularly tied to its capability to attract, retain, and recognize talented and effective employees.</p>
<p><b>Keywords:</b></p> <p>Talent Acquisition; Talent Retention; Talent Management; Retention Strategies; Work Environment.</p> <div data-bbox="172 981 480 1227" style="text-align: center;">  </div>	<p>Doi: <a href="https://doi.org/10.26668/businessreview/2023.v8i5.1839">https://doi.org/10.26668/businessreview/2023.v8i5.1839</a></p>

**O IMPACTO DO RECONHECIMENTO DE TALENTOS NA INTENÇÃO DE PERMANECER NO  
CONTEXTO DE TRABALHO: VISÃO GERAL EMPÍRICA**

**RESUMO**

**Objetivo do estudo:** O objetivo do artigo é contribuir para uma visão geral dos métodos e estratégias adotados pelas organizações para manter uma força de trabalho talentosa e engajada em nível global.

**Estrutura teórica:** O estudo baseia-se em uma revisão da literatura, que é descrita no artigo. Use todos os métodos para reter pessoal. É preciso pesquisar se o Desenvolvimento de Talentos aumenta a Satisfação no Trabalho, o Engajamento do Funcionário e a Capacitação, o que aumenta a Intenção de Permanecer.

**Projeto/metodologia/abordagem:** Os pesquisadores aplicam a técnica de amostragem por conveniência para obter dados primários dos funcionários, utilizando um questionário como instrumento de pesquisa. A análise de dados é usada neste estudo com a ajuda da técnica (PLS) (SEMs). Uma escala de cinco componentes com um modelo de medição de alguns objetos foi verificada dentro do estudo

**Conclusões:** Nossos resultados demonstram que há uma forte conexão favorável no efeito da apreciação sobre a retenção no cargo entre empregadores e empregados. As implicações teóricas e gerenciais são discutidas com base nos resultados.

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**Implicações sociais, práticas e de pesquisa:** Atualmente, quase todas as organizações são movidas pela tecnologia, mas os recursos humanos são necessários para realizar o trabalho por meio da tecnologia. É o desafio de um gerente de RH continuar trabalhando por muito tempo em uma organização em um ambiente dinâmico.

**Originalidade/valor:** O valor do estudo revela que a realização está regularmente ligada à sua capacidade de atrair, reter e reconhecer funcionários talentosos e eficazes.

**Palavras-chave:** Aquisição de Talentos, Retenção de Talentos, Gestão de Talentos, Estratégias de Retenção, Ambiente de Trabalho.

## EL IMPACTO DEL RECONOCIMIENTO DEL TALENTO EN LA INTENCIÓN DE PERMANECER EN EL CONTEXTO LABORAL: UNA VISIÓN EMPÍRICA

### RESUMEN

**Objetivo del estudio:** El objetivo del artículo es contribuir a una visión general de los métodos y estrategias adoptados por las organizaciones para mantener una plantilla con talento y comprometida a escala mundial.

**Marco teórico:** El estudio se basa en una revisión bibliográfica, que se describe en el artículo. Utilizar todos los métodos para retener al personal. Hay que investigar si el Desarrollo del Talento aumenta la Satisfacción en el Trabajo, el Compromiso de los Empleados y el Empoderamiento, lo que aumenta la Intención de Permanencia.

**Diseño/metodología/enfoque:** Los investigadores aplican la técnica de muestreo por conveniencia para obtener datos primarios de los empleados, utilizando un cuestionario como instrumento de investigación. En este estudio se utiliza el análisis de datos con ayuda de la técnica (PLS) (SEMs). En el estudio se verificó una escala de cinco componentes con un modelo de medición de algunos objetos

**Conclusiones:** Nuestros resultados muestran que existe una fuerte conexión favorable en el efecto del aprecio sobre la conservación del empleo entre empleadores y empleados. A partir de los resultados se discuten las implicaciones teóricas y de gestión.

**Implicaciones sociales, prácticas y de investigación:** Hoy en día, casi todas las organizaciones están impulsadas por la tecnología, pero los recursos humanos son necesarios para realizar el trabajo a través de la tecnología. Es un reto para un responsable de RRHH seguir trabajando durante mucho tiempo en una organización en un entorno dinámico.

**Originalidad/valor:** El valor del estudio revela que los logros están regularmente vinculados a su capacidad para atraer, retener y reconocer a los empleados con talento y eficaces.

**Palabras clave:** Adquisición de Talentos, Retención de Talentos, Gestión de Talentos, Estrategias de Retención, Entorno Laboral.

### INTRODUCTION

Currently, the global market is developing and converting rapidly. organizations are seeking to gain competitive benefit by using the use of human resources they employ as one of the maximum precious resources to assist and realize those desires. companies have found out that their employees' talent, abilities, and know-how are their maximum valuable assets. All human resource management (HRM) processes are associated with talent management, with a particular emphasis on the attraction, development, and retention of talents (Adair 2006). Some other way to describe it miles that talent Retention includes nearly every aspect of human resource control (Alas 2006). Furthermore, Recognition rates in the IT field are increasing, particularly when individuals are not effective with their jobs, and the proclivity to leave the organization is raising. This becomes a serious corporate issue and an expensive application, especially if valuable personnel leave. Furthermore, the value of hiring a new generation of

employees is considerable and often takes time. In the IT sector, employee retention tactics are a big problem since they deal with how to keep and retain human resources. This article focuses to arbitrate the employee Influence of talent recognition on the intention to stay in the working atmosphere. Employee retention has become a crucial component in today's business world, and it constantly to be one of the main threats faced by business managers Bagga (2013). Employee retention needs to be taken under consideration by all organization managers and stakeholders, and its long-time period outcomes on the organization's behavior and productivity need to be estimated Randhawa (2007). Moreover, worker retention is crucial due to the fact employees play a critical position in growing organizational performance even as accomplishing the larger organizational dreams Lee (1987). In terms of organizational effectiveness, it could be highly effective if a worker is dedicated and engaged in their task.

## LITERATURE REVIEW ON EMPLOYEE RETENTION

Employee recognition should be viewed as an organizational and HR development tool as well as something that relates to the psychological needs of the individual Dutta (2014). Enables dependable employees to stick to the organization for an extended period, which in flip will benefit each of the stakeholders. employee retention isn't always only a rely that can be handled with facts and reports Das (2013). Fundamentally, conditions depend upon what method the employers understand the differing worries of the employees and in what way or manner they help the ruling class resolve their problems as long as they are needy. The organization may bother a whole deficit if such crew leave after they are certainly skillful. Dutta (2014). The arranging is at a loss when the representatives leave their process as promptly as they may be certainly skillful. member retention takes into concern the abundant measures captured so that an individual remains within a company indifference time frame. Edwards (2014). Research suggests that a maximum workforce departs resourcefulness out of disappointment and continuing resistance with their manager or different group parties. In some instances, reduced profits, a deficit of raised potentialities, and motivation constrain laborers to expect an alternate. The control should attempt the allure stage best to continue that troops who are alive to the design and are known expected a strong subscriber Upadhya (2019). In the world of globalization and stiff competition, firms must do more than simply plan and implement human resource management procedures to solve the problem of frequent employee turnover. The changing expectations of the global talent pool are not compatible with standard employee retention techniques Kossivi (2016). If a firm wants to be competitive, it must always

develop new and innovative human resource methods. Mehta (2016) The author also stated that crucial elements in employee retention management include approaches emphasizing employees' own goals, including career advancement, rewards, and recognition. Cappelli (2000). A retention management approach shouldn't be reactive, which was another crucial point addressed. Since employees believe new HR practices are crucial for attaining goals, firms should be proactive in implementing them to enrich a competitive benefit Cardy (2011). Additionally, the social environment, work-life balance, and work design appear to have a favorable impact on employee retention, according to the study, which found that career prospects and financial rewards as retention tactics are considered a source of employee turnover Nazia (2013). Reward and recognition "a result of a worker's diligence and effort at work" also outcomes Kevin (2004). Employee skills, capabilities, and knowledge are essential to organizations Ongori (2007). Leaders must be capable of identifying and retaining knowledgeable personnel and consistently persuade and remind them how important they are to the company. Langevin (2013). This will help the company avoid prevent unhappiness and employee exit the enterprise Linna (2012). Before a person can be posted, they must have certain skills Weng (2012). Employees should be given appropriate induction and training Weng (2010). Employer branding is important in the Talent Acquisition process. HR works hard to keep the employees satisfied and engaged Wulansari (2020). The author suggests that, with career development options, training and development chances offer a better degree of incentive for employees' enhanced discretionary behavior, which finally leads to employee satisfaction Shivanjali(2020). Employee performance improves when the job's scope expands and the chance for allied growth expands Soenanta (2020). Employees who are more satisfied with their organizations' jobs are more likely to be productive and less likely to quit Sparks (1994).

Figure:1 Research Framework



Source: Prepared by the authors (2023).

Loyalty is increased when employees receive praise from their managers, teammates, and even customers Falk (1992). To find out about the perspectives of 12,750 people across all employment levels and in all significant industry sectors in the USA in the year 2002, a worldwide consulting business conducted a survey wortruba (1991). Recently highlighted how critical and significant the issue of employee turnover seems to be to managers, researchers,

and general individuals. revealed that predictability within the workplace increases employee retention and vice versa Carsten (1987). unstable Companies has a high degree of employee turnover. have argued that a variety of criteria help predict employee turnover, even though there is no universal framework for comprehending the concept of turnover rates Zuber (2004)

## OBJECTIVES OF THE STUDY

- To analyze the various types of research implemented on employee retention.
- To recognize the different factors determining the retaining of employees in establishments.
- To offer implications for maintaining employees in arrangements.

## Hypothesis of the Study

Testing assumptions in the context of PLS-SEM is often done by calculating a P value for each path coefficient.

H0-The impact of talent recognition on the intention to stay in the work context does not play an important role between employers and employees.

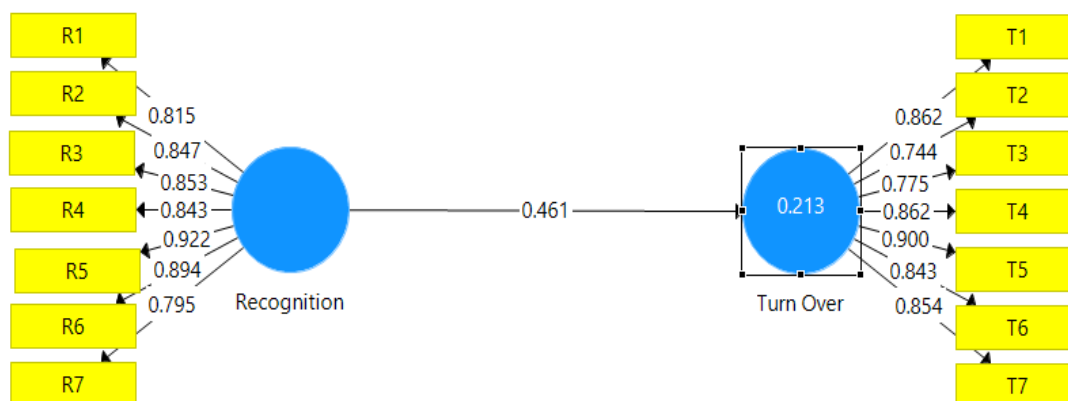
H1-The impact of talent recognition on the intention to stay in the work context does play an important role between employers and employees.

## MATERIALS AND METHODS

This study is collecting and analyzes the data gathered by using a self-administered questionnaire. In recent years, the statistical technique known as partial least squares structural equation modeling (PLS-SEM) has gained popularity. Convenience samples are more prevalent and widely used. The current study uses the convenience sampling method because it has examined many IT sectors (NASSCOM). The sample size used for this study is 75. For this research two variables are constructed. The 5 points Likert scale chosen for present research are 1 for “Strongly disagree”, 2 for “Moderately disagree”, 3 for “Slightly disagree”, 4 for “Slightly agree”, and 5 for “Strongly agree”. Regarding the study sample’s demographical characteristics are, males, and the rest were female and this data was collected between employers and employees. The is based entirely on quantitative information, which is gathered through the use of books, periodicals, published articles, conferences, symposium papers on the information server, hyperspace, statistics generation, and human resource management, among other sources. Data analysis, Interpretation, Results: In PLS SEM there are 2 models are

evaluated namely, a) Measurement Model (Inner models) b) Structural model Assessment (outer models) The measurement model in PLS-SEM path modeling evaluates the study's latent constructs. The interrelationship allying the observed data and the latent variable are considered by the measurement model. This model's latent constructs include several items with reflective attributes. Hair et.al (2010) argued that there is no one appropriate way to handle incomplete issues because each strategy has pros and cons and that researchers should strive to apply a variety of techniques to evaluate the stability of the results. Most of the outer loadings represent 80% in an exogenous variable, and an endogenous variable shows 70 % to 80%. In this indicator, R8 and T8 were deleted due to lower factor loadings below 0.623  $\beta$  value between recognition and turnover is 0.461 hence, the research tool is realistic.

Figure:2 Measurement Model



Source: Prepared by the authors (2023).

The measurement model evaluates the study's relevant dataset's quality standards. Following the further evaluation of the path coefficients, certain reliability and validity measurements are reported, as follows: The researcher's consideration of instrument validity is crucial. The reliability of a test result is what is meant by the term "validity" Karakaya-Ozyer, 2018) In a model for exploratory features, composite reliabilities need to be equal to or more than 0.6 (Chin,1998) same to, or more than 0.70 for an excellent sufficient model for confirmatory functions (Henseler 2012), and same to or greater good-sized than 0.80 is taken into consideration as appropriate for confirmatory research (Sarstedt 2014). The values of Cronbach alpha and composite Reliability are  $> 0.7$ , therefore, the research device is achievable.



Table 1: Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Recognition	0.938	0.956	0.949	0.729
Turn Over	0.928	0.939	0.942	0.698

Source: Prepared by the authors (2023).

Evaluation is subdivided into two categories.

- Convergent validity
- Discriminant validity

Convergent validity: explains the results from various variables used to evaluate the same construct. The presence of variables that are related to the latent construct being measured is ensured by convergent validity. Factors need to be strongly correlated with the latent construct as a result. By evaluating the AVE value, convergent validity is established [Hamid \(2016\)](#). Since AVE may explain how much information is shared between concepts, it is relevant to exploitative as a convergent validity test [Sujati \(2020\)](#). To achieve this validity, the cost of AVE should be better or the same as 0.5 [Ahmad \(2016\)](#). In this study the recognition and workplace value of AVE is higher than 0.5, As a result, the Convergent validity research instrument is feasible. To examine the discriminant validity, there are two techniques. [Fornell-Lacker Criterion \(1981\)](#), which suggests the square root of AVE in each latent variable may be used to assess the discriminant validity if this value is more substantial than various correlation values for the various latent variables, proposes the standard approach.

### Fornell-Larcker Criterion

One of the most widely used methods for evaluating the discriminant validity of measurement models is the Fornell-Larcker criterion. This criterion states that the correlation between a construct and any other construct must be higher than the square root of the average variance retrieved by the construct. Discriminant validity is proven when this prerequisite is accomplished. [Fornell C \(1981\)](#). In this first Criterion, the value of factor loading is higher than 0.70 The Fornell-Larcker Criterion values of recognition are greater than off-diagonal values of Turn over. Therefore, discriminant validity supports the validity between the constructs and can be accepted for this measuring approach.

Table 2 Fornell-Larcker Criterion

	Recognition	Turn Over
Recognition	0.854	
Turn Over	0.461	0.836

Source: Prepared by the authors (2023).

### Heterotrait Monotrait Ratio (HTMT)

The HTMT criteria determine the average correlations between the indicators between constructions in the second criterion Hair (2010). For standard discriminant validity limits (0.90). The heterotrait-monotrait ratio of correlations, which Henseler et.al (2015) created, is a new method for assessing discriminant validity (HTMT). The HTMT examines how similar latent variables manifest spontaneously. If the HTMT is less than one, discriminant validity is deemed to have been established. The discriminant validity between the two reflective constructs has been proven in this study, where the HTMT value is less than 0.90.

Table 3 Heterotrait Monotrait Ratio (HTMT)

Recognition		<i>Turn Over</i>
Recognition		
Turn Over	0.464	

Source: Prepared by the authors (2023).

### Cross Outer Loadings

In this third Criterion, Cross loading indicates whether the outer loadings of the indicators for the particular construct are Stronger than the item loadings for other constructs. There is no issue with discriminant validity because other constructs' cross-loadings are lower than their respective constructs' outer loadings. Since the indicator loadings for each construct are larger than the outer loadings for other constructs, the study agrees with the discriminant validity of the constructs.

Table:4 Cross outer loadings

	Recognition	Turn Over
R1	0.815	0.258
R2	0.847	0.307
R3	0.853	0.297
R4	0.843	0.392
R5	0.922	0.478
R6	0.894	0.452
R7	0.795	0.455
T1	0.453	0.862
T2	0.317	0.744
T3	0.285	0.775
T4	0.368	0.862
T5	0.413	0.900
T6	0.450	0.843
T7	0.359	0.854

Source: Prepared by the authors (2023).



## Structural Model Assessment

The structural or inner model consists of the components as well as the arrows that relate one variable to another. Structural fit is only investigated when measurement fit is demonstrated to be acceptable. Standardized regression coefficients are the loadings of the direct pathways linking the factors. Structural model is assessed by collinearity values, path coefficients,  $R^2$ ,  $f^2$  and  $Q^2$ .

## Collinearity Issues

Variance Inflation issue (VIF) is tested to evaluate the extent of collinearity in PLS-SEM. There are two widely used guidelines: There may be a collinearity issue if VIF is  $>5$  (Hair, Ringle & Sarstedt, 2010). whenever a statistical model's predictor variables have a linear relationship with one another, this is known as collinearity (also known as Multi collinearity (Jöreskog (1982) Variables may have a low degree of collinearity despite having a strong correlation (Hamilton, 1987). There may be a collinearity issue if VIF is  $>3$  (Diamantopoulos 2006). When two indicators are highly connected, collinearity occurs. The use of collinearity among latent variables is measured through variances in Inflated factors. In this study, the VIF value is  $< 0.5$ . we do not have any collinearity issues. so, there is no strong indication of multicollinearity.

Table:5 Outer VIF Values

	<b>VIEW</b>
R1	3.001
R2	3.442
R3	3.176
R4	3.065
R5	4.520
R6	3.734
R7	2.257
T1	3.160
T2	3.008
T3	2.650
T4	3.487
T5	4.270
T6	2.656
T7	3.598

Source: Prepared by the authors (2023).

Table:6 Inner VIF Values

<b>Recognition</b>	<b>Turn Over</b>
<b>Recognition</b>	<b>1.000</b>
<b>Turn Over</b>	<b>1.000</b>

Source: Prepared by the authors (2023).

**Path Coefficients**

The structural model coefficient connecting the construct is called the path coefficient. This study represents the hypothesized relationship is strong in recognition and turnover. H1 assesses whether there is a significant relationship between recognition and turnover. The result indicates that there exists a significant strongest association between recognition and Turnover ( $\beta=0.461$ ,  $T= 7.520$ ,  $P<0.001$ ). Their fore H1 is supported and the result is shown in Table 4.

Table 7 Path coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Recognition -> Turn Over	0.461	0.479	0.061	7.520	0.000

Source: Prepared by the authors (2023).  
Coefficient of determination and effect size( $R^2$ )

$R^2$  ( $R^2$  or the coefficient of determination) is a quantitative measurement used in the multivariate version that, indicates the proportion of the independent variable's variance that may be answered for by the ruling variable's variation. In extraordinary terms, R-squared shows the extent to which statistics correspond to the regression version (the quality of the shape). The threshold values of  $R^2$  as per Hair et.al (2013) are 0.25 (weak), 0.50 (average) and 0.75 (acceptable).

Table 8  $R^2$  values

	R Square	R Square Adjusted
Turn Over	0.213	0.202

Source: Prepared by the authors (2023).

$R^2$  value has to be the same or more than 0.10. The study examines the R Square value is a week (0.213) between Recognition and Turnover. The changes in the R square value when the particularized exogenous build-up is excluded from the model could be used to assess whether the excluded construct has a nominal effect on the inside construct. This determination is indicated as the F square has intensity. The Cohen values of F square are 0.02 (weak), 0.15 (Average) and 0.35 (Acceptable).

Table:9 Assessing  $F^2$

	Recognition	Turn Over
Recognition Turn Over		0.270

Source: Prepared by the authors (2023)

The effect of intensity value is under 0.02 signifies that there is no strength. During this research  $F^2$  value is Average (0.270) between Recognition and Turnover. So  $F^2$  indicates the goodness of shape.

Table 10 Assessing  $Q^2$ 

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
<b>Recognition</b>	525.000	525.000	
<b>Turn Over</b>	525.000	451.059	0.141

Source: Prepared by Authors (2023)

In this study,  $Q^2$  square has predictive relevance, the endogenous values of employee turnover are  $> 0$ . Likewise,  $Q^2$  establishes the predictive appropriateness of endogenous constructions. The  $Q^2$  values are above zero between recognition and revenue, so that on this examination the values are correctly reconstructed, and the model a predictive.

## FINDINGS

This study sought to ascertain the relationship between worker retention and recognition in a few IT fields (NASSCOM). Our findings demonstrate there is a favorable strong connection. in the effect of appreciation on retention in the job role between employers and employees. The study examines the R Square value is a week (0.213) between Recognition and Turnover. Successful organizations and managers are aware of how crucial social rewards are for keeping talented workers. Trendy employees Prefer downtime (inclusive of holidays or days off) so we can go on holiday or spend time with friends. Managers and organizations but, frequently are not aware of the critical position that reputation rewards play in raising retention costs. Employee Retention isn't always approximately handling retention Harrington (2001). It is about handling human beings. If an organization manages people properly, worker retention will deal with accomplished, enough possibilities, Pleasant and cooperative surroundings, and a feeling that the company is a second domestic to employees. worker retention has grown to be a major aim in the organization.

## SUGGESTION

The primary responsibility of HR professionals is to inspire, value, and acknowledge employees' efforts. Smart hiring is crucial since the candidate should fit the job and the organization's culture. It's also crucial to bear in mind the qualifications, abilities, and attitudes needed for the position. As a result, worker praise and recognition programs have become more

famous, to benefit the company, they urge staff to improve their daily routines and work habits. However, this article suggests that, when a firm strives to retain top people, various hurdles must be overcome. Whilst an employee is satisfied and happy with their corporation, s/he might need to stay inside the organization for a long. Herein, the control should place more attempts into retaining treasured personnel. The crucial step is to concentrate on training and growth. By determining the employees' training needs, you may provide them with the right training to help them advance their careers and improve their abilities.

## **CONCLUSION**

In this research it concluded that, attracting and keeping top performers, in addition to increasing worker productiveness, can be carried out in a variety of ways, ranging from work incentives to additional flexibility. Compared to all other aspects, monetary incentives helped to motivate employees. This study shows that everyone has different motivational variables. People are motivated by several factors, including compensation, enthusiasm for their tasks, recognition, education, advancement opportunities, respect and trust, success, and positive work conditions. Additionally, it provides numerous recommendations for HR managers on how to respect, value, and appreciate employees, provide a healthy work environment and process design, assign employees based on their skills, and provide career advancement opportunities to maintain a nice workforce by encouraging engagement and loyalty. Companies need to understand that success is entirely dependent on sustaining high or excellent skills at all charges, Employers must keep working to find the best talent to improve their workforce. Using this research, organizations are essential to prepare in advance and keep investing in talent, recognize great ones, and maintain the culture unchanged. Finally, Companies must always be worried about how to get and keep good Work - related talent. An effective retention plan relies mainly on two Rewards and recognition can be desirable. A benefit if used in a business entity. Companies should create a talent pool. Informally to develop a pool of talent preparation for succession.

## **LIMITATIONS AND FUTURE DIRECTIONS**

There are certain restrictions on this work, As is well known, cultural, religious, geographic, and economic factors all affect an employee's wants, needs, demands, and requirements. Additionally, studies might be the emphasis with a huge sample size in various IT industries and geographical locations. Additionally, research should concentrate on

developing better tactics and policies to keep a skilled and useful workforce. Similar to that, information should be gathered from all levels of personnel in the organization. Creative people are generally endorsed to live while urging employees who produce low output or poor performance to go. Organizations have to hold those who contribute favorably to the firm's fee and income at the same time as additionally having a greater useful impact on the agency if it has been possible. Every organization should encourage poor performers employees, by giving proper induction training methods and retaining them.

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