

Theoretical review for leadership and employee retention in civil aviation authority sector

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Abstract

As workplaces adapt to meet the competing needs of different generations, so must talent management as a concept. It is no longer sufficient to have a workforce that says, stays, and works hard. Firms must consider workforce sustainability; ensure that our workplaces are representative of the larger marketplace profile and that these diverse views, experiences, and skills are respected and considered; and have confidence that employees are motivated and empowered to think creatively and constantly seek new and better ways of working. Using literature review, this study tried to highlight the theories pertaining the leadership and employee's retention in the aviation sector. Findings expressed that employees must

perform well, emphasizing the crucial importance of performance management in retaining top talent. In this context, the issue of applying the best leadership strategy and style to support and encourage such performance management initiatives arises. Continuous performance management planning and implementation will also assist management in analyzing all workers' contributions to the organization's success. Employee retention requires a continuous process of objective setting for organizational operational development, assessing progress, and providing employees with opportunities for effective coaching and feedback to assist them in meeting their career goals and objectives.

Keywords: Leadership; Employee Retention; Civil Aviation Authority; Libya

INTRODUCTION

The phrase "Talent Management" first debuted in 1998, following the publication of McKinsey Company's research titled "The War for Talent." The article described a severe quandary that large organizations in the United States were having at the time, which resulted in issues attracting and

retaining skilled and experienced personnel, especially for senior executive/leadership positions. Following that, following research found that a lack of talent will soon be a worry for the majority of organizations worldwide. During this time, many businesses recognized and tackled the problem of not having enough qualified personnel to fill important positions. Talent Management was found and explored by researchers. These components, in general, could be considered a component of talent retention and leadership; however, they do identify one of the main components that, based on their Leadership characteristics, needs to be embedded throughout the organization, beginning with the organization's head: the talent mind set (M. S. Abdullahi, Raman, & Solarin, 2022). Leadership participation in transforming these initiatives into specific organizationally recognized behaviors is critical to the success of people management programs (Aboramadan, Alolayyan, Turkmenoglu, Cicek, & Farao, 2021). Managers must assume responsibility for components of the talent management process and act as partners (Anlesinya, Amponsah-Tawiah, & Dartey-Baah, 2019). Senior management is essential in talent management programs, identifying and focusing on high-potential personnel, analyzing their current and future needs, inspiring, mentoring, and knowledge transfer (Dalal & Akdere, 2018). Implementing talent management on the ground and ensuring compliance with talent management policies and procedures within their area of responsibility. 2) Make ensure that people are in the right places at the right time. 3) Ensure long-term performance in conformity with the overarching aims of the firm.

Organizations make many steps to retain talented people when it comes to employee retention. They consider both financial and non-financial considerations. It is impossible to determine which measures are useful and which are not because some may influence specific people while others may not (Ghazali, Lim, & A. Jamak, 2019). Organizations must recognize that no two persons are the same. People's desires and goals differ from one another. Organizations should employ methods for understanding the demands of each skill. Organizations may find the best candidate for the job, but it is critical to determine whether this individual considers his job as ideal. In fact, most people choose a major based on market need rather than talent or interest. As a result, the majority of individuals will gravitate toward satisfying their inner wants (Ford & Harding, 2021).

Attracting and retaining talent for an extended period of time in an organization is a challenge that many firms in the education sector face today. The management of the entire employee life cycle, from recruiting to hiring to promoting to finding a successor after retirement, is referred to as talent management (Gouda & Tiwari, 2022). This strategy also identifies critical skill gaps between existing talent and the skills required to promote organizational success. The Civil Aviation Authority (CAA) is in charge of carrying out the Libyan Cabinet's recommendations on the aviation plan as well as personnel safety and security. In addition, CAA authorities meet with international bodies on a regular basis to develop flight operations plans and regulations that would propel Libya's aviation sector. The CAA's Human Resources section is in charge of distributing the annual quota for Libya's aviation sector. CAA is having problems finding qualified candidates.

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CAA, on the other hand, is having difficulty finding the right employees for the job. The appeal of the job, remuneration, and atmosphere are all aspects that contribute to this challenge (Al-Ghazali, 2020).

Employee turnover raises operating costs and has a negative impact on an organization's morale. Implementing an employee retention program is a useful way to ensure that critical people remain employed while maintaining and balancing job performance and productivity (Zheng, Basit, & Nauman, 2020). CAA is attempting to increase employee satisfaction in order for them to stay in their jobs. Individual qualities, workplace, and society all have an impact on Libyan satisfaction (Fan & Liu, 2020). While individual attributes such as personality may have a role, a substantial body of research indicates that other external and contextual factors, such as compensation, perceived status and office environment, and administrative assistance, are also important. The workplace environment may have an impact on personnel satisfaction with the facilities supplied. From a societal standpoint, it is expected that raising compensation pay will help to attract highly skilled individuals to engage in this sector, making employees feel more valuable in society (Asad & Nawab, 2020).

As workplaces adapt to meet the competing needs of different generations, so must talent management as a concept. It is no longer sufficient to have a workforce that says, stays, and works hard. Firms must consider workforce sustainability; ensure that our workplaces are representative of the larger marketplace profile and that these diverse views, experiences, and skills are respected and considered; and have confidence that employees are motivated and empowered to think creatively and constantly seek new and better ways of working. These demands required a more sophisticated type of engagement that incorporates career development, competency mapping, and performance management (Humanity, 2018). The CAA's Learning and Organization Development section has failed to offer appropriate training courses for Libyan civil aviation professionals to advance their careers. Furthermore, the performance appraisal does not execute in the correct direction. As an aviator who has received an exceptional or satisfactory appraisal rating does not receive any intrinsic or extrinsic rewards or accolades to push him to perform better the next year. To ensure that talent management can boost employee retention, committed leadership is required to drive the training process and achieve the objectives. Employees demand suitable credit for their success in the organization when they have great leadership (Goswami, Goswami, & Agrawal, 2020). There are numerous variables that contribute to employees not being sufficiently appreciated in relation to their efforts and performance over time. The leader is not effectively guided to improve his or her ability, skills, talent, and degree of performance. It has a detrimental impact on the organization's growth and raises the staff turnover ratio (Chon & Lee, 2020).

However, research is only beginning to delve into leadership's mediating function in talent management and employee retention. Furthermore, leaders' mediating function, which focuses on strategic planning, can lead to any strategy being begun for the transformation and achievement of

the goal (Ali, Imran, Almansoori, Zeb, & Rehman, 2020). Through good attributes, the mediating leader has a direct impact on talent management and employee retention over time. The leader can be recommended to an organization of various business processes, which are very important for driving an organization forward (Akparobore & Omosekejimi, 2020). According to prior research, leaders are very crucial for all organizations; thus, leadership is a mediating variable in this study. Leaders in Libya's civil aviation sector lack several of these attributes, which has a detrimental impact on the organization, talent management, and staff retention (Al-Ghazali, 2020).

There are numerous barriers to effectively implementing professional development. Workplace atmosphere, leadership, personal management, administrative and workplace management, and relationships with coworkers and the administration all contribute to these issues (A. Z. Abdullahi, Anyigba, & Anarfo, 2020). A researcher (Akparobore & Omosekejimi, 2020) defined leadership as helping others model optimal practices, being flexible, and bridging the gap between employees and management. Professional development provided to aviators by the CAA has a bad reputation, and for good reason, as many aviation employees agree that what most employees receive as professional learning opportunities are thin, sporadic, and of little use when it comes to improving flight operations (Anita, Zakaria, & Abdillah, 2020). The increasing rate of resignation among Libyan national employees in Libya is a major concern for CAA.

Given the importance of organizational development, there are numerous research on talent management, employee retention, and leadership around the world. Many studies on talent management and staff retention have been undertaken in many industries. In Ghana, for example, the Ministry of Roads and Highways conducted a study on the relationship between talent management and employee retention, but this study did not look into mediating leadership (Beatrice Nyarkoah, 2018). Furthermore, a study on the role of talent management and employee retention in Malaysian business sectors has been undertaken (Yong Pui Chee, 2019). According to Israa Ramadan Al Battrikhi (2018), a study on talent management in Information Technology (IT) firms in Gaza was done. Many studies on developing talent management in public sectors such as the Emirati Police have been undertaken in the UAE (Kanthong, Khummueng, & Na-Nan, 2020).

Aviation managers use talent management and leadership to ensure the retention of talented employees. Workers should transmit the institution's primary ideals and demonstrate emotional devotion. Furthermore, perfect dedication requires the provision of an environment and opportunity for people to acquire abilities (Liang et al., 2020). However, a few studies that focused on one or two variables have been undertaken. Based on the foregoing, the gap is that no previous research (within the researcher's knowledge) has been conducted on three factors together on talent management to reduce staff turnover from the Civil Aviation Authority in Libya. Furthermore, few research have been conducted in the aviation industry. As a result, these three factors comprise the research gap, and this study seeks to cover the gaps mentioned above.

The research objectives were created to aid in the achievement of the study objectives. The study objectives are to investigate the best solutions, adjustments or improvements, or contradictions between the variables of the topic under consideration. Due to the creation of research objectives, the inquiry was focused on the factors associated with this study. Furthermore, specifying study objectives will limit the collection of data that is not necessarily necessary for understanding and addressing the problem. To clarify the link between competency mapping, employee engagement, performance management, career development, and employee retention, the researcher has specified a few attainable objectives in the form of statements for extensive study.

Literature Review

A literature review could be thought of as a type of manuscript. Torraco (2018) defines an integrative literature review as "a type of study that evaluates, criticizes, and synthesizes representative literature on a topic in an integrated manner in order to develop new frame works and perspectives on the issue." It is feasible to conclude that an integrated evaluation of novel phenomena will aid in conceptualization and suggestion generation. Thorough conceptual and methodology literature is necessary to conduct research on this topic. The integrated literature demands that a study design be presented in which search keywords are successfully used for gathering research data, inclusion and exclusion, and data analysis (Rocco, Stein, & Lee, 2018).

The first function mentioned is laying the groundwork. This entails drawing connections, analyzing trends, and lastly offering a concept overview or literature foundation. This is because exhibiting enhances knowledge and the use of literature to showcase existing material, which is then used to make a case to emphasize a research need and how the present study will fill it. In order to generate hypotheses and propositions for previous investigations, it is required to conceptualize research. Furthermore, in order to credit work for communicating research logic, words must be defined, assumptions must be clarified, and limits must be followed (Merriam & Simpson, 2020). The manuscript function is used to give support for the research design, technique, and tools for use in a study. It is performed by presenting a case for a specific approach that scholars agree or disagree with for citing material. The final function is reference, which permits findings to be compared to the implications of previous studies. As a result, it is possible to say that reference provides a way to compare current work with earlier effort in order to match outcomes. The theoretical framework includes theories and models on the impact of talent management on employee retention as well as the impact of company leadership. The researcher focused on three theories to examine the relationship between talent management, employee retention, and leadership: the Resource Based View (RBV) theory, the P-E Fit theory, and the Leader-member exchange theory.

Resource-Based View Theory RBV.

Each firm values its resources, and some resources that necessitate a lengthy learning curve or a major transformation in the organization's environment and culture are more likely to be unique to

the organization and hence more difficult for competitors to replicate. As a result, the RBV framework can be used as a management framework to determine which strategic resources a company should use to gain a long-term competitive advantage. According to (Madhok, Li, & Priem, 2020), the resourcebased view (RBV) explores the role of vital resources, defined as intangible assets and competencies, in generating competitive advantage and superior performance. To a considerable extent, conceptual analysis, and empirical research within the RBV have focused on the organizations' perspective on important resources and their relevance to the organization. RBV can be defined as a framework for discussing how to obtain long-term and even bigger competitive advantage for a company. According to Barney (2021), by executing well-managed resource plans over a certain time period, a firm can successfully strengthen its competitive edge. According to Guthridge and Komm (2018), talent management is the foundation for a company to gain or maintain a competitive edge in dynamic organizations.

The RBV framework under talent management is described as an irreplaceable and non-substitutable resource for organizations by Lewis & Heckman (2019). Companies can get desired competitive advantage by shifting resources, as stated by Barney (2021), or by following Porter's generic strategy. According to the RBV framework, organizations can leverage such advantages to study and discover opportunities while minimizing risks and concerns in a changing business environment. According to Barney (2021), in order to reap these benefits from the RBV framework, resources must be valuable and non-substitutable. In order for rivals to mimic and compete to a considerable extent, qualities and resource capabilities must be referred to as independent mechanisms in current terminology (Rumelt, 2018). According to Boudreau and Ramstad (2019), RBV not only helps organizations gain a competitive advantage but also improve talent management.

The Theory of Person-Environment Fit (P-E Fit)

The P-E fit hypothesis is an important theoretical component of the current research. It is understandable given that it derives from Parsons' (1909) study of occupational choice in the twentieth century. In this context, person-job fit (PJF), person-organization fit (POF), person-vocation fit (PVF), person-supervisor fit (PSF), and person-group fit (PGF) are all fantastic perspectives (Kristof, Zimmerman, & Johnson, 2020). In their study, Kristof et al. (2020) discovered that staff retention is positively associated to job satisfaction but adversely related to employee turnover. The P-E fit hypothesis describes how an individual's approach changes based on his job. According to Nyanjom (2018), humans are dynamic, and when exposed to a new environment, they change along with it. This clearly illustrates that, while jobs experience revolution, they likewise undergo change. Employees like working under favorable working conditions, according to Koopmans et al. (2021), since it stimulates them to apply their skills, knowledge, and capacities to contribute to organizational goals. Furthermore, Harvat (2019) believes that employees like to work in places where their values and attitudes are compatible with those of the organization, and as a result, they contribute to it.

The P-E fit theory is typically explained using the Holland theory. According to Holland Theory (1959), the environment and the people in the firm have interacting components. Furthermore, if changes or amendments are made to current employment, employees consider shifting as soon as possible. Employees, according to the theory, are fine as long as they can find an environment in which they can apply their abilities, openly voice their thoughts, and enjoy their given position. As a result, it may be established that employees consider remaining in employment where they can fully apply their strengths and obtain fulfillment. Employees and the office environment have a bad relationship in terms of reinforcement, similarity, and satisfaction. Furthermore, it is considered that if a person and his or her employment are at odds, this can be resolved by changing occupations, altering one's behavior, and changing one's perspective. Taking Holland theory into account in the current study on the basis of talent management and retaining workers, it is clear that employees remain in existing firms if they believe that personal development in the organization will be achieved if firms provide concern with the best opportunities to grow possible. This means that if an employee observes that his work environment is suited to his individual needs, he is more likely to stay with the organization in the long run. As a result, employee retention improves dramatically.

According to Kamau (2018), Holland's theory is ambiguous because there are no genuine causes or explanations for building personal model styles in relation to tenure hierarchies. He also noted that the theory focuses on factors that influence profession choices rather than employee growth, which is advantageous to overall career choice. Aside from that, the idea has been chastised for neglecting to address professional development in the most appropriate manner for growing individuals based on race, ethnicity, and gender. This idea is relevant to career development and competency mapping. Furthermore, Sculer and Tarique (2019) argued that talent management on career advancement is accomplished from within and important parts of company strategy, skills and career paths, mentorship, and expecting measurable results from employees. Kabwe (2021) defines the relationship between a person and their work environment in terms of congruence, satisfaction, and reinforcement level. Congruence, on the other hand, can be resolved by altering people's attitudes and behaviors, which will improve the entire employee career (Kireru, 2018). According to Nyanjom (2018), keeping workers in firms was as simple as convincing them that things would be accomplished in due course at some time. Furthermore, they will achieve individual development through giving opportunities for professional advancement through career development and making extensive use of individuals' skills.

The theory of leader-member exchange (LMX)

The leadership style is LMX, which ensures that individuals feel they have a preferred position within the organization. In layman's words, this concept is effective for improving people's favorable standing in their own firms. LMX is defined as a leadership style in which CEOs build dyadic and supportive connections within their organizations (e.g., Dansereau et al., 1975). Leaders

do not treat all groups equally, according to empirical studies on LMX, because they have limited energy and time. Simply said, leaders frequently have a wide range of exchange relationships with leadership styles and retention strategies ranging from high quality to low LMX partnerships (Dienesch & Liden, 2018; Liden & Maslyn, 2019). Furthermore, it is believed that high-quality connections are established through proper trust, involvement, and rewards (Dienesch & Liden, 2018), resulting in improved promotions and resource allocation. According to this theory, low-quality relationships are constructed on task orientation and distrust (Dienesch & Liden, 2018; Liden & Maslyn, 2019).

Previous research has shown that LMX efficiently raises employee turnover intention. It is achieved by influencing organizational identification of workers, often known as the mechanism by which a firm identifies a worker (Ashforth, 2022). There are further causes. LMX must emphasize the importance of the psychological contract and exchange between leader and follower in this regard. This sort of positive contract is referred to as 'reciprocal duties,' and it involves mutual expectations and influence. Employees' organizational identification can be increased, according to Coyle-Shapiro and Kessler (2020). Furthermore, trading and contracting between leaders and followers fosters positive relationships and follower performance (Detert et al., 2019). The function of performance is dependable for gaining positive feedback from leaders, resulting in followers' affiliation with the organization. LMX should be included so that two-way communication between both is possible. Simply put, this will improve and inspire employees to create positive identities for themselves. Simply put, better communication is a tool for convincing followers to participate in decision-making and explore opportunities, resulting in a stronger sense of belonging to the organization. Leaders must assist and encourage employees in order for LMX to be of high quality. This implies that motivating employees is possible when they receive the best assistance from their managers. As a result, it is possible to argue that instilling skepticism in followers can promote organizational pride (Dienesch & Liden, 2018; Liden & Maslyn, 2019).

Methodology

This study explored the best answers, modifications or improvements, or inconsistencies between the variables of the topic under examination using a literature review from numerous resources. The investigation was focused on the factors involved with this study due to the formulation of research objectives. Furthermore, defining study objectives will limit the collection of data that is not always required for understanding and treating the problem. The researcher has established a few feasible objectives in the form of statements for extended study to clarify the link between competence mapping, employee engagement, performance management, career development, and employee retention.

DISCUSSION

The concept of talent management arose in the early 1900s as a result of McKinsey's 'War of Talent' study. This study emphasized the importance of hiring bright individuals in order to achieve

success (Stahl et al., 2018). Human capital is one of the pillars of a competitive, aspirational edge to long-term organizational success. To assure hiring, retaining, and growing its personnel, an organization must constantly create and apply various talent management practices, which play a key role in bridging the gap between needed abilities and current talents to teach their targets. Talent management approaches, according to Merlevede (2019), are adapted to each employee's life cycle in the organization, from the day they start after recruiting through the day they leave. According to Ganapathy (2018), talent management is all about an individual's credentials as a qualified professional with top skills and abilities in vital jobs in order to realize the human resources vision.

McKinsey Consultancy Company coined the phrase "the struggle for talent," which has prompted researchers and practitioners to focus on the concept of "talent" (Lewis & Heckman, 2019). This is due to a strong emphasis on talent, which is the most important resource for corporate success (He, Li, & Keung Lai, 2018; Huselid, Beatty, & Becker, 2020). Talented individuals, according to Goffee and Jones (2019), can maximize their potential by providing good ideas, abilities, and capacities to the organization. It has been stated that trademarks are particularly important in today's unpredictable global economy, and there is a constant risk of losing critical competitive advantages in areas such as branding, patents, and market share (Khan, 2018). In such an economic climate, talent is important for a company's success in meeting its objectives. Khan (2018) claims that "if firms managed their money as carelessly as they handle talent development, most would go bankrupt." According to Kemp and Madsen (2018), ensuring that the right people are employed at the right time for essential tasks should be routine work for HR professionals; TM, and a mind-set toward talent within firms, on the other hand, is critical for long-term organizational performance. According to Cappelli (2018), TM helps to support an organization's overall goals, and as a result, many organizations in today's competitive business environment have recognized the need to acquire and develop the best personnel (Kolachi, 2019). Businesses must obtain the best talent the job market has to offer in order to survive and flourish in today's competitive global economy. As a result, businesses must always look for new ways to attract, develop, and retain top talent (CIPD, 2019).

Retaining talent in Libya's government sector has long been a challenge. Increased recruiting and retention rates are the primary benefits of establishing a people management plan. It is advantageous since retaining talented employees leads to a stronger source of rapid corporate development (Sigler, 2019). The most important benefit of talent management is the impact it has on the recruitment and retention of valuable personnel. According to Lalitha (2018), the most difficult issue for HR in the education industry is employee retention. The investigation is focusing on talent management approaches and employee engagement in organizations. The study found that effective talent management planning, managerial support, firm unity, work-life balance, and associated organizational and environmental components were crucial for keeping talented persons (Plansoongnern et al, 2019). Talent management has become vital for organizational success in

this age of globalisation, where talent and brain capacity are more important. Because talent can have a significant impact on an organization's current and future performance, talent management has gained strategic importance in human resource management. According to research, the battle for talent has become more intense as a result of labor market shortages and severe global competition. According to extant literature, organizations have focused on talent management and recognize that talent management aligns individuals with the organization's mission and vision, resulting in improved performance and increased employee retention.

Oladapo (2018) discusses this point of view, claiming that the war for talent has escalated due to labor market constraints and severe competition. Every business's primary responsibility is to retain the best employees, which can be accomplished by properly managing employee talent to keep them content and motivated. According to the author, in order to acquire a competitive edge, businesses must have procedures in place for managing top personnel wherever they are in the world. Attracting and maintaining talent in the corporate world has proven to be a difficult task. An examination of relevant literature found a direct and indirect link between personnel management and competence mapping. According to Eisenberger, Malone, and Presson (2018), the purpose of talent management comprises managing the entire employee life cycle, from recruiting and hiring to promoting and, most recently, successor planning. Talent management, according to McManus and Mosca (2019), is critical because it ensures that the right individuals are assigned to the right jobs, where they can fully utilize their abilities, decision-making skills, and professional knowledge and expertise. According to Sange (2018), talent management also includes detecting gaps in essential talents among employees, because the design of training and development procedures is dependent on appropriate analysis of these gaps. As a result, completing the Competency Mapping process is crucial for conducting extensive and descriptive studies of employee skill gaps.

It is impossible to recognize abilities and choose people for necessary training without first completing an effective competency mapping procedure. This highlights the relationship between competence mapping and talent management, according to Radda, Majidadi, and Akanno (2019), because the talent management process succeeds the work of competency mapping. As a result, the process of talent management is entirely dependent on the correct implementation of personnel competence mapping activities. The gaps and shortages in skills revealed using the competence mapping approach, according to Chandani et al. (2021), have the potential to be effectively addressed through talent management measures. This is one of the most important criteria for inspiring employees and supporting management in directing efforts toward successful employee engagement, according to Sparrow and Makram (2021). As a result, consistent competency mapping contributes to consistent talent management, which contributes to successful employee engagement.

Staff retention, employee performance, efficiency improvement, and employee happiness are all intimately tied to employee engagement. According to Davis et al. (2018), employee involvement in enterprises has given firms a competitive advantage over competitors. On the other hand, with the help of effective staff talent management, this competitive advantage can be appropriately managed. As a result, the research has revealed a link between managing employee abilities and motivating involvement. Firms can acquire a competitive advantage by instilling values in their employees, which is best accomplished through developing their whole potential and abilities, according to Utomo, Poernomo, and Puspitaningtyas (2018). It has also been argued that engaged employees are valuable assets to organizations because they are primarily responsible for a firm's long-term competitive edge. Employer-employee engagement is crucial for organizational performance, according to Nayak (2019). This is the relevance of talent management, and it motivates management to implement effective employee talent management practices. Regular communication between employees and management, according to Sharma (2018), is beneficial for better understanding employee expectations, which aids in determining employee capability. Aside from that, when it comes to talent management, open communication and frequent feedback to employees strengthens the connection link, which improves employee engagement.

Many businesses are considering how to manage their employees' performance in order to improve their competitiveness (Nyanjom, 2018). According to Mahapatro (2018), the importance of talent management in an organization is expanding, implying that many businesses are evaluating their organizational performance management in order to nurture and retain talent. Byham (2021) defines performance management as "the process of assessing an employee's potential, developing an individual growth plan for the individual, and linking employee performance to succession planning or talent pool." According to Mathias and Jackson (2022), performance management comprises tasks such as identifying, measuring, and communicating with personnel prior to training, developing, and recognizing them for their outstanding performance. This allows the company to train and improve its current employees so that they can do a better job. By offering positive feedback and acknowledgment, performance management can help to boost employee engagement and motivation (Armstrong, 2019). Performance management may also be characterized as a method of creating a common vision of the organization by assisting employees in understanding their position in contributing to both the employee's and the organization's performance (Fletcher, 2021). Thus, having and sharing the same vision as the leadership and employees leads to enhanced understanding and, ultimately, helps to the effectiveness of the business.

CONCLUSION

Good performance management fosters a working environment in firms that promotes higher levels of employer retention and engagement. It is understood that an effective working environment is incredibly beneficial in terms of inspiring employees to stay with the company because they are impressed by such working circumstances and accompanying opportunities

supplied by management. Training and development, programs for knowledge and practical skills, employee growth, and rewarding and recognising good performance are all important components of performance management. Employee acclaim and praise are equally significant, and it is a well-known fact that reflexive compliments are one of the most highly effective variables for increasing employee engagement. Employees must perform well, emphasizing the crucial importance of performance management in retaining top talent. In this context, the issue of applying the best leadership strategy and style to support and encourage such performance management initiatives arises. Continuous performance management planning and implementation will also assist management in analyzing all workers' contributions to the organization's success. Employee retention requires a continuous process of objective setting for organizational operational development, assessing progress, and providing employees with opportunities for effective coaching and feedback to assist them in meeting their career goals and objectives.

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