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Impact of performance evaluation on talent retention in the services sector: A systematic review

Impacto de la evaluación del desempeño en la retención de talento en el sector servicios: una revisión sistemática

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Abstract

Talent retention presents a crucial challenge for service sector organizations, given that high turnover negatively impacts performance and institutional stability. In this context, performance evaluation (PE) emerges as a strategic tool to foster employee retention. This systematic review analyzes how PE influences retention, based on a rigorous analysis of 35 studies selected according to the PRISMA protocol, extracted from recognized international databases such as Scopus, Web of Science, and SciELO. The results indicate that PE significantly contributes to retention when implemented with practices that include constructive feedback, formal recognition, and fair and equitable evaluation criteria. Furthermore, this practice improves the organizational climate by strengthening leadership skills, promoting internal communication, and facilitating the effective management of work-related stress. Thus, performance evaluation becomes not only a mechanism for measuring individual results but also a key instrument for promoting employee well-being, motivation, and commitment. In summary, the evidence gathered positions performance evaluation as an essential component of organizational strategies aimed at ensuring the continuity and stability of human talent in the service sector, fostering a positive impact on both internal management and institutional results.

Keywords: organizational climate, performance evaluation, retention.

Resumen

La retención del talento representa un desafío crucial para las organizaciones del sector servicios, dado que la alta rotación afecta negativamente el desempeño y la estabilidad institucional. En este contexto, la evaluación del desempeño (ED) surge como una herramienta estratégica para fomentar la permanencia del personal. Esta revisión sistemática analiza cómo la ED influye en la retención, a partir de un análisis riguroso de 35 estudios seleccionados siguiendo el protocolo PRISMA, extraídos de bases de datos internacionales reconocidas como Scopus, Web of Science y SciELO. Los resultados indican que la ED contribuye significativamente a la retención cuando se implementa con prácticas que incluyen retroalimentación constructiva, reconocimiento formal y criterios justos y equitativos de evaluación. Además, esta práctica mejora el clima organizacional al fortalecer las

competencias de liderazgo, favorecer la comunicación interna y facilitar el manejo adecuado de la presión laboral. De este modo, la evaluación del desempeño no solo se convierte en un mecanismo para medir resultados individuales, sino también en un instrumento clave para promover el bienestar, la motivación y el compromiso de los empleados. En resumen, la evidencia recopilada posiciona a la ED como un componente esencial en las estrategias organizacionales orientadas a asegurar la continuidad y estabilidad del talento humano en el sector servicios, propiciando un impacto positivo tanto en la gestión interna como en los resultados institucionales.

Palabras clave: clima organizacional, evaluación del desempeño, retención.

Introduction

Talent retention in the service sector has become a central concern for organizations, driven by high turnover rates and the demanding operational dynamics characteristic of this economic activity. In this context, performance evaluation (PE) emerges as a fundamental resource for guiding human capital management, aligning employee behaviors with institutional objectives and enhancing team effectiveness. Recent research highlights that PE, when applied coherently and constructively, directly impacts employee stability by providing timely feedback, recognizing achievements, and reinforcing perceptions of organizational justice (Rosales et al., 2024).

The theoretical analysis reveals that PE does not operate in isolation; rather, it interacts with multiple human resource practices such as ongoing training, merit-based compensation systems, and professional development programs. In the service sector, where the quality of personnel work determines user experience and institutional reputation, these practices take on a particularly strategic character (Pibaque & Mera, 2025). Therefore, understanding the interplay between PE, work environment, leadership, and workload management is key to explaining human talent retention.

The reviewed studies show consistent patterns: performance evaluations help clarify roles, enhance operational efficiency, and reduce tensions arising from workload overload. Additionally, leadership styles that emphasize continuous feedback and dialogue foster worker motivation and a sense of belonging (del Pino Yépez & Ureta, 2025). In this respect, these elements position PE as a mechanism that supports both productivity and psychological well-being.

Consequently, this systematic review aims to analyze the impact of performance evaluation on human talent retention in the service sector, integrating evidence from multiple scientific sources. The approach considers four axes: the direct relationship between PE and retention, its connection to organizational climate, its contribution to leadership development, and its role in managing work pressure and adhering to procedures. This approach facilitates a comprehensive understanding of the strategic role of PE in the sustainability of human capital in the sector.

Methodology

The study adopted a qualitative approach through a systematic review to thoroughly examine the influence of performance evaluation on talent retention in the service sector. This methodology allowed for the synthesis of recent scientific evidence, identifying conceptual patterns, emerging trends, and key elements related to human resource policies and practices in performance management. To ensure transparency and reproducibility, the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) protocol was rigorously applied, structuring the stages of identification, selection, evaluation, and synthesis of the literature.

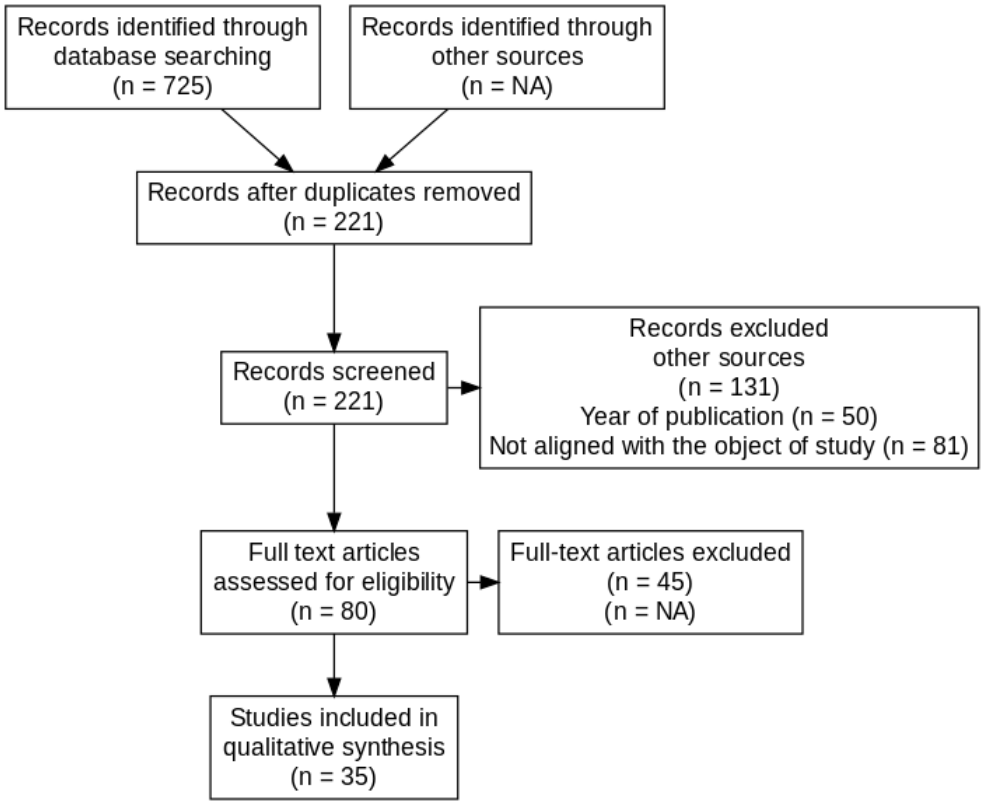
Consequently, searches were conducted in the Scopus, Web of Science, and SciELO databases, selected for their coverage in administrative and management sciences. Combinations of key terms such as "performance evaluation," "talent retention," "employee retention," and "human resource management" were employed, limited to articles published between 2023 and 2025. Furthermore, search equations were tailored to each platform to maximize precision and comprehensiveness: in Scopus, *TITLE-ABS-KEY* (*PERFORMANCE AND RETENTION*) *AND* (*LIMIT-TO* (*SUBJAREA*, "*BUSI*")) *AND* (*LIMIT-TO* (*DOCTYPE*, "*ar*")) *AND* (*LIMIT-TO* (E*XACTKEYWORD*, "*Customer Retention*") *OR LIMIT-TO* (*EXACTKEYWORD*, "*Human Resource Management*") *OR LIMIT-TO* (*EXACTKEYWORD*, "*Employee Retention*")); en Web of Science, *TITLE-ABS-KEY* (*PERFORMANCE AND RETENTION*) *AND* (*LIMIT-TO* (*EXACTKEYWORD*, "*PERFORMANCE*") *OR LIMIT-TO* (*EXACTKEYWORD*, "*Human Resource*")); y en SciELO, *TITLE-ABS-KEY* (*PERFORMANCE AND RETENTION*) *AND* (*LIMIT-TO* (*SUBJAREA*, "*PERFORMANCE*")) *AND* (*LIMIT-TO* (*DOCTYPE*, "*ar*")) *AND* (*LIMIT-TO* (*EXACTKEYWORD*, "*Employee Retention*")). This strategy generated a robust initial set of 752 publications directly aligned with the study's focus.

On the other hand, inclusion criteria prioritized open-access articles published between 2023 and 2025 that were thematically congruent with performance evaluation and talent retention in services, offering relevant and high-quality information. In contrast, publications prior to 2023, those with restricted access, those without a direct connection to the research questions or objectives, and those employing inadequate methodologies or insufficient data were excluded. These criteria ensured the relevance and currency of the selected evidence, minimizing biases and focusing on solid empirical contributions.

Finally, the selection flow followed the PRISMA diagram: out of the initial 752 articles, 531 duplicates were removed, leaving 221 for title and abstract review. Subsequently, 141 were discarded for not meeting the criteria, reducing the sample to 80 full-text readings. After a detailed assessment of quality and relevance, 35 articles were selected for in-depth qualitative analysis. This iterative process, conducted by independent reviewers, ensured a rigorous and reliable synthesis of the literature.

Figure 1

Flowchart of selection processes based on the PRISMA method



Results

The findings stem from a comprehensive literature review focused on the impact of performance evaluations on customer retention. This analysis examined key characteristics, designs within the human resources domain, as well as the internal processes and policies that foster effective employee management. The results synthesize critical elements such as organizational climate, professional development, leadership skills, work pressure, and adherence to procedures.

The employed methodology facilitated the selection of articles from widely recognized research databases, enabling the identification of scientifically-backed patterns and characteristics to elucidate the link between performance and customer retention. This approach underscores how metrics like retention rates correlate with service quality and human resource management.

Table 1
Selected sample from Scopus for research

No.	Author	Summary
1	Usman et al.	This study demonstrates that a deteriorating organizational climate—characterized by workload overload, unclear communication, and lack of recognition—profoundly affects the well-being of healthcare staff. These conditions erode basic psychological needs, leading to chronic stress, emotional burnout, and a marked decline in job satisfaction, ultimately increasing turnover.
2	Thangeda et al.	In a highly competitive sector like telecommunications, the authors develop an intelligent model based on neural networks that allows for accurate predictions of customer attrition. This tool becomes essential for companies to design effective retention strategies and ensure profitability.
3	Wenting et al.	The authors highlight the importance of properly managing personnel selection through the analysis of production, logistics, and management data. A more rigorous talent management approach directly contributes to achieving key goals and enhancing institutional growth.
4	Škudienė et al.	This study shows that when employees perceive support and genuine investment from the organization, they develop strong emotional commitment. This emotional bond not only fosters more proactive service performance but also becomes a decisive factor in their retention within the company.
5	Chimenti et al.	Through a case study, the challenges faced by innovative companies in attracting and retaining highly qualified professionals are analyzed. The work invites reflection on necessary management mechanisms to reduce turnover and sustain teams capable of responding to dynamic environments.
6	García-Nieto et al.	The authors study the operations of shopping malls in Spain and propose a model to assess the effectiveness of collaborative CRM initiatives between management and retailers. Their proposal aims to optimize decision-making processes and enhance customer satisfaction and loyalty through more comprehensive indicators.
7	Bernard et al.	This paper addresses the challenge of predicting employee turnover using data accessible to companies. It demonstrates that including employee performance information significantly improves the accuracy of predictive models, enabling the implementation of more effective retention strategies.
8	Stor.	In times of crisis, employee retention takes on a central role. The study indicates that the outcomes derived from human resource management (innovation, quality, finance) are critical for enhancing business performance and strengthening organizational resilience.
9	Lintang & Simamora.	The study reveals that performance evaluations, training, work environment, and recognition negatively affect turnover intentions. This underscores that investing in HR practices is crucial for increasing retention and improving the overall performance of the organization.
10	Hassan.	The author concludes that compensation and rewards are the most significant factors in retention. Although training and performance evaluations do not show direct effects in isolation, they enhance retention when aligned with a fair compensation system.
11	Azhar et al.	The research indicates that a strong employer brand increases commitment and loyalty within the organization. By improving these perceptions, the company can significantly reduce turnover and enhance overall team performance.
12	Qureshi et al.	The study demonstrates that continuous performance management impacts turnover intentions through the indirect influence of motivation and job autonomy. When these dimensions are strengthened, employees feel more committed and are less likely to resign.

13	Thomas et al.	The authors explore how the integration of AI into HR processes contributes to improved cohesion, productivity, and employee experience. Real-time feedback and automation foster more efficient environments and support retention.
14	Qadri.	The balance between personal and professional life emerges as a strategic necessity. The research shows that its absence leads to stress and burnout, increasing turnover intentions, whereas flexible policies reinforce satisfaction and retention of talent.
15	Manimaran et al.	The study confirms that job satisfaction influences performance, and behaviors such as cooperation and organizational civility can amplify this effect. These dynamics explain how talent management contributes to generating more efficient and stable teams.
16	Subedi et al.	The banking sector in Nepal faces a troubling turnover of qualified personnel. The authors emphasize the urgency of adopting differentiated retention policies to mitigate negative impacts on productivity, reputation, and operational continuity.
17	Moreno et al.	The study evidences that the millennial generation shows a greater inclination to remain in their organizations when they perceive job satisfaction, institutional trust, and competent leadership—factors that become decisive for their retention.
18	Haar & Kelly	The authors demonstrate that effective collaboration in CRM between managers and retailers improves customer satisfaction and loyalty. However, they warn that current systems do not fully capture this interaction, hence proposing a more integrative model.
19	Islam et al.	From the perspective of green human resource management, it is identified that training and ecological rewards enhance employee retention, particularly among millennials, although green performance management may yield counterproductive effects.
20	Cachón-Rodríguez et al.	The study indicates that social sustainability initiatives increase the perception of internal social capital, positively mediating the increase in retention and strengthening employee loyalty at Spanish universities.
21	Kalia et al.	In the Indian textile industry, compensation and performance evaluations improve job satisfaction, which, in turn, incentivizes retention. It is also observed that work experience moderates the impact of HR practices.
22	Alam et al.	The authors highlight that training and development elevate performance and workplace morale, reducing turnover in highly competitive sectors such as Bangladesh's textile industry, thereby strengthening competitive advantage.
23	Chauhan.	The use of social media for work and social purposes facilitates knowledge exchange and strengthens organizational commitment, resulting in improved performance and higher retention.
24	Wang & Ye	Motivation based on promotions, salary increases, and recognition is identified as a decisive factor for retaining civil engineers, contributing to improved productivity and reduced costs associated with turnover.

Table 2
Selected sample from Web of Science for research

No.	Author	Summary
25	Benabou & Touham	This study highlights that machine learning models can effectively predict employee turnover, provided their results are interpretable for HR professionals. They identify satisfaction and compensation as the most influential factors in turnover intention and recommend clear models, such as decision trees, to strengthen retention strategies.

26	Sharma et al.	The authors address the issues of customer dissatisfaction and abandonment in service sector queue systems. They propose an adaptive model designed to retain customers who would typically leave, optimizing costs and enhancing user experience through more realistic operational performance parameters.
27	Chen et al.	The study demonstrates that granting stock options to frontline employees reduces workplace injuries and improves internal cooperation. These incentives bolster retention and positively impact organizational performance, particularly in companies with high employee turnover.
28	Theodorsson	This analysis focuses on talent management in banking, emphasizing that technological and regulatory pressures necessitate a more sophisticated retention strategy for specialists. It proposes a dual approach that balances equity and strategy to foster trust and stability within the workforce.
29	Boudlaie et al.	In emerging companies within the tourism sector, the authors identify seven HR practices that enhance employee commitment. They conclude that when these practices are coherently integrated, performance improves and turnover is reduced—a critical challenge in young and competitive organizations.
30	Aprilia et al.	The research indicates that psychological capital and the perception of meaningful work are essential for the well-being of health sector workers. These factors reduce burnout and increase retention, suggesting that performance evaluations should incorporate human and emotional dimensions.

Table 3
Selected sample from SciELO for research

No.	Author	Summary
31	Al-Haziazi	This study shows that clear job characteristics, combined with appropriate recognition and rewards, strengthen employee commitment. This commitment drives performance and retention, prompting organizations to prioritize motivating and fair environments to sustain positive outcomes.
32	Masuku et al.	Analyzing the administrative staff of a South African municipality, the authors demonstrate that effective leadership, development opportunities, and institutional support are key to satisfaction and commitment. By addressing these areas, public organizations can enhance retention and provide more efficient services.
33	Fotiadis et al.	The authors explain that talent management—especially recruitment and selection—is fundamental for the competitiveness of the Greek tourism sector. Using a mixed-methods approach, they highlight the need for modern practices and digital tools to attract qualified personnel and improve service quality.
34	Salunkhe et al.	This study examines turnover in technology companies, identifying that practices such as salary satisfaction and fair evaluations reduce turnover intentions. They emphasize that job commitment is the primary mediator explaining why these policies enhance retention in a highly dynamic sector.
35	Gandi & Saurombe	The authors analyze retention in critical positions within the South African public sector, where talent flight adversely affects performance and service continuity. They conclude that talent management is essential; however, its implementation faces challenges, recommending the strengthening of strategic practices to reduce turnover in key roles.

The findings demonstrate that performance evaluation is highly effective for employee retention when complemented by a comprehensive analysis of human resource factors, including organizational climate, professional development, leadership skills, workload management, and adherence to procedures. However, despite the retention strategies implemented by many organizations, significant challenges persist. Factors such as poor internal communication, workload overload, salary disparities, and limited opportunities for training perpetuate ongoing employee turnover, which results in notable detriments to the organization.

Discussion

The literature review, drawn from recognized databases such as Scopus, Web of Science, and SciELO, highlights a strong consensus on the strategic role of performance evaluation (PE) in talent retention, particularly in the service sector. The reviewed studies agree that PE becomes a fundamental mechanism when it reinforces employees' perceptions of justice, strengthens their emotional commitment, and establishes a logical connection between individual performance, recognition received, and real opportunities for professional development. In this respect, Škudienė et al. (2025) assert that employees exhibit greater loyalty to the organization when evaluation processes are transparent, formative, and growth-oriented, significantly reducing turnover intention.

Likewise, research by Lintang and Simamora (2023) and Kalia et al. (2024) provides concrete evidence that when PE is integrated with continuous training programs and specific recognition actions, it emerges as a robust and reliable predictor of employee retention. However, authors like Hassan (2022) offer a more nuanced perspective, cautioning that PE may not generate a direct impact on retention if it remains disconnected from compensation policies that make its results tangible and concrete. This apparent difference underscores the critical importance of adopting integrated performance management models that can ensure full effectiveness in complex organizational contexts.

Regarding the organizational climate, available evidence demonstrates that PE significantly influences the improvement of internal dynamics in everyday work environments. For instance, Usman et al. (2026) note that factors such as workload overload, communication ambiguity, and persistent lack of recognition deteriorate the work environment, creating favorable conditions for emotional burnout among staff. In this context, PE positions itself as a valuable resource that allows for timely corrections, identifies specific team needs, and promotes more balanced and sustainable workplace relationships in the long term.

Studies by Chimenti et al. (2023) and García et al. (2025) support this view by showing that well-structured evaluation processes not only foster clarity in job expectations but also enhance the collective sense of purpose and cultivate an organizational climate based on genuine collaboration and mutual trust. These results suggest that the work environment does not merely act as an element influenced by PE but also functions as a key mediating variable between this practice and talent retention, serving as an essential bridge between management processes and observable behavioral outcomes in employees.

Concerning leadership, the reviewed findings reveal that PE plays a decisive role in strengthening essential managerial competencies. Elements such as continuous feedback, clarity in objectives, and effective two-way communication drive a closer, more responsible leadership that focuses on shared goal achievement. Moreno et al. (2022) emphasize that leadership styles incorporating these components not only increase overall job satisfaction but also directly predict retention intention, particularly among generations like millennials, who value continuous development.

This perspective is complemented by contributions from Thomas et al. (2025), who demonstrate that integrating technologies like real-time feedback through artificial intelligence facilitates a more agile and effective management of teams while strengthening group cohesion and staff morale. Similarly, Aprilia et al. (2025) underscore that evaluation processes centered on psychological wellness enhance transformational leadership, resulting in more resilient teams with a lower propensity for voluntary turnover. Collectively, these findings consolidate the notion that PE transcends its merely evaluative function to become a key formative tool in improving leadership practices.

Regarding workload management and adherence to procedures, studies analyze a close and direct relationship between PE and efficient operational control. Qureshi et al. (2024) indicate that continuous performance management systems help mitigate staff physical and emotional exhaustion by promoting individual autonomy and intrinsic motivation. Concurrently, Chen et al. (2025) demonstrate that performance policies linked to clear incentives favor internal order, operational discipline, and reduction of workplace risks—factors that positively impact team stability.

Benabou and Touham (2025) show that when complemented with predictive analytics tools, PE allows for anticipating turnover-related behaviors associated with high-stress contexts, thus facilitating preventive decision-making in talent management. In summary, the accumulated evidence illustrates that PE is not limited to evaluating employee performance but operates as an integral regulatory system that balances workloads, prevents common errors, and ultimately enriches the daily work experience for all involved.

Conclusions

Performance evaluation exerts a direct and significant impact on talent retention, provided it is applied with clear criteria of fairness, precise feedback, and effective linkage to tangible incentives. The reviewed evidence

illustrates how PE strengthens emotional commitment, employee loyalty, and retention intention, especially when individuals perceive a real coherence between their daily performance, the recognition they receive, and genuine opportunities for professional growth.

Furthermore, it has been determined that PE notably contributes to improving the organizational climate by reducing role ambiguity, enhancing internal communication, and elevating the perception of organizational support. The analyzed studies agree that a healthy work environment acts as a key mediating factor between PE and retention by alleviating chronic stress, emotional burnout, and demotivation, critical factors in the demanding service sector.

On the other hand, it demonstrates that PE positions itself as a strategic mechanism for strengthening leadership skills by facilitating the development of essential competencies such as effective communication, team management, timely feedback, and transformational leadership. In fact, the leader's performance emerges as one of the strongest predictors of talent retention, particularly among generations like millennials, who prioritize continuous development and personal balance.

Additionally, it confirms that PE optimizes workload management and procedural adherence by allowing for the early identification of overloads, operational risks, and deviations in daily work. Continuous, data-supported PE promotes individual autonomy, psychological well-being, and organizational discipline, reducing voluntary turnover intention and enhancing overall performance in high-demand environments.

Generally, it concludes that performance evaluation acts as a bridging axis between job satisfaction, employee well-being, operational performance, and talent retention, becoming an indispensable element for the long-term sustainability of the service sector. The multidisciplinary evidence examined reinforces that when PE is strategically implemented and integrated with training practices, fair compensation, and timely recognition, it emerges as the most robust predictor for enhancing personnel stability and overall organizational performance.

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