Article

Inclusive and Accessible HRM Strategies for Talent Retention in the Socio-Technical Era: Insights from AI, Remote Work, and Urban Infrastructure

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Abstract

The objective of the study is to examine inclusive and accessible HRM strategies for talent retention in the socio-technical age, including AI, remote working practices, urban infrastructure, and more. Organizations are not able to increase their productivity as the HRM approach mentioned above is not useful in today's world. Qualitative design was used to collect data through interviews, focus groups, and secondary sources. The thematic analysis through NVivo generated numerous views, as well as autonomy, trust, fairness, and digital-fatigue. Cross-case analysis revealed that transparent AI particularly governance, flexible working arrangements, and equitable access to digital significantly impact employee commitment. Urban infrastructure like digital connectivity and remote work hubs moderated retention outcomes by affecting accessibility and inclusiveness. The findings revealed that retention is determined less by monetary compensation and more by the overall experience that combines technology systems human needs.   The study adds to the theory by extending socio-technical perspective in HRM and Practical contribution would be useful to HR professionals and policy makers. Integrating inclusivity, accessibility and trust into HRM strategies will lead to sustainable retention in the digitally mediated and urbanized workplaces.

Keywords: Inclusive HRM Strategies, Talent Retention, Socio-Technical Systems, Artificial Intelligence in HRM, Remote and Hybrid Work, Organizational Culture and Autonomy, Urban Infrastructure and Workforce Accessibility

1. Introduction

1.1. Background of the Study

Human resource management has emerged as a key organizational function rather than a mere support function. In the beginning, HR department was primarily for recruitment, attendance, payroll and compliance (Nastase et al., 2025). Over the years, scope of HRM has expanded to include employee engagement, performance development and long-term retention due to globalization, knowledge-intensive industries and digitalization. Based on workforce statistics worldwide, a competent workforce is now a strategic asset. (Shahzad et al., 2024) Productivity declines when your business loses star workers. Moreover, it raises the cost of training. Furthermore, it reduces your business's competitiveness.

HR processes are overviewing systems and processes of the organization in the socio-tech era. Many industries, particularly IT and service industries, have turned virtual and hybrid. This was

made possible due to digital communication tools and analytics-enabled HR software powered by AI. However, they do pose fresh concerns with regard to trust and fairness. Employees today desire more than just money but flexibility, freedom and experiences.

HRM strategies must be inclusive and accessible in combination with technological efficiency as well as humanity in which we live. The retention outcome is significantly influenced by the AI-enabled HRM systems, options for working remotely, and urban facilities like connectivity and workspace access. As monitoring, data collection, and algorithmic decision-making increasingly take place in digital form, organizations must rule out a certain level of control, fairness, and inclusivity (Shahzad et al., 2024). It is difficult to retain talent these days which is unique in building trust and access.

As a result, the objective of the study is to identify ways to realign HRM strategies and reimagine them for sustainable talent retention in the techno-social era using insights from AI, WFH and City Infrastructure fairness (Alexandro, 2025).

1.2. Problem Statement

Organizations continue to face high employee turnover despite adopting advanced digital and AI-based HRM practices.

Organizations across sectors continue to face persistent challenges in talent retention despite the extensive use of AI-powered HRM systems, remote-hybrid work models and digitalization of urban infrastructure (Guerra et al., 2023). While the socio-technical (human needs-system compatibility) and inclusivity and accessibility issues have been brushed aside as flexibility and efficiency have become the call of the day (Kojo et al., 2025). HRM strategies remain focused on technological management based on priority, even though employees increasingly seek autonomy, fairness, and meaningful engagement. This disconnect has led to excessive employee turnover, digital fatigue, and inequalities in access to opportunities in the urbanized and digitally mediated world of work. Therefore, the key issue is to notice how inclusive and accessible HRM strategies which include Artificial Intelligence, remote work practices and urban infrastructure can be designed in order to ensure sustainable talent retention in the socio-technical era.

1.3. Research Gap

Most studies have focused on either HRM practices, adoption of AI, or remote work. There is little work that links these elements through a socio-technical approach to explain their cumulative impact on talent retention.

1.4. Research Objectives

- To investigate human resource management strategies on retention of talents in digital work era.
- To study the impact of digital HRM on employee commitment.
- The study is on organizational culture and employee retention.
- To understand how giving employees more freedom can improve employee retention.
- Recognize the key HRM challenges in AI-supported workplaces.

1.5. Research Questions / Hypotheses

- RQ1: How do inclusive HRM strategies influence talent retention?
- RQ2: What role does AI in HRM play in retention outcomes?
- RQ3: How do remote and hybrid work affect retention?
- RQ4: How does culture, autonomy, and trust moderate HRM–retention links?

1.6. Significance of the Study

In the area of human resource management and organizational behavior, this study explains retention in a digital work context (Wood, 2024). It gives HR professionals a holistic view of the

employee experience. The results further help policymakers and organizations in developing countries to adapt to the ongoing digitalization of labor (Prasad et al., 2024).

2. Literature Review

2.1. Conceptualizing HRM Strategies

The human resource management (HRM) of an organization has become the most important activity. The workplace has transformed because of the changing socio-economic and technological conditions in society (Wood, 2024). HRM has moved away from the initial days of an administrator to a partner in business. Or we can say that focusing on talent, culture, and competitiveness has become an HRM. The evolution of HRM strategies in the socio-technical era should focus on three key dimensions. One-forge from classical HRM to strategic HRM; Two-development of the High-Performance Work System (HPWS): and Three-development of e-HRM strategies.

2.1.1. Traditional vs. Strategic HRM

The traditional human resource management focused on administrative efficiency. The focus was on recordkeeping, complying with labor laws, payroll management, and basic recruitment. In this approach, HR Departments were reactive; that is, they responded to the recency of the organization, rather than using their practices for strategic intention (Amushila & Bussin, 2021). Many employees were seen as a cost that needed to be minimized. HR policies were not meant to encourage innovation or engagement but were meant to discipline and regulate.

HRM strategies emerged alongside the recognition of Human Capital (HC) as a sustainable competitive advantage for organizations (Wabomba1 & Onguso2, 2023). The picture below shows the evolution of SHRM or strategic HRM over the years:
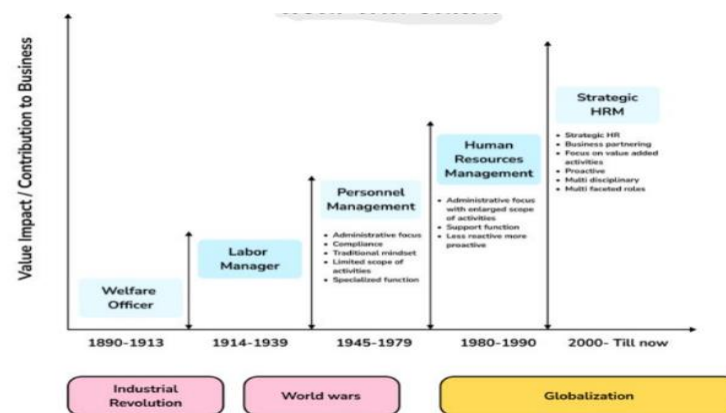

Figure 1. Evolution of SHRM or strategic HRM over the years.

It refers to the attribute of the staff, which yields a competitive advantage. SHRM integrates all human resource practices into all strategic objectives of the organization. It is marked by advanced planning, talent pool development, and the harmonious blending of individual and organizational goals. Due to employees' skills, creativity, and dedication towards the organization, they are viewed as an asset (Amushila & Bussin, 2021).

Table 1. Traditional vs. Strategic HRM.

Dimension	Traditional HRM	Strategic HRM
Focus	Administrative efficiency	Long-term organizational alignment
Role of HR	Support function	Strategic partner
Employee view	Cost to be minimized	Asset to be developed

Practices	Recruitment, payroll, compliance	Talent development, engagement, AI-enabled HRM
Orientation	Reactive	Proactive

Changes in HRM Practices to Strategic HRM Impact on Talent Retention Process. Employees' longevity in employment remains a major area of concern for industries and nations (Amushila & Bussin, 2021). Employees stay long in a tenured organization which allows their development, which provides meaningful work, and which aligns employee goal with the firm's goal (Amushila & Bussin, 2021). The SHRM makes people feel like they belong, cutting turnover and strengthening commitment.

Moreover, according to SHRM, one must be adaptable to learn. SHRM will put in place more creative, adaptable and resilient HR practices in the organization in sectors disrupted by technology. One of the SHRM's not to simply fill vacancies as soon as possible but to find a board member whose skills (Shrivastava, 2011).

It indicates a new thinking of the organization. Traditionally, HRM is based on the principles of efficiency and control, elements of mechanization. On the other hand, SHRM encompasses further constructive concepts including motivation, empowerment and organizational learning (Borse et al., 2025). The socio-technical era which includes remote work and artificial intelligence has forced HRM to transition from transactional to strategic roles that consider human needs alongside technical efficiency.

2.1.2. High-Performance Work Systems (HPWS)

HPWS stands for High Performance Work Systems. HPWS consists of a package of HR practices that are designed to enhance organizational performance (Zhang & Chen, 2023). For example, HPWS will encourage participative work environment, employee involvement, skills development and motivation. High-performance work systems, or HPWS, are made up of selective hiring, extensive training, performance-based rewards, participative decision-making and job design that promotes autonomy and responsibility.

The foundation HPWS has a theoretical foundation, the resource-based view of the firm (Zhang & Chen, 2023). Human capital can be a source of a sustained competitive advantage if it is valuable, rare, inimitable and non-substitutable. Organizations implement HPWS to develop a committed workforce of high-skilled, motivated personnel producing quality goods and services.

Table 2. Key Components of HPWS and Retention Outcomes

HPWS Component	Retention Outcome
Selective hiring	Better cultural fit, reduced turnover
Extensive training	Skill development, career growth
Performance-based pay	Motivation, fairness, commitment
Participative decision-making	Empowerment, engagement, loyalty
Job autonomy	Increased satisfaction, reduced burnout

Many researchers have pointed out that there is a strong positive effect of HPWS on employee outcomes such as job satisfaction and commitment and turnover (Shiferaw & Birbirsa, 2025). The ability to selectively hire the best employees offers organizations the opportunity to find people who not only have the technical skills to do a job, but who will also fit into the culture of the organization. Training enhances the effectiveness of employees at their jobs; rewards encourage correct behavior. When employees are involved in decision-making, their sense of ownership and empowerment increases.

HPWS also contribute to organizational resiliency in the socio-technical age. Practices within high-performance work systems such as participative decision-making and autonomy contribute

towards enabling employees here to effectively cope with uncertainty and keep them engaged during digitalization and after remote working (Porkodi et al., 2025). Also, Performance-based bonuses are being customized for the virtual landscape to make employees feel valued.

Nonetheless, it's not easy to implement HPWS. The costs of training and participative structures ought to be offset by improved retention of employees. Furthermore, HPWS necessitates an organizational culture characterized by involvement and trust. HPWS practices can be seen as inauthentic modifications without such a culture, which undermines their effectiveness (Porkodi et al., 2025).
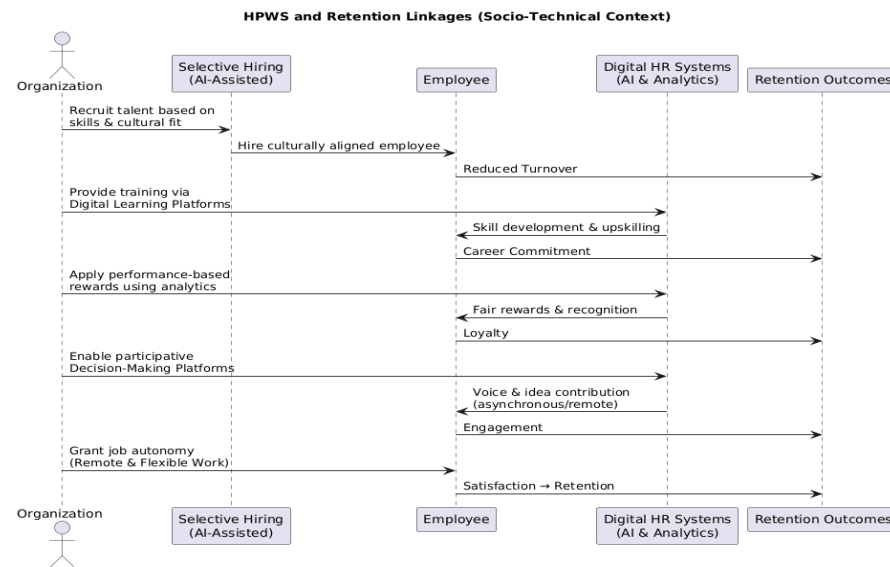

Figure 2. HPWS and Retention Linkages (socio-technical context).

This is a diagram about High-Performance Work System practices that act to meet employee professional and psychological needs for retention. Enlarging the space of compensation, recognition, employee involvement, job autonomy and keeping cultural fit in hiring helps to enhance employee morale, satisfaction and engagement (Manivannan et al., 2025). These practices in digitally supported and remote workplaces are enhanced with the use of AI tools and virtual platforms leading to stronger commitment and lesser turnover.

2.1.3. Digital and e-HRM strategies

The introduction of digital technologies in the field of HRM has allowed for the development of e-HRM HRM strategies that manage human capital using information systems, artificial intelligence (AI), and analytics (Chhabra & Kesarwani, 2025). The use of online recruitment, online induction, cloud performance management, talent analytics, AI-enabled talent acquisition etc. is e-HRM.

Digital HRM has many advantages. To begin with, it boosts efficiency by streamlining basic jobs like payroll and leave processing (Kumari et al., 2025). Also, using actionable insights derived from data improves the quality of HR professionals' decisions. They often identify patterns in employee behavior, predict turnover, etc. Another advantage is scalability; organizations can manage a large workforce spread across a large geography.

Table 3. Digital HRM Practices and Benefits

Digital HRM Practice	Benefit for Retention
AI-enabled recruitment	Better hiring decisions, reduced mismatch
Digital onboarding	Faster integration, stronger engagement

Cloud performance management	Continuous feedback, career development
Predictive analytics	Early identification of turnover risks
Virtual collaboration tools	Enhanced connectivity, reduced isolation

For example, AI recruitment can identify the best candidate for a role based on the company's talent acquisition strategy. Utilizing digital onboarding platforms, interactive training modules are delivered to employees to get them accustomed to the organization. Cloud-based performance management systems can require continuous feedback to develop and engage.

2.2. Inclusive and Accessible HRM Strategies through Urban Infrastructure for Talent Retention

Talent retention in the socio-technical era requires organizations to realize that the employee experience is shaped not only by the internal HRM (Human Resource Management) policies but also by the external urban infrastructure enabling work and life (Khalil & Alameddine, 2020). HRM strategies should not only restrict to organizations, but also consider things that foster inclusive access and participation in the workforce (devi susanto sibagariang, 2026). More and more employees consider reliable connectivity, accessible co working spaces, efficient transport systems and inclusive urban amenities which were earlier considered ancillary are now considered central to their ideas of fairness, autonomy, and trustworthiness (Guerrero & Marín, 2024).

2.2.1. Urban Infrastructure and HRM Retention

The urban infrastructure has a direct bearing on the inclusiveness of HRM practices (Akter et al., 2023). For instance, employees of different economic backgrounds can work from home or hybrid thanks to high-speed Internet and smart city connectivity. Without this infrastructure, remote work may become exclusive for only those who have privileged access. This kind of efficient and affordable public transport mitigates commuting stress. Similarly, affordable office and co-working spaces enable employees with varying physical abilities or economic constraints to work meaningfully (Akter et al., 2023). Consequently, their infrastructure support reduces barriers and increases equal access, enhancing retention.

2.2.2. Integrating Infrastructure into HRM Practices

Workforce needs must be reflected within the infrastructure framework. For instance, HRM strategies can make the case for digital inclusion programs that extend connectivity to areas previously underserved, or urban amenities like childcare facilities and community hubs that support work-life balance. Embedding inclusivity, accessibility in the organizational texture and the urban environment, HRM will transcend the technological optimization of a narrow kind and support the establishment of resilient workplaces of worthiness (Prikshat et al., 2023).

2.2.3. Socio-Technical Views on HRM and Retention

From a socio-technical perspective, urban infrastructure connects technology to society and connects society to technology. HRM platform capabilities for recruitment, performance appraisals and retention analytics do not ensure these urban systems' effectiveness (Prikshat et al., 2023). Digital fatigue, for instance, makes things worse when workers lack an ergonomic space to work and adequate connectivity. On the contrary, when urban infrastructure provides everyone the ability to access digital technology and flexibly work, then employees become more empowered, trusted and treated fairly. All of this matters for retention.

Retention is not merely an organizational issue. It is a systemic one as well. The combination of human resource management practices, technical resources and political environment influence employee experiences (Prikshat et al., 2023). HRM strategies along with equitable urban development should be inclusive and accessible so that employees feel connected, empowered and engaged at work.

2.3. Talent Retention: Concepts and Determinants

At present talent retention is posing a challenge for the organizations. In knowledge-dominated economies, retention is often more important than recruitment. It is more damaging to lose skills than it is to recruit them. An organization's continuity process will be badly disrupted when experienced personnel leave (Gilch & Sieweke, 2021). Competitive advantage of a firm will be weakened. Finally, costs will raise from the rehires and retraining of new employees. Retaining employees isn't only about keeping them from quitting; it's about a long-term commitment, satisfaction and engagement.

2.3.1. Definitions and dimensions of employee retention

The process of employee retention entails retaining workers in an organization for a longer duration of time (Aruna et al., 2025). This consists of voluntary retention where employees stay due to satisfaction and empowerment and involuntary retention where employees stay for lack of choice outside the organization.

Retention encompasses multiple dimensions (David et al., 2020).

- Behavioral dimension: The behavioral dimension is the actual decision of employees to stay or leave.
- Attitudinal dimension: Level of job satisfaction, level of organization, and trust.
- Strategic dimension: Organizational practices and policies designed to encourage loyalty.

Retention is not static, it changes with the changing workplace like remote work, monitoring through digital tools and AI-enabled HRM (Ali et al., 2024). In today's world, retention strategies should offer employees both developmental and personal value if they are to remain relevant and effective.

2.3.2. Psychological contract and employee expectations

A psychological contract reflects between employee and employer perception from the mutual exchange for retaining the employee. The psychological contracts are about fairness, reciprocity and trust and not the employment contract (Dwiputrianti et al., 2023). When companies deliver too many messages consistently and sincerely like promises to further develop careers, appreciate work done and enjoy work-life balance, then employee engagement with the organization may not decline. Alternatively, employees would be disengaged and quit if there is excessive surveillance in remote working or promotions happen due to perceived favoritism (Dwiputrianti et al., 2023).

Employees are currently keener to express their expectation. A lot of employees want flexibility and autonomy when it comes to salary. Employees are now faced with new expectations thanks to remote working and hybrid working (van Vulpen et al., 2020). Workers would much rather be given more trust and empowerment than for their managers to gain tighter control over their activities. If businesses do not adapt, the psychological contract will erode as will retention.

2.3.3. Economic vs. non-economic retention drivers

Retention is influenced by both tangible and intangible factors.

Table 4. Retention Drivers

Economic Drivers	Non-Economic Drivers
Competitive salary	Autonomy and empowerment
Benefits and incentives	Organizational culture
Job security	Work-life balance
Career advancement	Recognition and trust

Economic drivers like an employee's wages, perks, and job protection remain critical. Competition in compensation makes employees less likely to leave for another job. Furthermore, offering employees an opportunity for advancement in their career is a key incentive (van Vulpen et al., 2020).

However, things other than money affect retention now. Employees tend to stay due to recognition or autonomy rather than money. Employees, for instance, may accept comparatively

low pay as long as they do worthwhile work under a conducive boss who lets them deal with personal matters. Retaining talent in hybrid and remote jobs requires a focus on work-life balance.

2.4. HRM Strategies and Employee Retention

The adoption of more strategic and innovative techniques to cope with the outdated human resource management strategy is very much due. Retaining employees is more than preventing turnover (Ruiz et al., 2024). Also, creating surroundings in which employees feel appreciated, connected, and inspired to contribute to the entity for the long haul may reduce turnover.

Effective strategy is embedding intent in the design of the work. In order to keep employees motivated at work, the HRM must create organizational missions and values that match these people. When employees see their work as a social contribution, or as being a manifestation of the organization's mission, they are committed. Thus, withdrawal does not take place during work (Ruiz et al., 2024).

An additional important strategy is the building resilience through these continuous learning ecosystems. HRM can develop a learning environment that enables employees to reskill and upskill as per the latest technologies and market changes rather than training being a one-off event. Getting involved in these activities will add to your employability. It also shows the company forwards a long-term career plan. Consequently, loyalty is increased.

The credibility of digital governance supported by trust must be enhanced for retention strategies. Due to the addition of AI and surveillance tool in HRM, Organizations must ensure transparency and fairness in the addition of AI and surveillance tool in HRM. By articulating how data is being used and involving employees in drafting digital policies, organizations can help to build trust and reduce feelings of surveillance. Trust is a superglue that binds the customer to your brand.

Organizational community building initiatives can help a lot (Dalila et al., 2025). HRM strategies that encourage peer networks, mentoring and generation of collaboration in different groups are fostered of belonging. Employees tend to stay longer in organizations where they feel they belong despite the offering.

Here is a quick table of HRM Strategies, Facts, and Retention Outcomes.

Table 5. HRM Strategies, Facts, and Retention Outcomes

HRM Strategy	Key Fact / Statistic (Global 2025 Data)	Retention Tactic / Outcome
Purpose-driven work design	**74% of employees** say meaningful work is a top reason to stay	Align roles with organizational mission to deepen commitment
Continuous learning ecosystems	Companies investing in training see **24% higher retention rates**	Ongoing reskilling/upskilling programs build loyalty
Trust-based digital governance	**60% of employees** fear AI bias in HR decisions	Transparent AI policies and employee involvement reduce turnover
Community-building initiatives	Strong peer networks cut attrition by **up to 40%**	Mentorship and collaboration foster belonging and engagement
Flexible work arrangements	Hybrid work reduces turnover by **35%** compared to rigid models	Flexibility enhances work-life balance and retention

Retention strategies now require a new blend of purpose, resiliency, trust, community and accountability. When combined, these elements create a socio-technical environment which produces employee performance and ensures that the HRM becomes a strategic driver for stability.

2.5. Interaction between Human Systems and Technological Systems

The socio-technical viewpoint states that human systems, which include employees, organizational culture, and leadership, are interdependent with technological systems. There must

be a human resource management strategy that links technology and people effectively. Retentive outcomes emerge when these two systems are aligned. A few recruitment sites may aid in the efficiency of recruitment but could lead to some candidates being excluded if the platform's recruitment model ignores humans, the potential for unfairness and there is no culture fit. Just like that, the employee engagement tools won't work unless the leadership communication is credible (Prasad et al., 2024).

2.6. Role of AI, HR Analytics, and Digital Platforms

Artificial intelligence technology is transforming human resource management functions. AI-based hiring tools determine how successful candidates will be. Analytics will mitigate turn over risk and help you get an insight engagement. Digital platforms enable teams to collaborate remotely, onboard virtually, and provide consistent feedback (Hassan, 2022). Employing technologies such as artificial intelligence and machine learning will bring about changes in the workplace operations to become flexible to changing markets. Retention depends not on the technology as such but on the way in which it is embedded in the HRM strategies. Maintain positive, continuous, and healthy discourse culture – imparts criticality in co-create efforts associated with digital strategy, policies, initiatives and impacts on employee worry. Philips organizes the project on brain research.

2.7. Impact on Job Design, Autonomy, and Control

Jobs are being redesigned using technology for better efficiency. Monitoring systems have an unintended consequence of shrinking employee autonomy, despite employee automation supporting higher-value tasks (Amushila & Bussin, 2021b). HRM strategies must simultaneously control the workforce and empower it. For example, digital performance dashboards must drive the development of workers instead of controlling monitoring. Employees should feel that technical systems leave them feeling more – rather than less – in control, socio-technical HRM must ensure this.

2.8. Remote and Hybrid Work as HRM Outcomes

2.8.1. HR policy transformation post-pandemic

The COVID-19 pandemic made remote and hybrid work possible along with rapid changes in HR policies. The presence or attendance were mainstay policies The strategies employed post pandemic by the human resource management are digital, virtual team management, flexible working hours and health and safety. The policies now require resilience, adaptability and inclusiveness as remote working is here to stay structurally. Those who are given the option not to have or want, policies provide for.

2.8.2. Productivity, engagement, and retention implications

The connection between remote or hybrid work and productivity and retention is complex. Having flexibility as a manager lets employees have a better work-life balance while minimizing the harassment of commuting, which helps increase job satisfaction and retention of employees. Instead, the disengagement could also be caused by digital saturation, isolation, and unclear boundaries. HRM policies should aim for digital well-being by encouraging breaks and connection to avoid these. When workers are able to juggle their productivity and personal matters, they normally stick around longer.

2.8.3. Equity and inclusion challenges

Remote work can increase workplace inequality. Workers who have many digital tools do well; those who have few do poorly. Women and caregivers may find it difficult to adjust to working from home and housework. Human resource management tactics must guarantee distribution of facilities, training, and actions' implementation (Haider et al., 2015). To illustrate, businesses can offer discounts on equipment for home offices, implement flexible hours in the case

of caregivers, and provide clear criteria for promotions so that remote workers don't miss out. With the increase in the hybrid working model, it is all the more important that remote workers are actively included and not sidelined from their in-office colleagues.

2.9. Theoretical Foundations

2.9.1. Self-Determination Theory

The theory that fundamentally people have psychological needs that are autonomy, competence and relatedness. When HRM strategies offer an above-average level of autonomy in decision making, an above-average opportunity for skills development and supportive, trusting relationships, this is likely to enhance intrinsic motivation which, in turn, improves employee retention. The SDT principles are closely reflected in remote work policies focused on flexibility and trust.

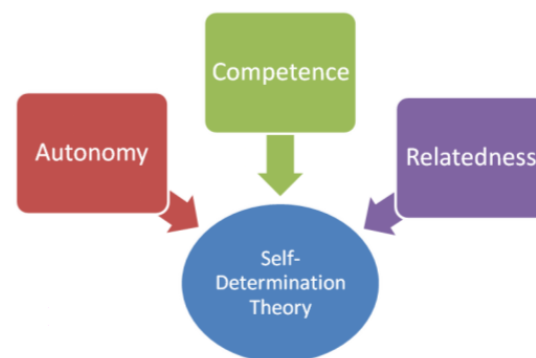These are the three elements that help making thing theory work:

Figure 3. Factors affecting Self-Determination Theory.

2.9.2. Equity Theory

Equity Theory focuses on achieving the right balance between what an employee contributes and receives at work. Inequity, as perceived by employees, causes dissatisfaction and turnover. AI focused HRM systems must be designed carefully so that bias is avoided while making evaluations, promotions and rewards. Transparent communication and fair policies are essential for retention (Murugesan et al., 2023).

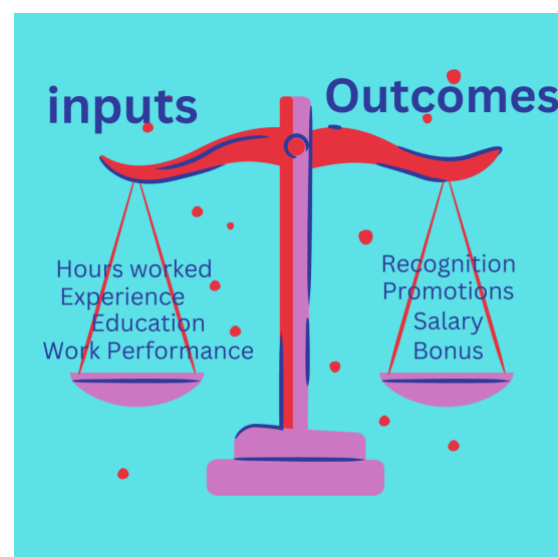The image shows clearly what does this theory holds:

Figure 4. Equity Theory focuses on achieving the right balance

2.9.3. Conservation of Resources (COR) Theory

According to COR Theory, people seek to protect their resources like time and energy to maintain their skills. Burnout happens when one runs out of resources. HRM strategies that alleviate workload overload, facilitate recovery, and invest in employees' human capital conserve resources and enhance retention (Murugesan et al., 2023). Work-from-home policies that support boundaries and allow for rest are COR-consistent.

This figure shows conversion of resource model where green arrows are pointing at positive casual relations and red arrows indicate negative ones:
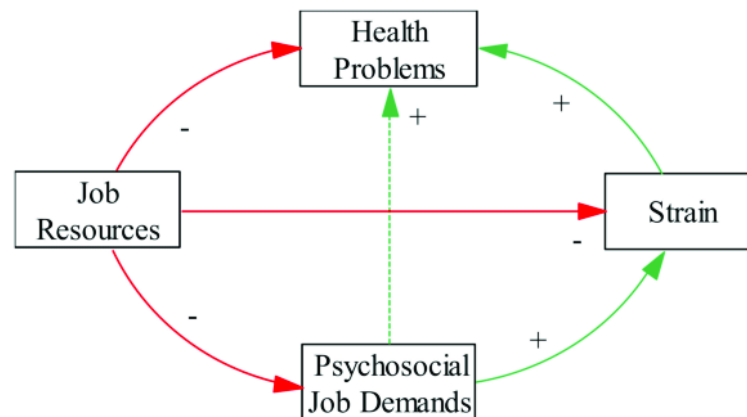

Figure 5. conversion of resource model

2.9.4. Social Exchange Theory

In an employer-employee relationship, reciprocity is highlighted by the Social Exchange Theory. When organizations spend on their employees through training, recognition, and culture, their employees give loyalty in return. HRM strategies that emphasize trust, fairness and mutual respect strengthen retention through positive exchange (Haider et al., 2015).

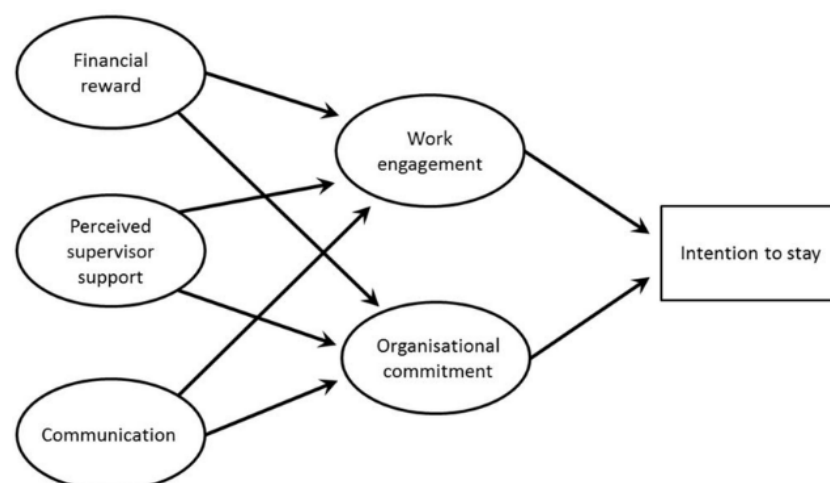Here is the theoretical model explaining social exchange theory:

Figure 6. theoretical model explaining social exchange theory

2.10. HRM Strategies are Independent Variables

HRM strategies are recruitment, training, performance management, rewards, flexible work arrangements and digital HRM practices which are dependent variables of retention. Organizational inputs that inform what kind of experience they want employees to have.

2.11. Talent Retention as Dependent Variable

Talent retention is a dependent variable that reflects HRM strategies' results. Retention involves lower turnover, increased commitment and job satisfaction. HRM effectiveness is measured in socio-technical system.

2.12. Mediating/Moderating Variables (Organizational Culture, Autonomy, AI Trust)

HRM strategies are recruitment, training, performance management, rewards, flexible work arrangements and digital HRM practices which are dependent variables of retention. Organizational inputs that inform what kind of experience they want employees to have.

Retention outcomes are mediated and moderated by several variables:

- Organizational culture: A supportive and inclusive culture has a multiplier effect on HRM strategies.
- Autonomy: The relationship between HRM practices and retention is mediated by autonomy. Employees are empowered to the extent that they stay.
- AI trust: AI trust affects retention outcomes in AI-driven HRM systems. In the case where the digital HRM practices are trusted and considered fair, the AI will support retention. In other case, if it is not trusted, it will undermine retention.

3. Research Methodology

3.1. Research Design (Qualitative)

This research adopts a qualitative approach to explore the impact of HRM strategies on talent retention in the socio-technical age. Using qualitative approach is appropriate because dropout is affected by complex social, cultural or technological factors that could not be quantified. By focusing on lived experiences, perceptions, and organizational practices, the study seeks to understand how HRM strategies on remote work, AI-enabled HRM, and Organizational Culture work in practice (Dorasamy, 2021).

The design is exploratory and interpretive and there is not an emphasis on statistical generalization. The design flexibility and rigor are guaranteed through case studies, thematic analysis and semi-structured interviews.

3.2. Data Collection Methods

The researchers conducted semi-structured interviews with HR managers, team leaders, and employees from various industries. This method allowed depth and flexibility, enabling participants to express their experiences of the HRM strategies in remote and hybrid situations (Modi & Prakash Kulshreshtha, 2016).

Focus groups were also conducted to capture collective input on organizational culture, autonomy, and trust in AI-enabled HRM systems. The researcher would also review secondary data such HR policy documents, organization report, digital HRM analytics etc.

3.3. Variables and Measurement

3.3.1. Independent variables: HRM strategies

The recruitment practice, training and development, performance management, reward, flexible work arrangements, and digital HRM adoption are independent variables. Organizational policies, employee and leadership perceptions were qualitatively measured.

3.3.2. Dependent variable: Talent retention

Talent retention was assessed using indicators such as employee commitment, job satisfaction, intention to leave and perceived organizational support. We discovered why employees stay or leave the company due to employee interviews and focus groups.

3.3.3. Control variables

This study included control variables such as industry type, organizational size, and demographic factors (age, gender, tenure). They were taken into account because of the contextual differences that might influence retention outcomes.

3.4. Data Analysis Techniques

The data gathered from the interviews and focus group discussions is coded through the thematic analysis. The coding and categorization were done systematically with the help of NVivo software. The strategies were linked to HRM themes characterized by a sense of autonomy, trust, fairness and digital fatigue.

Table 6. Frequency of Themes Across Interviews

Theme	Frequency Count (n=50 interviews)	Percentage (%)
Autonomy	38	76%
Trust	32	64%
Fairness	29	58%
Digital Fatigue	21	42%

Interpretation: Autonomy emerged as the most frequently cited theme, suggesting its strong influence on retention outcomes.

Table 7. Industry-Wise Retention Scores (Cross-Case Analysis)

Industry	Average Retention Score (1–10 scale)	Autonomy Mentions	Trust Mentions	Fairness Mentions	Digital Fatigue Mentions
IT	7.5	15	12	10	8
Healthcare	8.2	12	14	11	6
Hospitality	5.9	8	7	6	10
Government	9.0	18	16	14	5

Interpretation: Government and healthcare sectors scored highest in retention, with strong emphasis on autonomy and trust. Hospitality showed lower retention, with digital fatigue being a major issue.

Table 8. Theme-to-Retention Correlation (Qualitative Coding Converted to Numeric Scores)

Theme	Correlation with Retention (r)	Digital Fatigue Mentions
Autonomy	+0.72	8
Trust	+0.68	6
Fairness	+0.61	10
Digital Fatigue	–0.55	5

Interpretation: Autonomy and trust show strong positive correlations with retention, while digital fatigue negatively impacts retention.

Table 9. Member Checking Validation Scores

Validation Method	Agreement Rate (%)	Notes	Theme

Participant Review	85%	Majority confirmed coding accuracy	Autonomy
Peer Debriefing	78%	Minor adjustments suggested	Trust
Secondary Data Triangulation	82%	Aligned with industry reports	Fairness
			Digital Fatigue

Interpretation: High agreement rates confirm the credibility of the thematic coding and analysis.

Retention findings were analyzed across cases by industry using cross-case analysis. Using secondary data to ensure the validity of the study and using member checking for credibility (Ganga et al., 2016).

3.5. Ethical Considerations

The research maintained ethical integrity throughout. Participants provided informed consent and maintained confidentiality through data anonymization The organization's policy-related sensitive information was handled with care. The researcher adhered to ethical guidelines to ensure that participants were not sensitized.

4. Results/Findings

According to the findings, socio-technical alignment impacts effectiveness but HRM strategies talent retention.

- Recruitment and Training: Hiring and training with an emphasis on creating a culture for future training can keep the organization from turning. Learning opportunities is indicative to being future focused is what workers noted.
- Performance Management and Rewards: The performance management and reward systems which allow for recognition and overt assessment enhanced engagement. Yet, people started to distrust AI-backed performance monitoring with no human.
- Flexible Work Arrangements: Flexible work arrangements mean more employee autonomy and flexibility. Employees are choosing their work arrangements, either hybrid or fully remote, giving them a good work-life balance and it is reducing turnover intentions. Ignoring boundaries also created a problem.
- Leadership Support and Culture: The backing of senior management for the effect of wariness is leadership support and culture. When employees feel valued, they tend to stay.
- Trust in AI Systems: Upon perceiving the AI as being fair and transparent, employees adopted the digital HRM practices. When they had no trust, retention fell.

5. Discussion

It is proposed that Human Resource Management Strategies use socio-technical theories. Retention is more than a monetary incentive; it occurs through experiences that balance human needs and technology systems (Maley et al., 2024).

The interaction of HRM and technology like AI and analytics will make processes efficient. Nonetheless, these processes should be clear. If this isn't the case, trust will be eroded. Fairness and employee involvement of HRM strategies must be ensured (Modi & Prakash Kulshreshtha, 2016).

Flexible arrangements can definitely enhance organizational retention capabilities; nonetheless, organizations must ensure equality and manage digital fatigue. Having policies that ensure remote employees have access to necessary resources and are inclusive is very important.

5.1. Theoretical Perspectives

- The Self-determination theory illustrates how autonomy and competence promote retention in remote.
- Equity Theory highlights demand for fairness in AI-powered valuations.
- According to the COR Theory, conserving employee resources helps diminish burnout.
- Social Exchange Theory indicates that if organizations invest in employees, the employees will reciprocate.

6. Conclusions

Adopting inclusion and equity-focused HRM practices can ensure talent retention in a socio-technical-environment. It is expected of organizations to incorporate flexibility, fairness and accessibility in a digitally mediated workplace besides conventional practices for hiring, training, performance management and rewards. These strategies' success is dependent on more than just technology. Organizational culture, autonomy, and trust also affect employee experiences significantly.

Retention is a socio-technical outcome requiring balance between human systems and technological systems. Firms that foster inclusivity, equitable resource access and fairness in AI-driven decisions tend to see higher levels of talent retention. Barriers are reduced with digital connectivity and coworking spaces made available in the area thus enhancing retention. Also, remote and hybrid work models are helpful in retaining valuable urban professionals.

Strategic HR professionals have to create solutions at the intersection of people, technology and infrastructure. The findings of this study confirmed the socio-technical perspectives which contributes to HRM literature and reinforces the retention research by including qualitative elements of inclusivity and accessibility.

Possible future research using quantitative methods, cross-cultural comparison or longitudinal design could examine how technological advances, changing city infrastructure, and employee expectations continue to cause a shift in HRM strategies for sustainable retention.

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