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## RECOGNITION AND RETENTION: MOTIVATING TALENT IN AGRIBUSINESS

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**Abstract:** This study investigated the factors that influence the career decisions of academics from the UnilaSalle Lucas do Rio Verde University Center working in the agribusiness sector. The main objective was to identify the reasons that lead these workers to pursue a career, change companies or leave their jobs, even though they are qualified and fit the required profile. The main causes of *turnover* and talent retention were analyzed, with an emphasis on the impact of recognition practices on employee motivation and retention. The methodology adopted combined quantitative and qualitative approaches, allowing for an analysis of workers' motivations and demotivations. Data was collected using digital questionnaires and the analysis of the results revealed that opportunities for professional growth and development are the most relevant factors for retaining talent - 68.8% - while lack of recognition - 37.5% - and low pay - 31.2% - were the main causes of demotivation. It was concluded that recognition and continuous development practices are important for retaining talent in agribusiness, and it is recommended that organizations invest in these areas to improve organizational performance. However, the small sample limited to a single institution imposed restrictions on the generalization of the results.

**Keywords:** Recognition. Retention. Talent. *Turnover*.

## INTRODUCTION

The agribusiness sector in Brazil plays a significant role in the national economy, contributing to the Gross Domestic Product (GDP) and being among the largest exporters of agricultural products (Da Silva et al., 2024). However, the sector faces important challenges, such as the need to improve its logistical infrastructure in order to remain competitive and meet the strict health requirements of in-

ternational markets (Piccirillo, Cruz, Miranda, 2021). In addition, technological modernization, driven by Industry 4.0, demands a qualified workforce with technical and analytical skills, making continuing education a critical factor for the future of the sector (Da Silva et al., 2024).

In this context, worker recognition and motivation have emerged as central elements for organizational success in agribusiness. Professional recognition has been shown to be one of the main factors in productivity, often surpassing financial incentives such as profit sharing (Ortolon et al., 2023). The creation of career plans and opportunities for personal development within companies reinforces employee engagement and reduces turnover (Santos, 2021). On the other hand, a lack of empowerment and ineffective management can generate disengagement and increase *turnover*, damaging organizational performance (Santos, 2021).

Faced with these challenges, the aim of this study is to identify the reasons why workers, academics at the UnilaSalle Lucas do Rio Verde University Centre, pursue a career, change companies or quit their jobs, even though they are qualified and fit the profile required by organizations. The research problem seeks to understand the main causes and factors that contribute to these professionals not remaining in their current jobs. To this end, this study analyzed the factors that influence *turnover* and talent retention in agribusiness, as well as assessing the impact of recognition practices on employee motivation and retention, highlighting the relevance of these practices for organizational performance.

In addition to operational issues, the topic has obvious social relevance, given the importance of agribusiness in the Brazilian economy, which generates jobs and contributes directly to GDP. High *turnover* negatively affects productivity and regional economic de-

velopment, as well as compromising the quality of life and stability of rural communities. Employee recognition is a significant factor in motivating and retaining employees. In the academic sphere, this research also makes an important contribution to the Accounting course by investigating the relationship between people management and the financial impacts of *turnover* in agribusiness. The analysis of retention and recognition practices provides support for understanding how employee motivation influences operational efficiency and the costs associated with turnover, reinforcing the relevance of management accounting and strategic people management to organizational performance.

## **THEORETICAL BACKGROUND**

The literature review presented below sets out some points of great importance for understanding the context presented here, based on scientific journals. These are contextualized as follows: Talent retention; *Turnover and Employee recognition*.

### **RETAINING TALENT**

Retaining talent is a topic that is increasingly present in modern organizations, which seek to ensure their sustainability and competitiveness in a rapidly changing market. As Nunes et al. (2021) point out, employees are strategic resources who, with their skills and knowledge, drive organizational performance. In a corporate environment full of challenges, Ramires (2021) points out that retaining talent goes beyond avoiding staff turnover; it is a vital strategy for preserving the company's competitive advantage.

In addition, companies' efforts to retain talented employees are directly linked to the continuity of innovations and the strengthening of internal capabilities. Companies like *Google* and *Salesforce*, for example, invest heavily in initiatives that not only attract, but

mainly retain highly qualified professionals, aligning them with the organization's long-term strategic objectives. According to Nunes et. al (2021), as opposed to approaches focused solely on attracting talent, modern companies have prioritized forms of continuous engagement, ensuring that these employees are motivated and committed, contributing to building solid and innovative human capital.

There are several factors that contribute to retaining talent: a healthy working environment, clear opportunities for growth and constant recognition are some of the main ones. Souza, Castañeda-Ayarza and Spilleir (2022) point out that the creation of career plans and the security of doing one's job generate a sense of stability and appreciation, which are essential for employee engagement. In this respect, research shows that companies that offer development plans have turnover rates around 25% lower than those that don't, strengthening the idea that stability and internal growth are important differentiators.

Another highlight is intangible benefits, which have become important in the current context. Nunes et al. (2021) point out that practices such as flexibility and the possibility of working from home are now decisive factors, reflecting workers' search for a healthy work-life balance. Companies that have implemented remote working policies have seen a significant increase in talent retention, especially among the younger generations. Ramires (2021) notes that benefits such as greater autonomy and continuous growth opportunities also play a key role in motivating and retaining high-potential employees.

Effective strategies for retaining talent involve a set of interconnected practices, such as professional development, recognition and the creation of a dynamic and inspiring work environment. Bethke-Langenegger et al. (2011) argue that keeping employees engaged and loyal to the company depends on a

combination of actions, and there is no one-size-fits-all solution. In addition, Câmara et al. (2010) reinforce the importance of efficient management of salaries, incentives, benefits and recognition so that employees feel valued. Ramires (2021) adds that these strategies must be aligned with the management style and organizational culture, as well as being supported by constant feedback. This set of actions makes the work environment more attractive and engaging, encouraging retention and strengthening the organizational culture.

However, implementing these practices is not without its challenges. Companies often face difficulties related to costs and resistance to change, especially in more traditional environments. Even so, considering market trends such as hybrid work and the growing demand for mental health, organizations that invest in talent retention by adapting to these new contexts have shown better results. After all, creating an environment where employees feel valued and encouraged to grow is more than a retention tactic - it's an approach that contributes to the sustainable development of the company and its people.

## **TURNOVER**

Turnover is the movement of employees in and out of an organization over time (Chiavenato, 2014). This indicator reflects a company's ability to retain its talent and is important for assessing organizational health (Martins & Silva, 2022). Generally speaking, turnover can occur voluntarily, when an employee decides to take a new path due to personal or professional reasons, or involuntarily, when the organization promotes dismissal for reasons such as internal restructuring or unsatisfactory performance (Chiavenato, 2014). Among the main causes of turnover are a lack of motivation, often fueled by an unwelcoming work environment, a shortage of growth opportunities and inadequate pay. In addition, low

qualifications in some sectors can contribute to higher turnover by limiting the chances of relocation and promotion within the organization itself (Solha et al., 2024).

The impacts of *turnover* are profound and are repeated in various areas of the organization, compromising performance, the organizational climate and generating significant costs, including intangible ones. High turnover rates lead to the loss of talent, increased spending on recruiting and training new employees and, ultimately, reduced productivity. When a company loses an experienced employee, it also loses the knowledge acquired over time, directly affecting its intellectual capital (Martins e Silva, 2022). In addition, replacing talent takes time and resources and requires a period of adaptation which, in many cases, compromises the efficiency and quality of the services provided (Solha et al., 2024). The instability caused by the constant departure of employees also has an impact on the organizational climate, generating insecurity and sometimes a sense of uncertainty among the team members who remain. This insecurity can reduce motivation, damage group cohesion and negatively affect team morale, amplifying the unwanted effects of turnover (Hancock et al., 2013).

To minimize these effects, organizations need to invest in strategies that prioritize talent retention, promoting a positive working environment and development opportunities. The continuous qualification of employees is essential, especially in areas that traditionally have low qualifications and limited possibilities for growth (Solha et al., 2024). An environment where employees feel valued and have room to develop tends to strengthen their loyalty to the organization. Practices such as mentoring programs, merit recognition and well-being at work initiatives are effective in reducing turnover, as they promote employee engagement and a sense of belonging (Pinto

et al., 2023). Thus, well-structured human resources management, capable of identifying the causes of turnover and acting preventively, helps to reduce the costs of replacing staff, as well as improving the quality of processes and strengthening the organizational climate as a whole.

## RECOGNITION OF WORKERS

Employee recognition is widely considered to be one of the essential pillars for creating a motivating and healthy working environment. When employees feel valued, their morale is boosted, generating clear and positive effects on productivity and commitment to the organization's objectives. As pointed out by Pimentel et al. (2020), professional recognition is not just an incentive; it is vital for workers' well-being and job satisfaction. The lack of this recognition can lead to demotivation, absenteeism and even affect personal well-being, showing the profound impact that the work environment has on employees' lives.

In addition, the pride that workers feel when they are valued for their contributions is reflected in their interactions inside and outside the company, positively affecting their personal and family life, as highlighted by Ozanam AQ et al. (2019). This pride creates a sense of accomplishment and belonging, which are essential for employees to achieve a high level of motivation and continuous development, as suggested by Silveira et al. (2017). By fostering an environment where recognition is constant, companies are able not only to motivate, but also to develop professionals who are more engaged and committed to collective success.

The relationship between recognition and talent retention is particularly relevant. Environments that offer regular and genuine recognition manage to keep their employees engaged and reduce *turnover*. Silveira et al. (2017) emphasize that the continuous appre-

ciation of workers contributes to self-esteem and encourages professional growth, factors that keep talent committed to the organization. As Costa, Marques and Ferreira (2020) point out, recognition, whether formal or informal, such as praise from customers or superiors, is a source of pleasure in the workplace that strengthens the employee's bond with the company. This genuine appreciation contributes directly to talent retention, as employees who feel recognized tend to stay with the organization, reducing the costs and challenges associated with high turnover.

Therefore, recognition must be integrated into the organizational culture as an ongoing practice, seen not only as a motivational factor, but also as an effective retention strategy. As Pimentel et al. (2020) point out, support and recognition in the workplace are fundamental to keeping workers motivated and involved. In sectors where talent retention is a constant challenge, such as agribusiness, well-structured recognition practices can be decisive in ensuring that workers stay, promoting a healthy and productive working environment. Ultimately, investing in recognition means investing in human capital, strengthening the organization and promoting a space where everyone feels valued and committed to collective success.

## METHODOLOGY

The methodology of this research used a mixed approach, combining quantitative and qualitative methods to achieve a more complete understanding of the factors that influence the career decisions of academics at the UniSalle Lucas do Rio Verde University Center, who work in the agribusiness sector. The aim was to investigate the reasons why these professionals remain in their positions, consider moving to other companies or even choose to leave their jobs, even when their qualifications and profile are in line with market demands.

To this end, a questionnaire was drawn up in digital format and distributed via *WhatsApp*, ensuring easier access and a high response rate. The sample, made up of 16 academics from the agribusiness sector, answered 10 multiple-choice questions that sought to explore different aspects of their perceptions and professional experiences. The questions addressed key factors such as work environment, growth possibilities and motivational elements. Questions such as “What are the main factors that motivate you to stay in the company?” and “What most demotivates you in the workplace?” allowed us to directly capture the motivations and challenges faced by these future professionals.

Data analysis was conducted on two fronts. Firstly, content analysis helped to interpret the qualitative responses, identifying patterns and recurring themes in the justifications given by the participants. In parallel, descriptive statistics were applied to the multiple-choice questions, facilitating a quantitative understanding of the responses. The combination of these analyses made it possible to integrate the accuracy of the numerical data with the interpretative richness of the answers, broadening the depth of the data obtained.

By uniting these different angles, the research has achieved a more holistic view of the motivations and challenges that academics face in the agribusiness sector, providing significant information for formulating strategies that help organizations create a more attractive working environment and at the same time promote the professional development of these future talents. This approach contributes to the growth of companies and strengthens the link between academics and the sector, aligning the expectations and needs of both parties.

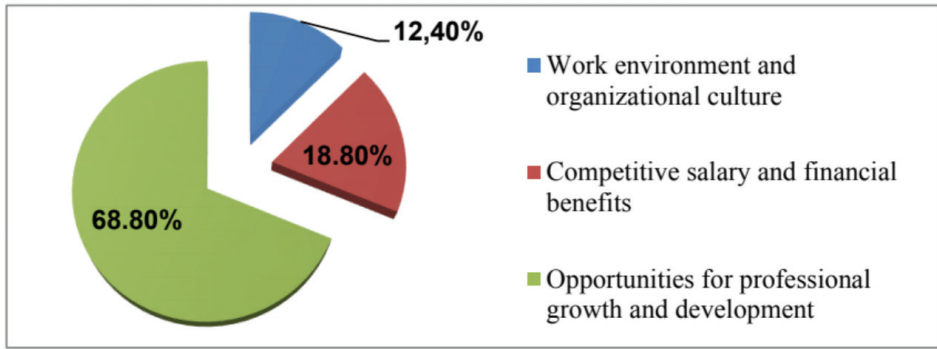
## DATA RESULTS AND DISCUSSIONS

The 10 multiple-choice questions that were designed to address the research objectives are presented and contextualized below. These questions were selected to capture the perceptions and experiences of the participants, contributing to an analysis of the motivations and challenges faced by academics in the agribusiness sector.

The graph shows that the majority of workers, 68.8%, are motivated to stay with the company by the opportunities for professional growth and development. Competitive salaries and financial benefits motivate 18.8%, while 12.4% highlight the work environment and organizational culture. According to Ceribeli, Ferreira and Botelho (2017), perceived professional growth opportunities have a positive influence on the individual's intention to stay with the organization.

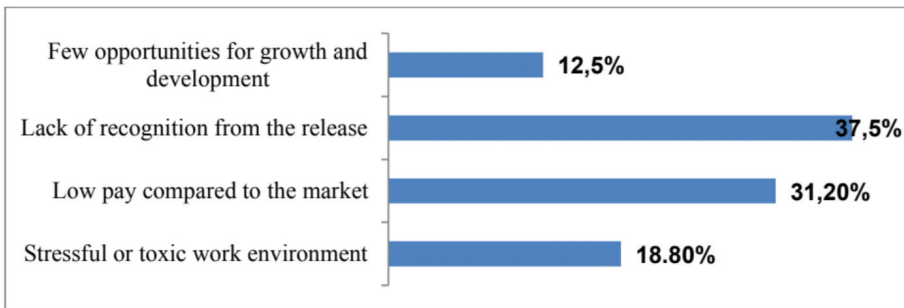
The graph shows that the biggest cause of demotivation is lack of recognition from the leadership 37.5%, followed by low pay 31.2%. Other factors include a stressful work environment 18.8% and few opportunities for growth 12.5%. Therefore, according to Evaristo and Gomes (2024), the fundamental skills of a leader include the ability to lead and motivate teams.

The graph shows that bonuses and financial incentives, as well as career plans and continuous development, are equally valued by respondents, with 37.5% each. Other important benefits include flexible working hours (18.8%) and training and professional development (6.2%). Thus, the benefits plan is a strategy adopted by companies to recognize and value their employees, motivating them through varied incentives that promote better results, benefiting the organization (SITEWAWRE, 2023).



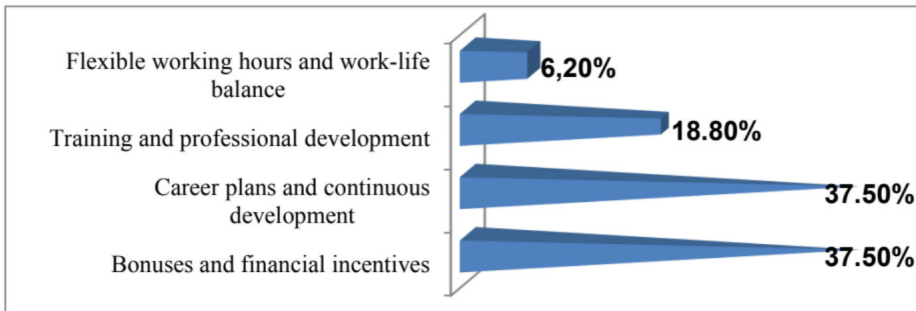
1. What are the main factors that motivate you to stay with the company you work for?

Source: prepared by the authors, 2024.



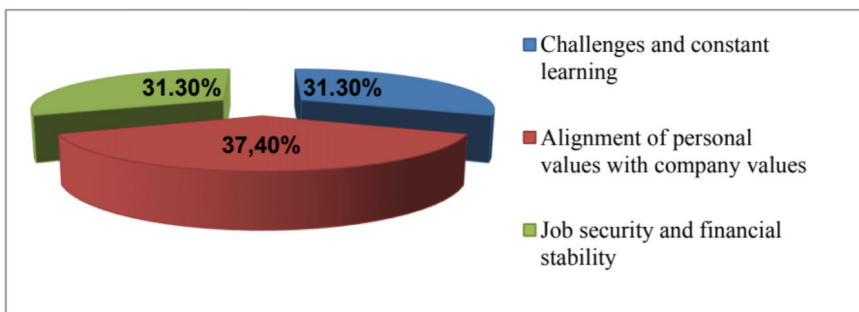
2. What most demotivates you in your current working environment?

Source: prepared by the authors, 2024.



3. Which of the following benefits is most important for your job satisfaction?

Source: prepared by the authors, 2024.



4. What factors do you consider when deciding whether to stay or leave a company?

Source: prepared by the authors, 2024.

The graph shows that 37.4% of respondents consider the alignment of personal values with those of the company to be the main factor in deciding to stay or leave. Other equally important factors include challenges and constant learning 31.3% and job security 31.3%. This reflects the importance of developing practices that seek to balance the interests of the employee with the values and purposes of the organization, ensuring greater engagement and retention of talent. (RAUPP, 2021)

The graph shows that the main reason for high employee turnover in agribusiness is the lack of recognition and appreciation of the work 56.3%. According to Raupp (2021), the absence or incorrect provision of *feedback*, without proper recognition of the work carried out, generates feelings of devaluation, directly affecting the intention to turnover. The graph also shows other important factors which include low pay 25%, adverse working conditions 12.5% and few opportunities for professional development 6.2%.

The graph shows that 50% of respondents consider that offering opportunities for growth and development is the most effective strategy for retaining talent. Improving working conditions 18.8% and increasing salaries and financial benefits 18.8% are also relevant, while 12.4% point to the implementation of recognition and reward programs as important. From the worker's perspective, these retention policies not only increase motivation to stay with the organization, but also create an environment in which talent contributes to the company's growth and development (ALMEIDA, 2023).

The graph shows that 75% of respondents consider themselves satisfied with the level of recognition they receive in the company, while 18.7% say they are very satisfied. Only 6.3% report dissatisfaction with recognition in the workplace. Satisfaction in the workplace results from personal assessments of different

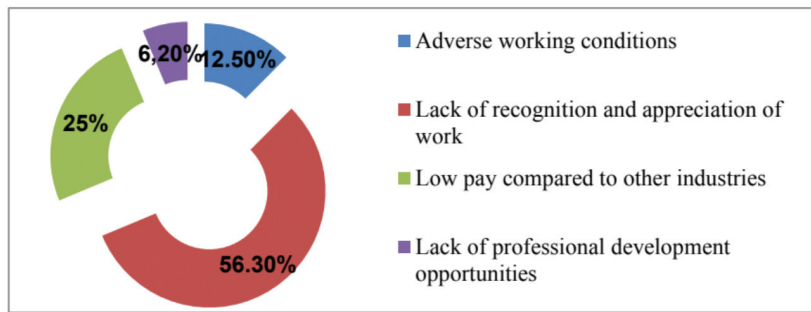
aspects of professional activity (NASCIMENTO et al., 2021), which highlights the importance of feeling recognized and valued in the organization.

The graph shows that 50% of respondents feel completely integrated and valued in the company, while 37.5% feel moderately integrated. Only 6.3% feel poorly integrated and another 6.2% say they don't feel part of the company. The forms of reward adopted can have a positive impact on working hours and employee motivation, demonstrating that commitment goes beyond salary. Non-financial organizational rewards, especially those that influence personal and professional satisfaction, are seen as qualitative benefits that strengthen the bond with the employer (FALCÃO, 2024).

The graph shows that the main reason influencing the decision to change jobs is the search for growth opportunities, which 43.8% of respondents put forward. Salary and benefits followed with 31.3%, while recognition and appreciation accounted for 18.8%, and relationships with colleagues and superiors came in at 6.1%. According to Falcão (2024), in order to retain and motivate employees, it is important to value their work and promote quality of life. Although salary has its weight, offering benefits is a more effective strategy. It is also necessary to include personal recognition, clear goals, stability and opportunities for growth.

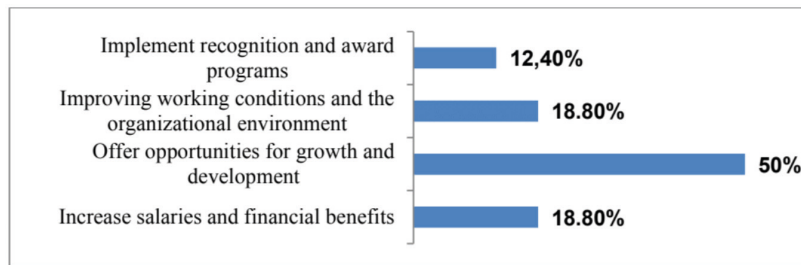
The graph shows that 50% of respondents rate the opportunities for professional growth in their companies as reasonable, while 41.7% consider them non-existent. Only 8.3% see them as excellent, showing a possible gap in employee development. Ahmad and Daud (2016) emphasize that many professionals seek challenges that broaden their responsibility and opportunities that favour their growth, allowing them to evolve continuously within the organization.





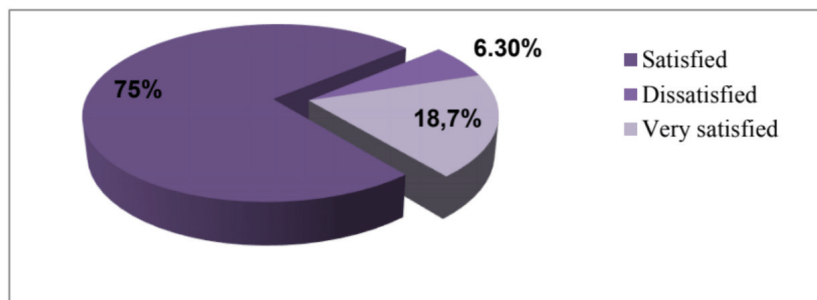
5. In your opinion, what is the main reason for high employee turnover in agribusiness?

Source: prepared by the authors, 2024.



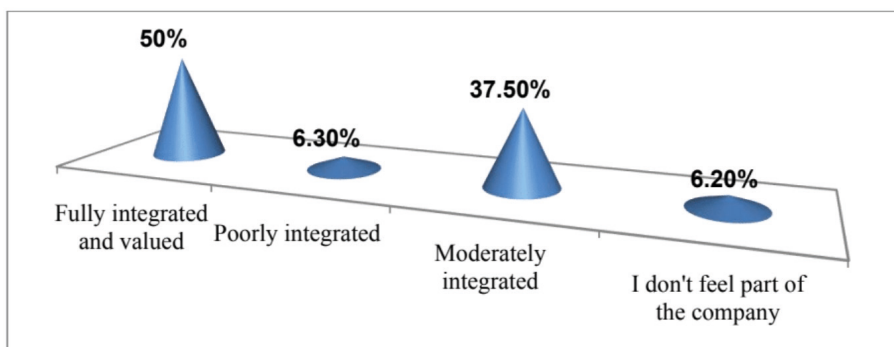
6. Which of the following strategies do you consider most effective for retaining talent in the company?

Source: prepared by the authors, 2024.



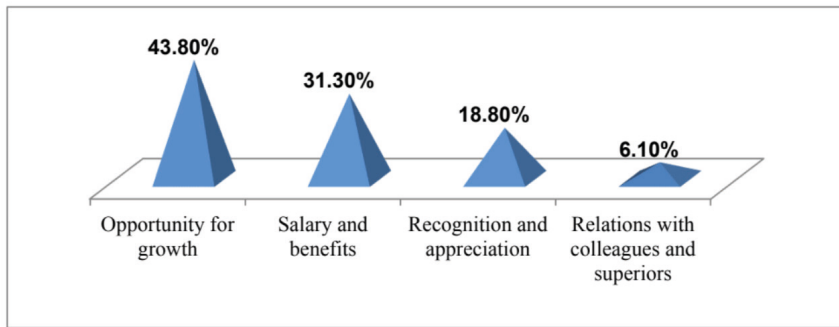
7. How do you rate the level of recognition you receive in the company?

Source: prepared by the authors, 2024.



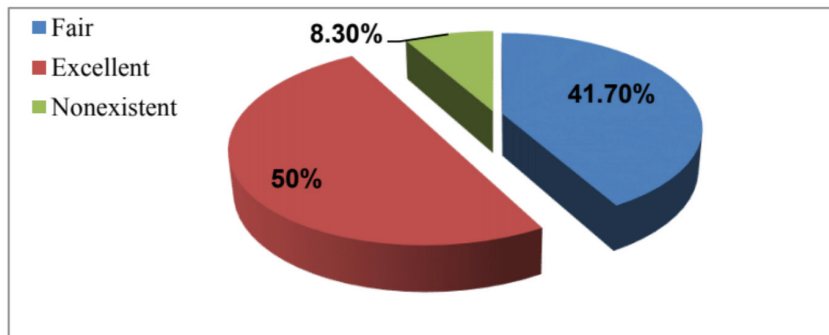
8. How much do you feel part of the company you work for?

Source: prepared by the authors, 2024.



9. What most influences your decision to change jobs?

Source: prepared by the authors, 2024.



10. How do you rate the opportunities for professional growth in your company?

Source: prepared by the authors, 2024.

## CONCLUSION

In the final considerations of this study, we summarize the main findings on the career decisions of academics from the UnilaSalle Lucas do Rio Verde University Center who work in the agribusiness sector. The research, carried out using a mixed methodology that integrated quantitative and qualitative analyses, made it possible to comprehensively explore the factors that influence the motivation and permanence of these professionals in the sector. This combination of approaches proved effective in capturing both numerical data on participants' perceptions and more subjective nuances, offering a rich understanding of the challenges faced in their professional careers.

The results revealed that opportunities for professional growth and development are a determining factor for academics to stay in organizations, and were mentioned by 68.8% of the respondents. On the other hand, the lack

of recognition from leadership and remuneration below expectations were pointed out as the main demotivating factors, by 37.5% and 31.3% of respondents respectively. This data suggests that although professional development opportunities are essential for retaining talent, the lack of recognition and fair pay can lead to dissatisfaction *and turnover*, especially in sectors such as agribusiness, where valuing human capital is crucial.

This study contributes to understanding the internal and external factors that influence the career decisions of skilled agribusiness professionals. The findings can serve as a basis for both academics and managers to develop more effective talent retention strategies, highlighting the importance of recognition practices, continuous development and good working conditions. Investing in these areas can improve organizational performance and employee satisfaction, reducing turnover.

However, some limitations need to be considered. The sample, made up of 16 academics from a single institution and sector, is relatively small and specific, which may limit the generalizability of the results to other contexts. We recommend that future research expand the sample and consider professionals from different profiles and sectors to see if these factors apply in other areas. Future studies could also deepen the analysis of the impact of recognition and continuous development policies on talent retention, providing an even more solid and detailed view of best management practices in agribusiness.

This research reinforces the importance of a work environment where professionals feel valued and rewarded. We hope that the data presented here will inspire organizations in the sector to improve their practices and create conditions that promote the personal and professional fulfillment of their employees, thus strengthening agribusiness itself and its contributions to the economy and society.

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