DOI 10.17605/OSF.IO/9K7HQ
ORCID 0009-0009-2559-6676

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DOI 10.17605/OSF.IO/9K7HQ
ORCID 0009-0009-2559-6676

Talent Strategies Best Companies Use to Attract and Retain People

Introduction

Several studies demonstrate a strong correlation between talent and organizational performance. This view has led to continued improvement of methodologies, human resource scorecards, benchmarking, and engaging in best practices aimed at attracting both talent and better business management. As all these underline advancements of organizational strategic goals, it also determines the development and alignment of individual performance (Savanevičienė and Vilčiauskaitė, 2017, pg. 247). Although most of the studies involve for-profit corporations incorporating them in various industries proves to be both logical and psychologically sound. Regarding this project, the major focus is on determining talent strategies that best companies use to attract and retain people. For the project, Deloitte has been chosen as the reference organization for the strategies it uses and how its human resource management has been able to sustain attracting and retaining good talent.

From a management perspective, talent management involves a strategic initiative that aims at ensuring that organizations and individuals should mutually benefit. The aspect is also supported by research that identifies employee managers as a key factor in retention and organizational development. Hence, the main focus of this project management is to identify the most appropriate strategic initiative that Deloitte should adopt to strengthen manager skills as they have a direct impact on reports, increased departmental effectiveness, and mitigating risks regarding ineffective management practices (Kaleem, 2019, pg. 11). Moreover, it is important to note that talent management faces both theoretical and practical setbacks as it lacks stability and clear support from existing literature. This aspect is supported by varying definitions that exist on the same and major differences involve understanding the diversity associated with talent management definition. For the management of talent practices and processes, emphasis has been on the best practice approach that encourages the use of practices considered successful. Hence, the project focuses on identifying these practices to

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ensure successful business management.

Project Aim and Objectives

Regarding practices in talent management, they are determined through identification of the talent, recruiting, training, and development of the identified talent. Moreover, it is important to develop proper organizational staffing, succession, and retention for talent management. However, it should be noted that formulating an effective talent management system is challenging as it engages in various policies and practices available in the corporate world (Walford-Wright and Scott-Jackson, 2018). Additionally, talent management proves to be a matter of best fit where strategic objectives, organizational practices, and policies, capacity, and culture need to match. Combining the aspect of best fit and the identified elements of talent management leads to a complete system with set practices and activities that are interrelated. Engaging in the best practice approach as determined only presents a guideline principle (Maylett and Wride, 2017). Otherwise, if the practices alone could lead to organizational success they could be copied and lead to differentiation challenges on organizations. Hence, talent management implies the development of practices that ensure an organization gets the right person for the right job at the right time. Thus the project aims at investigating the most appropriate strategic initiative that Deloitte should adopt to strengthen its manager skills.

The main objectives for this project include;

1. Enhance organizational communication
2. Hone coaching skills
3. Ensure Deloitte's leaders are better motivators
4. Increase organizations productivity
5. Support and manage organizational change
6. Improve employee retention rates
7. Develop core leadership skills among employees

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To effectively achieve the set objectives, information will be obtained from literature on business strategic initiatives regarding employee communication, retention, motivation, organizational change, and leadership. The implementation leads to the creation of strategies and achievements that play a significant role in promoting organizational competitive advantage.

Project Management Plan

Talent Management Strategies

For talent strategies adopted by Deloitte, identification of strategic initiatives by the human resource management team proved critical. The initiatives focused on training managers as it benefits the organization and individual participants. This aspect has been supported by research showing the importance of employee retention and development. Consequently, any strategy that is focused on strengthening manager skills has a direct impact on benefiting the overall departmental effectiveness of their reports and also risk mitigation that is associated with bad management approaches (Arar and Öneren, 2018, pg. 31). This view is associated with the incorporation of identified perspectives and tensions that otherwise when working dependently may lead to an unbalanced emphasis on one aspect over the other. Hence, may result in obscured reality concerning diverse viewing of talent in practice.

From the different views regarding talent identified, they present various implications on how talent management should be approached. Research on talent management confirms that various organizations should engage different approaches in talent management. Similarly, there are reasons associated with the existing differences in organizational talent management initiatives. The major reason includes orientation and focus of present talent activities in an organization (Kaleem, 2019, pg. 17). Similarly, an organization's position in the industry is highly determined by design adopted on talent management practices that it utilizes. By reflecting on the best-fit approach, the different approaches engaged in talent management although more focus is on talent identification rather than development activities should be

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feasible and differ in many ways. As a result, no approach proves to be better each has associated advantages and disadvantages.

From the information obtained, Deloitte should be able to achieve the set objectives through the development of a project management plan that incorporates all the predetermined objectives and aims. To determine the most appropriate strategic initiative that Deloitte should adopt to strengthen its manager skills, the adopted management plan focuses on a strong peer network that encourages various programs. The programs need to address some of the set objectives that include improving organizational communication, hone coaching skills, and ensure leaders are better motivators. From the identified programs, initial sessions will encourage participants to acquire fundamental principles of management from a human resource perspective (Keller and Meaney, 2017). Later lessons should engage in more in-depth training regarding delegation and communication skills and also by participating in sessions that encourage diversity, respect, and workplace safety. Moreover, the larger context of education and organizational history is encouraged to ensure a better understanding of the overall environment in which these individuals will be working. Although the program is not mandatory, it is highly supported in organizations as it greatly impacts talent management and retention of employees.

From the various programs adopted by the organization, support staff feedback should ensure that individual needs and interests are fulfilled. Similarly, for those that focus on excelling as integral members of a team in an administrative role, the organization should be able to offer practical information to enhance professional skills (Savanevičienė and Vilčiauskaitė, 2017, pg. 257). The skills help those seeking additional career opportunities to increase productivity and job satisfaction through building better attitude, teamwork, and strategy fundamentals. Other sessions focus on communication, organization, coordination, manager support, and effective time management.

The second strategy that the organization should engage in include career coaching since the

human resource is determined to enhance talent management as a new strategy that should enhance staff members to manage their careers. The strategy aims at ensuring organizational productivity is improved and that organizational change is effectively supported and managed. Through a career support department, employees are in a position to discuss their skills, career mobility and also determine professional goals (Mičík and Mičudová, 2018, pg. 174). The initial purpose of this support department in career coaching focused on working with employees that were ready for change. However, over time this aspect changed as it presented various learning opportunities through self-assessment, management of internal job search, setting of goals, and interviewing. The approach also ensured that individuals were able to get additional skills that promoted job excellence and engaging in new skills that are more marketable in the future.

Similarly, the organization engages in a mentorship program that plays a significant role in talent management. Regarding the program, employees are encouraged to engage in the program as either mentors or participants. When joining the program, detailed information regarding their roles and interests is provided to match them with the program (Sen and Bhattacharya, 2019). In an aim to diversify the mentorship program, participants are matched with individuals from other departments to broaden their perspectives and network. To be more successful, talent management needs to be customized effectively to fit into an organization's mission and vision. Similarly, effective talent management highly depends on individuals recruited and the ability to nature and support them as they navigate in their career lifecycles.

Varied literature also presents various approaches that organizations should utilize in talent management and employee retention. In these studies, a strong correlation between human resource practices and organizational outcomes has also been emphasized. Moreover, on continuous organizational improvement, it is important to benchmark and engages in the adoption of best practices (Boštjančič and Slana, 2018, pg. 1750). This aspect is highly related to effective talent management that also plays a significant role in employee satisfaction that is

associated with their retention. Hence, to ensure employee satisfaction, the management team needs to identify the diverse organizational activities that should help in achieving a synchronized performance. The approach focuses on creating a strategic alignment that ensures organizational goals and plans are effectively communicated and converted into objectives at each level. Similarly, the approach ensures that managers and individuals contribute effectively from a personal level regarding performance and expectations.

As the project engages in talent management, the aspect of Total Performance Development Systems (TPDS) indicates that employees need to understand beyond organizational performance expectations. From this perspective, talent management is determined through set objectives that include procedures put in place to allow effective monitoring of associated outcomes. Through this concept of TPDS, organizational mission, values, strategic plan, goals, and objectives are focused on and reinforced (Khoreva and Vaiman, 2019, pg. 84). Although TPDS from an initial perspective is identified as performance appraisal, however, there has been a great change over time. In the contemporary perspective, TPDS also engages in employee evaluation by impacting and aligning their activities through talent management. The five dynamic strategies that the TPDS cycle engages in include planning, consultation, assessment, development, and reinforcement.

Regarding planning, talent management is obtained through the establishment of performance objectives determining the mutual responsibilities of the employee. This move helps in ensuring set objectives are met and effectively encourages better anticipation of organizational resources and weaknesses that may impact the achievement of set objectives. On consultation, talent management is obtained through engaging in routine assessments in a yearly basis to determine progress towards achieving set objectives (Mičík and Mičudová, 2018, pg. 177). Other aspects that are focused on include problem solving and revisiting priorities to eliminate any issues that may negatively impact the effective achievement of both organizational and

individual objectives. Similarly, in talent management, it is important to assess employee performance and effectiveness. Employee development should be obtained through engaging in training programs and education that is aimed at enhancing capabilities regarding the current position, prosperity, and improving their profile encouraging better advancement (Li et al., 2019). Additionally, talent management is achieved through reinforcement of performance achievements that involve addressing economic, social, personal, and intellectual needs. All these needs help in ensuring that employee satisfaction is obtained that is key in retaining talent in an organization.

Moreover, focusing on talent management strategies, the aspect of psychology and TPDS engage in research that involves practices on applied psychology. Major theories utilized prove to develop from different schools of thought including cognitive, social, modelling, organizational, and behaviourism psychology. From these perspectives, to encourage the best performance in employees they need to be active in the entire cycle regarding performance planning, have clear expectations, pursue set objectives, engage in sessions that monitor organizational performance and progress, receive regular feedback, and be rewarded for success (Keller and Meaney, 2017). By incorporating these principles of applied psychology, an organization should become the most powerful in development intervention implementation. Hence, achieving employee motivation, enhanced communication, and management of people, ability to focus on effective management and training, maximize employee development, increase efficiency and reduce legal exposure and associated actions.

Additionally, talent management and retaining of people should be achieved through relating total performance development systems to an individual's academic quality improvement program. In this strategic move, various principles of the continuous improvement process are utilized in promoting talent management and employee retention (Claus, 2019, pg. 209). Some of these principles include participant focus, collaboration, agility, learning, foresight,

involvement, integrity, information, leadership, and people. Through these principles, TPDS should effectively operate and ensure that the leadership team should effectively align organizational processes with its vision. Secondly, through TPDS, it is possible to effectively focus organizational resources and energy towards critical objectives. This approach leads to a bidirectional collaboration through conjoint objective setting ensuring each individual is responsible (Sen and Bhattacharya, 2019). Furthermore, it encourages the development of a foresight framework and agility in the definition of goal and achieving it. Obtaining key information also encourages determination and tracking of organizational objectives while at the same time its development is promoted by developing people and encouraging their learning.

Regarding employee development, TPDS places great emphasis despite other performance evaluation programs putting little or no emphasis on the same. Through TPDS employee skills are improved to match the current position and in other cases if appropriate, the employee is gloomed in an aim to expand responsibilities at an organizational level (Sparrow, 2019, pg. 163). All these programs help in talent development and ensuring employee satisfaction that is key in ensuring prolonged service provision. By engaging in the annual review of the TPDS discussions with detailed attention, it is possible to address employee growth and associated career advancement through focusing on performance outcomes and essential skills.

TPDS also provides a platform that addresses employee growth and career development in its quest for employee development. This aspect is achieved through proper execution, plan development, encouraging mutual responsibility, represents both organizational and individual needs and ability to recognize the equal distribution of resources (Mičík and Mičudová, 2018, pg. 184). In plan development, it is important to think critically to ensure all aspects are incorporated. By mentoring other individuals in an organization, it leads to substantial returns regarding time invested. Hence, by utilizing these internal techniques concerning TPDS it is evident that organizational excellence is determined through self-reliance and employee

DOI 10.17605/OSF.IO/9K7HQ
ORCID 0009-0009-2559-6676

contribution.

Furthermore, engaging in reinforcement and awarding of successful performance plays a significant role in talent management and employee retention. Reinforcing and rewarding performance proves to be a major element in encouraging development. Despite being a stimulus in behavioural psychology, rewarding good performance should occur against employee expectations determined by a social contract (Sparrow, 2019, pg. 167). Thus engaging in reinforcing or rewarding should be of benefit to the employee concerning the sense of fairness and associated relative contribution. This strategy surfaces the importance of a broad perspective on human drives that should be addressed through reinforcement of performance behaviour. As a result, talent management involves capitalization on the full range of aspects that lead to employee motivation.

Talent management from a performance perspective presents little differentiation when it comes to rewarding the highest and lowest performer. However, to ensure that organizations reach their full potential, senior leadership needs to implement and support these management systems that encourage organizational competitiveness. In such cases, more focus should be on determining if these systems and programs should sustain individual and organizational achievements (Li et al., 2019). Additionally, implementing TPDS requires a commitment of time and resources while the associated return on investment is extremely large concerning alternative approaches. This view has been linked to how TPDS approaches have a direct impact and address issues more persistently and aggressively encouraging individual and organizational success.

Gantt chart

ID	Task	Duration											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

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1	Planning	
2	Research	
3	Design	
4	Strategies	
5	Implementation	
6	Follow up	

Talent Management Approaches

As the previous discussions identified major strategies utilized in talent and employee retention management, some of the approaches that promote these strategies will be presented in this section. Different approaches should be used in talent management by the organization where the differences may originate from the associated intensity of available management initiatives. Similarly, the differences in organizational talent management should be linked to management activities and orientation (Turnea, 2018, pg. 76). Hence, the organizational position is dependent on various tensions that determine the management design practices. By reflecting on the best-fit approach, Deloitte should use different talent management approaches that prove to be feasible and seem to differ while at the same time no one approach is proved to be better as they have their advantages and disadvantages.

However, it should be noted that there is still uncertainty regarding talent management on the meaning of talent and how it impacts theory development and practices. The adopted frameworks tend to integrate various aspects of research that help in the identification of talent management that different organizations use. In this case, a more collectivistic culture has been utilized to help bring a new perspective on how talent is viewed (Cohen et al., 2017, pg. 23). Hence, as identified before, the approach encourages a better understanding of how the nature of talent proves to vary across various organizations. On talent management approaches, three major approaches have been identified that include humanistic, competitive, and

entrepreneurial approaches. The three approaches utilize the five main tensions that guide talent management while the findings establish how these tensions affect talent management and employee retention in Deloitte.

The first approach focused on is the humanistic approach that believes each employee in an organization has some talent. Similarly, for top performers, it identifies them to have a particular talent while other employees have other types of talent. From a humanistic approach, talent is characterized by development rather than being innate. Although ability is part of talent, an individual's interests and desires prove to be more important (Santos et al., 2019, pg. 121). From this perception, an employee's talent is thus context-dependent where Deloitte's ability to effectively manage talent should lead to better results. As a result, a person can underperform in a given organization and be recognized in another setting. Since the approach prioritizes the effort of developing talent, acquiring talent through outside recruitment can negatively impact current employees. Hence, engaging in talent management proves to be critical both in attracting and retaining employees.

To effectively manage talent in this scenario, the development of opportunities is thus extended to all employees in the organization regardless of their professional background. Talent is then identified through regular reviews to find the right placement within the organization. Proper placement involves conducting regular reviews on individual talent through holistically talking to people (Ahmad et al., 2020, pg. 31). In most cases, the assessments are done informally and tend to be subjective as career paths are not entirely considered rather more focus is on individual interests and desires. The approach encourages an employee to determine his or her development path that needs to be developed and the management facilitates the relevant development opportunities leading to continued attraction and retaining of its employees.

The second approach in talent management is the competitive approach that identifies specific employees to be having the desirable abilities outlining them as talented. The identification

differentiates colleagues thus paying attention to the difference rather than individuals themselves. By identifying a small group of employees establishes the approach as exclusive where performance and high potential leads to differentiation among employees (Worline and Dutton, 2017). Similarly, the approach proves to consider each employee to have an inborn ability to reach a given organizational level. While focus and ability determined from experience are regarded as talent, placement will typically focus on performance regardless of the area of placement. For this approach to ensure talent attraction and retaining, involves the hiring of the best talent. This is done through talent identification, and the selected few are admitted to the talent pools available in Deloitte (Turnea, 2018, pg. 78). Through performance progress regarding current role is evaluated and employee readiness for promotion and success is reflected. A program-based approach in talent management is thus engaged enabling employees to be nominated into an exclusive program that has a well-established career path. The approach helps in determining leaders, specialists, and project leaders leading to high investments in time and energy from an organizational perspective and job satisfaction from an employee perspective. This view also plays a significant role in promoting attraction and employee retention in the organization.

The third approach focused on talent management in Deloitte is an entrepreneurial approach that puts more emphasis on individual ambition and performance rather than ability. From this perspective, employees that have talents and show interest in seeking challenges are presented with the opportunity to develop their talent rather than engaging in past performance or specific skill. The approach presents opportunities to individuals that have talents to prove themselves (Cohen et al., 2017, pg. 27). Hence, in talent management, the approach ensures that it eliminates individuals that may have talents but are not able to develop the talent. Additionally, talent development comes from practical experience rather than developed programs or activities. This leads to a simple informal initiative approach towards development that

originates from the employee directly (Wickramasinghe and Sajeevani, 2018). On the other hand, the organization needs to respond with an opportunity that allows the employees to prove their ability. Adopting this approach to talent attraction and retaining, presents a high rate of employee satisfaction and the ability for the organization to encourage development.

Findings

Internal and External Influences on Attraction and Retention of People

Resources

The aspect of talent management proves to encourage a positive impact on business outcomes when talent management is in line with organizational corporate strategy. Regarding corporate strategy, it is also evident that employee attraction and retention engages in other aspects that involve employment practices and organizational performance. Viewing these aspects from a business perspective, employee attraction and retention should be significantly influenced by political, legal, institutional, technological, economic, and socio-cultural contexts (Santos et al., 2019, pg. 125). All these play a significant role in determining employee attraction and retention as they highly influence satisfaction that in most cases is linked to economic gain or resources available. Addressing these aspects leads to the identification of ways that should encourage attractiveness and implementation of effective employment practices that are capable of attracting and retaining people.

Although there is limited research on human resource and employment relations, there is a lot of literature on relationships between strategic management and organizational performance. Similarly, the extensive literature on human resource management, health, worker participation, and safety is also analysed concerning the requirements of the project (Pandita and Ray, 2018). The research thus focuses on obtaining a better understanding of how these aspects impact Deloitte's activities and associated implications. For implications employee attractiveness and how they perceive organizational practices are determined to help determine the ability to attract and retain employees at an organizational level.

DOI 10.17605/OSF.IO/9K7HQ
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Three major areas that are focused on include resources, attraction and retention practices, and lastly practical implications associated with internal and external environments that determine employee attraction and retention in the organization. On resources, organizational development is highly dependent on available resources that largely impact its human resource management activities (Nasir and Mahmood, 2018, pg. 411). And with the increasing changes in industrial relations, there is an increasing need for successful management. This need has been encouraged more by the legislation due to increased direct dealings among employers and employees to establish good relationships (Worline and Dutton, 2017). This move has seen more development of workplace entry rights that also present various aspects regarding job satisfaction and achieving organizational set goals and objectives. Through the legislative changes, it is evident that both organizations and employees have varied views on attaining their set goals as they prove to be impacted by these regulations.

The legislation presents several guidelines that have both positive and negative impacts on both organizations and employees. This may be represented in taxes and other requirements such as unions and other forms of governmental provisions that need to be adhered to. An example of such guidelines and laws include those on the environment and climate change that require organizations to ensure compliance (Rodríguez-Sánchez et al. 2020, pg. 1920). Relating to ensuring effective resource management, any organization needs to obtain skilled labour more especially in its human resource department. Moreover, to maintain a continued competitive advantage for Deloitte, the organization should be able to attract and retain highly skilled labour as it will help in ensuring effective management of resources that are critical in organizational sustainability and development (Hadi and Ahmed, 2018, pg. 44). By obtaining sufficient skilled labour, also enables individuals to effectively meet demand and enabling the organization to keep pace with the ever-changing technological development and work practices.

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Attraction and Retention

Establishing effective employee attraction and retention has been key for Deloitte in achieving organizational competitiveness. Similarly, continued research on strategic human resource management presents a high relationship between human resource practices and both employee and organizational performance and how effective they should achieve set objectives (Hongal and Kinange, 2020). On the other hand, attracting and retaining highly skilled employees may not only depend on a systematic approach in creating high-performance workplaces. This move may only ensure immediate support for the effective implementation of established corporate strategy and achievement of operational goals. Hence to encourage employee attraction and retention is certain in any organization, there is also a need to build a positive workplace experience.

Employment Practices

Effective employment practices for Deloitte from a strategic point of view try to establish ways to ensure employee attraction and retention. From various studies, attraction and retention on the other hand have been linked to employee satisfaction and commitment. Satisfaction and commitment emphasize aspects such as flexibility, friendly policies, communication, wellbeing programs, telecommunicating, employment conditions, community practice, and the associated social life (Silva et al., 2019, pg. 46). Other studies on the same suggest that varied perspectives should describe whether an organization is good in employment. These aspects include the public, employer, employee, and the industry in which the organization engages its activities.

Starting from an employer's perspective, the factors that are taken into consideration by Deloitte include strategic approaches towards ensuring effective business operations. These are evidenced in the organization's mission and vision statements or even organizational culture. Secondly, the employee's perspective involves ensuring employee commitment towards the business that has a great impact on business success and sustainability (Pandita and Ray,

2018). However, it should be noted that employees may experience differences among organizational policy and practice. Hence, organizations can't become good employers by only using strategies that other companies use. On the contrary, employers need to develop their own best practices that will help in establishing a unique organizational culture that should cultivate an organizational workforce that is committed to set goals and objectives. These strategies are also evident in Deloitte's strategic approaches that allow employees to develop their best practices.

Work Systems

Engaging in work systems, although much focus has been on high performance, it is also evident that high involvement work systems tend to evolve beyond high performance best practices. Regarding performance from multiple perspectives, work practices associated with the organization of work and employment practices that focus on employee recruitment, deployment, consultation, motivation, development, retention, and termination critically influence performance (Hongal and Kinange, 2020). This view promotes the need for the development of an approach that is employee-centered encouraging better relationships among employees. Hence, better employee relationships and involvement in organizational employment practices and performance present no difference among employee and employer perceptions.

Although in some instances subjective beliefs tend to be adopted, high involvement work systems prove to be more influential on both individual and organizations effectiveness. Thus, major business practices that include work design, flexibility, training, direction setting, and rewards are determined as experiences associated with high involvement work systems. Through these aspects, organizational commitment, job satisfaction, and associated turnover intentions that have a positive, influence on employee perception are achieved (Silva et al., 2019, pg. 48). As a result, it is possible to attract and consequently develop the likelihood of

ensuring that existing employees remain committed. However, there is a need to conduct more research across various sectors to have a more diverse opinion on the same.

From the information obtained regarding contextual and organizational issues on employee attraction and retention, a major focus in the organization resource management has been identified. First, it is important to determine major workplace challenges that Deloitte faces in the business world. Secondly, there is a need to ensure that strategies engaged in the resource to attract and retain employees are identified (Cohen et al., 2017, pg. 28). Moreover, identification of the most important changes in employee perception will play a significant role in attracting and retaining employees. Lastly, in an aim to attract and retain employees, the organization needs to determine major difficulties that it faces in resource management.

Workplace Challenges

In employee attraction and retention, workplace challenges also have a significant influence presenting a challenge to most organizations. Major challenges include a change in workplace legislation, economic downturn shortage of skills. Although from this perspective the major issue involves attracting new potential employees, it gives organizations a challenge in ensuring that they should effectively retain already existing employees (Pandita and Ray, 2018). This view presents a need that encourages organizations to put more attention on developing strategies that can help in retaining skilled employees. It is also worth noting that although an economic downturn may seem to affect organizations in a short-term manner, skill shortages and workplace legislation seem to be dominating in workplace challenges. Additionally, other challenges that need t to be addressed to enhance employee attraction and retention in organizations include addressing the issue of an aging workforce, workplace relations employee turnover, and the presence of a union.

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Recommendations

Addressing the Issue of People Attraction and Retention

Strategies

To address the issue of employee attraction and retention, from the information obtained various recommendations have been established for the project. From the strategies that organizations engage in ensuring employee attraction and retention, various recommendations that Deloitte should engage to achieve set goals and objectives have been presented. Data on employee attraction and retention established that the provision of remuneration could be significant in encouraging participant attraction and retention (Pandita and Ray, 2018). In this sense, major factors considered include the provision of overtime pay, options, allowances, bonuses after completing a contract, sharing of purchase plans, and subsidization of rents among others. Similarly, the organization needs to provide a conducive working environment. Major recommendations focused on ensuring the development of employee assistance programs in matters of health and financial planning, and organizational culture that is family-friendly promotes and respects diversity, employee safety, and travel opportunities.

Changes

Regarding the most appropriate changes, it is recommended that Deloitte should adopt the identified strategies to enhance employee attraction and retention. To enhance change, more focus should be based on improving training and development opportunities, especially at the tertiary level. Besides, Deloitte needs to improve on its recruitment practices, maintain and increase salaries and ensure that it provides opportunities for career development (Nasir and Mahmood, 2018, pg. 413). Additionally, emphasizing improved organizational culture and increased employee involvement with work also proved to enhance employee attraction and retention. By ensuring that all these changes have been adopted, there is a high chance of Deloitte attracting more skilled potential employees while at the same time continues to retain their high valued employees due to increased job satisfaction.

In ensuring employee attraction and retention recommended strategies that the organization, in this case, needs to adopt include improving manager-to-employee communication. Similarly, it will be prudent for the organization to develop a better and stronger management team that enhances effective and efficient leadership skills (Hongal and Kinange, 2020). Additionally, to have a better understanding of the business environment, participants proved to advocate for the development of employment relations that emphasizes work-life balance. On the other hand, although not proposed by a majority of the studies utilized, social responsibility presented its share in encouraging employee attraction and retaining. Hence, ensuring that the organization has well-developed strategies that encourage social responsibility should help in promoting the attraction and retention of individuals.

Difficulties

Regarding various difficulties organizations face in developing strategies aimed at attracting and retaining employees, major recommendations focused on the development of local senior opportunities and enhancement of organizational career paths. The development of such senior management opportunities and career diversity has the potential of attracting and retaining employees through various perspectives (Santos et al., 2019, pg. 121). Some of the most evident include providing an alternative opportunity in the future for these employees and enhanced social activities. Moreover, since such opportunities will be available at the local level there is a better chance of better work-life balance and job satisfaction associated with increased wages due to a reduction in the cost of living. Although viewing this perspective from a normal work environment may be challenging, research confirms that when individuals get older tend to prefer quiet environments and being closer to family members. This aspect is in contrast to the younger generation that prefers more active areas with various social activities hence may not be attracted to remote locations or small towns that offer few services and associated social amenities.

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Reflection

Sustainable Organizational Performance

As the project focused on determining how best organizations should effectively establish talent strategies that help in attracting and retaining people. It presented various concerns on the usefulness of supporting sustainable organizational performance. As evidenced in the project research information obtained, there are several key areas that organizations need to address to ensure that they should effectively attract and retain employees (Turnea, 2018, pg. 77). Key areas that were addressed include human resource management and organizational strategies that have been adopted in encouraging employee satisfaction. However, as observed, it is clear that the majority of the research conducted on the issue of employee attraction and retention is only presented on paper but its implementation is limited. As these strategies prove to be effective when implemented, it is also important to ensure that the implementation approaches engaged are effective and following organizational culture meet governmental policies, and are acceptable.

As the major aim and objectives regarding strategies, the enhanced talent management involved ensuring talent attraction and retention. Obtaining and retaining good talent should be of significant importance to organizational sustainability and performance. Hence, the research confirms that through talent management, an organization's future state should be determined (Wickramasinghe and Sajeevani, 2018). By reflecting on the information obtained organizational performance is thus impacted by employee engagement, experience, and satisfaction. From an engagement perspective, organizational goals and objectives should be achieved while at the same time it will be possible to implement identified strategies that enhance employee attraction and retention.

Engagement, Experience, and Satisfaction

Despite the implementation of all organizational strategies and complying with all the set rules and guidelines, employee engagement also proves to be critical in ensuring development. The

main reason for determining strategies and approaches that ensure employee attraction and retention is organizational performance. Hence, without engagement, there is a high possibility of these strategies identified becoming obsolete (Turnea, 2018, pg. 79). When the management team presents discussions about engagement, their focus is on establishing ways to encourage performance by satisfying their employees. Hence, it is important to determine the difference between engagement and satisfaction to achieve better organizational performance. At this point, managers need to put more focus on the organizational environment and culture rather than on strategies and approaches alone.

Through talent management, it is possible to realize an established strategy by ensuring the organization obtains the right people. Similarly, organizations should understand that talent management should help in turning a strategy into action to help in encouraging organizational performance. Hence, talent management has not only been identified in the human resource but also in determining organizational strategic focus (Arar and Öneren, 2018, pg. 38). From an organizational perspective, the involvement of top management regarding talent management may not be necessarily important. However, they are engaged by directing how identified rewards should be delivered to their employees and encourage the implementation of these strategies. On the other hand, executives have a significant role in ensuring that these strategies and approaches have been implemented. By simply engaging in talent management does not mean organizational success is achieved. This aspect is associated with cases that involve overlooking talent management and capitalizing on opportunity that at some point affects strategic success.

Regarding the identified best-fit approach, to ensure organizational performance, organizations need to first determine their current state before developing a talent management strategy or approach. From various literature on talent management, associated processes and practices tend to vary in different companies where some are more systematic than others (Kaleem,

2019, pg. 22). The differences confirm the view on how talent management should be key in establishing organizational strategic differentiation. Due to talent management, it is possible for different organizations using the same strategy to engage in different practices and processes that are unique enough for competitors to copy. However, the management practices and processes prove to be fixed, well organized, and structured.

On experience, formulation of talent management systems proves to be challenging as they present several options that involve a combination of different policies and available practices. As a result, systematic tools that promote talent management prove to be costly and sometimes difficult to use, maintain and implement. On the other hand, the development of a unique talent management system should enhance organizational differentiation by fitting into the strategic goals of the company (Arar and Öneren, 2018, pg. 41). Thus to facilitate talent management success, it is important to ensure that investments and developed interventions are followed up from a central approach and relevant measures collected for analysis. Through the analysis, it will be possible to determine whether the set objectives and goals have been met. As from the research conducted this proves to be the most failed area in the organizational implementation of developed strategies and approaches that enhance employee attraction and retention.

Strategy and Talent

Focusing on strategy and talent, academic literature identifies talent as a strategic asset that represents a valuable, rare, and inimitable aspect in an employee. It helps in the effective implementation of strategies that promote value creation and achieve organizational competitive advantage. By attracting and retaining good talent, an organization should achieve sustainable competitive advantage. Information obtained presents little information on the connection that exists between talent and strategy (Worline and Dutton, 2017). However, from a resource-based view, identification of organizational unique strengths helps in determining the most effective strategy to exploit key resources and organizational capability. Similarly, by

DOI 10.17605/OSF.IO/9K7HQ
ORCID 0009-0009-2559-6676

attracting and retaining talented employees, an organization is in a position to outperform and differentiate from competitors. Similarly, it is possible to generate an effective competitive advantage as the established differences will help guide organizational strategic designs.

By further analysing the existing relationship between strategy and talent, it is evident that the two are based and constructed on the nature of the organizational approach towards the overall strategy utilized. These aspects are identified based on organizational similarities and the basic approaches identified include the people-led approach, business-led approach, and transformative approach (Sparrow 2019, pg. 169). From a people-led perspective, the approach to strategy emphasizes the importance of the internal composition of people. The basis for analysis involves discussion of the strategy in interviews where it is characterized by organizations people that include employees. Organizations in this category prove to share strong motivation and having high transparency regarding objectives and expectations.

Secondly, in companies where a business-led approach is adopted, interviews are characterized by discussions of strategy with the sense that higher focus is on what the organization strives to achieve rather than what employees want. However, it does not necessarily mean that people are not important rather the focus on people is much less than that put on organizational performance. In this approach, strategies engaged tend to align people to fit organizational requirements (Hongal and Kinange, 2020). Although talent identification and management are still engaged, employees are not regarded as strategic assets despite being considered as talents. Similarly, in performance, there is a possibility that some organizations should perform better when using a business-led approach rather than engaging in a people-led approach.

Lastly, the transformative approach involves the management of talent within the organization and how it shifts focus towards people or talent. This approach is utilized in an event where an organization should neither engage the people-led approach or the business-led approach (Ahmad et al., 2020, pg. 37). A view on talent management focused on developing a clear cut

DOI 10.17605/OSF.IO/9K7HQ
ORCID 0009-0009-2559-6676

in talent management and determining associated implications on the nature of talent concerning the relevant organization. Talent management should thus play a significant role in improving relationships while strategy and talent connection should help in ensuring better organizational performance.

Conclusion

Regarding this research project, it proves to be significant in providing human resources better views in talent management in the resource sector. The sector proves to be important about management practices aimed at attracting and retaining employees. By recognizing the importance of resource management and associated demands about attraction and retention of employees, it should be established that employers are determined to have distinctive employment approaches that recognize previous limitations towards obtaining an effective and efficient workforce. The findings should hence be utilized by managers in the identification and benchmarking of their progress in the context of changing strategies that attract and retain employees.

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