

Talent Management: Strategies For Recruiting And Retaining High Performing Employees

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Article Info	ABSTRACT
<p>Keywords: Talent Management, Human resource management, employee recruitment, employee retention.</p>	<p>In a competitive business era, companies are required to develop sophisticated talent management strategies to attract, manage and retain high-potential individuals. This research aims to investigate talent management practices that are effective in recruiting and retaining high performing employees in the work environment. This research uses a qualitative approach with descriptive methods. The research results show that implementing talent management strategies that focus on employee development, creating a positive work environment, and increasing open communication contribute significantly to talent retention in an organization. Employees who feel valued, have opportunities for career growth, and are involved in the company's shared goals tend to be more satisfied and engaged. These factors, such as a pleasant work experience, effective communication, and alignment of company values with mission, have a positive impact on employee satisfaction levels and play a role in maintaining workforce stability and productivity. Thus, the research results support this strategy as an effective approach in grooming and retaining high-performing talent in an organization.</p>
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INTRODUCTION

In the face of increasingly complex business dynamics and various disruptions such as changes in the remote working paradigm, the company has launched an ambitious operational transformation initiative (Muratovski, 2015). This transformation is designed to address today's challenges, including adaptation to rapidly changing business models and increased flexibility in remote working. The company has stepped up investment in the latest digital technologies, strengthened its IT infrastructure, and engaged employees in training and developing new skills. Apart from that, the company also designed an effective change management strategy to ensure the entire organization can align itself with these changes (Saarikko et al., 2020).

However, as organizations shift towards operational transformation, there is an increasingly striking talent gap. Although companies have made efforts to increase employee engagement and development, there are challenges in adapting the skills and knowledge of the workforce to rapidly evolving needs (Cappelli & Keller, 2014). These difficulties can include digital skills imbalances, differences in understanding of new

working models, and gaps in acceptance of change between different layers of the organization. Therefore, companies need to specifically identify areas where talent gaps exist and design more focused strategies to overcome these challenges (Michaels et al., 2001).

Companies, amidst increasing expectations for employee experience, recognize the importance of providing a workforce that is not only committed but also equipped with the right skills. In this context, talent management strategies become crucial as a foundation for achieving these goals and, in turn, stimulating positive business outcomes (Chodorek, 2012). By prioritizing selective recruiting, ongoing employee development, and effective retention programs, companies can create an environment where employees feel valued, engaged, and have opportunities for growth. Strategically targeted talent management strategies not only help fill skills gaps, but also create a strong foundation for productivity, innovation, and employee satisfaction (Pocztowski et al., 2020).

Talent management strategies have undergone significant transformation over the years to adapt to trends specific to each individual, along with the evolution of overall work dynamics. In recent years, these changes have accelerated, creating new challenges and opportunities in managing human resources (Beechler & Woodward, 2009). These changes are reflected in an increasingly personalized approach to employee development, an increased focus on work-life balance, and the adoption of advanced technology to facilitate performance appraisal and career development. Flexibility, inclusivity and an emphasis on individual empowerment are the cornerstones of modern talent management strategies (Bethke-Langenegger et al., 2011).

Talent management is an integral process in the company structure that includes recruitment, orientation, training and retention of talented individuals who are critical assets for the success of the organization (Deery, 2008). Within the scope of the Human Resources (HR) department, talent management functions as a catalyst for identifying high-performing and potential individuals who are able to have a positive impact on company goals. The initial recruitment process involves searching for candidates with the right skills and expertise, while onboarding ensures smooth integration into the company culture (Yildiz & Esmer, 2023).

Furthermore, training and development provides support for employees so they can continue to develop, increase competence, and adapt to rapid changes in the business environment. Talent management also addresses retention strategies to ensure that talented individuals remain engaged and productive over the long term (Deery & Jago, 2015). This involves offering attractive career opportunities, recognition programs, as well as policies that support work-life balance. Through this holistic approach, talent management forms a solid foundation to ensure that the company has a team of high-performing and committed individuals, so that it can compete effectively in the market and achieve its long-term goals (Schuler et al., 2011).

The talent management strategy in the company's Human Resources (HR) department begins with the crucial stages, namely acquisition and orientation (Harsch & Festing, 2020). The acquisition process includes selective hiring to ensure that the company

gets individuals who not only have the necessary technical skills but also align with the company's values and culture. Once employees are successfully onboarded, the next step is orientation which ensures effective integration into the work environment and understanding their role (Al Ariss et al., 2014).

Furthermore, it is important for companies to have a process for identifying high-performing employees. This involves continuous monitoring of performance, use of clear criteria to assess contributions, and regular reviews with employees (Collings et al., 2019). By identifying outstanding individuals, companies can provide long-term plans that provide clear career mapping. The plan should include opportunities for skill development, increased responsibility, and assignment of greater responsibility (Mujataba et al., 2022).

Talent management is not solely the responsibility of the Human Resources (HR) function; managers and supervisors also play a central role in identifying employee potential and developing them (Farndale et al., 2010). Within this framework, managers must have the skills to recognize talents and competencies that may not have been fully expressed at the operational level. This potential identification process can then become the basis for designing individual development plans tailored to the needs and aspirations of each employee. Involving managers directly in talent management not only increases the accuracy of assessing employee potential but also builds strong relationships between superiors and subordinates, creating an environment where growth and support develop naturally (Krishnan & Scullion, 2017).

METHOD

The research methodology adopted in this study emphasizes a qualitative approach, where the main focus is on the use of words rather than numerical data in the data collection and analysis process. The decision to use qualitative methods was based on the desire to deepen understanding of the phenomenon under study, with emphasis on examining processes and results, in accordance with the views of Moleong (2014). This approach carries an inductive research strategy, allowing the development of a new theoretical framework from the findings found during the research. In this context, researchers direct attention to a deep understanding of current reality through observing research subjects, identifying the elements that underlie the phenomenon under study. This research not only aims to explore a deeper understanding of the process, but also to find potential solutions to the issues that arise through a holistic qualitative approach. Therefore, the choice of qualitative methodology was deemed appropriate to achieve the aims and complexity of this study.

RESULTS AND DISCUSSION

Effective talent management describes a process that involves many moving parts within the entire organization. This includes coordination between various functions such as Human Resources, upper management, direct managers, and even peers (Wuim-Pam, 2014). Therefore, various effective talent management strategies are needed in an effort to obtain and retain high-performing employees. Here are some strategies including

1. Hire candidates who fit your company ethos

In an increasingly competitive world of recruitment, understanding that the best candidate is not only determined by technical skills alone is becoming increasingly crucial. In addition to having skills appropriate to the job, exceptional candidates must also display an attitude and personality that aligns with the company's values and culture. This is why cultural fit is a determining factor in selecting the right candidate. When hiring, consider the extent to which the candidate will be able to integrate well within your team. Cultural alignment creates a positive and supportive work environment, where employees can feel welcome, collaborate effectively, and grow together.

The importance of cultural fit is also reflected in efforts to create an inclusive work environment and promote diversity. This thinking focuses not only on the extent to which new employees can contribute individually, but also on the extent to which they can interact harmoniously within the existing team framework. Therefore, in designing recruitment strategies, companies must not only assess candidates' technical abilities but also their cultural fit, ensuring the creation of a work environment that supports sustainable growth and collaboration.

2. Ensure effective Onboarding

Onboarding is a critical stage in building a strong relationship between employees and the company. Poor onboarding practices can create the perception that the company is disorganized, which can ruin employees' initial experience and affect their long-term commitment. As an integral part of a talent management strategy, it is important to provide a warm and thorough welcome to new employees. By providing good onboarding, companies can create an environment where employees feel valued, supported, and engaged from the start.

Correspondingly, effective onboarding is not just about providing basic information, but also involving employees in an introduction to the team and company culture. Allocating time to introduce new employees to coworkers and facilitating positive interactions can help build solid working relationships. These initiatives can create a strong foundation for collaboration, increase engagement, and help employees feel more connected to the company's vision and values. Thus, a good orientation not only provides information, but also forms a solid basis for a positive relationship between employee and company.

3. Provide clear expectations

High achieving employees tend to want to make their maximum contribution, but this can only happen if they have a clear understanding of what is expected of them. Therefore, as a leader or manager, it is important to set transparent and concrete expectations from the start. This involves clearly communicating the tasks that must be undertaken each day, providing detailed direction, and providing a framework that helps employees understand their role in achieving company goals.

Additionally, well-defined expectations also include employees' understanding of how their role contributes to the company's long-term goals. This not only provides the necessary context but also provides intrinsic motivation for employees to work with

dedication. By providing a clear understanding of expectations and ensuring that employees feel engaged in the company's strategic direction, leaders can create an environment where employees feel empowered, focused, and have a deep understanding of their contributions to the overall success of the organization.

4. Provide feedback on employee performance

Regular feedback regarding employee performance is a key element in effective talent management. Providing positive feedback not only recognizes staff for their achievements, but also serves as an incentive that can increase motivation and engagement. Conversely, providing critical feedback provides valuable opportunities for employee self-development. In engaging employees with constructive criticism, companies open the door to individual growth, improved skills, and improved overall performance.

Providing feedback also provides valuable insight into an employee's attitude toward work and the work environment. Developing a culture of openness to feedback allows leaders to understand employee hopes, needs and aspirations. Learning-oriented leaders support employees to grow through constructive criticism, creating an environment where innovation and continuous improvement are rewarded. Thus, structured and targeted feedback not only strengthens the relationship between leaders and employees, but also forms a strong foundation for individual development and collective success.

5. Provide recognition for Performance

Employees who have superior performance feel recognized is an important element in retaining the best talent in the company. Recognition for hard efforts can be a key factor in keeping employees loyal and dedicated. Rewarding hard workers is not just about verbal recognition; cash bonuses, extra time off, or small gifts are concrete forms of showing appreciation for employee contributions. A formal employee recognition program can provide a clear and fair framework for recognition, avoid the appearance of favoritism, and provide transparent direction to the entire team.

By implementing an effective employee recognition program, companies create an environment where every individual feels valued and motivated to give their best. It can also strengthen a positive work culture that encourages collaboration and shared achievement. By providing rewards in a structured manner, companies not only show recognition of employee performance, but also stimulate a healthy competitive spirit among teams, create an inspiring work environment, and support the retention of valuable talent.

6. Provide opportunities for career advancement

Retaining high-performing employees involves providing opportunities for clear career advancement. The HR team has a key role in discussing career goals with new employees. These discussions need to include a deep understanding of available advancement opportunities and what skills employees need to develop to achieve their next career steps. The HR team can provide clear direction and support employees by directing them to relevant training programs, providing the necessary support to develop the skills necessary for their career journey.

This becomes increasingly important in fields that require certification, such as accounting, where achieving certain certifications can be the key to advancement and

higher career achievements. A proactive approach to discussing career goals and providing targeted support allows companies to build strong relationships with employees, create solid bonds, and ensure the continuation of their positive contributions. By providing a clear path for career advancement, companies not only increase retention of high-performing employees but also create a work environment that is motivating, innovative and ready to compete in a rapidly changing marketplace.

7. Provide the best experience

Providing a pleasant experience at the office isn't just about the paycheck, it also builds the foundation for a positive work environment. Understanding that work is not all about money encourages companies to create a sense of community in the workplace. By stimulating feelings of belonging among employees, companies can build strong bonds, make employees feel connected, and create high levels of internal motivation. This togetherness becomes even more important when direct interaction between employees may be limited, such as in remote work situations. Through team activities, company events, or online communication platforms, companies can maintain a spirit of togetherness, increase employee satisfaction, and keep employees engaged despite dynamic work situations.

8. Providing Support to employees

It is important for companies to foster a work environment that motivates and supports employees in overcoming problems or challenges they may face. Employees need to feel comfortable talking to managers or Human Resources (HR) when facing problems, and this requires open communication and clear channels. By placing emphasis on employees' knowledge of who to contact when problems arise, companies create a structure that allows for quick and efficient resolution.

Trust in the workplace is key to increasing efficiency and productivity. When employees feel supported, they tend to be more engaged, creative, and less likely to experience burnout. Understanding that there are open and reliable channels of communication provides employees with a sense of security to discuss their concerns without fear of negative consequences. Conversely, a lack of communication or lack of clarity in the channels to follow can create uncertainty and confusion among employees, which can be detrimental to productivity and job satisfaction.

By ensuring open channels of communication, companies create the foundation for an inclusive and collaborative work culture. When employees feel supported and empowered, they are more likely to tackle problems with creativity and courage, making a positive contribution to the company's growth and sustainability. Therefore, building trust and effective communication channels are strategic steps to achieve long-term success in human resource management.

9. Focus on creating a sense of shared purpose

In an effort to ensure high employee retention, it is important to focus attention on developing a sense of shared purpose in the workplace. Creating shared goals can be the main key in motivating employees to remain committed to the company. One effective approach is to align the company's core values with its mission. When employees can see

that their work reflects the company's values and contributes to achieving its greater mission, they are more likely to feel emotionally connected and meaningful in their roles.

Building a shared purpose also involves creating awareness about the company's identity. What companies do should consistently reflect who they are, and employees should feel that their roles support that vision and goals. Through these efforts, the company not only creates an inspiring work environment but also increases employee satisfaction and engagement levels. Over time, this sense of shared purpose can become a key driver for employee retention, creating a strong foundation for a company's long-term growth and success.

CONCLUSION

Effective human resource management and a focus on employee retention involves a number of key strategies. From designing talent management strategies to creating a positive work environment, every step is designed to increase employee satisfaction, increase engagement, and retain high-performing talent. Providing a pleasant experience at work, building bonds through open communication, and identifying career development opportunities are factors that play an important role in creating a motivating and supportive work atmosphere. Through a deep understanding of employee needs and expectations, companies can build a solid foundation for sustainable talent retention, support the achievement of shared goals, and ensure long-term growth in ever-changing business dynamics.

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