



TALENT MANAGEMENT, A VETTED EMPLOYEE PERSPECTIVE THAT ACTIVATES A MUTUALITY OF PARTNERSHIP INTEREST

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Abstract:

Humanity develops through education and experience with talents and abilities, endowed with different competencies in between individuals, to meet the demands of today's society in economic, social, and technological terms, consider it a way of life, and be valuable. Talent management and related strategies are a trending phenomenon where companies involved in local, regional, and international trade are getting involved and competing for the best employees in the job market. The "talent war" has led companies to focus on activating recruitment tools to hire the best people, work in the company's interests, improve the quantity and quality of productions and services, gain more market space, and gain superior competitive advantages. Who directs or controls talent is an important tension between high-quality employees and companies grappling with the concern that talent is equity that employees own and that the company must use. Employees are the ones who should absorb, retain, and demonstrate their talents. Companies use the talents of their employees, nurture talents, manage them in the company's interests, and provide all environmental and technical circumstances in the best possible way for the functionality of business projects. The talent that makes an employee exceptional when it comes to approaching their ability to work productively is a trait first developed by those people who have invested in improving their skills before they will be hired. Companies often ignore this fact and neglect this reality. Companies look at talents first when hiring an employee. Still, during the utilization of skills, they conquer employee skills by making those part of their organization's assets and consider employee skills as a trait only reflected in their business environment, through their organization's culture. Furthermore, they continue to consider that employee skills are mostly developed through their leadership and management style and proudly sell this merit within and to outsiders as an organizational virtue, ignoring the abilities carried over from before that the employees have. This approach forms the false attributes of values that each party indeed deserves and slowly erases the reality of merit. It creates unrest between employees and their employers and underestimates the source of

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exceptional skills. In addition, this behavior creates feelings of secession among employees who no longer want to see themselves working in the company, who do not feel properly valued but only feel abused and exploited indeed, resulting in a general depreciation of productivity and efficiency. This systematic literature review article has been searched from other articles, journals, books, trainer blogs, research and training centers, etc. will emphasize the need for the employee perspective to be important in talent management development in order to engage and motivate employees to gain work experience and develop their talents according to their life perspective. The period during which this research was conducted spanned from early 2023 to June 2023. With the concerns summarized above in mind, the Mutual Partnership Interest - MPI mechanism will be addressed with its properties associated with the Vetted Employee Perspective.

Keywords: humanity, education, experience, skills, abilities, talents, talent management, talent strategies, trade, talent war, market space, recruitment tools, hire, employee, employer, equity, market space, competitive advantages, ability to work, organization`s asset, leadership, management, organizational culture, values, false attributes, merit, productivity, efficiency, Mutual Partnership Interest – MPI, Vetted Employee Perspective – VEP

1. Introduction

Talent management and the strategy around it is a phenomenon that drives companies locally, regionally, and on international trading platforms. Companies are looking for the best employees in the job market and the competition between companies is so obvious, but there is also competition among employees who are characterized by diversity and outstanding skills. Ambitions to trace the best form of the labor market have put a lot of pressure on ambitions to be best equipped in terms of both the skills and professionalism of workers. The links to job search and the job postings in recruiting to have the best people are so well presented and not far off, although both needs are addressed widely intercontinental. Remote work, the internet, artificial intelligence, apps, and technology bring both sides, the employer and the employee, so close together that they can do tasks that are well approached and completed successfully. When it comes to talent management, employee retention, and building a long-term relationship, HR and leaders consider providing appropriate incentives in return for leveraging the talents, liabilities, and accommodations to balance intrinsic and extrinsic motivation but never see the employee perspective concerning talent and its future - what true desires exist inside the employee as he looks at his life.

The purpose of this literature review article is to examine systematic searches of official web browsers, job advertisements, published talent management strategies, and the way talent management practices are managed in organizations, considering job prospects from an employee perspective. If there is something!? Therefore, this article

research examines some key resources to find answers to the following research questions that help how the MPI for Mutual Partnership Interest could and should be structured and how the VEP for Vetted Employee Perspective is adopted by employers for better success and a brighter future considering the win-win situation.

- 1) Are Employers Viewing Talent Management from a Vetted Employee Perspective?
- 2) Are employees engaged in talent management development plans based on the Mutual Partnership Interest – MPI?

In our view, based on the researchers' insights, talent management is seen only as important to the benefit of the business to achieve better performance, superior comparative advantages, and gain a larger market share. That way, employees find a job, get paid for what they agreed to do together, and benefit from the experience. From this perspective, employers grow and develop by using the talents of the employees, and the employees simply gain experience, an experience that does not add to the professionalism of the talents, but simply contributes to different scenario situations and solution experiences. Many employees will most likely feel the same way and are happy with it. But in this situation, we don't need to nurture the talent, we just need to make them a better-skilled workforce just for the needs of the business. Meanwhile, more and more employees have great confidence in their talents and want to expand their expertise and acquire comprehensive skills related to their talents. They strive for more, have developed their value proposition to their employers, and are the most engaged and actively involved in the company's activities. The Employer Value Proposition should be aligned with the Employee Value Proposition and vice versa. At this point, many companies have not yet managed to adequately develop talent management. At least when it's not from the workers' perspective, it's just a strategy for a better-skilled workforce that ultimately serves as a job description for how workers can perform better. Talent management requires more action, more commitment, deeper relationships, and robust connectivity between employers and employees. Talent management requires exceptional responsibility, aimed at not only improving the business in delivering products and services but also paying attention to innovation and providing solutions in difficult times while working side-by-side with the top decision-making bodies of the business stand. To achieve this and keep talented employees on a long-term basis, the company's MPI Mutual Partnership Interest mechanism must be applied and employees must be encouraged to see the company from their talented perspective as well. Their talents serve to increase their skills and professionalism and make the company successful. Companies don't see this, they just see it from their point of view that employees have a job to work, complete explicit tasks, and are only paid based on their incentive programs, while at the same time experiencing higher turnover and are forced to strategizing to retain the best employees, but still neglect the perspective of talented employees and should take into consideration their value proposition, and not just the employer value proposition. Organizations need to address tools that are geared toward the perspective of screened employees. A validated perspective helps employees and

employers to adjust, align and realign the implementation of their duties and to align both perspectives to the fulfillment of goals and tasks concerning the company's mission and vision.

2. Literature Review

The workforce in today's world is increasingly faced with a wide choice of who is the best among others and who performs better in the workplace. The selection of potential employees has become very important in all sectors of our society, corporate sector, governmental sector, non-governmental sector, education, industry, manufacturing, agriculture, etc. Competing to employ the best workforce better than the competitors has become a goal that all business units, service centers, government operations, international trade organizations, non-governmental groups, etc. manage and operate to gain a more significant competitive advantage. The human resources centers in the companies have become more active in recruiting the best workers for the company and retaining the best-performing employees so that their services and products are optimized to the required quantity and quality – resulting in customer satisfaction and more market share, locally, regionally, and even internationally. Human resource management, nowadays and under the globalization influence, has developed into a center of competence by gaining, imparting, and promoting appropriate business and up-to-date abilities. Among other things they care about, attracting people, hiring, developing, advertising, and retaining the best people, they value identifying exponents in the external environment of the best workforce to deploy and utilize them for the best goals of the company.

Systematic literature review through gathering, summarizing, interpreting, explaining, and integrating information has helped us to aggregate and synthesize the right knowledge to gain a general picture of the talent management perspective in organizations and specifically to scale to what extent a vetted employee perspective presents.

2.1 Talent Management

Talent management aims to improve organizational performance by considering the scope of people processes to attract, onboard, develop, retain, and retain high-performing employees. Further, the article explains that HR processes like workflows, software for managing talents, training, metrics, etc. should be implemented carefully to fulfill business goals. Van Vulpen (2018), strongly emphasizes that a talent management strategy should apply to every company, processes must be put in place and employees must be involved when work requirements (mental, emotional, physical demanding, job pressure, job complexity, etc.) are balanced by work resource (social support, coaching, autonomy, performance feedback, relevant knowledge, etc.). Strong implementation of KPIs (Key Project Indicators) is imperative to strategize and implement the goals set by leaders. An employee must become more specialized to better meet the company's

instructions and requirements and fulfill the given tasks. Translating the project goals into strategic priorities and implementing them further in talent management is an HR management priority to win a marketplace (Van Vulpen, 2018).

According to Hocking (2019), talent management is viewed as a process of identifying a vacant position to hire a suitable candidate, better develop and prepare them for the skills and expertise, and focus on retaining them longer with the company's goals long-term. Referring to an article by Johns Hopkins University, Hocking emphasizes that talent management encompasses all the processes that HR as an integrated organizational unit should address to attract potential employees, engage, motivate, and keep employees in the interest of the company. Considering Deloitte's article, Hocking (2019, p. 1), makes it clear that in the global age of commerce today, talent management is a commitment on the part of business leaders, especially HR, to recruit and develop the profiles of the most talented people on the current job market, taking into account the technological requirements and international cultural differences. In short, talent management is simply hiring suitable candidates and nurturing them for a long-term plan that is fully aligned with business capacity and skill forecast. Hocking (2019), states that when managing talent, leaders should define and develop an appropriate talent strategy by utilizing analytics to predict the needs skills that the company needs. In addition, Hocking emphasized in the article that talent management also serves individual career development and integrates the ambitions of the employees into the short-term and long-term goals of the organization.

Talent management, according to Andreev (2021), is seen as a continuous process of hiring the best candidates and providing the necessary tools to keep them as employees for as long as possible in the interest of the company. The further development of employees' skills and the continuous appropriate motivation of employees should be the top priority for managers aiming to support organizational outperformance. According to the study on measuring the company's performance compared to competitors using the effectiveness of talent management applied at McKinsey & Company, the explanatory graphs of Andreev (2021, p. 3), show that attracting and retaining talent as well as improving overall performance, both are the most accepted and tops the list of people most frequently asked. Given the importance of talent management, the company can improve the performance of its day-to-day operations, achieve all goals, be better focused on the future, keep the position competitive, encourage innovation, have productive teams, reduce turnover, create strong employer branding and helps and motivates others to grow. Most human resource professionals offer different talent management models to help focus on workforce optimization. All models given by human resource professionals share similarities and the components that make up a talent management model are planning, attracting, developing, retaining, and transitioning.

Today's commercialism of today's business environment at the local, regional, and international scale is strongly influenced by superior competitive advantages, characterized by a rapid process to reach the Industrial Age 5.0, agility, the need for rapid

response and adoption, digital transformations and the rapid response to customer needs and the use of advanced artificial intelligence (AI) for fast and appropriate standard responses to solutions are forcing companies to equip their HR departments with IT specialists (Katja Mihelič, 2020). The transformation of Industry 4.0 stands for the integration of automation and data exchange into technological processes, while Industry 5.0 is an innovative concept that focuses on collaborative work between man and machine (ATOSS Software AG, 2023). The aim is to create sustainable products and services worldwide, from industrial processes to the end customer. Katja Mihelič (2020), explains in her article the focus on how to approach proper talent management, which is strongly influenced by Industry 4.0 requirements given the transition to Industry 5.0. Therefore, the leaders' agenda is to equip highly qualified personnel for the HR departments where talent management is managed at a higher professional level that includes digitized, agile, strategic, and macro talent management. In her article, Katja Mihelič (2020), the same components that are mentioned so well by many other authors, define the talent management processes as 1) talent management review, 2) hiring, 3) development, and 4) retention. High priority is given to retaining talented employees. According to the article by Katja Mihelič (2020, p. 23), the Design Co. and Irish SME (Small Medium Enterprise) consider the success of TM optimization when top management has empowered its employees and given them autonomy in decision-making and day-to-day technological processes to do the work that interests them and to be creative. The study shows that this behavior is nurtured from organizational culture through the influence of leadership style by providing key employees with a non-routine work environment, leading to success and the development of more innovative ideas and actions.

According to Kolade & Owoseni (2022), the integration of global industrial automation, known as Industry 5.0, of data processing into full automation processes is viewed as a phenomenon in which human jobs are replaced by full automation, which reduces the demand for human labor. Human labor is being replaced in production chains, human reactions have been replaced by app automation and sub-classification of reaction to precise solutions as thinking is no longer required, and even monitoring and process control are all automated, and self-correction protocols and app, software, and robotics decisions are in place and reacting faster. The B2B is integrated with full automation of ordering and processing to ensure accurate delivery. Talent management has become more difficult as companies involved in international industry and trade rely more on programmers, industrial and mechanical engineers, and software application experts to speed up processes and productions and ensure full automation to compete with production speed and higher volumes, and quality. This will lead humanity to embrace other employment opportunities and resources on a large scale, toward employment position 5.0, prompting governments to adjust their policies and strategies, improve social impact, improve educational preparation, etc.

2.2 Talent Management Strategy

Many talent management strategies are based on type, focus, goal, industry, long-term and short-term planning, specifics related to product and per-service qualities, and the volume of production requirements. Talent management strategies are all about hiring and retaining the best people, getting the best out of them, and nurturing that talent by adapting to the specifics and designs of the job and the ultimate goals of the organization orientate (McLellan, 2022). Many companies are developing talent management strategies that best serve their business goals. According to Omnicore (2022), talent management is seen as a blueprint for optimizing and enhancing the performance of employees in the company, to effectively grow the company pool and retain and attract the most talented employees. The talent management strategy allows us to formulate the plan to preserve, retain, improve, and innovate the organization's most valuable assets, namely its people. The talent management strategy helps companies continue to adapt to the needs of the community, compete for their business goals and efficiently gain more market share. Training opportunities, according to Omnicore (2022), are one of the important elements companies use to manage talent. In-service training courses are offered to improve technical professionalism and thus achieve better quality and required quantities. Other training components outside of the training programs offered by an organization are to specialize employees on specifics and go into detail on technical aspects that the organization needs to consider. Some other training is managed and delivered online through micro-learning platforms, video training software, learning management systems, etc., allowing employees to learn new techniques for their work activities at their own pace. Conducting performance appraisals is another way to measure the functionality, approach, and effectiveness of talent.

According to Omnicore (2022), the employee's performance helps to respond to constructive criticism for improvement and, on the contrary, when the employee succeeds, it is very important to recognize and reward him. Most organizations conduct performance assessments more frequently than once a year and compare those performance requirements to key performance indicators (KPIs), prompting leaders to support and change the work process as needed to achieve better business outcomes. An important key to defining a management strategy is to focus on and consider the employee experience. The employee experience provides value for the person's new talents and the other existing and new employees. Organizations should consider a holistic approach to employee experiences to leverage related experiences and consider opportunities to increase knowledge through sharing those experiences. A talent management strategy should foster a sense of community that helps employees share and share their experiences in different aspects of their jobs. Another important feature of the talent management strategy is the adoption of a flexible attitude. Businesses, especially international ones, nowadays are faced with changes brought on by political shifts, global market differences and shifts, and rapid technological improvements and advancements. Therefore, according to Omnicore (2022), managers and employees should react flexibly to sudden changes faced by the company. Flexibility helps

employees to adopt and apply the experience as a talent management trait to improve the organization's exposure to the emerging circumstances that force the organization to change. Talented employees accept change positively, are not afraid during the transition period, easily develop and support the makeover, consider other concerns, and reach out to manage and resolve their situations during the transition period. They can easily adapt their skills, react to situations as they arise, adapt to the way leaders think and see the future, offer advice when no one dares to speak up, carry out their work, and have the confidence to take action. They have a different approach to fulfillment and they understand the need for change given the challenges the organization faces and are at the forefront to resolve situations.

According to Liza (2023), strategic talent management is viewed as a flexible way for organizations to manage and engage talent, from hiring to measuring their performance, as a determinative standard for the talent management processes, and as a magnet for human capital to ensure that the organizations grow successfully and compete for more market share. Using the right processes as part of the talent management strategy to develop employee growth is critical to the success of the organization, improves employee knowledge and skills through training programs, empowers them to act professionally through better work, and promotes a better health environment. To be successful, Liza (2023) describes 8 elements for strategic talent management: 1) effective job descriptions, 2) being culturally fit, 3) providing feedback for growth, 4) adding value to employees, 5) checking for improvements, 6) know the company culture, 7) learn from mistakes and 8) find out how to measure success. All elements of the talent management strategy provide opportunities to engage employees in work jobs, retain them longer, monitor ongoing processes, and improve work mentality.

The talent management strategy is derived from the strategic business goals of the organization. The organization's business objectives drive the Human Resources (HR) unit to streamline all job designs and job requirements down to the last detail, and therefore all come with explicit job skill requirements. All of these derived approaches determine what key competencies are needed and what type of workforce the organizations need. Linking talent management practices to strategic priorities requires a great collaborative effort by executives and HR managers. Managing talent by linking educational expectations with life experience, taking into account the unique demands that organizations make and influencing or constraining to what the environment offers along with the presence of competitors, requires a lot of effort, solution decisions, and skilled people who address the need to develop and implement the talent management strategy (Van Vulpen, 2019).

According to HRB (2013), many family businesses overlook the fundamental economic problems, the lack of human talent, which leads to a lack of the right people for the jobs, by creating the job for the people instead of putting the people in the job. Mediocrity increases and the talented worker is penalized, resulting in a scarcity of human talent perception or reality. The family business doesn't realize this effect until it's

too late, by losing project goals, declining innovation, and initiative, revolving around the same problems, bringing in so much bureaucracy, reinforcing a culture of blame, and reinforcing the more talented company's anxious behavior will replace the one that is less performing without analyzing the results of incompetence so they can improve better, etc. so that they end up losing their capital and wealth, instead adding business value. The talent management strategy does not align with the business strategy and corporate goals, which is why many project investments within the company do not make sense in terms of investment revenues. All employee recruitment, retention, development, reward, and performance efforts include planning talent management for the future strategic workforce. The family business should manage existing talent and set up functional systems that connect strategic alignment target metrics with performance management.

Walden University Articles (2023), give eight tips for better talent management for family businesses, but also for other companies in general. This includes: 1) communicating to address any issue promptly and distinguishing between family conversations and business communication decisions; 2) adapting to new trends and new initiatives from younger generations and talented employees by avoiding resistance to change; 3) enforcing boundaries and clear distinction of homework and family responsibilities from office work and others from other stakeholders associated with the company; 4) practicing good corporate governance by setting boundaries to help family-run businesses that require the involvement of leaders outside the family, by bringing non-family members into Boards are added to improve engagement of well-prepared technical staff, well consultants, supervisors and overall management are characterized by calibrated staff. Encouraging family members to become new entrepreneurs helps the company grow and create new ventures that not only concern the same line of business but also contribute towards different strategies, productions, new lines of business, and interventions in different regions to expand or even grow internationally. Keeping the family members to cover or even replacing simple or random employee jobs does not enhance the family business development strategy and at the family members from growth. Trying to save a little more money and keep income close to family benefits is a very narrow, very mean, and bad approach to behavior - behavior that doesn't result in true vision fulfillment; 5) Recruitment of employees outside of the family network and branch offices is essential for a position in leadership and key positions. Many family businesses entrust their members with the control and monitoring of processing because they believe the business is more secure. However, this leads to a shortage of talented employees, and compromises made within family networks result in difficult and inadequate decisions, affecting the quality of work and making it difficult to provide criticism and feedback to an employee who is a close friend of the family. The lack of involvement of experts in certain occupations and the filling of key positions with the wrong person is a characteristic of vulnerable positions and reflects non-gratifying and reproachful behavior rather than productive behavior. The reluctance of family heads to welcome new roles and strategies within the organization and to generate unfriendly

feedback for new developments is a phenomenon that is part of their emotional attachment to past events and their great pride in past historic achievements. This resistance causes the family business to focus only on its problems and concerns and not engage in modern and current business needs, production, or service processes, which aligns the company with a less customer-centric vision and mission statements and leads to great incompetence in solving external problems; 6) employees must be treated equally, whether they are relatives or not, and the same practice applies to the customer. The preferences and privileges in applying for certain employees or customers, different from others, result in different standards of service delivery and jeopardize the quality that is distributed to customers. Therefore, a negative opinion about the company is formed. Oftentimes, business owners need to redefine family positions and leadership competencies, which encourages employees and leaders to take on new initiatives and set new standards where values allow; 7) leadership should be strongly encouraged to provide families with the opportunity to accessorize and further expand business needs through optional participations. This approach helps the company grow and supports talented people to come up with ideas and alternatives to gain more market share and make satisfied customers. Such efforts create strong trust and good connections between family members and talented employees by encouraging more motivation; 8) The owners of the family business help with directions and where and how they would like to see the business in the years to come. They should be open to the impressions, opinions, and experts of managers and empower them to act. The skilled and talented staff have suggestions for business development and growth without hampering family interactions and compromises that may have been made.

The business environment, and especially those who take a family business model approach, not only have a trading environment with increasing competition, resource, and cash flow management, seeking more market share, etc. but also have to contend with their employees, part of the broader workforce in order better manages them, their jobs, their skills and develop more loyalty for employee retaining. Dealing with family matters, life trials, business structure models, new approaches and initiatives, as well as managing office work and the business as a whole is a major challenge that family business owners and leaders need to solve and create harmony between the siblings and especially in the second and third generation. Sibling rivalry and spouse influence are important factors in family businesses, especially when approached in the same work environment. Business owners and executives are so focused and immersed in the problems that talent management and workforce management are hampered leading to a loss of checks and balances, less productivity, and missing trade and market opportunities to expand. Processing new leaders and entitling a business head is a very difficult process. When the business owners have not dealt with talent management and applied processes in the company makes it is more difficult to solve their internal family problems. Talent management processing helps the business owner to solve individual characters and cultures, to have the right people in place, and to know exactly who among all employees solves a specific problem that no one can solve, even family

members, especially when it's about making quick decisions and possessing business intuitions and exploding them into action. Involving the most talented, motivated employees and those responsible for the success of the company's growth needs to be asked, and their opinion is far more important in asking who the new future leader may be, rather than asking for opinions around family members. The opinion of the employees is of great importance for the continued existence of the new company manager (Botha, 2020).

Poor management of talent leads to poor work ethics among employees. People who work less, have poor quality, receive wages based on relationships and not job positions and related performance, and have poor productivity only justify and blame others for not getting the work done on time, especially the employees who are only responsible for subtasks and clear written responsibilities, for the work that is not their work. These leaders reflect poor micromanagement, very poor vision aligning with the reality of what they approach indeed, and wrong strategic investments as part of strategic decisions without proper analysis to provide feedback on their decisions. Such responses result in a very muted business environment and talent stalling, especially when leaders don't listen, underestimate their key experts and professionals, and establish a culture that results in employees not wanting to speak up and propose new solutions (Weltman, 2018).

According to Chellappa (2023), talent management is considered a very important movement that enables organizational success by incorporating strategies to attract, attract, and develop the right talent as a workforce for the organization's business goals. A talent management framework helps organizations prioritize talent acquisition and drive employee growth. This will result in companies creating a highly-skilled, productive workforce and greater participation of those competing in the market, and gaining a solid business position among the competition. A typical framework that a talent management strategy should have is 1) talent acquisition; 2) succession planning; 3) workforce planning; 4) placement and compensation; and 5) professional development. The detailed implementation of the proposed talent management framework will help companies engage their employees at a higher level, increase productivity, help maintain performance, boost engagement, and create a great work culture in the company, ultimately improving the profitability of the company increases. According to Chellappa (2023, p. 3), citing Gallup researchers, studies show that only 13 percent of employees worldwide feel engaged and do not consider full participation in their tasks, reflecting this lack of employee motivation costs the US company 350 billion US dollars annually. Involving employees in peak performance leads to an increase in productivity and the service quality that the company offers to its customers. When employees are engaged and motivated, employee turnover in the company is low, morale improves and strengthens, and loyalty increases significantly. Talent management seems to be a buzzword everywhere, but a lot of effort is being put into implementing this feature. According to Noe, Hollenbeck, Gerhart, & Wright (2020), the human resource management unit faces a major task for the successful implementation of the talent

management framework. In successfully implementing the talent management framework, it is important to enable, understand, and analyze what motivates employees and how to keep them motivated.

Running the business with great transparency is key to aligning owners, leaders, and employees. The talents among employees and at managerial levels are developed and have great freedom to develop further. The open political approach helps to attract talent. Transparent management and communication characterize a good communication culture and employees feel comfortable when they carry out their tasks according to the expected results. A good culture of communication and openness removes silos and barriers within the organization and integrates the company values to be applied with great integrity. Some employees would like to work in the focus of the company and not just take on partial responsibility for day-to-day work. Viewing this employee as a key leader helps create a model in the workplace that encourages others to have a broader view of their work as well. Talent management perfectly aligns with corporate goals and business goals to achieve a greater position in competitive advantage (Flack & Klein, 2022).

Multinational companies engaged in international trade face major challenges in terms of talent management, culture, local experts aligned with technology needs, national managers with an international mindset, and managing their local business situation as part of a broader picture of globalization. Human resources management must deal with adequate policies to justify and meet the company's local and regional human resources requirements and fully align with applicable country labor laws and regulations. When setting up such international HR environments, leadership needs to recruit and hire the most talented people on the job market to achieve their goals in the best possible way. Strategies and framework analysis, formulation, and implementation must justify locations, local regulations, regional barriers, country-by-country talent acceptance, business requirements, industry lines, and technology requirements representing country-by-country workforce training and qualifications, wages, competitions, etc. to achieve the targets for required volumes and achieve high-quality products and services that businesses demand. Talent management, from recruitment to retention, is a priority to meet the needs of many businesses at a local and regional level, especially for those involved in the international trade space. The Framework for Global Talented Challenges (GTC) and Global Talent Management (GTM) sets priorities to analyze: 1) Forces and shapers such as globalization, demographics, demand for and supply of skilled and motivated workers; 2) GTC, like the right numbers required, the right location, the right skills and motivation, the right prices; 3) Human resources policies and practices for GTM initiatives such as site planning and management, workforce planning, staffing considering recruitment, selection, retention, reduction, dismissal, and training and development, performance evaluation and compensation; and 4) Outcomes such as talent positioning and balancing with the right numbers, location, skills and motivation, price and bench strength, competitive advantages,

multiple employer value propositions (EVP), and attractive employer branding (Schuler, Jackson, & Tarique, 2011).

2.3 Employer and Employee Value Proposition

Attracting new talent and keeping a good position requires a lot of effort from the companies, especially from the HRM directorate. Recruiting the right talent requires developing well-defined policies, demonstrating the strength of the company and why it is the best place to work. Communication, flexibility for job demands and related fulfillments, and incentives are so important to increase employer value for the workforce market. The Employer Value Proposition (EVP) is fundamental to shaping the employer brand and presenting it to the job market. The EVP answers the most important question: Why does the employee have to come and work for the specific company and not the other company? Not all companies are right for everyone, even if they offer the same job requirements. Businesses change based on corporate culture, communication, behavior, organizational citizenship, etc. Therefore, companies need to build their EVP brand to know what kind of employees will work for them. The EVP defines what type of employees you have. A company can have multiple EVPs. For example, the value proposition for the engineering position group is heavily deferred for the call center or teacher groups. The EVP should be connected to and derived from the organization's mission, vision, core values, and core identity. From the employer's point of view, EVP consists of offering more advantages than the competition in all the job characteristics that they offer (Torres, 2020).

The Employee Value Proposition, according to Haigh (2017), is an agreed-upon approach between the company and the employee that lays the foundations for the organization, what is unique about the company, how the company's needs are addressed, and what an employee receives in incentives in return for the use of skills and experience. The EVP from an employee perspective is a framework that differentiates the company's relationship with employees from that of its competitors. Companies that have different employee groups, multinational presence, and are in different international locations need to develop multiple EVPs and start preparing those based on the core values, vision, and mission statement, and based on their fundamental core identity. The developed EVP must be addressed to the beneficiary's employee in all groups present in the company. The business benefit of building the EVP results in employees being more committed to the goals of the organization, they are easily approached and very helpful, prepare the candidates before hiring, and are willing to share their skills and talents according to the needs of the company to prove. The company has a stronger voice in employee advocacy, resulting in talent being well-attracted and retained in the company over the long term.

The Employee Value Proposition is extremely important for developing a company's brand that is visible on the job market. According to Mortensen & Edmondson (2023), many companies not aiming for EVP are wrong. Or they don't think about it at all. For them, the relationship between the company and workers is merely what the

employer sets as incentives and then workers are eventually willing to do the job. The credo of the company in the market, in the competitive environment and the economic figures are indications that the employees have to weigh up whether they want to work in the company or not. On the other hand, employees only make sure that payment and flexibility are sufficient incentives for their commitment. Companies have come into intense competition with one another because employees have quit and they are going to work for other companies that offer better pay and more work flexibility. The relationship between the company and employees is exactly on this level. The companies have not worked and developed a great EVP to create great retention of their actual workforce. Their focus was only on the final deal and developing the following behavior: the company pays and the employees have to work. Many questions will be answered, e.g. how an employee will develop further, what motivates them to stay longer and to be experts in the specific required tasks in the company, etc. The employees who have shown a willingness to make long-term contributions to the company are those whose purpose is aligned with the organization's vision, and mission statement. The connection of personal identification with the communication of the same company values ensures more public recognition, not only within the company. In addition to payment systems, growth, and development as well as meaning and purpose are driving factors for an employee to be more engaged and to work for the company for the long term. According to McRae, Aykens, Lowmaste, & Shepp (2023), many companies use artificial intelligence leading systems to recruit candidates and create a shortlist. This approach is not welcomed by many other companies, and many governments have forced companies not to use AI-powered recruitment software, instead requiring a closer look at candidate requirements.

The recruitment of a talented character instead of a professionally qualified employee could not be sufficiently tracked or filtered well by the AI applications, especially the human bias that is eliminated and discriminated by the AI. There is concern that the AI for HR processes could lose accuracy as the AI is self-reinforcing and so precise that it does not judge the character but is designed to respond to what is given to analyze and is so incomprehensible regarding feelings and emotions. So HR managers shouldn't set it and then forget it, but they have to be very careful that the AI doesn't make the decision and make the final response (Sonderling, 2022).

According to Manzoni & Barsoux (1998), the set-up-to-fail syndrome occurs when employees do not understand their responsibilities, do not fulfill their tasks, do not achieve success, do not set priorities, fail to follow instructions, so the employee is generally performing poorly and the supervisor or employer does not blame themselves and assumes that the problem is forever the employee's fault and the employee's sole responsibility. When an employee performs poorly because of a lack of knowledge, desire, skills, or talent, executives or managers at lower levels are afraid to say out loud that it's the boss or even our fault to be blamed. This results in the systems installed in the organization and the cultural approach in the organization being inadequate and putting a blame shock on the shoulders of the employee. Although the blame is strongly

addressed as a word, it is very properly directed. Many higher-level managers, because of their mediocrity as well, need underperforming employees to equalize, compare, and demonstrate the quality of their peers, aiming to gain more respect from their superiors as someone who pays attention to detail. This behavior does not constitute talent management and does not foster a healthy enough environment to foster skill development.

The Employee Value Proposition, according to Laker (2023), is only recognized as a solid feature once companies have already developed a learning culture. All businesses run into side cases and problems related to their daily operations or the customers are dissatisfied or there are delays in product development or delivery. It is easy to blame and charge guilt to employees, and usually, blaming leads to finger-pointing, distrust, unproductive, and resentment behavior. The best companies, run by professional leaders and managers, are those that recognize concerns and blame the system so they see opportunities to improve processes and systems. After that, the performance of the employees is also taken into account, but first, the organization of processes and systems must be held accountable, evaluated, analyzed, and improved by communicating with the underperforming employee. By embracing failure and demonstrating a will to improve, company leaders provide models and establish a learning culture so that employees respond without fear to completing their tasks, easily take initiative, and take risks without fear or concern that needs to be punished. When open communication for improvement is in place and encouraged by leaders, employees are encouraged to step out of their comfort zones, are open to learning, shape their experiences, propose new ideas, create innovative solutions, and contribute to the success of that Company. Listening to employees and encouraging their ideas is the key to success. Leaders should have ears to listen to, not just listen to employees just because it's nice to respect them. Companies go to great lengths to hire the best people with great talent. When they bring talented employees into the company, the leader first tells them what to do and influences their behavior daily, discouraging the new hires from proving their skills first and pigeonholing them into monitoring superiors. When hiring talent, the quest to recruit the best rests not only on education but also on experience and the different situations that make the candidate talented and suitable for the company. Therefore, hiring managers should work closely enough with executives and consider the experience that the company can benefit from the potential talent. The time to share experiences and success stories, examples and models to be applied in the company is a motivation for the new employee, but also for other employees who can learn from different applied models.

According to Detert (2023), talent management is not only about recruiting and hiring the best in the company but also retaining them with their talented skills for the reasons they were hired, so that employees see that they are doing well with the skills and performing professionalism. Talented employees need to see how their performance and dedication have contributed to the growth of the company. The best thing about talented employees is that they ask about their performance, establish tools to measure themselves, and form opinions about how the work is going. They even dare to speak up

when things aren't going well, providing arguments and feedback for changes for the better. If the approach doesn't work and the talented employee isn't strong and able to influence work practices or models for the better, they take the position of the "silent quitters". Most of the time they remain silent and don't contribute to the same enthusiasm as on the first day of their employment. They have seen that their protracted commitment and energy are not welcomed or listened to and that their experiences are heavily influenced by internal micromanagement concerns. Management should recognize this behavior and turn the positions of "silent quitters" into "silent calibrators," and later take advantage of resetting them. If leaders don't see this, the problems in the organization are bigger than recruiting the talents they want to solve their situation.

3. Conclusions

While reviewing the literature and researching the official websites of international companies, we found that talent management is an approach that is only offered, determined, applied, administrated as HR competence, and managed in the organization's interests and strategy for greater competitive advantage. Very little is seen to not as a function that needs to be considered from an employee perspective. Therefore, this literature review article answers the two most important research questions:

- 1) Are employers viewing talent management from a Vetted Employee Perspective?
- 2) Are employees engaged in talent management development plans based on the Mutual Partnership Interest – MPI?

The reason why should be seen from an employee perspective is to trigger that mutual interest between employees and the company (employer) is developed, the partnership together is sustainable, and the employee has blazed their path to prosperity and their perspective is appropriately related to their life-work balance. What is more important, is that the employees are the ones who should absorb, withhold, and demonstrate their talents. Employers are looking for these capacity traits, but they influence, control, and direct the ongoing talent development process. The talent that makes an employee exceptional when it comes to approaching their ability to work productively is a trait first developed by those people who have invested in improving their skills before they will be hired. Companies often ignore this fact and neglect this reality. Companies look at talents first when hiring an employee. Still, during the utilization of skills, they conquer employee skills by making those part of their organization's assets and consider employee skills as a trait only reflected in their business environment, through their organization's culture. Furthermore, they continue to consider that employee skills are mostly developed through their leadership and management style and proudly sell this merit within and to outsiders as an organizational virtue, ignoring the abilities carried over from before that the employees have. This approach forms the false attributes of values that each party indeed deserves and slowly erases the reality of merit. It creates unrest between employees and their employers and underestimates the source of exceptional skills. In addition, this behavior

creates feelings of secession among employees who no longer want to see themselves working in the company, who do not feel properly valued but only feel abused and exploited indeed, resulting in a general minimization of productivity and efficiency.

The employees also benefit from skills development during on-the-job training plans, etc., for the company's purpose. But how much do talented employees want and plan to be part of such development? How distinguishable are the Organization's Training Plans that only fulfill the organizational goals that have or have no impact on the future lives of the employees? Organizations strive to see full engagement and participation of employees, focusing on being fully equipped just for their own goals and clear, equitable business plans. This is an agenda found to be in most literature reviews, but how strongly does leadership see employees wanting to be what they want to be in the future? How does this outlook for the future fit with the planning of the organization? Do employees have a long-term plan to work for the organization? Are employees motivated to engage in talent management programs if they plan, desire, or dream of becoming something different or different in their lives than they currently do? Are the employees in the right balance in the right positions—doing the work they qualify themselves for and loving to improve themselves through on-the-job training, or do they end up as “quiet quitters” or as silent slackers in the organization? Employers require their employees to undergo on-the-job training to improve a specific role or a new role that needs to be addressed within the company which results in employees learning on the job new elements that complement their general talents. However, when it comes to educating employees about vision, and mission statements, installing codes of ethics because of their core values, etc., employees must first bond with the company stakeholder and feel that those values also guide them in their lives, adds to their families, and provide prosperity.

Regarding talent management, mistakes are made by the executives and their derivatives. This reflects in most organizations that values are misaligned with personal perspectives, that mission, and vision achievement is not aligned with project planning, and that talent is under-recognized in the workplace, leading to a loss of control and balance. In most organizations, talent development plans are only aligned with business interests. Failure to include employees in a talent management development plan and not to include their perspective also creates a mismatch between the development of business goals/outcomes from the employer's perspective and the employee's future perspective.

The mistakes are developing especially in companies where leadership has a family-driven influence, leading to the crucial organizational units where talents are determined based on personal perceptions, preferences, relationships, admiration, and character traits. Disbalances in the job descriptions and workload are obvious too among employees where the privileged workers do less work than others. Even in most common cases it escalates based on the submissive behavior that a particular employee often displays before the decision-making of an individual who has influence or is at the top of the organization. These typos cause huge disruptions in relationships and slow down

hard employee development, employees are left unempowered and not seen equally, instead of making the most of their talent to improve the business, they only offer a good morning and goodbye, G&G attitude. G&G's attitude forces employees to come and go politely and only perform tasks that are asked of them, but not to engage and participate with a will, with a will to belong, to do the job they own beyond requirements, and not assume responsibility and functionality. They only work to please the team leader who performs their job. This type of team struggles to come up with ideas, address visions and concepts for the future, break new ground, etc. For them, only the leader knows everything, and everything the leader says is agreed upon by them, non-questioned once! In these situations, it is difficult for talent management HRs to develop, and balance work demands with employees' life perspectives. Depending on how managers perceive the situation and problems, talented employees behave as silent quitters or as silent calibrators.

Managers and executives have been thinking about talent management and all the strategies that come with it, just to hire the best in the job market, train and retain them in the longer run, and use the best of them to do tasks dictated by job descriptions. From the research and consistency studies, we anticipate that through the appropriateness and feasibility of this approach, employee position and the developed talent perspective will be more conducive to motivating employees to retain them over the long term. Employees are committed to the organization's ultimate goals, but independently calibrate their talent's future by being disconnected from the company's framework ambitions of how they want the talent to be seen. There is a lot of discussion going on here, particularly about who is leading talent management. We consider it very important that both sides, the employer who wants to use a talent for their operational advantages and the employees who retain the talent and ultimately benefit from it, have to agree. The well-trained employees see the companies as a gateway to further developing their talents. It's the employees who don't stay with the company for long, but who change companies to gain more experience and develop their talents. And here the role of HR leadership lies in managing and developing this part, taking into account the final strategy of the company and the future prospects of the employee. Company strategy considers all interventions, but in most situations, HR leadership does not consider the employee's perspective when they are there for a short time and are testing a particular company as a bridge to moving to another company to better develop their talent positions, and considering moving later to another company from local to regional or even international, demographic ambitions for relocation, etc.

Therefore, we propose mutual partnership interests as a mechanism for better understanding and development of the employer-employee relationship and a vetted employee perspective as a tool that motivates employees to accept talent management as a perspective for themselves and the company and not to end just as another job description!

3.1 Mutual Partnership Interests

The Mutuality of Partnership Interests – MPI serves as a mechanism that facilitates, enables, defines, empowers, and sustains an organization's current functional professional activities, which builds the relationship and the future for both the employer and the employee. MPI develops along the function in the current relationship, but beyond that, the employee develops for his professional future completely independently of the current employer. In doing so, MPI must be seen as a great benefit for employers and employees and not just as an advantage for one side. MPI will enable a great symbiosis of sustainability between employer and employee relations, a symbiosis geared towards the achievement of business goals for the organization, and a purely independent personal perspective for the employees. By administering the MPI in goodwill and order, the organization benefits from increased employee engagement and solid participation in the workplace. Employee skills will continue to develop and far more advanced, efficient progress will be measured within the organization. The motivation of talented employees is increased and respect for the work, the organization, and the management is expressed everywhere. Talented employees find more resilience in the workplace and guarantee progress in their professionalism plans - employees are where they feel comfortable and the chance for further development is provided. Talent ownership is balanced and the employer-employee relationship is healthy without over-driving each other.

MPI starts from the moment of recruiting a person. It continues with the job position, associated descriptions, task specifics, to whom they will report, team fitting, and all other organization requirement fulfillment. These moments are very important to build the right reciprocity. The character of the employee is strongly reflected in these work processes. The employee is willing to come to work for many reasons, some obvious and some hindered. It is the impulse to turn this into reality and make the employee feel that the company is focused on their development and prosperity, not just on company goals. Isn't it great to see an employee who has performed according to their expectations and with professionalism and the organization has improved operations or productivity? It is rare and not explicitly found in the literature reviews that HR experts ask what employees would like to be in the organization's job ranks and how they want to achieve a specific ambition within the organization or for their future outside the organization. At least not for the process growth of talent management considered from an employee perspective! Seeing how people in an organization think or see themselves in the future is very important to develop proper MPI talent management!

3.2 Vetted Employee Perspective

The Vetted Employee Perspective – VEP serves as a gear that motivates employees to accept talent management as a perspective for themselves and the company. The employees shape the talent's perspective by exploring, scrutinizing, looking into, investigating, analyzing, canvassing, and promoting. In addition, the employees realign the standpoint of their talents by correcting and rearranging to make themselves

impeccable to dispense the talent they contain in the interest of the employer and they enhance authenticity same time. The company serves as a host, to trigger, incubate and utilize the talents as a bouquet capital for the time employees work with them. Employees need to be confident enough that the employer has the will to see their talents develop and be helpful to their prospects, saying that the employer's desire should be obvious and very explicit. Therefore, the relationship between the employer and the employees should develop through the MPI, and the VEP should be promoted to the utmost by the managers.

The employee perspective should be considered seriously and cross-checked within the MPI mechanism. It should be reminded, to be discussed on one-to-one bases and reviewed during the employee's job functionality. Things may change and expectations may not be the same as on the first day of the interview. Therefore, employee expectations need to be reviewed and calibrated, the employee needs encouragement to express the plan in the truth about the future perspective and their view of the future, particularly when needs to be aligned, and helps to have to calibrate with the company perspective. When suggestions on talent management come from the organization's side, the employee's approval should be truthful, not just as an obligation, and should not be served just as a primary need of the organization but also as employee development that has a perspective on the life of their qualifications and professionalism and should be fully accepted. The risks must be considered (changes in plans, illness, change of job or position, etc.) and should be accepted by both parties. Employee life, its balance with work, and its prospects should be considered and should not be viewed as a quick task assignment or simply another job description that organizations face in change management or forced crisis confrontations and incidents to replace some. Neither can it be addressed in long-term responsibilities as something that is only expected to be fulfilled by the employee and as the only solution. Most of these relations are covered with the given incentives and decent bonuses paid by the employer. But should be seen as a future attitude that brings employer and employee closer together and creates a common interest in mutual relationships - the employee is empowered indeed, and the employer has achieved its goals. Sustainable reciprocity!

We are fully aware that no employee is of the same quality to be treated. Not all have the same traits and skills to demand the best, some employees are so content with the accomplishment of their duties and are simply satisfied with it, - they have gained specific experiences but are not radiant. Employers also enjoy this behavior and want employees to have these characteristics. But in situations where organizations are dynamically striving for more market share, high productivity, quality yields, and more professionalism, key people to factor business processes for better needs addressing, their talent needs management, and hence MPI should be demanded most. The organization triggers new interventions and a talented employee enables itself to provide innovative ideas and take the right actions.

Organizations view talent needs as a process to attract the best people to fill positions for their business activities. Managing the talents of the employees and

preparing them better for the company's job performance as well as having value within the organization to sustain and retain the best employees over the long term are priorities every company has and the competition in this regard between companies is already apparent. The biggest concern associated with this process is that HR departments will provide talent management as the new job description for the employee, rather than employees demonstrating their skills and existing talents. This process is neglected and considered covered, but it is slowing the employee down from now fulfilling the ambitions set from the start. A talented employee should not be viewed as someone who only does the best work, but as someone who can achieve extraordinary things. Sometimes the ambitions of organizational leaders are set too high from the start, even so, high that the expected extraordinary should magically happen quickly, justifying the right hiring decisions. Such success is not crowned with success if HR and leadership have not provided the means to accomplish the work required of a talented employee. These mistakes are made when expectations are set in terms of volume and qualitative expectations and the data results should reflect that progress on next month's charts. This process explains that the recruiting organization has immediate concerns that require a short-term resolution, or that leadership may be unclear as to why they are recruiting and what strategy is going forward. These processes lead to the set-up-to-fail syndrome. Therefore, recruiting talent requires proper talent management, an onboarding process completion, and proper policies to meet job requirements, helping employees be more secure and stable in their work performance. The onboarding process is considered the key to applying the MPI mechanism and having the vetted employee perspective in place. The employee must understand their contribution and demonstrate their perspective to fully engage and do their best to make their job a reality. A talented worker needs to see the big picture of their work fulfillment and not just the hourly and daily process broken down into individual parts. One of the characteristics that distinguishes talented employees is the willingness to learn more and to make their existing talents even more professional. Organizations should engage talented people who will enable them to add functionality and create exceptional alternatives to corporate strategy. In addition, it is important to ask talented employees to collaborate and develop strategic actions that they propose for new ventures. This is also a vetted employee perspective that strengthens the mutual partnership interest in success.

Companies need to have an employer value proposition model and evaluate it regularly. Creating a corporate brand helps identify the best people who fit the business strategy and culture. The Employer Value Proposition helps employees align with the company's mission and vision and align with the core values that certain companies proclaim. Employees also develop their own employee value proposition and demand incentives for their well-prepared talents. Therefore, employees should agree on their qualification contribution before hiring, so that the development of their specific talents will continue to evolve in the future. Involving talented employees right from the start ensures a binding connection in the implementation of the tasks. There should be a learning culture and both employers and employees can educate each other.

Further studies will be required to examine and structure in detail how MPI and VEP will support employers and employees in developing further relationships. This article is part of the broader research, part of the dissertation development process that assesses the role of HR in transferring employee retention to the employer and vice versa in terms of building loyalty between them. The value proposition to employer and employee will evolve when MPI is properly managed and the VEP is considered.

Conflict of Interest Statement

The author(s) declare no conflicts of interest.

About the Author(s)

Renato Preza was born on September 17, 1994, in the beautiful city of Korça, a town with many rich traditions and historical ground events in the history of Albania. Renato Preza after completion of his higher education in Agricultural Engineering in 1998, graduated in 2004 with a Bachelor's and a Master of Science. He then continued his education in management science and completed a Master of Science Management in Project Management at Colorado Technical University in the USA. He is currently (2023) pursuing a doctoral program in business administration at Horizons University in Paris, France, which he is expected to complete in 2024. In addition to his main education, he also holds graduate-level academic qualifications from top universities worldwide, such as a Higher Education Teaching Certificate from the Derek Bok Center at Harvard Faculty of Arts & Sciences and a Leading High-Performing Teams Certificate from the University of Queensland Australia, an Academic and Business Writing Certificate from the University of California, Berkeley, a Foundations for Excellence in Teaching Online Certificate from Arizona State University, and a Pivoting to Online Teaching: Research and Practitioner Perspectives Certificate from the University of Texas System, etc. Renato Preza has extensive professional experience, both in organizational and technical areas. He has held positions in NGO management and operations, financial bank management for product credit design, risk management and credit portfolio development, training and consulting, political leadership, Christian studies, and consulting, and most recently teaching and learning for higher education programs for the undergraduate and graduate business administration programs. Currently, he works as a Lecturer in the Bachelor and Master Programs for Business Administration and as an Internship Coordinator at Nehemiah Gateway University (www.ng-university.org). Since 2018, he has been teaching courses at bachelor's and master's levels on the topics of human resources management, strategic management, and organizational behavior. Renato Preza is a member of the following institutions:

Researcher and author: ResearchGate | www.researchgate.com

Researcher and author: Academia.edu | www.academia.edu

Researcher and author: ELSEVIER - SSRN - SCOPUS Listed | www.ssrn.com

Recognised Instructor: McGraw-Hill Publisher | www.mheducation.com

Recognized Instructor: Harvard Business School Publishing Education Productions | www.hbsp.harvard.edu

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