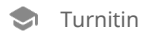# Document

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How companies can attract talent during periods of change

Nowadays, it is important for companies to have a unique selling point compared to others because of an employee market that is rising due to higher expectations from companies (Mirza, 2023). At the same time, difficulties come with workforce transformation to gain new skilled workers (Mirza, 2023). Employees now prioritize personal growth over traditional practices, which are becoming less relevant and are no longer part of the company (Baker, 2014). Consequently, Employer Branding gains increasing importance for organisations. This shift requires a change in values, as employees no longer trust shallow claims and do not support them anymore (Baker, 2014).

Therefore, clarifying the concepts of 'Talent' and 'Talent Resourcing' is essential. While there is no universal definition, the Cambridge Dictionary (n.d.) defines Talent as an inherent competence or strength that allows a person to perform effectively. Armstrong and Taylor (2023) define Talent Resourcing as a recruitment process in which employees have a strong cultural fit that supports long-term talent retention.

Maniam et al. (2023) emphasise the importance of not only concentrating on top performers but also fostering the growth of all employees. This inclusive strategy enhances engagement and supports sustainable organisational development (Maniam et al., 2023). When companies create a fair and supportive environment that helps all employees realise their potential, it boosts their sense of connection to the organisation. This connection helps the company's enduring success and stability over time (Swanson et al., 2020, cited in Cachón-Rodríguez et al., 2022).

Nevertheless, prejudices can still significantly influence the modern decision-making process. Companies need to understand how people feel and are affected during the process (Linos, E. and Reinhard, J., 2015). Another factor to consider is that ongoing fluctuations within the company can harm performance and potentially raise training expenses (Yang et al., 2012; Phillips & Edwards, 2008).

Planning early often helps companies get a sense of what criteria employees should meet in the recruiting process to better respond to unexpected changes (Taylor, 2021). Therefore, talent resourcing enables companies to create long-term sustainability (Taylor, 2021).

Various strategies enhance the efficiency of talent resourcing, such as employer branding, active sourcing, and artificial intelligence (AI). These methods are vital for attracting and retaining employees.

Employer Branding, according to Armstrong and Taylor (2023), is what a company shows who it is, what it stands for, and why people should want to work there. Nowadays, every company has a culture; however, it is important to be able to stand out from the crowd by living up to what is promised. The most important factor for success is to create a community and not focus on financial resources (Backhaus and Tikko, 2004). Baker (2020) also talks about a cultural transformation that is crucial for making employees feel good and retaining them in the long term.

Semco, a Brazilian company led by Ricardo Semler, is an example of best practice with its people-focused leadership style that promotes a bottom-up approach and emphasises self-determination, faith, and self-confidence (Marquardt and Berger, 2000). This is evident in its absence of formal employment roles, hierarchical reporting, and other traditional organisational structures (Marquardt and Berger, 2000). As a result, Semco has become a highly attractive workplace with a retention rate below 2 percent, largely due to its sustainable practices (Semco Style Institute, 2025). On the other hand, Oxfam claimed to protect people, but the Haiti scandal revealed the opposite. Despite the abuse, the organisation represented itself as a saviour. This example shows that an ethical image is meaningless if internal values are not truly lived (Pardy and Alexeyeff, 2022).

Dannhäuser and Braehmer (2023) define active sourcing as a proactive strategy that involves directly engaging potential candidates, often before they start looking for a new opportunity. The main goal here is to engage future candidates in a positive and meaningful way, helping companies to build groups of potential candidates (Dannhäuser and Braehmer, 2023). However, if potential candidates receive a message, it can sometimes be annoying or irrelevant, which can significantly increase the effort needed and lead to higher spending (Dannhäuser and Braehmer, 2023).

The Kreissparkasse Waiblingen, integrated active sourcing into its strategy. The company personalised its outreach by contacting candidates via Xing and LinkedIn, tailoring each message to the individual. They also created a full-time recruiter position, which sets the company apart (Dannhäuser and Braehmer, 2023). Amazon's AI recruitment tool favoured men because it was trained with biased data, putting women

at a disadvantage, which shows that automation is not always fair or objective (The Guardian, 2018).

Artificial Intelligence (AI) has become a crucial tool for managing people. Stryker and Kavlakoglu (n.d.) define AI as the programmed replication of human behaviours by machines, used to gather information or resolve issues. According to Mohdzaini (2025), AI helps speed up the recruiting process to find the right people during the application process, match suitable candidates more easily, and improve communication. However, Armstrong (2024) notes that bias can still occur in AI-based systems.

Bersin (2017), founder of Bersin by Deloitte within Deloitte Consulting LLP, notes that if companies fail to engage with AI, bad decisions can be made. Bersin by Deloitte incorporates AI throughout its process while combining technology with ethical standards. For instance, the company guides organisations on how to be sustainable when it comes to talent acquisition and demonstrates that responsible AI enhances fairness and transparency. For instance, they use computer programmes that collect and analyse data about employees to get a better overview of where support is needed or what improvements need to be made to be sustainable (Bersin, 2017).

The Company Cambridge Analytica gathered data without consent from millions of Facebook users. It used this information to identify people's interests and target them with ads to influence Donald Trump's election campaign (The Guardian, 2018).

In conclusion, talent resourcing is essential for companies to stay successful and sustainable. Strategies such as employer branding, active sourcing, and AI assist in attracting skilled people. Therefore, focusing on fairness and being the brand that everyone talks about helps organisations remain competitive in a changing world.

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TO DO:

Hier überlegen ob ich nicht einfach Definition austausche

Artificial intelligence (AI) is the use of computers to engage in human-like thought processes, such as learning and self-correction. It enables things to be done through what has been learned. AI systems function without being programmed. They are based on the data they collect and how the systems are used. AI can analyse data ('data mining') and handle questions by looking up an answer in a data set. Armstrong, Michael, and Stephen Taylor. *Armstrong's Handbook of Human Resource Management Practice: A Guide to the Theory and Practice of People Management*, Kogan Page, Limited, 2023. *ProQuest Ebook Central*, http://ebookcentral.proquest.com/lib/cardiffmet/detail.action?docID=30291764. Created from cardiffmet on 2025-11-04 16:20:42.

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The importance of talent retention: evaluating key motivation theories

The world of work is permanently changing. In the last decades, the most visible changes started from the pandemic and Brexit, which led to the confrontation with a changing workforce. Since then, business environment have been facing talent retention, which is one of the most critical factors when company's competitiveness is considered (Kohlmeyer et al., 2017). Employees' agility is another demanding factor that should be taken into account (Armstrong and Taylor, 2023). In regards to that companies need to rethink how they design their workplaces, which will help them to retain employees in the long term. Nowadays, a unique selling point is important (CIPD, 2022). However, retaining also includes bonuses, which keep employees more motivated, passionate to work and committed to a particular company (Halim et al., 2020).

Therefore, clarifying talent retention is important. Phillips al al. (2008) points out that retention is the percent of employees remaining in the organization. Talent retention is defined by Ott at al. (2018, p.) as "a strategic plan used by companies to prevent the departure of their talented employees." Aithal (2023, p. 79) adds that talent retention can also be regarded as "the implementation of policies and practices that encourage talent to be more attached to their companies and thus stay longer at the same company." With a view to these definitions, it can stated that talent retention is the attempt of companies to attract and retent the most talented employees. It is therefore essential to examine what motivates people to stay in a company, for which key theories are used. They are as follows: Herzberg's Two-Factor Theory, Equity Theory, and the Social Exchange theory.

Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory or, in other words, motivation-hygiene theory helps to understand better why employees tend to remain loyal or feel encouraged and how that leads to retention. The scholar believes that job satisfaction can be explained through two factors: (1) motivational, and (2) hygiene factors (Herzberg, 1959). The first allow people to feel well about themselves while the second prevent them from dissatisfaction.

Herzberg (1959) assumes that motivational factors result in job satisfaction and include personal achievements at work, social recognition, responsibility, and opportunities for

growth. When people can achieve something and they know their results are recognized by their co-workers and employers, they have more motivation for higher engagement. Hygiene factors include salary, working conditions, job security, and company policies. According to Herzberg (1959) they do not motivate employees; however, if any of these factors lacks, employees become dissatisfied and may not be interested in a particular job or may want to change their employer.

Despite the different purposes of those factors, a balance between them is of high significance especially in periods of company's reorganization; otherwise, it will be almost impossible to attract and retain talent. When employees feel stability and recieve competitive compensation for their work, they are able to address their hygiene needs. At the same time, recognition and promotion serve as motivators, which is why employees prefer not to change their job.

Armstrong and Taylor (2023) note that Herzberg's theory remains relevant as it is based on real-life experiences rather than abstract concepts. It highlights the necessity to consider both financial and non-financial factors when developing reward systems and supports the belief that work can be meaningful in itself.

Herzberg hat sich die Frage gestellt: Warum sind manche Menschen bei der Arbeit glücklicher als andere? Hierbei unterteilt er das Ganze in Motivationsfaktoren, also die Dinge, die uns innerlich glücklich machen, zum Beispiel wie Lob und Anerkennung. Das sind Motivatoren, die uns ein gutes Gefühl geben, dass Arbeit etwas Gutes ist. Auf der anderen Seite haben wir die Hygenfaktoren, die verhindern das wir unzufrieden sind, also das wir für unsere Arbeit auch ausreichend bezahlt werden

Equity Theory Adams

In the context of talent retention, Adam's Equity Theory plays an important role, as people have a natural desire for fairness, which strongly influences the decision-making of an employee. They give what they gain in relation to others. They are either motivated, because their outcome corresponds to their input, or become demotivated when they receive less than they actually deserve. However, people may sometimes overestimate the rewards they should receive, because others may have a different opinion owing to different factors, such as cultural or social factors. Therefore, fairness is a main factor that strongly influences motivation (Adams, 1963; Adams, 1965, cited in Armstrong and Taylor, 2023).

Miner (2005) notes that the theory has been used in companies to promote fairness regarding salary statements, but applying it in real work situations can be challenging. However, it offers some insights into how people might behave when they feel others are unfair to them. Hart et al. (2015) agree that only focusing on executive pay designed to benefit investors leads to fairness being overlooked when it comes to employees. Ensuring that everyone is treated equally in the company helps to build motivation, trust, and solidarity in the workforce.

Social Exchange Theory

In the past decades, social exchange theory has evolved and is now embedded in a larger theory in which the original 'tit for tat' mechanism is elaborated into a broader concept of social exchange. For example, an employee may be motivated to help a colleague, not only because this meets the social norm of reciprocity, but also because they feel part of the organisational community and helping a colleague meets the organisation's norms and values (Wietrak et al., 2021).

Social exchange theory is defined by Cook at el. (2006, p. 55) as "the exchange of activity, tangible or intangible, and more or less rewarding or costly, between at least two persons." The scholar highlights that particularly cost is regarded as the primary important factor for people when they cooperate. When the relations between employers and employees are considered, cost becomes even more significant. Thus, as Davlembayeva et al. (2025) highlights two-side benefits and obligations play the key role. Employees contribute their time, energy and knowledge into work, for which they want to have salary, possibility of career development and growth, respect and recognition. The attraction of talent needs strengthening applicants' belief in company's fairness and mutual benefits in their relations. Slack at al. (2015) fount out that potential employees choose companies that care of their well-being and offer competitive rewards besides good salary.

Mostafa et al. (2020) analyzes social exchange theory when changes occur in companies. The scholar comes to the conclusion that the main task of employers in the period of changes is to reassure employees that their contributions are important and valuable. Moreover, employees should see their own benefits and why they should participate in these changes instead of choosing a new company.

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In conclusion, herzberg's two-factor theory, social exchange theory, and equity theory explain that employees are going to remain in a company when they are engaged in their work, treated fairly and trust the company. This ensures satisfaction and stability and helps the company to avoid costs and remain competitive over the long term.

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