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THE ANALYSIS OF STRATEGIC HUMAN RESOURCE PRACTICES IN A MULTINATIONAL CORPORATION: PERSPECTIVES ON TALENT RETENTION INFORMED

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ABSTRACT

The examination of business analytics in the context of the strategic for HRM constitutes a comprehensive analysis aimed at identifying potential research directions based on literature review and qualitative methodologies. Base on the research gap from could explore additional mediating factors, including employee motivation, sustainable practices, and performance management. The result to improve talent retention in a global organization, it is vital to evaluate the risk of talent loss through a detailed single score index. This assessment must involve a comparison of employee performance against global metrics that affect talent retention. Moreover, it is important to identify particular sectors within the global business that are especially vulnerable to employee turnover. Additionally, exploring predictive analytics concerning turnover can provide valuable insights into potential challenges related to retention. The outcome of talent retention involves the methods and approaches that organizations utilize to ensure the engagement and dedication of their skilled employees. This notion includes a range of initiatives designed to cultivate a supportive workplace, facilitate professional growth, and deliver attractive compensation and benefits packages. By adeptly managing talent retention, organizations can minimize employee turnover, sustain a consistent workforce, and improve overall productivity and morale. In the context of multinational corporations, it is crucial to foster motivation and success among employees to maintain a competitive advantage.

KEYWORDS: - Strategic HR practice, global firms, employee performance.

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1.0 INTRODUCTION

Business analytics refers to the structured application of data analysis and statistical techniques to inform decision-making processes within organizations, particularly among managers who implement strategic human resource practices to excel in the global marketplace. This field encompasses a diverse array of methodologies and tools that enable organizations to analyze complex data sets, identify trends, and derive actionable insights for human resource strategies across firms worldwide.

Talent retention encompasses the strategies and practices that organizations employ to maintain the engagement and commitment of their skilled workforce. This concept incorporates various initiatives aimed at fostering a positive work environment, providing opportunities for professional development, and offering competitive compensation and benefits. By effectively managing talent retention, organizations can reduce employee turnover, maintain a stable workforce, and enhance overall productivity and morale. In the realm of global corporations, it is essential to inspire motivation and achievement among employees to sustain a competitive edge. By skillfully managing operations across diverse regions, these companies can streamline their supply chains, minimize costs, and respond more rapidly to market demands. Furthermore, global enterprises can leverage brand recognition and customer loyalty that extend beyond national boundaries, enabling them to secure a robust presence in multiple markets. The achievement of high competency levels among employees, along with their commitment to the organization, is frequently linked to increased job satisfaction, improved performance, and reduced turnover rates. Together, these factors play a crucial role in the overall success of the organization (Abraham et al., 2023a; Narayanan et al., 2019).

Talent retention refers to a company's ability to retain its top employees over time. Common strategies employed to achieve this include providing competitive compensation, fostering a positive work environment, and offering various incentives. In contemporary business practices, talent retention has emerged as a critical factor in a company's overall success. Human Resources faces the dual challenge of not only attracting the best talent but also ensuring that these employees remain engaged and motivated throughout their tenure. High employee turnover can significantly affect recruitment budgets and the productivity of teams across different divisions. The following are some strategies that HR can implement to enhance talent retention efforts (Geeg, 2025).

Talent shortages represent a widespread challenge across the globe. Instead of focusing on recruitment in a competitive labor market, it is crucial to enhance the retention of current employees. In developed economies worldwide, the scarcity of skilled talent poses a significant concern. As the search for qualified candidates becomes increasingly difficult, the importance of keeping existing personnel grows. However, many employers are mismanaging their retention strategies. The following sections will explore the primary mistake that is causing employees to leave and will also present effective retention solutions, along with insights into the rationale behind these strategies (Summers, 2025, <https://diversitycan.com/web/Article?type=article&id=Retaiig-Talet-I-Today-s-Tight-Labor-Markets-3676>).

Base the alternative of the research gap from Shahzad et al., (2024) that the future research could explore additional mediating factors, including employee motivation, sustainable practices, and

performance management. Furthermore, this study examined the moderating role of psychological empowerment in the relationship between strategic human resource practices and talent retention. Subsequent investigations might consider other moderating variables such as experience, organizational ethics, supervisor support, and employee motivation (Shahzad et al., 2024).

To enhance talent retention within global organization, it is essential to assess the susceptibility to talent loss by utilizing a comprehensive single score index. This evaluation should include a comparison of your performance against 20 global indicators that influence talent retention. Additionally, it is crucial to pinpoint specific areas within global business that are particularly at risk for employee attrition. Furthermore, consider investigating optional predictive analytics related to turnover to gain deeper insights into potential retention challenges (Wtw, 2025, <https://www.wtwco.com/en-id/solutions/products/talent-retention-survey>).

The aim of this study is to establish a foundational understanding through a literature review that examines the global phenomenon and the recent developments in human resource practices worldwide. The research questions focus on how strategic human resource practices can enhance competitiveness in the global business landscape. Additionally, it seeks to explore how managers within international firms can select effective HR strategies to gain a competitive edge, as well as the increasing significance of talent retention as a critical component of HR strategy in global corporations.

2.0 LITERATURE REVIEW

Upper echelons theory posits that the experiences, values, and personalities of senior executives significantly impact their decision-making and the strategic trajectory of organizations in the realm of global human resource practices. This theory highlights the essential function of leaders' cognitive frameworks in influencing organizational results, as their distinct viewpoints direct their methods for addressing challenges and recognizing opportunities within HR practices. As a result, the makeup of the upper management team has substantial consequences for a company's performance and strategic choices, emphasizing the necessity of comprehending the individual traits of those occupying top decision-making positions. (Ekiyanto et al., n.d.; Karake, 1995).

To enhance talent retention within a global organization, it is essential to assess the risk of losing talent by utilizing a comprehensive single score index. This evaluation should include a comparison of employee performance with global benchmarks that influence talent retention. Furthermore, it is crucial to pinpoint specific areas within the global enterprise that are particularly susceptible to high employee turnover. In addition, leveraging predictive analytics related to turnover can yield significant insights into potential retention challenges (Shahzad et al., 2024).

Globalization has profoundly impacted the world, leading to rapid technological advancements and prompting companies to undergo significant transformations to remain competitive in the global labor market. As a result, the role of Human Resource Management (HRM) has become increasingly vital. Previous research has underscored the importance of attracting new talent with the necessary skills and expertise to help achieve organizational objectives. The mid-1990s marked a pivotal moment in recruitment practices with the advent of the Internet, which was heralded as a

recruitment revolution due to its effectiveness in enhancing organizational efficiency and HRM practices. This shift has introduced intelligent automated systems as a novel strategy for workforce management and productivity enhancement. The impact of innovation is evident in HRM strategies and practices, including recruitment, training, and performance evaluation, which focus on selecting qualified candidates. Training programs are implemented to ensure that new employees become acquainted with their roles and gain essential knowledge about their responsibilities. The foundational principles of instructional design can be reimagined to align with these evolving practices (Shahzad et al., 2024).

3.0 METHODS

To improve talent retention in a global organization, it is vital to evaluate the risk of talent loss through a detailed single score index. This assessment must involve comparing employee performance against global standards that impact retention rates. Additionally, it is important to identify particular sectors within the global organization that are especially vulnerable to elevated employee turnover. Moreover, employing predictive analytics concerning turnover can provide valuable insights into potential challenges related to retention (Abraham et al., 2023b).

This research adopts a qualitative framework, employing qualitative methodologies to investigate essential themes within the NVivo context. It emphasizes the analysis of large datasets and examines how managers can enhance their decision-making processes concerning critical business operations in human resource practices worldwide (Bellavista et al., 2022; Soler-Gallart & Flecha, 2022). Business analytics refers to the systematic analysis of data and the application of statistical methods to guide decision-making in organizations, particularly for the development of strategic HR practices. This field includes a variety of methodologies and tools that facilitate the interpretation of complex datasets, the identification of trends, and the extraction of actionable insights. By leveraging business analytics, organizations can improve operational efficiency, optimize resource distribution, and promote strategic growth within HR practices, adhering to principles of efficiency in business. The objective of this study is to clarify the concrete outcomes that arise from the decision-making process, with a particular focus on the conclusions derived from these discussions regarding the strategic involvement of HR practices. Additionally, the research aims to identify potential themes that could pave the way for future studies on talent retention, such as effective strategic HR practices that enhance job satisfaction and employee performance (Janssen et al., 2022).

4.0 RESULT AND DISCUSSION

A comprehensive understanding of decision-making processes is vital for clarifying the mechanisms that influence the development and implementation of strategic choices in human resource practices across global firms. A deep insight into these critical elements is essential for performing a detailed analysis of the decision-making framework that underpins effective strategic HR practice enhancement. This research emphasizes the definitive outcomes produced by the decision-making process, with a particular focus on the results that stem from decisions related to strategic business development in HR practices. Additionally, it aims to uncover emerging trends that may support future research initiatives and incorporates systematic data analysis and statistical methods to inform decision-making within organizational contexts, thereby facilitating the selection

of effective strategic approaches in contemporary HR practices (Mallick et al., 2014; Sharma et al., 2024).

To enhance talent retention within a global organization, it is essential to assess the risk of losing talent by utilizing a comprehensive single score index. This evaluation should include a comparison of employee performance with global benchmarks that influence retention rates. Furthermore, it is crucial to pinpoint specific areas within the organization that may be particularly susceptible to high employee turnover. Additionally, leveraging predictive analytics related to turnover can yield significant insights into potential retention challenges.

The text search and rub query improvement base from the Nvivo output pertain:

Reference 1 - 0,01% Coverage

*a misalignment between talent acquisition, **talent retention** practices and organisational commitment. There*

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*play only a minor role. **Talent retention** is based on implementing a*

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interpersonal relationships.

*Keywords talent acquisition, **talent retention**, organisation commitment, person-organisation and*

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commitment (Khatri et al., 2010).

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*al., 2017). Past research on **talent retention** demonstrated that factors such as*

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*Drummond and Stone, 2007). The **talent retention** taxonomy developed by Ortlieb and*

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the most effective basis for talent retention, regardless of the talents' competencies. Employees

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Anderson, 2011).

*Organisational commitment and **talent retention** The concept of commitment, as a*

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*may inspire organisational commitment and **talent retention**. Instead of focussing on highpotential*

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*commitment. A significant aspect of **talent retention** is supervisors' or leaders' individualised*

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*thus, small businesses should prioritise **talent retention** through skillenhancing practices, motivation-enhancing*

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*al., 2016). However, research on **talent retention** in SMEs is scarce (Wagar*

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*of their unwillingness to implement **talent retention** practices is crucial. Although talents*

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*act to increase congruence and **talent retention** by addressing issues such as*

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set of general

*questions about **talent retention** and acquisition practices, organisational commitment*

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*owner-managers are sceptical about **talent retention** practices, particularly in retaining employees*

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*than the appeal of having **talent retention** practices. As mentioned by one*

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*agreed that the reasons for **talent retention** in their organisation were primarily*

Reference 20 - 0,01% Coverage

*the fit dimension and increasing **talent retention** rates.*

Implications

According to the

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*emphasising the importance of implementing **talent retention** practices demonstrating employees' dedication to*

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*is important and can influence **talent retention** and level of organisational commitment*

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concerns, experiences and opinions about **talent retention** and commitment affecting their job

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talent management: A framework for **talent retention** based on the psychological-contract

Reference 26 - 0,01% Coverage

K (2009) The association between **talent retention**, antecedent factors, and consequent organizational

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and Edwards L (2009) Managing **Talent Retention**, an ROI Approach, Hoboken, NJ: John

Reference 28 - 0,01% Coverage

P and Hofaidhllaoui M (2017) **Talent retention**: evidence from a multinational firm
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Reference 28 - 0,01% Coverage

P and Hofaidhllaoui M (2017) **Talent retention**: evidence from a multinational firm

The themes and sub-themes derived from the literature review findings are illustrated in Figure 1 below:

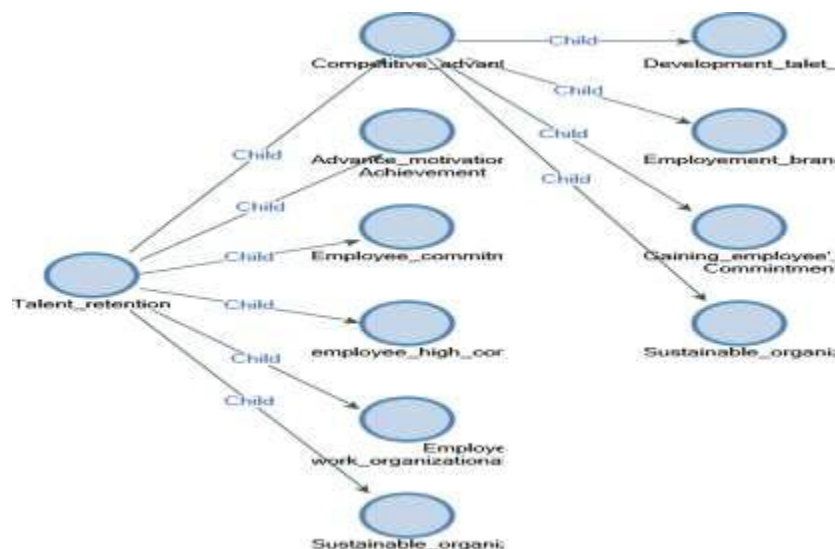


Figure 1. The implications of prospective themes of the talent retention employee and the well competitive advantage of the firms for forthcoming research endeavours

The hierarchy chart illustrating the keyword and potential enhancements for the theoretical development is presented in Figure 2 below:



Figure 2. The organizational structure illustrating the keyword alongside the possible enhancements to the premise

The advancement of core principles and the investigation of potential variables for future studies are anchored in the business data analytics program, which aims to identify effective practices in human resources that are both recent and strategically sound. This initiative not only promotes informed decision-making but also encourages the development of innovative HR practice models, thereby enhancing the sustainability of existing strategic HR frameworks. Furthermore, the program underlines the importance of selecting strategic HR practices and supports the creation of new business models, contributing to the longevity of current organizational structures. Emerging themes for future research in management science are presented in Table 1 below (Mallick et al., 2014; Sharma et al., 2024).

Table 1. The enhancement of core principles and the exploration of potential factors for forthcoming research are fundamentally embedded within the talent retention employee and the well competitive advantage of the firms

No.	The Key-words	The possible enhancements to the premise
1.	Talent_retention	Talent retention refers to the strategies and practices employed by organizations to keep their skilled employees engaged and committed to the company. It encompasses various initiatives aimed at fostering a positive work environment, providing opportunities for professional development, and ensuring competitive compensation and benefits. By effectively managing talent retention, organizations can reduce turnover rates, maintain a stable workforce, and enhance overall productivity and morale.
2.	Advance_motivational-Achievement	Motivational advancement and achievement among employees in global corporations are essential for gaining a

		competitive edge. The promotion of motivation and success among employees in multinational corporations is crucial for securing a competitive advantage. By efficiently overseeing their operations in various regions, these organizations can enhance their supply chains, lower expenses, and react more promptly to market needs. Furthermore, global enterprises can leverage brand recognition and customer loyalty that extend beyond national boundaries, enabling them to create a robust presence in diverse markets.
3.	Competitive_advantage_global_companies	Global companies often achieve a competitive advantage through various strategic approaches that enhance their market position. These advantages can stem from factors such as economies of scale, access to diverse resources, and the ability to leverage advanced technologies. By effectively managing their operations across different regions, these firms can optimize their supply chains, reduce costs, and respond more swiftly to market demands. Additionally, global companies can benefit from brand recognition and customer loyalty that transcend borders, allowing them to establish a strong presence in multiple markets. Ultimately, the ability to navigate the complexities of international business while maintaining operational efficiency is crucial for sustaining a competitive edge in the global marketplace.
4.	Development_talent_aquisition	The process of acquiring development talent. By efficiently overseeing their operations in various regions, these companies can enhance their supply chains, lower expenses, and react more promptly to market needs. Furthermore, international firms can leverage brand recognition and customer loyalty that extend beyond national boundaries, enabling them to create a robust presence in several markets.
5.	Employment_branding	Employment branding refers to the strategic approach organizations use to promote their identity as an employer, highlighting their values, culture, and benefits to attract and retain talent. This process involves creating a compelling narrative that resonates with potential employees, showcasing what makes the organization a desirable place to work. By effectively communicating their unique attributes, companies can enhance their reputation in the job market and foster a strong connection with both current and prospective employees.
6.	Gaining_employee'_Trust-Commitment	Building Employee Trust and Commitment. Organizations foster employee trust and commitment through strategic

		initiatives that enhance their identity as an employer. This involves emphasizing their core values, organizational culture, and the benefits they offer, all aimed at attracting and retaining skilled talent.
7.	Sustainable_organizational_per Formance	Sustainable organizational performance refers to the ability of an organization to achieve its goals while ensuring long-term viability and minimal negative impact on the environment and society. This concept emphasizes the integration of economic, social, and environmental considerations into the organization's strategies and operations, fostering resilience and adaptability in a rapidly changing world. By prioritizing sustainability, organizations can enhance their performance and contribute positively to the communities in which they operate.
8.	Employee_commitment	Employee commitment refers to the level of dedication and loyalty that an employee exhibits towards their organization. It encompasses the emotional attachment and sense of responsibility an individual feels towards their work and the goals of the company. High levels of employee commitment are often associated with increased job satisfaction, improved performance, and a lower turnover rate, ultimately contributing to the overall success of the organization.
9.	Employee_high_competency_a Chievement	The achievement of elevated competency levels among employees, along with strong employee commitment, is frequently linked to enhanced job satisfaction, superior performance, and reduced turnover rates, all of which play a crucial role in the overall success of the organization.
10.	Employeeework_ organizational_commitm ent	The achievement of elevated competency levels among employees, along with their commitment to the organization, is frequently linked to enhanced job satisfaction, superior performance, and reduced turnover rates. These factors collectively play a significant role in fostering the overall success of the organization.
11	Sustainable_organizational_per Formance	Sustainable organizational performance refers to the ability of an organization to achieve its goals while ensuring long-term viability and minimal negative impact on the environment and society. This concept emphasizes the integration of economic, social, and environmental considerations into the organization's strategies and operations, fostering resilience and adaptability in a rapidly changing world. By prioritizing sustainability, organizations can enhance their performance and contribute positively to the communities in which they operate.

A thorough comprehension of decision-making processes is essential for elucidating the mechanisms that shape the formulation and execution of strategic choices in human resource practices within international corporations. An in-depth understanding of these pivotal components is crucial for conducting a detailed examination of the decision-making framework that supports the advancement of effective strategic HR practices. This study highlights the significant outcomes generated by the decision-making process, with a particular emphasis on the implications of decisions concerning strategic business development in HR practices. Additionally, it seeks to identify emerging trends that could inform future research endeavors, utilizing systematic data analysis and statistical techniques to guide decision-making in organizational settings, thus enabling well-informed strategic decisions in HR practices. To enhance talent retention in a global organization, it is essential to assess the risk of talent attrition through a comprehensive single score index. This evaluation should include a comparison of employee performance against global benchmarks that influence retention rates. Moreover, it is critical to pinpoint specific organizational areas that may be especially susceptible to elevated turnover rates. The application of predictive analytics concerning employee turnover can yield valuable insights into potential retention challenges (Mallick et al., 2014; Sharma et al., 2024).

The primary focus of the first premise is talent retention, which encompasses the strategies and practices that organizations employ to maintain an engaged and committed skilled workforce. This concept involves a variety of initiatives aimed at fostering a positive work environment, providing opportunities for professional development, and offering competitive compensation and benefits. By effectively managing talent retention, organizations can reduce employee turnover, maintain a stable workforce, and enhance overall productivity and morale. In the realm of global corporations, it is crucial to inspire motivation and achievement among employees to sustain a competitive edge. By skillfully managing operations across diverse regions, these companies can optimize their supply chains, minimize costs, and respond more rapidly to market demands. Additionally, global firms can benefit from brand recognition and customer loyalty that transcend national borders, allowing them to secure a strong presence in various markets. High levels of employee competency, combined with their commitment to the organization, are often linked to increased job satisfaction, improved performance, and reduced turnover rates, all of which significantly contribute to the organization's overall success. The second premise highlights that global corporations often gain a competitive advantage through various strategic approaches that enhance their market position. These advantages can stem from factors such as economies of scale, access to a diverse array of resources, and the ability to leverage advanced technologies. By effectively managing operations across different regions, these organizations can streamline their supply chains, decrease costs, and respond more swiftly to market demands. Moreover, global firms can utilize brand recognition and customer loyalty that extend beyond national borders, enabling them to establish a strong foothold in multiple markets. Ultimately, these strategic advantages play a crucial role in the sustained success and growth of global corporations (Kundu et al., 2023; Shahzad et al., 2024).

5.0 CONCLUSIONS

A comprehensive understanding of decision-making processes is vital for clarifying the mechanisms that influence the development and implementation of strategic choices in human resource practices across global firms. A deep grasp of these critical elements is necessary for

performing an exhaustive analysis of the decision-making framework that underpins effective strategic HR practice enhancement. This research emphasizes the definitive outcomes produced by the decision-making process, particularly focusing on the results that stem from decisions related to strategic business development in HR practices.

Furthermore, it aims to uncover emerging trends that may support future research initiatives, employing systematic data analysis and statistical methods to inform decision-making in organizational contexts, thereby facilitating well-informed strategic choices in HR practices. To improve talent retention in a global organization, it is imperative to evaluate the risk of talent loss through a comprehensive single score index. This assessment should involve comparing employee performance against global benchmarks that affect retention rates. Additionally, it is important to identify specific organizational areas that may be particularly vulnerable to high turnover rates. Utilizing predictive analytics related to employee turnover can provide valuable insights into potential retention issues.

The main theme pertains; the first premise, the talent retention involves the strategies and practices that organizations implement to keep their skilled workforce engaged and dedicated to the company. This concept includes a range of initiatives designed to cultivate a positive workplace atmosphere, offer professional growth opportunities, and provide competitive salaries and benefits. By effectively managing talent retention, organizations can lower employee turnover, sustain a stable workforce, and improve overall productivity and morale. In the context of global corporations, fostering motivation and achievement among employees is vital for maintaining a competitive advantage. By adeptly managing their operations across different regions, these companies can optimize their supply chains, reduce costs, and respond more swiftly to market demands. Additionally, global firms can capitalize on brand recognition and customer loyalty that transcend national borders, allowing them to establish a strong foothold in various markets. The attainment of high competency levels among employees, coupled with their dedication to the organization, is often associated with increased job satisfaction, enhanced performance, and lower turnover rates. Collectively, these elements significantly contribute to the overall success of the organization.

The second of main premise; Global corporations frequently secure a competitive edge through a variety of strategic methods that bolster their standing in the marketplace. These advantages may arise from elements such as economies of scale, access to a wide range of resources, and the capacity to utilize cutting-edge technologies. By adeptly managing their operations across various regions, these organizations can streamline their supply chains, lower expenses, and react more promptly to market needs. Furthermore, global firms can leverage brand recognition and customer loyalty that extend beyond national boundaries, enabling them to establish a robust presence in numerous markets. Ultimately, the capability to navigate the intricacies of international commerce while ensuring operational efficiency is vital for maintaining a competitive advantage in the global arena. Employment branding encompasses the strategic initiatives that organizations undertake to promote their identity as employers, emphasizing their values, culture, and benefits to attract and retain talent. This endeavor involves crafting a persuasive narrative that resonates with potential employees, highlighting what distinguishes the organization as an appealing workplace. By

effectively articulating their unique characteristics, companies can improve their standing in the job market and cultivate a strong bond with both current and prospective employees.

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