5HR02 Talent Management And Workforce Planning

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# **Introduction**

The key to maintaining a strong team and success of an organization, is effective onboarding and recruitment strategies. Psychological contract fulfillment (Powers, 2023), talent empowerment (Kumar and Rajini, 2024) workplace well-being (Mosquera and Soares, 2025) etc were studied by researchers in employee onboarding. Understanding these strategies is necessary for organization to boost employee commitment, minimize turnover and optimize human resource management. The main objective of this work is to analyze through key studies on onboarding, recruitment issues and retention strategies such that the impact will be made towards sustaining workforce stability.

# **Strategic Positioning in Competitive Labour Markets (AC 1.1)**

Strategic positioning seeks to build a competitive advantage in the labour market (Farida et al., 2022). It emphasises directors' responsibility to market their attractiveness to potential employees through differentiation in attracting, retaining, and developing talent. In such a turbulent business climate, it has almost become impossible to maintain and attract skilled workers when organisations compete against each other, requiring the organisations to have strategies in place to facilitate their marketing as employers. On-the-ground positioning entail strong employer branding, competitive remuneration packages, solid employee value propositions (EVPs), and workforce agility.

**Competitive Landscape Analysis of ParcelCare**

ParcelCare is in the fiercely competitive parcel delivery industry dominated by companies such as Amazon Logistics, DPD, and Royal Mail. This last industry is already facing labour shortages, rising demands for fast deliveries, and mounting realisation of employee expectations regarding working conditions and pay packages. Most competitors offer flexible contracts with better benefits and career prospects, which already outweigh the options in ParcelCare's employability ranking. If ParcelCare does not consider the strategic workforce scenario, it lose its employees to its far more alluring competitors.

**Strategies to Enhance ParcelCare’s Competitive Advantage**

***1. Employer Branding***

A strong employer brand showcases ParcelCare as an attractive workplace to reach out for top talent. This entails marketing what is left of company culture, career growth opportunities, and success stories. Investments in corporate social responsibility initiatives, other employee well-being programs, and diversity and inclusion efforts can further strengthen the company's reputation.

***2. Pay and Benefits Competitive***

Given that salaries fall within or above the industry benchmark for talent attraction, while ParcelCare should regularly benchmark whether its pay structure falls within industry norms, comprehensive benefits can further enhance job satisfaction and employee retention. Healthcare pensions, performance-linked incentives, or employee discounts are such services.

***3. The Employee Value Proposition (EVP)***

This is what makes ParcelCare an attractive employer. A strong EVP will contain career development programs, flexible work arrangements, and a supportive working environment (Athalage, 2024). Highlight the opportunities for skill development, training, and career advancement at PostalCare to attract candidates looking for long-term growth.

***4. Agility and Upskilling in the Workforce***

The parcel delivery industry is evolving, including automation and digitalisation. ParcelCare benefit by investing in upskilling employees to be acquainted with new technologies so that new technologies can facilitate productivity and job satisfaction. Flexible workforce models-for example, part-time or gig-based contracts-can meet fluctuating demand.

**Examples of Successful Talent Strategies**

Amazon Logistics and DHL have positioned themselves indelibly in the labour market because of their competitive wages, high-class training programs, and strong employer branding. For instance, the Certified International Specialist (CIS) program across DHL refines employee skills to create engagement and retain people in the workforce.

# **Impact of Changing Labour Market Conditions on Resourcing (AC 1.2)**

The labour market is changing due to the influence of new technology, economic conditions, and social factors. These periodic changes influence how an organisation attracts and manages its workforce. Understanding these trends for ParcelCare becomes critical in the formulation of resource strategies. At the same time, UK logistics is not only employing 1.7 million people, it is also key to the country’s economy. The gig economy has expanded at the same time too with 4.7 million workers in Britain involved in gig roles – around 1 in 10 adults (UK Transport Workforce 2024 | Statista, 2024). Moreover, 41 per cent of UK gig workers are doing transportation services (“UK Transport Workforce 2024 | Statista, 2024). Companies like ParcelCare however, are undergoing this shift of moving towards flexible work arrangements and that brings both opportunities and challenges in attracting and retaining talent.

**Changing Dynamics of Labour Markets**

The following are some of the critical changes influencing today's labour market:

1. Gig Economy Growing—The gig economy is booming, with many workers opting for flexible, part-time contracts instead of traditional full-time jobs. Companies like Uber and Deliveroo have become standard through these models within the logistics industry (Vilko & Hallikas, 2024). Although this is advantageous to ParcelCare as it opens up talent for them, it increases competition for workers inclined towards gig roles.
2. Automating and Digitalizing—Automation and AI have substantially advanced in transforming logistics today (Bityukova, 2024). Sorting automation redesigns warehouses where manual labour is avoiding AI in the planning of delivery routes and, of course, drone deliveries.
3. Brexit and Employment Policies-Most migrant workforces have repopulated sectors, such as logistics, built on overseas labour (Dorantes & Allen, 2024). More stringent immigration rules mean that ParcelCare has to devise new strategies to attract and retain home-grown talent, such as apprenticeship schemes and targeted recruitment campaigns.
4. COVID-19: After Effects - Remote work sped up and coexisting with reality has become a standard in people's job attraction. Job security, health benefits, and flexibility now rank top among their considerations for making job choices.

***Impact on ParcelCare’s Recruitment, Retention, and Workforce Planning***

* + Recruitment Challenges- The competitive labour market confronts ParcelCare with talent acquisition problems. There has been a dearth of migrant workers since Brexit. The hiring situation is further aggravated by a lack of skilled workers for digital logistics positions.
  + Retention Problems—Employees are looking for work-life balance, career progress, and job security. Unless ParcelCare meets these needs, turnover is high.
  + Considerations within Workforce Planning—The company has to anticipate fluctuations in demand and invest resources in employee training so that it has a pool of skilled workers who can adapt to automation and digitalization (Vilko & Hallikas, 2024).

Recommendations for Adjustments in Resource-Allocation Strategy

1. Move toward Flexible Working Arrangements—Flexibility in working hours, part-time working, and gig working are alternatives that entice a diverse workforce for ParcelCare.
2. Developing Skills—Training programs in digital logistics, AI, and automation will keep employees valuable as technology develops. In addition, apprenticeship training schemes and skilling programs indirectly alleviates talent shortages (Vilko & Hallikas, 2024).
3. Strengthening the Employer Value Proposition—In addition to good salary, job security, and benefits like mental health support, which will help enhance retention, ParcelCare should complement its efforts with advertising career growth to attract talent.
4. Invest in alternative talent-acquisition strategies. By going local, offering internships, and making good use of digital recruitment platforms for to-and-from in attracting new talent.

By quickly adapting to these labour market changes, ParcelCare is investing in a resilient and future-ready workforce to enable long-term success.

# **Impact of Effective Workforce Planning (AC 2.1)**

***Definition and Importance of Workforce Planning***

Workforce planning encompasses analysing the demand and supply of present and future employees in an organisation to guarantee that the right people will be moved into the right roles at the right time (Wilton, 2022). This entails forecasting labour demand, diagnosing skills gaps, and rolling out interventions concerning talent recruitment, career development, and retention. A solidly harnessed workforce planning, therefore, bring about an agile and competitive business and prepare it for market fluctuations.

To ParcelCare, a logistics company that falls under very high dynamism, strategic workforce planning is essential to controlling workforce fluctuations, improving service delivery, and ensuring long-term sustainability.

***Benefits of Workforce Planning for ParcelCare***

*1. Enhanced Talent Pipeline*

Workforce planning help ParcelCare have a good talent pipeline by identifying future skill needs and implementing succession planning strategies. This decrease reliance on last-minute hiring and ensure that the company has a steady pipeline of suitably qualified candidates for key positions such as delivery drivers, warehousing, and logistics managers.

*2. Reduced Cost and Efficiency*

ParcelCare can optimise staffing levels by accurately forecasting its labour requirements; Overtime, recruitment, and training cost reductions will accompany these forecasts. A well-planned workforce strategy minimises hiring costs due to reduced employee turnover and absenteeism and increases operational efficiency.

*3. Business Continuity and Scalability*

The freight industry is subject to seasonal changes, economic flux, and surprise events such as facility closures due to a lack of fuel supplies or pandemics. By workforce planning, ParcelCare anticipates the changes that come with demand and scales its workforce. Applying some flexibility in work arrangements, such as hiring on a gig basis or a temporary contract, ensure continuity of services during peak periods without creating wastage during slow periods.

*4. Risk Mitigation*

Workforce planning assists ParcelCare in identifying superfluous risks related to worker shortages, skills gaps, and regulatory framework changes. Such risks are proactively dealt with, such as cross-training employees to develop digital logistics skills or encouraging diversified hiring channels to prevent disruptions in operation with at least continuing putative compliance and reporting obligations of the legislation regarding employment requirements.

***Case Study Examples in Logistics***

* + DHL: It executed its successful strategic workforce planning by turning to data analytics to forecast labour demand and determine the effective allocation of its workforce (Haque, 2024). This has led to a reduction in recruitment costs and better service efficiency.
  + Amazon Logistics: As busy shopping seasons approach, Amazon hires thousands of temporary employees through workforce planning (Henaway, 2023). Such demand is forecasted, and recruitment automation helps Amazon hire short-term but sufficiently staffed employees during off-peak periods.
  + Royal Mail: To counteract the decline in traditional mail services, Royal Mail has turned its workforce planning to create new roles: training employees in parcel handling and digital logistics to enable long-term availability of workers.

By institutionalising a data-oriented and strategic approach to workforce planning, ParcelCare will fortify its operational resilience, reduce costs, and create a workforce fit for the future

# **Techniques to Support Workforce Planning (AC 2.2)**

**Workforce Demand Forecasting**

For instance, workforce planning is important since it helps in matching the person resource capacities as well as objectives of the organization. Two important techniques that can help this process are Workforce Demand Forecasting as well as Skills Gap Analysis. This is both important to continue increasing ParcelCare’s relevance in a world where labour scarcity and consumer expectations are fast changing side-by-side with an increasing use of automation and possible ‘no deal’ with Brexit.

**Workforce Demand Forecasting**

Predicting the number and type of employees an organisation is going to need in the future is involved. This technique allows ParcelCare to make strategic decisions such as the expansion of the network, the technology investments, and the peak delivery periods. By using various forms of quantitative methods including time series analysis, regression modelling, ParcelCare is able to predict demand based on historical delivery volumes as well as seasonality. They are indeed data driven and effective for short to medium term planning.

While they are limited by the quality and relevancy of data in a volatile environment such as logistics. And for example, mere regulatory changes or a disturbance in fuel supply chains cause predictions to misfire. Although, as a complementary approach, it is qualitative methods such as expert judgement or scenario planning that are useful to help ParcelCare prepare for events including technological disruptions and policy shifts (Zhao et al., 2022). However, the major benefit is the alignment of staffing levels to business demand and not overstaffing and under resourcing creating cost. However, the method still depends heavily on forecasting accuracy.

**Skills Gap Analysis**

On the other hand, it identifies the discrepancies between the current skills of employees and those which are needed for further operations. This is a vital technique for ParcelCare because the firm is investing in automation, AI based logistics planning and environmentally sustainable practices. Regular performance reviews, employee feedback surveys, competency mapping help the HR to figure out where they need to upskill or reskill (Gayatri et al., 2025).

However, because of the direct connection to employee development and strategic capability building, this because a strength. It provides support for training interventions that are specific and measurable and thereby increases productivity and retention. While this comes with the benefit of forcing teams to crunch skills data to the bone, it also consumes time and resources to gather, analyse and act on skills data in large or rapidly changing teams. In addition, the success of skills gap analysis depends on an organisation being able to run timely and relevant training programmes.

Independently, both techniques are critical to ParcelCare’s workforce planning. Demand forecasting allows for efficient staffing against business growth while skill gap analysis guarantees a talent that is relevant for industry. When put together, they make up for a robust future ready virtual workforce.

# **Evaluating Recruitment and Selection Methods for an Effective Workforce (AC 2.3)**

The recruitment and selection is a very important process to build an effective workforce. Nowadays, ParcelCare is sourcing talent through the use of job openings at the company and candidate interviews with line managers, these processes can be expanded to enhance talent acquisition. It compares the evaluation of different recruitment and selection methods and their strengths and weaknesses in better hiring process.

**Recruitment Methods**

**Social Media Recruitment**

LinkedIn and Facebook are social media platforms that make the broader talent pool available, attracting active and passive candidates (Roshni, 2023). It is a cost-efficient method to reach potential hires, strengthens employer branding, and offers an opportunity for direct interaction with them. Despite this, it can become tedious as there is a large number of candidates and there is a danger of unconscious bias from their online presence rather than professional qualifications.

**Employee Referral Programs**

Referral programs are done leveraging the existing employees by referring candidates quickly reducing the waiting time of hiring, faster cultural fit, and lower the turnover period. This method can enhance the hiring quality because employees refer the persons that they know. It decreases recruitment costs by reducing external advertising costs (Tucker, 2024). Nevertheless, depending too much on referrals can restrict workforce diversity due to the loss of diversity in the referred candidates.

**Selection Methods**

**Assessment Centers**

The activities in assessment centers are structured as examples of group exercises or case studies to assess a candidate’s competencies. This method will perform an objective and comprehensive assessment of problem-solving skills, teamwork, and leadership skills. It identifies the best talent as well as reduces hiring risks. However, assessment centers are both time and money-consuming. This can also cause stress for candidates and adversely affect their performance as well as the accuracy of evaluation.

**Structured Interviews**

With structured interviews, a standard set of questions is used to make the evaluation of candidates fair and consistent. They aid in comparison between applicants since hiring biases can have a negative impact on candidates during the interview process. Also, they promote legal compliance through equal treatment of all the candidates. Structured interviews can be rigid and not be good for deeper exploration where the candidate’s unique skill and experience are concerned (Shammi, 2023). The process can also be impersonal for some candidates, reducing engagement and negatively impacting impressions with employers.

# **Factors Influencing Employee Retention and Turnover (AC  3.1)**

However, employee turnover is one of the most critical challenges that disrupts workforce stability and the operational efficiency of a business. The turnover rate at Parcelcare is higher than the internal targets and hence they need to understand as to why the employees prefer to leave or stay in the organization (Godinho, Reis, Carvalho and Martinho, 2023). Employee turnover has two sources: the avoidable turnover and unavoidable turnover; and push and pull forces.

**Avoidable vs. Unavoidable Turnover**

Employees being left due to causes in the control of the organization (poor management, poor career development, low job satisfaction, inadequate compensation, etc.) is called avoidable turnover. If ParcelCare sees a high turnover that can be avoided, it implies that pay and conditions for working conditions and potential growth opportunities help it to keep talent.

However, unlike the latter, unavoidable turnover is caused by external constraints unavailable to the organization at hand, as is the case with retirement, moving, personal health issues, or family responsibilities (Ngo, 2022). The fact that inevitable turnover is unavoidable should not be a reason to abandon talent pipeline and succession planning. For example, if employees have to leave due to personal relocation, ParcelCare considers remote work or internal transfers to another location wherever possible.

**Push and Pull Factors**

Negative experiences in the organization have been defined as push factors that lead employees out of the organization. For instance, they are poor management practices, no work–life balance, excessive job stress or a lack of growth opportunities (Kuusisto, 2024). This makes the staff of ParcelCare employees less likely to be satisfied with their positions, leaving them for another job, which leads to higher turnover rate.

The pull factors are the employees that are attracted to getting better prospects such as better salary, career ladder or benefits are better. Incentives are superior to those provided by competitor firms that encourage employees to leave (Holland and Scullion, 2021). To combat this, ParcelCare must engage in competitive wages, career development opportunities, and a strong work culture that augurs long-term employee commitment.

# **Approaches to Retaining Employees (AC 3.2)**

As with most logistics firms, ParcelCare has faced high turnover in warehouse roles because of the wage market. In order to resolve this problem, the organisation can use four key safe employee retention related strategies: Realistic Job Previews (RJPs), Induction Programs, Job Enrichment, and Reward Systems. While there are many in scope, cost and long-term value, the common goal behind every one is to raise employee satisfaction and lower attrition.

**Realistic Job Previews** and **Induction Programs**

The second, both, attempt to create early alignment between employee what they expect and what they actually see. RJPs allow prospective employees to not only get to learn about role but also the specifics of what goes with it such as the benefits and challenges of it before the hiring. By doing this, this low cost approach helps reduce early turnover by ensuring better fit for the role. Although, ROI depends on the quality of the preview and some candidate decline.

Induction Programs have same purpose but take place after the hire with structured onboarding like training what the company’s policies are, how the company’s culture works, and the job duties. But, induction programs incur a higher cost at the beginning in the form of training resources and staff supervision time but the ROI is better because it will lead to higher engagement, mitigate the early confusion and promote the early loyalty (Holland & Scullion, 2021).

**Job Enrichment** and **Reward Systems**

Instead, concentrate on the long term retention. Job enrichment refers to redefining roles to include variety, autonomy and growth options like cross-training ParcelCare’s warehouse staff or giving them decision making input. The cost of this approach can rise disproportionate to these added supervision and training requirements but also enhance the motivation and internal mobility of employees. The ROO of enriched role is differentiated by employee tendencies, some thrive on this job while some feel overwelmed or only cared to do task.

The performance is directly linked with the rewards through monetary bonuses and recognition schemes. Unlike enrichment, which improves job contents, rewards rely on extrinsic motivations. In sectors with high turnover, such as logistics, these systems give quicker results in terms of retention. Although expensive, especially if over used, very measurable and customizable, they remain an attractive option for such ROI oriented but effect limited tactics (Timsina, 2024).

Therefore, ParcelCare has to consider both short and long term benefits. Early stage alignment can be captured through cost effective RJPs and Inductions while on further stages, Job Enrichment and Rewards fits better for deeper motivation and longer engagement. The greatest potential for preventing employees from bolting is an integrated approach that is, combining clear expectations, supportive onboarding, meaningful work and tangible incentives.

# **The Impact of Dysfunctional Employee Turnover (AC 3.3)**

Any organization’s employee turnover is normal, but when it becomes dysfunctional, it can be very destructive. The issue of dysfunctional turnover refers to the loss of high-performing employees or those playing critical roles, which have a detrimental effect on organizational performance. For ParcelCare, which has to be operationally efficient and stable in its workforce, addressing dysfunctional turnover is critical for maintaining a competitive edge.

**Loss of Skilled Employees and Productivity Decline**

When key employees leave, there is material knowledge and experience left behind, and that makes for large gaps in who know what and how to do it. Warehousing and supervising tasks are key components of the task in a logistics company like ParcelCare, with people who are familiar with the operations of the company having to be highly trained and experienced personnel in a logistics company like ParcelCare. Their departure is disruptive, worsens error rates, and undermines productivity (Mosquera and Soares, 2025). However, new hires commonly take a period of time to become fully proficient, which results in a temporary decline in performance and efficiency.

**Increased Recruitment and Training Costs**

Receiving and training employees costs a lot again and again. Hiring, onboarding, and training new employees, the concentration of which requires huge time and money investments (Manhal, 2024). Throughout your career, you will experience a lot of turnover at ParcelCare, which requires constantly spending HR resources on hiring and training and not planning and building workforce development processes.

**Decreased Employee Morale and Engagement**

On the downside, it creates a negative situation on the employee morale when individual members of staff stop coming in. If high turnover continues, employees sense that there are more instability in the company and he/she not be happy to work there. When some of your colleagues keep leaving for good, which is frequent in a warehouse, the level of uncertainty and lack of loyalty of your employees will go up very much (Jones, 2024).

**Reputation and Customer Service Impact**

Also, a high turnover rate will tarnish ParcelCare’s brand as an employer and be problematic for attracting top talent. Challenges in recruiting skilled workers arise due to the reluctance of potential candidates to join a company with a high rate of staff turnover. Turnover also causes disruptions, which in turn affects service quality, i.e., delayed deliveries, errors in order fulfillment, and customer dissatisfaction. For an industry like logistics, which does not operate in a competitive environment, service level can be compromised, and this can result in loss of business and customers not having any trust in their supplier (Jeske and Olson, 2022).

# **Assessing Suitable Types of Contractual Arrangements for Workforce Needs (AC 4.1)**

Having permanent staff is manpower stability as well as consistency, as ParcelCare’s biggest manpower is the large percentage of our staff is permanent, not seasonal. Still, demand fluctuation, particularly during peak seasons, is accommodated with flexibility via other contractual arrangements while maintaining operational efficiency. ParcelCare can evaluate different types of contracts for workforce management and unnecessary costs.

**Permanent Full-Time Contracts**

Permanent full time contracts assure the employees a job security, the comfort of the stable income and benefits like paid leave and pension (Kumar and Rajini, 2024). This contract gives ParcelCare’s delivery drivers the reliability and workforce, which translates into consistent service levels and a loyal workforce. In addition, long time employees are able to understand better how the company runs, making it more efficient and increase the customer’s’ satisfaction.

**Fixed-Term Contracts**

A fixed-term contract provides you with a temporary employment solution for a seasonal rise in demand. ParcelCare‘s contracts allow them to ي коли a supply of drivers when needed, for example, on holidays or during major product promotions, without the long-term financial commitment of hiring staff permanently. It allows for maintaining service quality during peak demand periods and enhances workforce agility (Carpenter, 2023). But, new hires are onboarded repeatedly, increasing the recruitment and training costs.

**Zero-hours Contracts**

On the other hand, zero-hours contracts give ParcelCare maximum flexibility to utilize workers as needed without a commitment to a minimum number of hours. This arrangement is especially suitable for dealing with unsteady demand fluctuation. Naturally, it helps the company adjust the amounts of workforce it needs to take delivery of – labor they do not need to pay.

# **The Benefits of Effective Onboarding (AC 4.2)**

However, these elements do not provide new employees with everything necessary to effectively become integrated into the organization. The benefits of such a structured onboarding process also revolve around employee engagement, productivity, and retention, but most importantly both employee and company (Powers, 2023).

**Improved Employee Engagement and Commitment**

The onboarding process that works is crucial in supporting new employees that got welcomed and appreciated from the first and feel belonging and caught. The earlier employees understand the company’s mission, values, and culture, the more likely they are to create a very strong commitment to their roles. There is a direct relationship between higher engagement and lower early turnover rate, all of which are correlated to higher job satisfaction, motivation, and, above all, higher job performance.

**Faster Productivity and Performance**

An effective program for onboarding new employees reduces the time to full productivity. Structured training, clear job expectation and access to resources required for employees to perform their tasks efficiently are provided to the employee (Skiba, 2024). Effective onboarding is important in any operation with regards to operational efficiency and at ParcelCare, where new hires have to quickly adapt to delivery procedures, technology systems, as well as customer service expectations, has a direct impact on service quality.

**Higher Retention and Reduced Turnover Costs**

The more on-platform the employees go through in onboarding, the more likely they will tend to stay with the company for a long time. The costs of recruitment, training and lost productivity are very high, resulting in high turnover (Mboule, 2022). ParcelCare can improve employee retention so that it reduces costs for hiring and maintaining a stable workforce. Adequate support to its employees for their roles prepares them and always makes them feel in the loop, and they are less likely to be frustrated and panic as a result of leaving their jobs.

**Stronger Employer Brand and Reputation**

Good onboarding for an organization creates a good rep of an employer who likes his employees. This gives ParcelCare a better chance to recruit industry top talent and reinforce its employer brand in the cut-throat logistics industry (Abraham, Kaliannan, Avvari and Thomas, 2023). A good onboarding process not only provides professionalism to ParcelCare but shows how efficient they operate.

# **Conclusion**

Employee retention and recruitment strategy plays a huge role in influence retention, engagement and total job satisfaction. Additionally there is mention of structured onboarding programs (Jeske and Olson, 2022), strategic retention models (Holland and Scullion, 2021) and those engagement programs (Timsina, 2024). However, these initiatives must be placed on priority, so as to encourage long term employee commitment and reduce turnover. Combination of proven HR strategies helps organizations to achieve improved stability and performance of workforce. This analysis confirms the need for structured onboarding process in order to retain sustainable talent and expand the organization.

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