

Table of Contents

AC 1.1	2
AC 1.2	3
AC 2.1	4
AC 2.2	6
AC 2.3	8
AC 3.1	11
AC 3.2	12
AC 3.3	14
AC 4.1	15
AC 4.2	16
References:	18

AC 1.1

In a competitive labour market, companies need to attract and keep good employees. To do this, they use different strategies to make themselves more appealing.

1. Becoming an Employer of Choice: One way is to become an "employer of choice." This means creating a workplace where people want to work. Companies do this by offering good pay, benefits, and chances to grow. They also focus on having a positive work environment. For example, "Sun Energy" can attract people by promoting work-life balance and supporting a friendly, inclusive workplace (Rampl, 2014).

2. Improving Employer Branding: Employer branding is how a company presents itself to workers and job seekers. A strong brand shows the company's values and culture in a positive way. "Sun Energy" can build a strong brand by highlighting its commitment to sustainability. Sharing success stories and positive employee experiences can help attract people who care about making a difference in the world (Rampl, 2014).

3. Offering Career Development Opportunities: Employees want to grow in their jobs. Companies that offer training, mentorship, and clear paths for promotion are more likely to keep their employees. "Sun Energy" can offer these opportunities, especially in the area of renewable energy. This helps employees feel valued and encourages them to stay (Hedge, 2017).

4. Fostering a Culture of Innovation: In the energy industry, new ideas are important. Companies that encourage creativity and support new ideas are more attractive to top talent. "Sun Energy" can position itself as a leader in renewable energy by fostering a culture of innovation. This will attract people who want to work on exciting and forward-thinking projects (Hedge, 2017).

5. Providing Competitive Compensation and Benefits: Offering good pay and benefits is essential. This includes not just salaries, but also health insurance, retirement plans, and bonuses. "Sun Energy" should make sure its compensation packages are competitive with other companies in the energy sector (Stalmašeková, 2017).

6. Enhancing Work-Life Balance: Work-life balance is important to many employees today. By offering flexible working arrangements, like remote work or flexible hours, "Sun Energy" can attract a wider range of candidates and keep current employees happy (Stalmašeková, 2017).

By using these strategies, "Sun Energy" can successfully position itself in the competitive labour market, attracting and keeping the skilled professionals it needs to succeed.

AC 1.2

Labour market conditions can greatly affect how companies hire and keep workers. Two key conditions in the labour market are tight and loose labour markets.

1. Tight Labour Market: A tight labour market happens when there are more job openings than people to fill them. This means there are few available workers, so companies must compete to attract and keep employees. In a tight labour market, businesses might offer higher pay, better benefits, or more flexible work conditions. For example, if "Sun Energy" wants to hire engineers with renewable energy skills in a tight market, they might need to offer higher salaries or special perks to attract these candidates (de Pedraza, 2021).

2. Loose Labour Market: A loose labour market occurs when there are more workers available than there are jobs. This means many people are looking for work, but there are not enough job openings. In a loose labour market, companies have more options when hiring because there are many qualified candidates. This can lead to lower wages because there is less competition among employers for workers. For instance, if "Sun Energy" is hiring when many people are unemployed, they might fill positions more easily without offering many extra incentives (Loveridge, 2012).

Examples of Changing Labour Market Conditions

1. Ageing Workforce: One changing labour market condition is an ageing workforce. As the population gets older, more workers are nearing retirement. This can be a challenge for companies because they may lose experienced workers and need to find younger workers to fill these roles. For "Sun Energy," this might mean creating plans to transfer knowledge from

older workers to younger ones or offering flexible work options to keep older employees longer (Čiutienė, 2014).

2. Demand for New Skills: Another example is the increasing demand for new skills, especially in renewable energy. As technology advances and focus shifts to sustainable energy, companies like "Sun Energy" need workers with skills in areas like solar energy, wind power, and battery storage. This means they might need to invest in training programs to develop these skills in their current workers or look for new employees who already have these skills (Čiutienė, 2014).

Impact on Resourcing Decisions

These changing labour market conditions directly impact resourcing decisions. In a tight labour market, "Sun Energy" might need to act quickly to secure top talent and offer competitive packages. They may also focus on retaining current employees to avoid the costs and difficulties of replacing them. In a loose labour market, the company might have more flexibility in hiring and could focus on finding the best possible fit for their needs (Gahan, 2017).

By understanding these labour market conditions, "Sun Energy" can make smart decisions that help them attract, hire, and keep the right workers for their business.

[AC 2.1](#)

Workforce planning means making sure a company has the right number of people with the right skills, in the right places, at the right times. It involves looking at current and future needs and making plans to meet those needs. The goal is to have enough employees to meet the company's goals without having too many or too few (De Bruecker, 2015).

Impact of Effective Workforce Planning:

1. Forecasting Demand for Labour: Effective workforce planning helps a company predict how many workers it will need in the future. This is important because it allows the company to plan for growth or changes in its business. For example, if "Sun Energy" wants to expand in renewable energy, workforce planning can help determine how many new engineers or

technicians will be needed. By predicting this demand, the company can start recruiting or training employees ahead of time (De Bruecker, 2015).

2. Forecasting Supply of Labour: Workforce planning also helps a company predict the supply of available workers. This involves looking at both internal and external labour markets. Internally, the company can assess its current employees and their skills and plan for promotions or retirements. Externally, it can look at the broader labour market to understand trends, such as the availability of certain skills or the competition for talent. For example, if "Sun Energy" knows there is a shortage of skilled workers in a particular area, it can take steps to attract talent before competitors do (De Bruecker, 2015).

3. Aligning Workforce with Business Goals: Effective workforce planning ensures that the workforce is aligned with the company's goals. It helps the company identify the skills and roles that are most important for its success. For "Sun Energy," this might mean focusing on hiring or training employees in areas like renewable energy technologies. By aligning the workforce with these goals, the company can be more efficient and competitive (Lopes, 2015).

4. Managing Workforce Costs: Workforce planning helps in managing costs by ensuring that the company has the right number of employees. Having too many employees can lead to unnecessary expenses, while having too few can hurt productivity. For example, if "Sun Energy" hires too many workers without proper planning, it may face higher costs in salaries and benefits without enough work to justify these expenses. On the other hand, if the company hires too few workers, it may struggle to meet its project deadlines (Lopes, 2015).

5. Addressing Workforce Challenges: Workforce planning also helps a company prepare for challenges. These can include changes in the labour market, like an aging workforce or a shortage of specific skills. For "Sun Energy," effective planning might involve creating strategies to attract younger workers or investing in training programs to develop the necessary skills internally. Additionally, planning helps the company respond to unexpected changes, such as economic downturns or technological advancements that require new skills (Lopes, 2015).

Challenges in Workforce Planning: Despite its benefits, workforce planning can be challenging. It requires accurate data and the ability to predict future trends, which can be difficult. Additionally, it involves making decisions about the future, which can be uncertain. For example, changes in the economy or technology can quickly alter labour market conditions, making it hard to plan accurately (Kovacs, 2021).

Conclusion:

In conclusion, effective workforce planning is essential for forecasting the demand and supply of labour. It aligns the workforce with business goals, manages costs, and helps address workforce challenges. While the process can be challenging, it is critical for ensuring that a company like "Sun Energy" has the right people in place to achieve its objectives.

[AC 2.2](#)

Workforce planning involves figuring out how many employees a company will need and what skills they should have. Two common techniques to support this process are managerial judgment and trend analysis (Jaillet, 2022).

Managerial Judgment:

Managerial judgment relies on the experience and knowledge of managers. They use their understanding of the company and its goals to predict future staffing needs (Jaillet, 2022).

Benefits: One major benefit of managerial judgment is its flexibility. Managers can quickly adjust their plans based on changes in the business environment. For instance, if "Sun Energy" is launching a new project, managers can decide how many new workers are needed and what skills they should have. Managers also understand the company's culture and specific needs, which helps make more accurate decisions (Jaillet, 2022).

Drawbacks: However, there are some downsides to using managerial judgment alone. It can be subjective and influenced by personal opinions, which might lead to biased or inaccurate forecasts. If managers do not have good data, their decisions might be based on incomplete or outdated information (Jaillet, 2022).

Effectiveness: Managerial judgment can be effective, especially when used alongside other techniques that provide more data. It works well in situations where quick decisions are needed or where historical data is not available. But relying only on managerial judgment can be risky due to its potential for bias and lack of data (Jaillet, 2022).

Trend Analysis:

Overview: Trend analysis uses historical data to predict future workforce needs. This technique looks at past patterns in hiring, turnover, and retirements to forecast future staffing requirements (Tucker, 2022).

Benefits: The main advantage of trend analysis is that it is based on data, making it more objective than managerial judgment. By examining past patterns, companies like "Sun Energy" can estimate future staffing needs. For example, trend analysis can help predict how many employees might retire in the coming years, so the company can plan for replacements (Tucker, 2022).

Drawbacks: However, trend analysis has some limitations. It relies heavily on past data, which may not always predict future conditions accurately. If there are sudden changes in the industry or economy, trend analysis might not provide accurate forecasts. It also may not consider new skills that will be important in the future (Tucker, 2022).

Effectiveness: Trend analysis is useful when there is reliable historical data. It is good for long-term planning and spotting patterns in workforce needs. However, it should be used with other methods to handle unexpected changes and new trends (Tucker, 2022).

Conclusion:

Both managerial judgment and trend analysis have their strengths and weaknesses. Managerial judgment is flexible and insightful but can be biased. Trend analysis is data-driven but might not always predict future changes accurately. Using these techniques together can provide a more balanced approach to workforce planning.

AC 2.3

Recruiting and selecting the right employees are crucial for building an effective workforce. Here, we evaluate two methods for recruitment—social media and job boards—and two methods for selection—interviews and job references (Villeda, 2019).

Recruitment Methods:

1. Social Media:

Strengths:

- **Wide Reach:** Social media platforms like LinkedIn, Facebook, and Twitter allow companies to reach many people quickly. This helps attract a large number of candidates (Villeda, 2019).
- **Cost-Efficient:** Posting jobs on social media is often cheaper than other methods, like job fairs (Villeda, 2019).

Weaknesses:

- **Limited Control:** It can be hard to control who sees the job posts, leading to many unqualified applicants (Villeda, 2019).
- **Time-Consuming:** Managing and responding to applications on social media can take a lot of time (Villeda, 2019).

Effectiveness: Social media is good for reaching a wide audience and finding candidates with specific skills. However, it needs careful management to handle many applications and ensure fairness (Villeda, 2019).

2. Job Boards:

Strengths:

- **Active Job Seekers:** Job boards like Indeed or Glassdoor attract people who are actively looking for jobs. This can mean more motivated and qualified applicants (Kuhn, 2020).
- **Easy to Use:** Job boards make it easy to post jobs and search for resumes (Kuhn, 2020).
- **Filtering Tools:** Many job boards have tools to help narrow down candidates based on skills or location (Kuhn, 2020).

Weaknesses:

- **High Competition:** Many companies use job boards, so job postings can get lost among many others (Kuhn, 2020).
- **Costs:** Some job boards charge fees for posting ads or accessing resumes (Kuhn, 2020).
- **Variable Quality:** The quality of candidates can vary, and some may not fit the company's needs (Kuhn, 2020).

Effectiveness: Job boards are useful for finding active job seekers and provide good filtering tools. However, they can be costly and have variable candidate quality (Kuhn, 2020).

Selection Methods:

1. Interviews:

Strengths:

- **Personal Interaction:** Interviews allow employers to meet candidates face-to-face or online, seeing their communication skills and personality (Roulin, 2017).
- **Immediate Feedback:** Employers can get immediate answers to their questions (Roulin, 2017).

Weaknesses:

- **Subjectivity:** Interviews can be influenced by the interviewer's biases, which may affect fairness (Roulin, 2017).

- **Time-Consuming:** Conducting and scheduling interviews can take a lot of time (Roulin, 2017).
- **Stress Factor:** Candidates may be nervous and not perform their best during interviews (Roulin, 2017).

Effectiveness: Interviews are good for assessing a candidate's fit and skills but can be subjective and time-consuming. They work best when used with other methods (Roulin, 2017).

2. Job References:

Strengths:

- **Verify Experience:** References help confirm a candidate's past work and skills from previous employers (Moscoso, 2017).
- **Additional Information:** References can give more details about a candidate's suitability (Moscoso, 2017).

Weaknesses:

- **Possible Bias:** References might be biased, especially if the previous employer does not want to give negative feedback (Moscoso, 2017).
- **Time-Consuming:** Getting references can take time and delay the hiring process (Moscoso, 2017).

Effectiveness: Job references are good for confirming past performance and gaining more insights. However, they may be biased or inconsistent, so they should be used with other methods (Moscoso, 2017).

Conclusion:

Social media and job boards are effective for recruitment, each with strengths and weaknesses. Interviews and job references are useful for selection, providing different types

of information. Using these methods together can help build a stronger workforce by balancing their strengths and addressing their weaknesses (Moscoso, 2017).

AC 3.1

Voluntary vs. Involuntary Turnover:

Voluntary Turnover: Voluntary turnover occurs when employees choose to leave their jobs. This decision is usually based on personal reasons, career opportunities, or dissatisfaction with their current position. For example, if an employee finds a new job with higher pay or better benefits, they might choose to resign from their current job (Rubenstein, 2019).

Involuntary Turnover: Involuntary turnover happens when employees are asked to leave their jobs by their employer. This could be due to layoffs, poor performance, or company changes. For instance, if a company needs to cut costs and decides to lay off some employees, this is considered involuntary turnover (Rubenstein, 2019).

Factors Influencing Why People Choose to Leave:

Lack of Career Growth: One major reason employees choose to leave an organization is the lack of career growth opportunities. Employees often want to advance in their careers and develop new skills. If they feel there are no chances for promotion or advancement in their current job, they may look for a new position elsewhere. For example, if "Sun Energy" does not offer clear paths for career advancement, employees might leave to find jobs that provide better opportunities for growth (Rubenstein, 2019).

Factors Influencing Why People Remain:

Work-Life Balance: One important factor that influences why people stay with an organization is a good work-life balance. Employees appreciate jobs that allow them to manage their work and personal life effectively. Companies that offer flexible working hours, remote work options, or generous leave policies are often more attractive to employees. For instance, if "Sun Energy" supports flexible work hours and helps employees balance their work and home life, employees are more likely to feel satisfied and stay with the company (An, 2019).

Summary: why employees choose to leave or stay in an organization depends on several factors. Voluntary turnover occurs when employees decide to leave, often due to limited career growth opportunities. Involuntary turnover happens when employees are let go by their employer. Employees are likely to stay with a company if it offers a good work-life balance and supports their personal and professional needs. Understanding these factors helps organizations create a better work environment and reduce employee turnover (An, 2019).

AC 3.2

Approach 1: Training and Development

Training and development focus on helping employees learn new skills and advance in their careers. This can include workshops, seminars, online courses, and on-the-job training (Noe, 2020).

Strengths:

- **Career Growth:** Training allows employees to improve their skills and move up in their careers. This often leads to higher job satisfaction and loyalty (Noe, 2020).
- **Engagement:** Employees who see that their company invests in their growth are usually more engaged and committed to their work (Noe, 2020).

Weaknesses:

- **Cost:** Training programs can be expensive. Costs include materials, instructors, and the time employees spend away from their regular duties (Noe, 2020).
- **Time:** Employees may need to take time away from their regular work to attend training, which can affect productivity temporarily (Noe, 2020)

Approach 2: Flexible Working and Work-Life Balance

Flexible working and work-life balance involve allowing employees to choose their work hours or work from home. This helps employees balance their work with their personal life (Chung, 2020).

Strengths:

- **Higher Satisfaction:** Flexible hours and remote work can improve employees' satisfaction and reduce stress (Chung, 2020).
- **Increased Productivity:** Employees who have a good work-life balance are often more productive and motivated (Chung, 2020).

Weaknesses:

- **Management Issues:** Managing a flexible workforce can be challenging. It requires good planning and communication to ensure that work gets done effectively (Chung, 2020).
- **Inconsistent Application:** It can be difficult to offer flexibility equally to all roles and departments, which might cause issues or dissatisfaction (Chung, 2020).

Comparison:

Similarities:

- Both approaches aim to improve employee satisfaction and retention. Training and development focus on career growth, while flexible working and work-life balance focus on personal well-being (Aruldoss, 2022).
- Each method can make employees feel valued and supported, leading to increased loyalty and commitment (Aruldoss, 2022).

Differences:

- Training and development focus on enhancing professional skills and career advancement. Flexible working and work-life balance focus on improving personal well-being and job satisfaction (Aruldoss, 2022).
- Training can be costly and require significant time investment. Flexible working often involves fewer direct costs but may require changes in management practices (Aruldoss, 2022).

Summary: Training and development, and flexible working and work-life balance are both effective ways to retain employees. Training helps with career growth and skill development, while flexibility supports personal well-being and job satisfaction. Using both approaches can help create a balanced and supportive work environment (Aruldoss, 2022).

AC 3.3

Dysfunctional employee turnover happens when key workers leave the company. Unlike regular turnover, which includes retirements or career changes, dysfunctional turnover involves losing important employees who are crucial for the company's success. This type of turnover can harm the company's performance and work environment (Zivkovic, 2020).

Direct Costs:

1. Recruitment Costs: When key employees leave, the company needs to find new ones. This can be expensive. Recruitment costs include spending on job ads, hiring agencies, and job fairs. For example, if a skilled software developer leaves, the company might need to spend a lot on advertising the job and paying a recruiting firm to find a good replacement (Li, 2022).

2. Training Costs: New employees need training to do their jobs well. This includes costs for training materials, courses, and trainers. For instance, if a senior analyst leaves and a new person is hired, the company will have to spend money on training the new analyst to reach the same level of skill and knowledge. This can take time and resources (Li, 2022).

Indirect Costs:

1. Impact on Team Morale: High turnover can lower the morale of remaining employees. They might feel stressed or overworked, which can affect their job satisfaction and productivity. For example, if a well-liked coworker leaves, the remaining staff might feel demotivated and burdened with additional tasks (Li, 2022).

2. Loss of Knowledge and Expertise: Experienced employees often have valuable knowledge about the company and its clients. When they leave, this knowledge can be lost. For example, if a senior project manager leaves, the company might lose important insights and relationships that the manager had built over time (Li, 2022).

Summary: Dysfunctional employee turnover leads to both direct and indirect costs. Direct costs include recruitment, and training cost. Indirect costs involve impacts on team morale and loss of knowledge. To reduce these costs, companies should focus on improving employee retention and managing turnover effectively (Li, 2022).

AC 4.1

Zero-Hour Contracts: A zero-hour contract means that employees do not have guaranteed hours of work. They are called to work only when needed and are paid for the hours they work (Hamrah, 2020).

Pros:

- **Flexibility for Employers:** Employers can adjust hours based on demand. This is useful for businesses that need to manage variable workloads (Hamrah, 2020).
- **Cost Savings:** Employers only pay for the actual hours worked, which helps control labour costs. This is helpful for businesses with fluctuating needs (Hamrah, 2020).

Cons:

- **Income Uncertainty for Employees:** Employees do not have guaranteed work or income, which can lead to financial instability. This may affect their job satisfaction (Hamrah, 2020).
- **Lack of Job Security:** The uncertainty of work can lead to high turnover. Employees may look for more stable jobs, which can be costly for employers in terms of recruitment and training (Hamrah, 2020).

Contractor Contracts: Contractor contracts involve hiring individuals or companies for a specific period or project. Contractors work independently and are not permanent employees (Flinchbaugh, 2020).

Pros:

- **Specialized Skills:** Contractors often have specific skills or expertise that may not be available in the permanent workforce. This is useful for projects that require specialized knowledge (Flinchbaugh, 2020).
- **Cost Control:** Companies can manage costs by paying for specific projects or tasks rather than long-term salaries. This is beneficial for short-term needs or budget management (Flinchbaugh, 2020).

Cons:

- **Less Control:** Contractors work independently, which may reduce the company's control over how work is done. This can lead to variations in work quality (Flinchbaugh, 2020).
- **No Long-Term Commitment:** Contractors are not part of the core team. This may affect team morale and cohesion, and they might not be available for future projects once their contract ends (Flinchbaugh, 2020).

AC 4.2

Onboarding is the process of helping new employees adjust to their new job and company. It includes training and introducing them to their role, team, and company culture. Good onboarding helps new hires become productive quickly (Bell, 2021).

Benefit 1: Improved Effectiveness in Role Effective onboarding helps new employees understand their job and how to do it well. They learn about their tasks, tools, and the company's ways of working (Bell, 2021).

How It Helps:

- **Faster Learning:** New hires get the information they need to start working effectively. For example, a new customer service representative who receives training on company policies and customer management systems will be able to handle customer queries more efficiently (Bell, 2021).

- **Better Job Performance:** When employees know what to expect and how to perform their tasks, they work better. For instance, a new software developer who understands the company's coding practices and project requirements from the start will contribute more quickly to projects (Bell, 2021).

Benefit 2: Increased Retention and Reduced Turnover Good onboarding makes new employees feel welcomed and valued, which can make them want to stay with the company longer (Ibrahim, 2022).

How It Helps:

- **Greater Job Satisfaction:** New employees who feel supported and included are more likely to be happy in their job. For example, a new hire who receives a positive introduction and ongoing support is more likely to enjoy their work and stay with the company (Ibrahim, 2022).
- **Lower Turnover Rates:** Effective onboarding reduces confusion and frustration, leading to fewer employees leaving soon after joining. For instance, a well-organized onboarding process can lead to higher retention rates among new employees (Ibrahim, 2022).

References:

An, S.H., 2019. Employee voluntary and involuntary turnover and organizational performance: Revisiting the hypothesis from classical public administration. *International Public Management Journal*, 22(3), pp.444-469.

Aruldoss, A., Berube Kowalski, K., Travis, M.L. and Parayitam, S., 2022. The relationship between work–life balance and job satisfaction: Moderating role of training and development and work environment. *Journal of Advances in Management Research*, 19(2), pp.240-271.

Bell, T., 2021. Onboarding: Improving employer and employee relations. *Certified Public Manager® Applied Research*, 2(1), p.1.

Chung, H. and Van der Lippe, T., 2020. Flexible working, work–life balance, and gender equality: Introduction. *Social indicators research*, 151(2), pp.365-381.

Čiutienė, R. and Railaitė, R., 2014. Challenges of managing an ageing workforce. *Procedia-Social and Behavioral Sciences*, 156, pp.69-73.

De Bruecker, P., Van den Bergh, J., Beliën, J. and Demeulemeester, E., 2015. Workforce planning incorporating skills: State of the art. *European Journal of Operational Research*, 243(1), pp.1-16.

de Pedraza, P., Guzi, M. and Tijdens, K., 2021. Life satisfaction of employees, labour market tightness and matching efficiency. *International Journal of Manpower*, 42(3), pp.341-355.

Flinchbaugh, C., Zare, M., Chadwick, C., Li, P. and Essman, S., 2020. The influence of independent contractors on organizational effectiveness: A review. *Human Resource Management Review*, 30(2), p.100681.

Gahan, P., Harbridge, R., Healy, J. and Williams, R., 2017. The ageing workforce: Policy dilemmas and choices. *Australian Journal of Public Administration*, 76(4), pp.511-523.

Hamrah, A.S., 2020. Zero Hour Contracts. *The Baffler*, (52), pp.56-68.

Hedge, J.W. and Rineer, J.R., 2017. *Improving career development opportunities through rigorous career pathways research*. RTI Press.

Ibrahim, U.S.G., Yusof, R.B. and Ibrahim, H.I.B., 2022. The role of employee onboarding training program in mitigating deviant workplace behavior: Job satisfaction as a mediator. *Global Business and Management Research*, 14(3s), pp.983-1007.

Jaillet, P., Loke, G.G. and Sim, M., 2022. Strategic workforce planning under uncertainty. *Operations Research*, 70(2), pp.1042-1065.

Kovacs, E., Tandari-Kovacs, M. and Kozak, A., 2021. Challenges in Health Workforce Planning: Caring for a Healthy Health Workforce. *Innovations in Global Mental Health*, pp.245-272.

Kuhn, P., Shen, K. and Zhang, S., 2020. Gender-targeted job ads in the recruitment process: Facts from a Chinese job board. *Journal of Development Economics*, 147, p.102531.

Li, Q., Lourie, B., Nekrasov, A. and Shevlin, T., 2022. Employee turnover and firm performance: Large-sample archival evidence. *Management Science*, 68(8), pp.5667-5683.

Lopes, M.A., Almeida, Á.S. and Almada-Lobo, B., 2015. Handling healthcare workforce planning with care: where do we stand?. *Human resources for health*, 13, pp.1-19.

Loveridge, R. and Mok, A.L., 2012. *Theories of labour market segmentation: a critique*. Springer Science & Business Media.

Moscoso, S., Salgado, J.F. and Anderson, N., 2017. How do I get a job, what are they looking for? Personnel selection and assessment. *An introduction to work and organizational psychology*, pp.25-47.

Noe, R.A., 2020. *Employee training and development*. McGraw-Hill.

Rampl, L.V., 2014. How to become an employer of choice: transforming employer brand associations into employer first-choice brands. *Journal of Marketing Management*, 30(13-14), pp.1486-1504.

Roulin, N., 2017. *The psychology of job interviews*. Routledge.

Rubenstein, A.L., Kammeyer-Mueller, J.D., Wang, M. and Thundiyil, T.G., 2019. "Embedded" at hire? Predicting the voluntary and involuntary turnover of new employees. *Journal of Organizational Behavior*, 40(3), pp.342-359.

Stalmašeková, N., Genzorová, T. and Čorejová, T., 2017. Employee benefits as one of factors of work motivation. In *CBU International Conference Proceedings...* (Vol. 5, p. 448). Central Bohemia University.

Tucker, E., 2022. Strategic workforce planning: from closing skills gaps to optimizing talent. *Strategic HR Review*, 21(1), pp.14-19.

Villeda, M., McCamey, R., Essien, E. and Amadi, C., 2019. Use of social networking sites for recruiting and selecting in the hiring process. *International business research*, 12(3), pp.66-78.

Zivkovic, A., Fosic, I. and Starcevic, D.P., 2020. Employee turnover trends in Croatia. *Economic and social development: book of proceedings*, pp.155-162.