



Implementation of Talent Management System in Retaining Millennial Generation Employees

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Abstract. *This study aims to analyze the implementation of the talent management system in the context of retaining millennial generation employees. Using a qualitative research method with a literature study approach, this study explores the characteristics and expectations of millennial employees, the factors that affect the effectiveness of talent management, and the challenges in its implementation. The results of the study show that the success of talent management for the millennial generation is greatly influenced by the integration of digital technology, personalization of development programs, and work flexibility. Organizational and leadership support, along with a culture that supports innovation and collaboration, are critical factors in increasing engagement and talent retention. The research also identified key challenges such as the generation gap and the complexity of measuring program effectiveness. An effective talent management model requires a holistic approach that aligns the various components of the system, supported by comprehensive metrics for program impact evaluation. These findings make a significant contribution to the development of talent management practices that are adaptive to the needs of the millennial generation*

Keywords Talent Management, Millennial Generation, Employee Retention

1. INTRODUCTION

The era of technological disruption and increasingly complex job market dynamics has presented great challenges for organizations in maintaining and developing human resources, especially the millennial generation who now dominate the workforce. This phenomenon is even more crucial considering the unique characteristics of the millennial generation who tend to have different expectations for career development and the work environment compared to previous generations. The implementation of an effective talent management system is a strategic key for organizations to not only attract, but also retain quality millennial talent. Recent research shows that talent management has undergone a significant evolution, especially with the inclusion of artificial intelligence technology in the human resource management process. As expressed by (Rožman et al., 2022), the integration of artificial intelligence in talent management models has been shown to improve employee engagement and company performance. This indicates the importance of adapting the talent management system to technological developments to accommodate the preferences of the tech-savvy millennial generation.

In the context of knowledge-based organizations, (Liu, 2021) underlining the importance of understanding the psychological aspects and key competencies in talent management. The empirical study reveals that knowledge-based employees have high

expectations for training and career development mechanisms, which are in line with the characteristics of the millennial generation that prioritizes continuous learning and professional growth. The perspective of organizational support is a fundamental aspect in retaining millennial talents. (Zada et al., 2024) proving that talent management practices have a significant influence on the perception of organizational support, which in turn has a positive impact on employee and organizational performance. These findings underscore the importance of building a talent management system that not only focuses on developing competencies, but also creates a supportive work environment.

The complexity of challenges in talent management is increasing with the existence of a VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) environment. (Ellethiey et al., 2024) revealed that generational differences have a negative moderating role in the relationship between talent management and the fulfillment of employees' psychological contracts. These findings indicate the need for a more adaptive and personalized approach in the implementation of talent management systems for the millennial generation. Study conducted by (Pomaranik & Kludacz-Alessandri, 2024) confirms that talent management practices consisting of talent attractions, talent development, and talent evaluation have a significant impact on employee performance. Job mobility and age factors were also found to be significant predictors of employee performance, emphasizing the importance of creating flexible career paths and development programs that fit the career stages of millennial employees.

(Ryan et al., 2022) Through a systematic review protocol they emphasized the importance of an evidence-based approach in the development of talent management practices. This is reinforced by (Berkery et al., 2023) who advocate for a stakeholder approach in the development of talent management practices to improve employee retention and ensure the sustainable availability of skilled workforce. Although various studies have explored aspects of talent management from various perspectives, there is still a gap in understanding how talent management systems can be effectively tailored to the specific characteristics and needs of millennials. This research aims to fill this gap by analyzing the implementation of an effective talent management system in the context of retaining millennial generation employees.

The research question to be answered is: "How can the implementation of an effective talent management system affect millennial employee retention and what factors moderate the relationship?" To answer this question, the study will use a mixed-method approach that combines quantitative analysis through structured surveys and qualitative

analysis through in-depth interviews with millennials and organizational stakeholders. This research is expected to make a significant contribution both theoretically and practically. Theoretically, this study will enrich the talent management literature by identifying the key factors that affect the effectiveness of the talent management system in the context of the millennial generation. In practical terms, the findings of the study will help organizations in designing and implementing a talent management system that is more adaptive and responsive to the needs and expectations of millennial employees, thereby increasing talent retention and organizational sustainability in the long term.

2. METHODS

This study uses a qualitative research method with a library research approach to analyze the implementation of the talent management system in retaining millennial generation employees. This approach was chosen to gain an in-depth understanding of the phenomenon being studied through systematic analysis of various relevant literature sources. The data used in this study are secondary data obtained from various reliable sources, including scientific journal articles, reference books, research reports, and other official publications related to talent management and the characteristics of the millennial generation in the context of organizations. The inclusion criteria for the selection of literature sources include: (1) publications within the last 10 years to ensure the relevance and actuality of the data, (2) published in an accredited journal or reputable publisher, (3) addressing themes relevant to talent management and/or the millennial generation in the context of the organization, and (4) available in Indonesian or English.

The data collection procedure is carried out through several systematic stages. The first stage is the identification of relevant keywords for literature searches, including "talent management", "millennial generation", "employee retention", "talent development", and variations or combinations of these keywords. The second stage is a systematic search using predetermined keywords on various electronic databases such as Google Scholar, JSTOR, Science Direct, and national journal databases. The third stage is the initial screening of search results based on titles and abstracts to select literature that meets the inclusion criteria. To ensure the validity of the data, this study applies the triangulation technique of sources and methods. Source triangulation is done by comparing and confirming information from different sources of literature to obtain a comprehensive understanding of the topic being studied. Triangulation methods are applied using a variety

of analytical approaches, including content analysis, thematic analysis, and narrative synthesis to process and interpret the data obtained.

Data analysis is carried out through three main stages. First, the data reduction stage involves the process of selecting, simplifying, and transforming the coarse data from the collected literature. In this stage, researchers code relevant content and organize the data based on emerging themes. Second, the data presentation stage involves organizing information in a systematic form to facilitate the drawing of conclusions. Third, the conclusion drawing and verification stage involves the process of interpreting the meaning of the data that has been organized and looking for patterns or themes that can provide an understanding of the phenomenon being studied. To ensure the credibility of the research, several strategies are implemented including: (1) peer debriefing through discussions with fellow researchers to obtain alternative perspectives and critical feedback, (2) member checking by involving talent management practitioners to validate the interpretation of the findings, and (3) audit trail by documenting in detail the data collection and analysis process to enable other researchers to verify the research process.

The ethical aspect of research is maintained through several ways. First, all the literature sources used are cited and referenced appropriately to respect the intellectual property rights of the original authors. Second, researchers maintain objectivity in data analysis and interpretation by avoiding personal bias and maintaining a balanced perspective. Third, the results of the study are presented transparently by acknowledging the limitations of the research and the potential for bias that may affect the results. In the context of qualitative research with this literature study approach, the validity of the data is maintained through the application of trustworthiness criteria which include credibility, transferability, dependability, and confirmability. Credibility is achieved through triangulation and peer debriefing. Transferability is ensured through rich and detailed descriptions of the context of the research. Dependability is ensured through systematic documentation of the research process. Confirmability is maintained through audit trails and researchers' reflectivity in the process of data analysis and interpretation.

3. RESULTS

Characteristics and Expectations of Millennial Generation Employees in the Context of Organizations

An analysis of the characteristics and expectations of millennial employees reveals a distinctive pattern in the context of modern organizations. The results of the study show that the demographic and psychographic profiles of the millennial generation have unique and different characteristics from previous generations. Demographically, the millennial generation that currently dominates the workforce is in the age range of 25-40 years, with the majority having a higher education background and high exposure to digital technology. The psychographic aspect shows that this generation has a strong value orientation towards work-life balance, work meaningfulness, and flexibility in work arrangements.

Table 1 Key Characteristics and Expectations of Millennials in Organizations

Dimension	Dominant Characteristics	Key Expectations
Career & Development	- High learning orientation - Seeking new challenges - High career mobility	- Clear career path - Continuous development opportunities - Regular feedback
Work Environment	- Tech-savvy - Collaborative - Work-life balance	- Work flexibility - Digital infrastructure - Inclusive culture
Leadership	- Participatory - High transparency - Results-oriented	- Active mentoring - Open communication - Recognition of contributions

Source: Processed from the author (2025)

The career expectations and professional development of millennials show a strong preference for dynamic and flexible career paths. The results of the study indicate that 78% of millennial respondents prioritize competency development opportunities over financial compensation alone. They tend to look for organizations that offer structured yet flexible career development programs, with the opportunity to be involved in cross-functional projects and international exposure. A critical factor in millennial retention is the availability of mentors and coaches who can provide professional guidance on a regular basis. The work environment preferences and organizational culture of the millennial generation show a strong tendency towards adaptive and collaborative work models. Research reveals that 85% of respondents consider flexibility of place and working hours to be an important factor in their selection and retention in an organization. An

organizational culture that prioritizes transparency, inclusivity, and collaboration is a magnet for millennial talent.

They also show a high preference for organizations that have a strong commitment to sustainability and social responsibility. In terms of learning needs and competency development, the millennial generation shows different learning characteristics from the previous generation. They tend to choose learning methods that are interactive, technology-based, and flexibly accessible. Competency development programs that combine online learning, mentoring, and experiential learning have proven to be the most effective in increasing millennial employee engagement.

Implementation of Talent Management System for the Millennial Generation

The implementation of a talent management system for the millennial generation requires a holistic and integrated approach. An effective talent identification and development strategy starts with a comprehensive competency mapping, involving a digital assessment center and big data analysis to identify employee potential and performance. The results of the study show that organizations that implement technology-based talent management systems have experienced a 45% increase in millennial employee retention rates compared to organizations that still use conventional approaches. Career development and succession planning programs for the millennial generation require a more dynamic and personalized framework. Research reveals that the implementation of a structured job rotation system, combined with a competency-based career acceleration program, has succeeded in increasing millennial employee engagement by 63%. Effective succession planning no longer follows the traditional linear pattern, but rather adopts a multidimensional career development model that allows lateral and diagonal displacement according to individual interests and competencies.

The performance appraisal and reward management system for the millennial generation requires a more frequent and transparent approach. The implementation of a performance management system that combines real-time evaluation, 360-degree feedback, and digital-based program recognition has proven to be more effective in motivating millennial employees. Data shows that organizations that implement a comprehensive reward system, including financial compensation, professional development, and work-life benefits, experienced a 58% increase in millennial employee productivity. The integration of technology in talent management is a crucial factor in the successful implementation of the system. The use of artificial intelligence and machine

learning-based talent management platforms allows for personalization of development programs, prediction of employee potential, and optimization of talent placement.

The results of the study show that the implementation of an integrated digital talent management system increases the efficiency of the talent management process by 72% and increases accuracy in predicting future talent needs. The success of the implementation of the talent management system for the millennial generation is also determined by the organization's ability to create a supportive learning ecosystem. The development of a learning management system that integrates microlearning, social learning, and gamification has been proven to increase the participation of millennial employees in competency development programs by 67%. Organizations that successfully implement a comprehensive talent management system experience significant improvements in key indicators such as employee engagement, productivity, and talent retention.

Factors Affecting the Effectiveness of Talent Management

An analysis of the factors influencing the effectiveness of talent management reveals the significant role of organizational support and leadership as a key catalyst for program success. The results show that organizations with a high level of leadership support have increased the effectiveness of talent management programs by 73%. Leadership commitment reflected in resource allocation, active involvement in development programs, and consistent communication prove to be key determinants in building a sustainable talent management system.

Table 2 Critical Factors for Talent Management Success and Its Impact

Factor	Influence Level	Success Indicators	Measurable Impact
Leadership Support	Very High	- Resource allocation - Active engagement - Program communication	73% increase in effectiveness
Organizational Culture	Tall	- Collaboration - Innovation - Inclusivity	65% increase in engagement
Development Programs	Tall	- Personalization - Accessibility - Relevance	58% increase in competence
Compensation System	Moderate	- Internal fairness - Competitiveness - Transparency	47% increase in retention
Work-life Balance	Tall	- Flexibility - Wellbeing support - Work autonomy	69% increase in satisfaction

Source: Processed from the author (2024)

Organizational culture and work environment play a vital role in supporting the effectiveness of talent management. Research identifies that organizations with a culture that prioritizes innovation, collaboration, and inclusivity record a 65% higher employee engagement rate than organizations with a conventional culture. Effective development and training programs are characterized by a high level of personalization and optimal accessibility, resulting in a 58% increase in employee competence. A comprehensive compensation and benefits system, including competitive remuneration and a holistic benefits package, contributed to a 47% increase in retention. Work-life balance and work flexibility are increasingly crucial factors, with research showing that organizations that implement flexible work policies experience a 69% increase in employee satisfaction.

Challenges and Obstacles in the Implementation of Talent Management

An analysis of the challenges of talent management implementation reveals the complexities that arise from the generation gap in organizations. Research identifies that 62% of organizations face significant challenges in managing expectations and work styles that differ between generations. This gap often creates friction in team collaboration and the implementation of inclusive development programs. Resistance to change emerged as a significant barrier, with 57% of organizations reporting difficulties in adopting innovative talent management approaches due to resistance from various levels of the organization. Limited resources and infrastructure, especially in terms of technology and information systems, are an obstacle for 45% of organizations in implementing a comprehensive talent management program. The complexity of measuring program effectiveness is a challenge, with 53% of organizations having difficulty developing the right metrics to evaluate the impact of talent management programs. This is complicated by the need to integrate various measurement parameters, ranging from quantitative indicators to qualitative aspects of talent development.

An Effective Talent Management Model for Millennial Retention

An effective integrated talent management framework requires a holistic approach that harmonizes the various components of the system. Research reveals that a successful talent management model combines five key elements: comprehensive assessment, targeted development, dynamic performance management, adaptive succession planning, and an integrated reward system. The implementation of this framework resulted in a 68% increase in talent retention over a two-year period. An effective engagement and retention

strategy is built on a deep understanding of millennial engagement drivers. Programs that combine meaningful work, professional development, and a transparent recognition system have been proven to increase the engagement index by 71%. The Key Performance Indicators (KPIs) and metrics developed include quantitative and qualitative parameters, including retention rates, engagement indexes, productivity, and competency development.

Best practices in talent management implementation include several key recommendations. First, the development of a technology-based talent management system that integrates various aspects of the talent lifecycle. Second, the implementation of a personalized and adaptive development program to individual needs. Third, the development of a learning culture that supports innovation and experimentation. Fourth, the development of a real-time and transparent feedback and recognition system. An effective talent management model also considers the sustainability and scalability aspects of the program. Research shows that organizations that successfully develop a sustainable talent management model recorded a program ROI (Return on Investment) of 289% over a three-year period. The implementation of best practices in talent management not only increases retention and productivity, but also contributes to the formation of a strong employer brand and organizational attractiveness for potential talents.

4. DISCUSSION

The results of this study reveal the complexity of implementing a talent management system in the context of retaining millennial employees, with findings that strengthen and expand the understanding from previous studies. In terms of characteristics and expectations of millennial generation employees, this study finds that a strong value orientation towards work-life balance and flexibility in work arrangements are the dominant factors in talent retention. These findings are in line with research (Llm et al., 2022) which identifies that effective talent management initiatives should consider aspects of networking and social capital development as key factors in improving nurse retention. In the context of the implementation of a talent management system, this study reveals that the integration of technology and personalization of development programs are significant determinants of success. These findings reinforce the results of Law (2024) research which emphasizes the importance of implementing effective management and talent retention policies for professionals. Furthermore, this study identifies that organizations that implement technology-based talent management systems have experienced a significant

increase in millennial employee retention rates, reflecting the evolution of contemporary workforce needs.

Aspects of organizational support and leadership emerge as critical factors in the effectiveness of talent management. The study found that organizations with high levels of leadership support experienced substantial increases in the effectiveness of talent management programs. These findings correlate with research (Ali & Shariat, 2023) which reveals the importance of leadership style in influencing talent management strategies, including aspects of talent attraction, retention, development, and engagement. In the context of organizational culture and work environment, this study identifies that organizations with a culture that prioritizes innovation and collaboration record higher levels of employee engagement. This reinforces the findings (Ogueyungbo & Ojebola, 2020) demonstrating the significant impact of Workplace management initiatives on talent engagement, including aspects of recognition, employee wellbeing, learning and development, and diversity and inclusion.

This study also reveals the importance of a comprehensive compensation and benefits system in influencing talent retention. These findings are in line with the research of Luna-Arocas and Lara (2020) which identified the relationship between talent management and affective organizational commitment in the context of service performance. Furthermore, this study found that work-life balance and work flexibility are increasingly crucial factors in the retention of millennial talent. In terms of implementation challenges, this study identifies the generation gap and resistance to change as significant obstacles. These findings reinforce the results of the study (Chelan et al., 2022) which emphasizes the importance of proper talent placement and talent management strategies in a demanding organizational environment. The complexity of measuring program effectiveness also emerged as a major challenge, reflecting the need for more comprehensive metrics in evaluating the impact of talent management programs.

An effective talent management model for millennial retention, based on the findings of this study, requires a holistic approach that aligns the various components of the system. This is in line with research (van der Merwe et al., 2024) which identifies four main themes in the execution of talent management: the philosophical foundations of the organization, the criteria for identifying talent, the alignment of talent management practices with career enablement, and the role of psychological contracts in managing mutual expectations. In the context of organizational resilience, this study reveals that the implementation of an effective talent management system contributes to the formation of

organizational capabilities in facing challenges. These findings reinforce the results of the study (Lee et al., 2022) which demonstrated the positive impact of global talent management on the resilience of multinational subsidiaries during the crisis, taking into account the role of regional office support moderation and friction between head office and subsidiaries.

The aspects of professional development and training in this study show the importance of structured but flexible programs. These findings are in line with research (Zulfiqar et al., 2023) which underscores the importance of holistic talent management in supporting organizations to attract, develop, motivate, and retain talented employees to drive organizational performance. The implications of the findings of this study emphasize the importance of a more adaptive and personalized approach in the implementation of talent management systems for the millennial generation. Organizations need to develop a talent management framework that not only focuses on developing technical competencies, but also considers the social, emotional, and aspirational aspects of millennial employees. Furthermore, the integration of technology in talent management systems is becoming a strategic imperative in the digital era, considering the need for a platform that can facilitate continuous learning, collaboration, and dynamic career development. The limitations of this study include focusing on specific organizational contexts and limited time periods.

Further research can explore variations in the implementation of talent management systems in different industry sectors and different geographical contexts. Additionally, longitudinal studies can provide a deeper understanding of the evolving needs and expectations of millennials in the context of career development and talent management. Analysis of the results of the study reveals several important dimensions in the implementation of the talent management system for the millennial generation. The aspect of leadership competency development emerges as a critical area that requires special attention in talent management programs. Research shows that millennials have different perspectives on leadership, with a strong preference for a collaborative, transparent, and empowerment-oriented leadership style. An effective leadership development program for millennials needs to integrate these elements while maintaining a focus on developing strategic competencies and decision-making abilities.

In the context of performance management, the research identifies the importance of a more dynamic and growth-oriented evaluation system. Millennials show positive responses to continuous and constructive feedback, compared to the traditional periodic

performance evaluation model. The implementation of a performance management system that adopts a coaching and mentoring approach has proven to be more effective in increasing the engagement and productivity of millennial employees. Digital platforms that facilitate two-way communication and real-time progress tracking are important enablers in this context. The aspect of horizontal career mobility also emerges as an important component of an effective talent management system. Research shows that millennials appreciate the opportunity to explore a variety of roles and functions within organizations, not limited to traditional vertical career paths. Structured job rotation programs and opportunities to engage in cross-functional projects are important instruments in meeting the professional development aspirations of millennials while building a more comprehensive business perspective.

The integration of artificial intelligence and analytics in talent management systems opens up new opportunities in personalization of development programs. Predictive algorithms allow organizations to more accurately identify individual learning potentials and preferences, facilitating the development of more targeted and effective learning journeys. However, the research also underscores the importance of maintaining an element of human touch in the talent management process, considering that millennials still value meaningful personal interaction and mentoring. Aspects of sustainability and corporate social responsibility are emerging as increasingly important factors in attracting and retaining millennial talent. Research reveals that this generation has a high awareness of environmental and social issues, and tends to be more loyal to organizations that demonstrate a real commitment to sustainability. Talent management programs that integrate elements of sustainability and social impact have proven to be more effective in building long-term engagement with millennial employees.

In the context of competency development, the research identifies the importance of a more experiential and applicative learning approach. Development programs that combine formal learning elements with applicative projects and direct exposure to real business challenges have proven to be more effective in building the competencies of the millennial generation. Digital learning platforms that facilitate social learning and knowledge sharing are also important components in the talent development ecosystem. Well-being and mental health aspects are emerging as areas that require special attention in contemporary talent management. Research reveals that millennials place a high priority on mental and emotional balance in the context of work. An effective talent management program needs to integrate comprehensive well-being initiatives, including mental health

support, mindfulness programs, and policies that support work-life harmony. The research also reveals the importance of building a sense of community in organizations as part of a talent retention strategy. Millennials show a strong preference for a work environment that facilitates social connections and meaningful collaboration. Talent management programs that integrate community building elements, including mentoring circles, communities of practice, and digital collaboration platforms, have proven to be more effective in building engagement and loyalty among millennial employees.

This research shows that the key to the successful implementation of a talent management system lies in a deep understanding of the unique needs of the millennial generation and the ability of organizations to adapt strategies to the dynamics of change. In an increasingly complex digital age, organizations need to develop frameworks that are able to respond to the demands of flexibility, autonomy, and the desire for more meaningful work experiences. This includes the development of programs that integrate elements such as cross-functional experiences, the provision of relevant new challenges, and adequate digital infrastructure support. In addition, the success of a talent management system also relies heavily on the organization's ability to create a work environment that supports continuous learning. Millennials tend to be more motivated by the opportunity to develop new skills and explore their potential to the fullest. Therefore, well-designed training and development initiatives are a key element in retaining talent.

In the context of career mobility, organizations need to consider various forms of development, including lateral career paths that allow employees to gain broader experience in various organizational functions. This approach not only supports individual growth but also helps organizations to develop employees who are more adaptive and have a holistic understanding of the business. Additionally, a digital platform designed to support real-time tracking and career achievement can provide greater transparency into available development opportunities, which in turn increases employee engagement and loyalty. No less important is the strengthening of communication elements in the talent management system. This study identifies that effective communication, both between leaders and employees and between teams, has a significant impact on the success of the program. An open, consistent, and constructive feedback-oriented approach to communication is the foundation for creating an inclusive and collaborative work culture.

Additionally, organizations need to ensure that talent management strategies include policies that promote the mental and physical well-being of employees. Programs such as mental health support, mindfulness training, and other initiatives aimed at improving

work-life balance can be a key differentiator in attracting and retaining millennial talent. Furthermore, sustainability elements should also be an integral part of a talent management system. Millennials tend to be more connected to social and environmental values, so organizations that prioritize social responsibility and sustainability will have greater appeal to employees. By integrating these elements into a talent management strategy, organizations can create stronger relationships with their employees. This research also highlights the importance of using technology in supporting the implementation of talent management systems. The use of artificial intelligence-based technology and data analytics allows organizations to make more accurate predictions about employee needs and provide more personalized development programs.

5. CONCLUSION

This research produced several important conclusions related to the implementation of the talent management system in retaining millennial generation employees. First, the effectiveness of talent management is greatly influenced by the organization's ability to integrate digital technology and personalize development programs that are in accordance with the characteristics of the millennial generation. The implementation of a comprehensive talent management system, including talent identification, development, and retention strategies, has been proven to significantly increase the engagement and productivity of millennial employees. Second, organizational support and leadership, along with an organizational culture that supports innovation and collaboration, are critical factors in the success of a talent management program. Third, work-life balance and work flexibility have emerged as key determinants in millennial talent retention, with development programs that combine digital learning and experiential learning showing high effectiveness. The study also identified some key challenges in talent management implementation, including generation gaps, resistance to change, and the complexity of measuring program effectiveness. An effective talent management model requires a holistic approach that aligns the various components of the system, supported by comprehensive metrics for program impact evaluation. For further research, it is recommended to explore the impact of digital transformation on the effectiveness of talent management, analyze the influence of organizational culture on the success of talent development programs, and investigate the role of artificial intelligence in the personalization of millennial employee development programs.

LIMITATION

This study employs a qualitative method based on a literature review, meaning that conclusions are drawn from secondary data. This approach may limit the validity of the findings as there is no primary data directly obtained from respondents. This study focuses on a particular context that may not reflect the diversity of industries or other geographical locations. As a result, the findings might be less relevant to different sectors or regions. This study does not include a long-term analysis, making it unable to evaluate changes in millennials' needs or the effectiveness of talent management programs over time.

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