THE PREMISES OF IMPLEMENTING A STRATEGY OF TALENT MANAGEMENT IN ORGANIZATIONS

Ionuț Cătălin NICA [a], Ioana BORCAN [b*]

[a, b] University of Craiova, Romania

ABSTRACT

The paper aims to critically analyze the literature related to elaborating and implementing a strategy for identifying and retaining talents in the organization. Our research started from the premise that the identification and retention of talent in organizations must be based on a strategy designed to exploit the potential of internal talent. Therefore, in the first stage, it is necessary to identify those positions within the organization that can positively impact performance. The research results showed that managers might be reluctant to identify the best employees with high potential, fearing losing their leadership position. Our recommendations regarding crucial positions in an organization are based on the fact that these positions should not be limited to the management team. On the contrary, they should also include critical positions at lower levels and be in complete consensus on identifying and retaining talent by viable succession plans for career planning and requiring employee counseling.

KEYWORDS: *motivation, strategy, talent management.*

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1. INTRODUCTION

The elaboration of a strategy for identifying and retaining talents in the organization does not mean that the organization will have talents and carry out its activity through optimal capitalization. On the contrary, the process of implementing the strategy is the one that ensures the success of the strategy.

Most research on implementing talent strategies has been conducted in the United States, considered by Collings et al. (2011) as a limitation of talent management research.

Lepak and Snell (1999) use the term human capital as an equivalent for talent and consider that this human capital can be valued as both value and uniqueness. On the one hand, the value reflects the potential of employees to contribute to building the organization's core competencies and ensuring its competitive position. On the other hand, uniqueness refers to the extent to which human capital is difficult to replace due to the employees' unique requirements and the shortage of superior skills in the labor market.

Dejoux and Thévenet (2010) identified talent with competence, expertise, and potential, considering them essential for employees. The difference between competence and qualification is that the individual is unique and can be proven by any employee, regardless of seniority in the organization, while qualification is a collective attribute. On the other hand, competence consists of taking the initiative and taking responsibility in critical professional contexts and practical intelligence with applicability in difficult professional situations, being a set of skills that can solve a problem in a given situation.

[*] Corresponding author. E-mail address: *borcanioana@yahoo.com*

The difference between competence and expertise is that expertise corresponds to a higher level of skill and talent gained from long-term experience in a well-defined field, generated by both experience and long-term effort. In contrast, competence corresponds to the ability of talented employees to manage specific work situations effectively.
The relationship between competence and talent is mediated by the knowledge necessary and sufficient for an employee to carry out his activity because an employee's talent consists of the ability to perform an activity better than other employees do. Analyzing these elements, we can consider that talent is superior to competence because talent pursues excellence, while competence is based on a predefined reference level. On the other hand, talent is different from expertise because talent is the source of creativity with a predictive character and expertise results from experience.

2. SUCCESSFUL IMPLEMENTATION OF A TALENT MANAGEMENT STRATEGY

The success of implementing a talent management strategy consists of the efficiency of programs and processes designed to identify and promote leaders who are meant to support the organization's development. Therefore, leadership development is an essential process within organizations that can help retain and develop talent. Talent management incentive programs are designed to support organizations to assess employee leadership qualities to develop mentoring programs for these employees. The existence of talented employees does not guarantee the success of the organization. This success depends on the relationship between the role of employees and their skills.
The identification and retention of talent in organizations must be based on a strategy designed to fully exploit the potential of internal talent and identify those positions within the organization that can have a positive impact on performance. Therefore, managers may be reluctant to identify the best employees with high potential for fear of losing their leadership position. Moreover, as noted in studies over time, the specific positions that talented employees occupy in the organization strongly influence their value (Becker & Huselid, 2006), but it also makes the difference between positions that, through a slight growth, can generate significant added value (Boudreau and Ramstad, 2005), which leads to the success of the organization.
In the first stage, a clear identification of these strategic positions is required through a systematic and periodic analysis (Wiblen et al., 2010), and in the second stage, to move to efficient talent management.
Therefore, developing employees' talents with a higher potential consists of using a differentiated human resources architecture to maximize the potential for exploiting the talents.
Strategic talent management does not automatically and directly lead to superior results, requiring good practices and plans that significantly reflect the attitudes and behaviors of talent in the organization.

3. THE MOTIVATION OF TALENTED EMPLOYEES

Motivation, emotional commitment, and successful behavior, as a result of talent management, can positively impact the organization's performance.
To deepen the identification of talents in organizations, we can not neglect the three conceptual categories offered by Wiblen et al. (2012), which involve:

- Approaching talent as a subject by admitting that employees have talent, which requires its identification by evaluating actual performance and prioritizing employees according to their talents.
- Talent is considered as a set of specific skills and abilities identified and assessed as essential to the success of the organization, which means a set of employees who have skills and abilities that are difficult to replace.
- Addressing talent to specific functions or roles in the organization that are critical to its success.

The motivation of talented employees, emotional commitment, and performance mediates the relationship between strategic talent management systems and organizational performance (Burlea-Schiopoiu, 2007). They can lead to acceptance of less than ideal working conditions, involvement in decision-making, and increased concern for the organization's success and well-being (Burlea-Schiopoiu, 2013).

Organizations can implement the talent management strategy either by focusing on the qualities of leaders or what leaders undertake. Thus, the competitive business environment and the workforce, which have different skills and abilities, impose contextual leadership styles that fit the situational variables and objectives set to lead to superior performance.

From a strategic talent perspective, leaders need to know the nature and extent of critical competencies and talent capabilities.

Malik (2018, p. 77) established a formula for calculating the degree of talent retention in the organization, based on the annual rate of turnover of employees, the total number of people left in a year, compared to the number total number of people in an organization.

Talent management practices need to focus on developing leadership capacity within organizations with considerable flexibility, implementing a situational leadership approach. The situational approach or approach to leadership effectiveness considers the ever-increasing role of leadership in improving the innovative skills of the organization.

4. IMPLEMENTING A TALENT MANAGEMENT STRATEGY

Implementing a talent management strategy consists of a set of activities and processes that involve the systematic identification of critical positions that contribute, in a differentiated way, to achieving the competitive and sustainable advantage of an organization and developing talent with potential and performance.

Key positions in an organization should not be limited to the management team. On the contrary should include key positions at lower levels of the organization, in line with retaining talent through career planning and employee counseling.

In 2006, the Chartered Institute of Personnel Development (CIPD) in the UK conducted a survey and concluded that 70% of human resources practitioners stated that they should be actively involved in the decision to make the organization to function effectively. Moreover, 51% of human resources professionals have undertaken talent management activities, but only 20% of them considered that they have carried out a strategic talent management activity (CIPD, 2006).

Ready and Conger (2007) conducted a study of 40 global companies. They found that virtually all companies identified a lack of a strategy for identifying and retaining talent to occupy strategic positions, which causes some constraints on the ability to grow the business.

Boudreau and Ramstad (2007) consider that segmenting talents and focusing on talent groups significantly impacts organizational success.

Implementing a strategy for identifying, developing, and retaining talent in the organization also refers to human resource planning because leadership must focus on the strategic context of the environment in which talent planning takes place because there is constant competition for attracting and retaining talents in organizations, such as human resource planning, attracting, selecting, training, rewarding, and performance management.

Talent-based strategies do not just have to answer the question: How do we spot talent? Moreover, the questions must also be answered: Who can be considered talented? and Why do we consider an employee to have talent?

Strack et al. (2008) observed that implementing a strategy for identifying, developing, and retaining talent in Australian organizations faces five challenges: talent *management, demography, change, and cultural transformation, leadership development, and the transformation of human resources into a strategic business partner*. Therefore, leaders need to consider other trends in talent planning, which relate to industry characteristics and trends, the nature of the internal and external labor market, the structure of the job and its scope, and the skills and aspirations of employees.

Boxall and Purcell (2008) consider that a human resource system oriented towards emotional commitment with an emphasis on human resource practices must be based on building motivation, commitment, and talent development, because the goal of investing in a strategic system of Talent management can have a positive impact on critical outcomes at the level of talented employees, but also at the level of the organization.

Lepak and Shaw (2008) argue that strategic talent management systems are implemented to generate positive behaviors of talented employees and contribute to achieving the organization's strategic objectives.

Becker et al. (2009) approached talents differently, considering that for certain groups of employees, a set of different practices in human resource management and implicitly of talent management can lead to a successful organization because talent management is vital for attracting, identifying, developing, involving and retaining employees who, through their potential, have a positive impact in the short or long term on the performance of the organization.

The talent pool needs to focus on managing the risks and costs associated with unpredictable outcomes, as the main risks include the potential mismatch between employees and their skills because a small number of employees meet the organization's requirements. In order to improve its performance, the organization must focus on individual performance and the development of existing talents by critically analyzing a set of skills that are important for achieving the organization's goals.

Implementing talents in organizations depends decisively on consolidating the management model by defining and communicating the behaviors expected from managers in correlation with the actual objectives they must achieve. The implementation of these expected behaviors is done in each stage of talent management, starting with recruitment, performance management, hiring, and evaluation.

Implementing a talent management strategy must not neglect the fact that performance depends on skills, abilities, and motivation (Idowu et al., 2017). However, performance must also be taken into account as a complex attribute that depends on other variables such as ability, health, working conditions, intelligence, education, will, job satisfaction, professional status, and the opportunity to highlight individual talents.

The identification of talent potential consists of activities that involve a relevant separation of performance from potential evaluations and the integration of procedures related to the identification of talent potential in the organizational strategy.

Organizations need to create an enabling environment that allows talented employees to progress throughout their careers and contribute to increasing the organization's value. The role of the human resources department is to recommend the correct position and level for each talented person, thus ensuring that the organization is prepared to retain and promote its talented employees. It is important to note that talents have different characteristics from one employee to another. Therefore, organizations must consider talent as the performance and potential of employees or correlate it with limited resources and senior positions.

McCartney and Garrow (2006) consider that regardless of their talent, employees have a different impact on the organization's results and performance. Thus, talent identification must start from the skills and critical roles in the organization because talent varies greatly, from focusing on certain people to a set of characteristics.

One of the theoretical approaches that marked the beginning of the 21st century is the AMO model (A- Ability, M - Motivation, O - Opportunity to perform) – which considers that employee performance (P) is a function of the ability (A), motivation (M) and opportunity (O) to produce performance in organizations.

Boselie et al. (2005) explored the relationship between performance and human resource management and highlighted the so-called AMO theory, which was proposed by Appelbaum et al. (2000) and promoted by Bailey et al. (2001).
The role of talent management is to highlight the potential of each employee according to his or her skills and abilities. Implementing talent management strategies is the focal point for many organizations because even if they have an efficient recruitment system and high-performance evaluation centers, however, these elements are not always based on clearly defined behavioral expectations.
Boselie et al. (2005) believe that in addition to skills and motivation, employees must also capitalize on opportunities that lead to increased performance, an essential asset for the AMO model.
Any strategy for implementing talent management must start from the assumption that the interests of the organization are best served by a human resources system that takes into account the interests of employees, especially their requirements of competence, motivation, and quality of work environment (Whitehill, 1991).

5. CONCLUSIONS

Current trends in talent management suggest a shift to a planned approach to career development. These trends indicating that organizations are taking control of the careers of high-potential employees and contributing to talent development in line with their business strategy, which involves identifying, selecting, and developing talent groups that are considered valuable resources for the organization and can be classified as professional groups.
One of the main reasons for identifying talent is the need to improve succession-planning processes, moving away from rigid strategies to replace human resources, and focusing training and development resources on existing gaps in parallel with retaining rare talent in the organization.
High-performing organizations have a strategy for collecting talent and recruiting the most talented human resources. Those talented employees can quickly become disillusioned if they are appointed to roles with limited potential for applying their skills or developing their talent.
A failure of many traditional talent management strategies fails to match talent supply and demand, resulting in an overestimation of talent in management positions, leading to layoffs and restructurings where key positions cannot be busy. Therefore, Ganapathy (2018) considers that treating employees as assets that give strategic value to an organization is the most effective solution to manage talent strategically.

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