

TALENT MANAGEMENT: TOWARD OPTIMAL QUALITY OF HUMAN RESOURCES

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ABSTRACT

Excellent human resources have important roles in the development of a nation and in particular for the development of industries and organizations. The organizations with great leadership roles will continue to optimize the talents of every individual to achieve the goals and objectives of the organizations. This is known as Talent Management. This approach is not only for professional companies, but also for the government bureaucracy that tends to be transactional. Talent management requires competence and competition as a part of the evaluated effectively to produce talented person in the organizations.

Keyword: Talent management, Excellent Human Resources

INTRODUCTION

Organizations are facing tremendous challenges in many sectors. It requires effective strategies to deal with current world's challenges. Effective organizations should be able to foster significant management practices, which can improve the organizations performance. This is always the case where the problems must be transformed to a new opportunity for organizations. For this purpose, the organization theorist and practitioners should provide a new approach to overcome the challenges.

One of the most important factors in managing organization is the role of human resource and personnel quality. A set of effective human resource has a greater chance in bringing positive changes in organization. Therefore, human resource must be managed toward effective organization practices. Connecting human resource and organization success demands an effective management practice. Meaning, the human resource should be managed rigorously by involving right knowledge and practices.

This vigor endeavor in linking human resources and organization success leads to creative innovations. Organizational Psychologists, human resource practitioners, and many scientists and practitioners from various fields propose a number of sophisticated strategies and practices. One of the most emerging approaches to linking human resource and organization success is Talent Management. This paper will discuss the role of human resource, Talent Management, and the changes they potentially bring to organizations.

HUMAN RESOURCE MANAGEMENT

The history of managing human resource has shifted from traditional to the more modern approach. Earlier, organization used to perceive workers as just workforces in companies. The workers simply provided hour-based efforts to produce goods or to transform raw materials into products. This view of workers then eventually shifted from viewing employees as workers to employees as companies' asset. This brings the human resource to the strategic human resource approach. However, the

strategic human resource also has changed to respond world's challenges. The sustainable human resource management emerged to replace the existence of strategic human resource (Kramar, 2014).

Furthermore, along with the important role of human resource, come companies also hired human resource (HR) professionals. Although the companies realized that the HR professionals contributed incremental values to the companies, the HR professional often faced "closed door. This stance changed when many companies turned their HR professionals as their business partners (Ulrich, Brockbank, Yeung, & Lake, 1995).

The storyline indicated that organizations, companies, and employers shifted their views toward human resources. They changed the way they perceive "human" in organization and they way they employed HR practitioners – it turned from the outsiders to become the business partners. This encouraged the HR professionals sharpened their knowledge, skills, and added some business-related competencies. Having all these competencies, then they were perceived as more competent personnel by their associates (Ulrich et al., 1995).

Managing talent in organization has led to the competitive advantages in organization. Organizations receive positive values by possessing competent personnel. If the organizations employ more skillful HR personnel it will dramatically increase the positive relationship between HRM and corporate entrepreneurship (Tang, Wei, Snape, & Ng, 2015). Meaning, the existence of talented personnel adds significant value to the growth of HRM in organizations, which later leads to organizational success.

TALENT MANAGEMENT; OPTIMIZING HUMAN RESOURCES

Talent Management (TM) is a combination of standard HR practices, the creation of talent pools to ensure employee flow (Iles, 2013) and "as an unqualified good and a resource to be managed primarily according to performance levels" (Lewis & Heckman, 2006). This definition clearly includes TM as standard HR practice. Managing talent in organization should be run according to the HR management within organizations. Talent Management is the path to distinguish between talented resources and unqualified personnel. This later provides further information for boosting performance in organizations.

Talent management is the most vibrant research topic in the area of management (Collings, Scullion, & Vaiman, 2015). Collings et al., (2015) also suggested that previous scientific works on TM barely focused on micro level TM and left the Global Macro TM (GMTM) untouched. Thus, scientists should focus on broadening the investigation from the micro (e.g., organization level) to the global level (e.g., state, country).

There are two crucial actors in managing talent in organization; 1) the organization and 2) talented personnel (Thunnissen, 2016). The combination of effective organization management and talented personnel creates sustainable talent management. This will lead to effective TM practices and later influence organization success. To provide effective organization practice, all elements in organization must implement good corporate management starting from creating blue print to evaluating practices. This also applies for the "talented personnel," the organizations must exhibit

planning for recruiting potential talent, managing the talent, and eventually evaluating the whole processes – including the talented personnel per se.

Berger and Berger (2004) proposed several strategies to implement TM in organization:

1. problem identification (or determining the need for a TM policy)
2. defining competencies
3. recruitment
4. diversity considerations
5. training and development, and
6. retention

In line with the previous strategies, TM should managed by considering the role of human resource training and organization, leadership roles in organization, and culture (Smith, 2015). Different types of organization might have different approach to managing talent. For instance, a study in Russia found that factors affecting TM depends on whether the companies were Russian or foreign company (Latukha, 2014). However, planning, executing and evaluating the process are the main parts in management.

Talent Management (TM) and Human Resource Management (HRM) are two sides of the same coin. In order to promote effective TM, a company should utilize sustainable HRM. This, in return, will optimize the impact of HRM. The two main parts of TM (i.e. organizational management and talented personnel) can foster effective HRM. Eventually, human resource will provide a set of talent to support organization success.

CONCLUSIONS

The journey of HRM started from employees-as-workers to be employees-as-assets. Nowadays, the HRM has also shifted from strategic human resource to sustainable human resources. This dynamic HRM transformation is the way to respond the world’s current challenges,

particularly in the area of business and organization. This endeavor requires reliable approach to managing human resource. Therefore, Talent Management (TM) answers this call by providing systematic approach to utilize talent in organization. In regards with the organization success, TM demands an effective HRM as both HRM and TM are interrelated.

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