

A REVIEW ON GLOBAL TALENT MANAGEMENT AND GLOBAL TALENT CHALLENGES

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ABSTRACT

Talent management involves an organization's commitment to hire, manage, develop and retain talented employees. It comprises all of the work processes and systems that are related to retaining and developing a superior workforce. Talent management is a business strategy that organizations hope will enable them to retain their top most talented and skilled employees. Just like employee involvement or employee recognition, it is the stated business strategy that will ensure the attraction of top talent in competition with other employers. Challenges and obstacles in talent management will shape organizational structures and organizational management. How the organization's reaction to the impact of challenges and obstacles will determine their level of achievement. It is better if all organizations are aware of talent management as an important factor in sustainability and organizational success.

Keywords: Talent Management, Human Resources

KAJIAN TINJAUAN TERHADAP PENGURUSAN DAN CABARAN BAKAT GLOBAL

ABSTRAK

Pengurusan bakat melibatkan komitmen organisasi untuk mengupah, mengurus, membangunkan dan mengekalkan pekerja berbakat. Ia terdiri daripada semua proses kerja dan sistem yang berkaitan dengan mengekalkan dan membangun tenaga kerja yang unggul. Pengurusan bakat adalah strategi perniagaan yang diharapkan oleh organisasi akan membolehkan mereka mengekalkan kakitangan mereka yang paling berbakat dan mahir. Sama seperti penglibatan pekerja atau pengiktirafan pekerja, ia adalah strategi perniagaan yang dinyatakan yang akan memastikan daya tarikan bakat yang terbaik mampu bersaing dengan majikan lain. Cabaran dan halangan dalam pengurusan bakat akan membentuk struktur organisasi dan pengurusan organisasi. Bagaimana tindak balas organisasi terhadap kesan cabaran dan halangan akan menentukan tahap pencapaian mereka. Adalah lebih baik jika semua organisasi menyedari pengurusan bakat sebagai faktor penting dalam kesinambungan dan kejayaan organisasi.

Kata kunci: Pengurusan Bakat, Sumber Manusia

INTRODUCTION

Talent management is a systematic use of human resource management system (HRM) to attract, identify, develop, and maintain talented individuals, in practice, this often means high potential employees, strategic workers or strategic employees in key positions (Maria dan Marianne, 2013). Talent management is an organization's commitment to recruit, hire, retain, and develop the most talented and superior employees available in the job market (Susan, 2018). There is also another definition of talent management mentioned around the world, a number of emphases on leader development, other emphasis on organizational design and some also emphasizing various levels of work. To achieve the meaning of holistic talent management, one must understand what talent management, what a life cycle of talent and why it is important. It is also one of the important things to understand to find out the talent investment optimization.

In addition, global talent management is also an important concept to be understood as the company faces overwhelming obstacles and challenges to effective global talent management. According to Mellahi and Collings (2010), multinational corporations face two major obstacles to effective global talent management. This barrier is divided into the level of subsidiaries and headquarters-level barriers. For the challenge, Schuler, Jackson & Tarique (2010) identified four global talent management challenges namely lack of talent, talent surplus, search and transfer talent, and talent talent levels. These challenges, if dealt with properly, give the company a strategic opportunity.

TALENT MANAGEMENT

According to William A.Schiemann, talent is defined as the collective knowledge, skills, abilities, experience, values, habits and behaviors of all labor brought for the mission of the organization. Talent management is a unique function that integrates all activities and responsibilities associated with the management of the life cycle of talent rather than attracting and acquiring talent to develop and sustain it. An example of the activity that will be carried out in the life cycle of talent is training. Training will provide skills and satisfaction improvement among employees and may reduce turnover. Management of the life cycle of talent will determine the effectiveness of talent investment such as higher employee productivity and higher retention of the desired employees.

According to William A. Schiemann, talent optimization means that the organization has a balanced acquisition, development, performance and retention strategy, processes and policies so that it maximizes the investment of talent investment. In addition, global talent management is also an important concept to understand as companies face abundant barriers and challenges to effective global talent management. According to Mellahi and Collings (2010), multinational corporations face two major obstacles to effective global talent management. This barrier is divided into the level of subsidiaries and headquarters-level barriers. For the challenge, Schuler, Jackson & Tarique (2010) identified four global talent management challenges namely lack of talent, talent surplus, search and transfer talent, and talent levels. These challenges, if dealt with properly, give the company a strategic opportunity.

William A.Shiemann has proposed Equity Persons to assist in the management of the life cycle of talent. He defines People Equity as a collective state of Alignment, Capacity and Engagement (ACE) within the organization. Alignment means the integration of all units in the organization towards achieving the strategy. Defining broad talent is one of the alignment processes that will allow management to have a clear factor while setting talent investment. Another alignment process that an organization can take is to have a leader who controls the life cycle of talent. Ability is customer satisfaction derived from the skills and resources the company provides to its customers. And finally Involvement consists of employee satisfaction leading to their commitment and promoting advocacy. This can be achieved by measuring the effect and effectiveness of each step in the life cycle of talent by conducting periodic audits.

Meanwhile, according to Susan M. Heathfield (2018), talent management is a business strategy and the every member in the particular organization must fully integrate it within all of the employee related processes of a particular organization. Attracting and retaining talented employees, in a talent management system, is the job of every member of the organization, but especially managers who have reporting staff that known as talent. But some organizations practice that only manager and human resources team involves in managing the talent in the organization.

OBSTACLES AND CHALLENGES OF GLOBAL TALENT MANAGEMENT

Global talent management refers to systematic use and systematic HR practices to manage some of the global talent challenges faced by firms (Randall S.Schuler, Susan E. Jacksin, Ibraiz Tarique, 2010). Global talent management is very important for a variety of reasons including achieving global integration and allowing local responsiveness. However, benefits are not obtained if talent is not

identified and used for their full potential. Mellahi and Collings (2010) have identified two barriers that affect global talent management.

The first stage is the subsidiary level described by agency theory. Based on this theory, the subsidiaries' managers and company headquarters have the relation of agents - principles. Agency problems exist when a subsidiary manager acts for self-interest. In terms of talent management, managers may decide not to disclose the availability of talent in their subsidiaries as they may benefit from their high performance staff, but have little benefit if these talents move to headquarters or other subsidiaries.

Managers do not have incentives to help develop talent outside the subsidiaries and therefore tend to keep their best talents underutilized, rather than making decisions for the best interests of the company. As a result, the headquarters has no information on talented staff and talented staff being prevented from furthering their career.

Second stage blocker is a quarterly barrier that involves rational constraints. Simon (as mentioned in Mellahi and Collings, 2010, p.1446) states that rationality is limited as "cognitive constraints experienced by individuals in their ability to process and interpret a large amount of important and complex information in their decision-making processes." case, managerial decision-making related to talent management based on uncertain information and not covered. They can not assess the talent right in the subsidiaries as they have no access to important information due to social and geographical restrictions. As a result, talent in subsidiaries has little opportunity to serve in the management team at the headquarters.

Beginning in the late 1990s, firms around the world are faced with the major threats to doing business when talent is important. Schuler, Jackson and Tarique (2010) have identified four global talent management challenges.

The first challenge of global talent management is the lack of talent. In a very moving, highly volatile global environment today, firms across the globe face demand for talented workers who go beyond supply, thus creating a global lack of talent. As a result, the acquisition of talent, retention and management is a key challenge in global business. The key focus on this issue is about acquiring and managing a very talented number of individuals to address the challenge of the lack of talent in the world. The second challenge in global talent management is the surplus talent. From the late 1990s to 2008, global talent management became popular. Since late 2008, firms have reduced their workforce due to the surplus talent. Competition among workers and countries may generate more competition and more government support to encourage firms to bring jobs to their countries.

The third challenge is finding and transferring talents around the world. There are some key forces in the global talent challenge that need to be addressed by effective firms, including when too few or too much talent exists. Under these conditions, firms may need to reduce or increase their employees and positions in their home country, move to another country and set up new operations at lower costs to reduce or increase employees even in other countries. Firms need to consider other factors such as infrastructure, currency fluctuations, government incentives, political stability, culture and others. Multinational firms have quickly moved around the world such as IBM hired more than 90 000 people in Brazil, China and India.

The final challenge of global talent management is the level of talent compensation. The rate of compensation around the world reflects today's dynamic economic and dynamic competitiveness. To help manage compensation costs, firms may seek their operations to reduce the cost of cities like India and

Bangladesh. Another approach is to recruit talent that is currently not working as an engineer who temporarily works as a taxi driver because they have lost their jobs during the recession.

CONCLUSION

In conclusion, individual talent will assure success organizations as long as organizations know how to manage the life cycle of talent and know how to optimize talent investment. Measuring the impact and effectiveness of each step in the life cycle of talent will help the organization manage their talents skillfully. Challenges and obstacles in talent management will shape organizational structures and organizational management. How the organization's reaction to the impact of challenges and obstacles will determine their level of achievement. Compete with other national organizations will face different challenges and obstacles compared to competing international organizations. Through global talent management, MNE can develop the global leadership skills acquired by employees while conducting international assignments. In addition, by identifying and locating employees around the world, companies are able to capture the competitive edge of access to the world for information, learning and creativity.

These challenges and obstacles can prevent the effectiveness of global talent management and ultimately discourage companies from engaging in this practice, especially if the practice is seen as not bringing in investment returns to the company. It is therefore the responsibility of human resource professionals (HR) to understand the concept of talent management and developing strategies for managing talents globally to support the organization's mission and vision. In addition, HR professionals should also work with top management to find solutions to the obstacles faced by the company and address issues and challenges of global talent management. Failure to practice such practices may adversely affect the company because the company can not compete globally.

It is better if all organizations are aware of talent management as an important factor in sustainability and organizational success. In Malaysia, there are some organizations that do not take talent management in their important consideration. They do not practice a life cycle of talent and no matter how global challenges actually impact their organization. To investigate the level of awareness of talent management among organizations in Malaysia will benefit not only the organization but also the economic situation of Malaysia. To prepare and compete with international organizations, organizations in Malaysia must have sufficient talent and competence.

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