

TALENT MANAGEMENT IMPLEMENTATION IN ACTIVITIES OF HUMAN RESOURCE MANAGEMENT

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Abstract: *Today's terms "talent", „talent management“ and "talent development", many authors consider like research in the field of human resource development, which undeniably gives emphasis to their inseparability.*

Talent are the mix of innate and developed skills. Because that, the role of human resource managers in the development of human resources, have task to help individuals to identify their innate talents. Human resource managers should have to develop knowledge and skills based on identified needs and interests through the activities of human resource management. The talent of the individual has an impact on the development of their career. This paper work should show influence on the development of an academic career. We cannot ignore the role and responsibility of human resource managers, even in development and retention in higher education institution like as organization.

Key words: *talent, talent management, talent development, develop of academic career, human resource management, human resource development*

INTRODUCTION

Practically, the organization is becoming increasingly popular topic on the development of the talent, more than the development of human resources. The more important fact has given to understand of the growing impact on the development of talents than on the activities of human resource management.

The last ten years, brought growing number of the studies and publications on theme development of talents. That helps to understand the impact and importance of human resources development. We can identify 4 (four) main sections in this publications: a) effect on the development of (academic) career, b) the influence of the contextual factors, c) the relationship between the development of talents, recruitment and retention of talents, and d) differences in the context of matters of the development talents. [17]

Very often, with the term “talent development” in use is the term “talent management”, too. In 1997th, McKinsey author of the book “War for the Talent” concept of *talent* popularized among leaders and managers.

Diversity of socio-economic communities, globalization, demographic changes, changes in the labor force, have brought innovative changes in the strategy of talent management. [5]

It could be possible to sort over 10 (ten) reasons, because talent management is important for the success of the organization, as like as:

- Organizations could not be successful without talents,

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- Talents added market value,
- Talents realized ideas,
- Talents are the latest source of competitive advantage,
- Always, good place to work is attract and could retain talent,
- The most successful companies and those in which is the most of people admire have great talents,
- Price of the talent is very high,
- The competitive environment cause talent crisis, and
- Retaining of talent is possible to control. [2]

Talent management has been considered like one of the most important trends, which could shape the future of the organization and ensure the creation of organizational excellence by developing and promoting it's the best human resources. [2]

The talent is developing systematically, through the development of innate abilities of the individual, which are arranged in specific activities that someone likes, considered important and in which wants to invest energy.

Talent allows to an individual to perform a specific task excellent, much better than other people with the same qualification and experience. Talent allows to an individual consistently to achieve better results in relation to their own personal record. [18]

On the May 6th 2014, talent development has become popular term when American Society for Training and Development, like as the largest association in the world in the field of human resource development, changed its name in Association for the Development of the Talent. (www.td.org)

It is indisputable that every employee, who knows how to access and acquire with the new situation is „more profitable“ for the organization, because time and other resources which will spent on the training should be reduced, and employees could contribute to the employer in meeting strategic goals and competitive challenges. [17]

The development and use of modern technology, especially in terms of the digital transformation, should contribute achieving better performance of activities of human resource management [22] in organization, and implicatively of talent management may contribute to the better efficiency of the activities of HRM (employee performance) and to better performance of whole organization.

TALENT MANAGEMENT THROUGH HUMAN RESOURCE MANAGEMENT

Generally, talent management encompasses a range of activities and tasks of HRM, which are connected to each other and to continuously improve, analyzed and measured in order to determine its performance.

For effective management of talents is necessary to have a good strategy, as show on the Figure 1. [3]

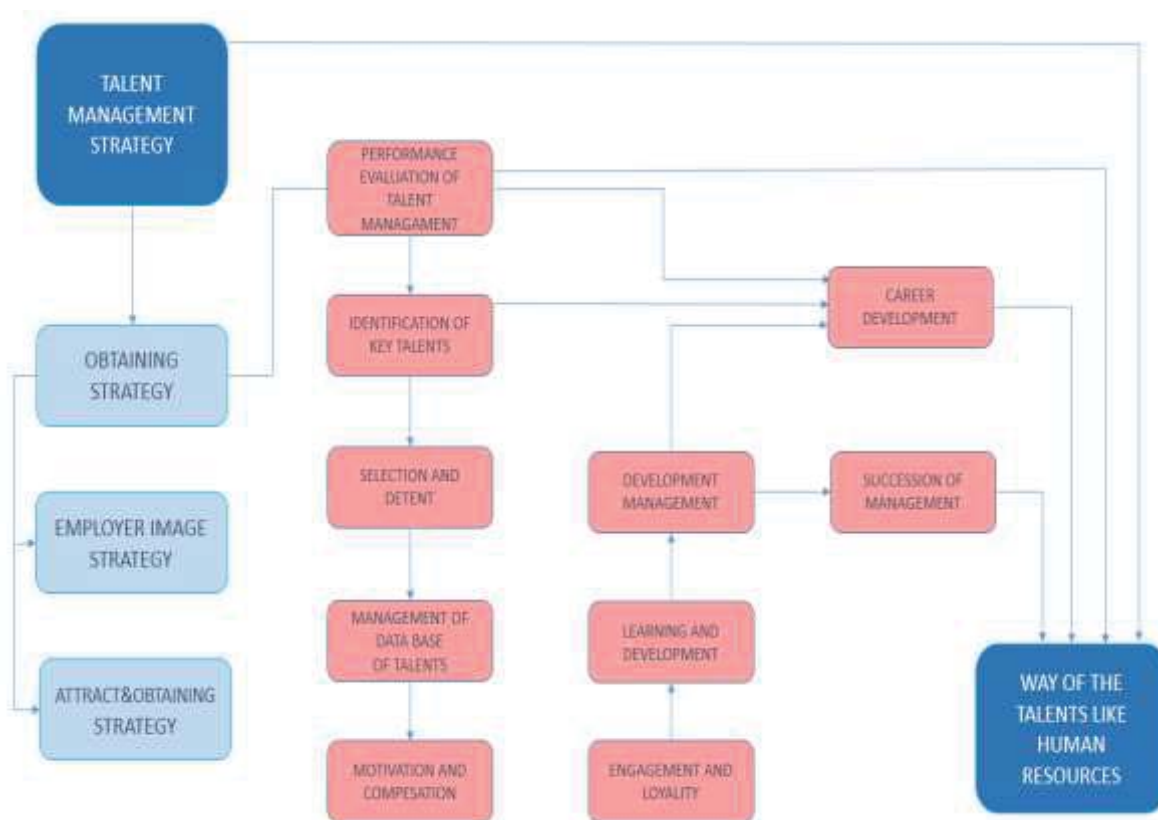


Figure 1: The Strategy of Talent Management and its connection with tasks and activities of Human Resource Management (*adapted to the: Baron, A., Armstrong, M., Human Capital Management, Kogan page, London, 2007.*)

At institution of higher education, in the talent management we can identify three key issues: a) transparency in relation to autonomy, b) the power of human potential in relation to the strength of the teaching staff, and c) equality in relation to homogeneity. [24]

At higher education institutions, specific employment practice can lead to the distance between the instruments of human resources management, which are generally known and applied in the other organization. Because that, talent management and performance management has implementation in the strategic plan for human resources management at many higher education institutions, particularly where increased trend of transition from peer to the managerial model of management. [7]

Most educational institutions are working in global, complex, dynamic and highly competitive environment. Trends such as globalization and the increased mobility of teaching staff, have led to a lack of talent in various fields of science.

Displacement from a management model of control, caused changes in the strategy management of human resources, such as the performance measurement system of an individual, [9] where collegiality of faculty staff has been replaced with a transparent approach to the evaluation of effects. This allows the recruitment of “talent” and the use of performance indicators that provide teachers and managers of educational institutions ability to choose staff with higher performance. System of performance is link with indicators, such as productivity, number of citations, number of publications, international references and so on.

Recruitment and selection of teaching staff in higher education institutions, can be different within the same educational institution, depending on the respective scientific fields for which recruitment has got done. Scientific fields are different in the field of composition of the students and the staff, design of the work place and career development opportunities. [24]

The labor market, especially in the international environment is very competitive in more areas. The structure and composition of the educational system, may be regarded as the pyramid position. On the top of „the pyramid” are PhDs. Number of other lower positions is very large. Number of senior academic positions have been reduced with each raising to a higher rank in the pyramid. Factors such as the compensation system and absence of career perspective, could reduce the number of interested students on PhD studies, in some cases. Usually, it happened because fact - after finishing of the study they have to work like assistant of professor for a longer time. [25]

In the field of social sciences and humanities, there is really the largest number of educated professionals, on average, younger age than in other scientific fields. Increased competition, saturated labor market and impossibility for career progression, could lead to „vacuum in time” and loss of talents. The task of human resource management is to find specific models through its activities (staffing, career development) for identify and detent talents.

Unfortunately, problem with financial resources could be the main cause of the inability to retain talents. After getting a doctorate, young talents have got limitations in employment opportunities. More of them are committed to and academic career, but the process of recruitment is most often through „internal recommend“.

According to one research in the Netherlands [24] the average number of candidates who apply for a professor position are between 13 and 20 interested, if the position has been published in the mass media advertising. In practice, professors carry about selection and training of “successor” whose career have been following from the beginning, permanently monitoring and respond on its development. This could be threat of human resources managers, because they have no power to influence the selection and recruitment of teaching staff. Very often, in educational institution human resource managers are advisors to the director or dean or president of Board, regarding the profile of the job, directing internal career, creating criteria for evaluation (self-evaluation model) etc.

Expectations are higher, especially in educational institutions in which new technologies could be more used in the process of talent management, the process of identifying talents and finding information on them. [26]

First of all, to managing talent is necessary to identify the skills and personal characteristics that will lead human resource managers in their finding, which is crucial for organization, especially in achieving higher performance. [14]

New technologies are offering the possibility of progress of human resources management functions, through the ability of freely exchange of data in new data systems and new database of talents. [6] This could be a good indicator of the key features of the organization and what is required of human resources managers in the future, in order to improve strategic contribution in identifying talents.

In the field of education, human resource management and talent management need to overcome certain constraints and difficulties. First, have to explore the possibility of using a wide range of academic tradition, including international human resource management, strategic human resource management and career development, [10], organizational behavior [11], and theoretical approaches [18] to prevent criticism that the talent management is one more „maggot of manipulating“. Second, usually critics are occur due the lack of empirical evidence and conceptual models. [8] Third, the existing literature exudes of a based view on talent and talent management. [23]

Some barriers at organizational level, referring to the lack of internal consistency of the practice of human resource management, the lack of adequate and consistent processes and infrastructure to support the implementation [27] of HRM, accidentally or not, sends signals to the employees by means of establishing the desire behavior by rewarding adequately, based on which the employee may react in different ways. Referring to the perception and reaction employed, enter into the field of psychological contract [12], where are the ratio of employed according to their behavior, attitudes and the reactions will be employees in the case of impact on the area of talents and talent management.

Talents like employees are require special treatment. On their recruitment and retention should have affect the specific contract, those violation by the organization may in particular cases lead to reduce organizational commitment, organizational behavior, reduced job satisfaction and commitment to the job.

ATTRACTING AND RETAINING ACADEMIC TALENTS AND IMPACT ON DEVELOPMENT OF ACADEMIC CARER

Modern times of technological revolution and digital transformation in economy of 21st century - knowledge economy, are reducing global limits and leads to branding of higher education. Branding in institution of higher education comes from private business practice transfer to the field of private education.

This has contributed creation image of higher education institution, as a competitive organization on the market. That organization offers education service to users and ensuring that users are increasingly demanding, more educated and more informed. [21]

Management of higher education institution has got task to identify vision, mission and strategy for existence reason at the operating level and the most efficiency way. [1]

The organizational culture is an important characteristic of management. It is form of separate organizational ethics, methods, assumptions, appearance and tradition. *University culture* is a specific type of organizational culture, which is usually presented as a cooperative and has mutual influence of moral values, procedures, presupposition, reviews and traditional regulating the behavior of individuals or groups at the university level. [19]

Organizational identity represents all qualities and attributes of an organization, and make it like principles, goals and objectives of all its parts. [13]

The higher education institution as a brand, could attract talented academic staff. Branding of higher education institution and attracting of talents, could have effects on: reputation and

image; organizational culture and organizational identity; strategic vision; corporate and social responsibility; and the influence of environment.

Reputation and image are often mention phenomenon that indicates the prestige and effective management of higher education institution. [20] Reputation helps to increase the confidence of the academic staff in the organization, which contributes to reliability and good management strategy of the institution in the future.

Organizational culture and identity as factors, could not ignore in the process of creating a new brand of the institution. The teaching staff has opinion that organizational culture and identity are something that can equate, which may contribute to the decision about staying and career development in the specific organizational academic environment.

Under the influence of environment in higher education institution, the emphasis is primarily on the level of competitive operating environment which lead to loyalty academic talents, through continued eligibility for career development. [4]

In time of global financial crisis, talent management, managers of higher education institutions increasingly realize that they are engaged, skillful and motivated staff is the key to creating and maintain brand position in the market and achieve competitive advantage. Every crisis, more or less forced the organization to be more creative and efficient in accessing to the talent. [10]

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Next picture (Figure 2), shows the factors that have the greatest impact on talent retention, as well as the characteristics of the employer, interpersonal relationships, workplace design, compensation and opportunities for career advancement.

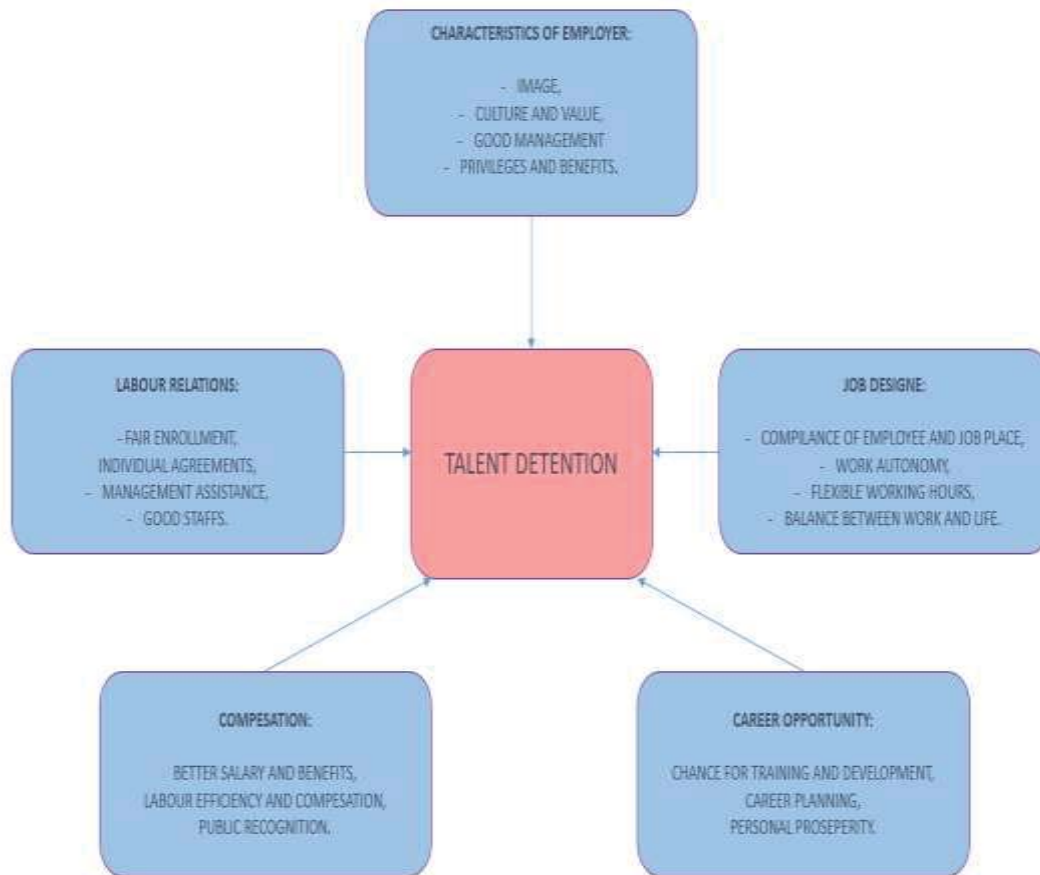


Figure 2: Factors that have the greatest impact on talent retention (*adapted according to the Mathis, R.L., Jackson, J.H., Human Resource Management, 12th edition, Mason, Ohio, USA, 2008*)

Strategic talent management as an activity and the process, includes the systematic identifications of key positions that contribute differently to the sustainability of the competitive position of the organization. Development of academic talent are high potential of education institution and it has got influence on organizational performance.

Performance of academic staff is mostly stand with number of references, number of publications, number of citations and participation in various research projects. Management of human resources has got duty through its activities to constitute a model for measuring the performance of the academic staff. The model has to find the optimal allocation of talented staff, which could be seen just achieved through the performance of individuals.

Recruitment, selection, development and retention of the best employees is not only the strategic role of management and human resource management that is the special role of talent management on the global level.

Growth of the model for the managing and monitoring career development, requires good perception of managers to interesting talents and keep them in organization.

CONCLUSION

Many studies in the field of talent management [10] have contributed to the development of the research of International human resource management, rise and expansion of perspectives (opportunities, capabilities and willingness) of staff career development, which could result in improved performance of individuals with unreserved commitment and contribution to the development of the entire organization.

In the higher education institution as an organization, the emphasis is on exclusivity of academic staff and academic talents. Exclusive orientation means that talent management aims to solve the specific problems of the needs and benefits of talents in a special approach to human resources management, where factors like as globalization and mobility of academic staff should contribute to improved competitiveness of the staff on the one side, and on the other side it could become threat.

Use of the new technology and its development have been presented by the most educated staff, because their greater opportunities and possibility for permanent learning, career development and mobility.

Investment in highly educated staff, particularly in their career like a possibility where are chance to select talents is requiring large financial resources. But, leave of that kind of staff are bigger loss for the high education institution like organization.

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