



Talent Management for Effective Office Administration

Dr. E. Tantua (Jnr.)

Department of Office and Information Management, Faculty of Management Sciences, Rivers State University, Nkpolu- Oroworukwo, PMB, 5080, Port Harcourt, Nigeria.

Abstract: *The purpose of this study is to examine the relationship between talent management: A HR challenge. The study is conceptual and thus adopts a review of extant literature which adopts a desk research methodology. Findings from reviewed literature revealed that talent management significantly influences employee commitment. This means that talent management could be used to prevent competent employees from leaving the organization as this could have adverse effects on productivity and service delivery. Talent management is actions taken by organizations for the purpose of attracting, selecting, developing and retaining the best employees in most strategic roles. The study concludes therefore from reviewed literature that talent management is a tool to strengthen organizational capability through individual development, performance enhancement, career development and succession planning. Talent management strategies can facilitate development of employees, enhance service delivery and also gives companies an enhanced corporate image. The study recommends that organizations should enact policies that promote talent management which will in turn promote employee retention. The study further recommends that an empirical study be fully carried out to examine and validate the conceptual model developed in this study by using a survey methodology to study in South-South Region of Nigeria.*

INTRODUCTION

With the high level of prominence and rapid growth in information acquisition and dissemination of the same to the masses, the role of talent in managing fast changing trend within the industry cannot be overemphasized. Companies, no matter the sector of the economy, still map-out their success upon the resilient of their employees, hunt, hire and retain highly endowed flexible workforce (Ward-Johnson, 2007).

Globalization has not only increased competition among organizations but has also created new window of opportunity for the workforce .In the view of Wheelock (2010) in Hanief, et al (2013), the present economic situation of the world has increased the importance of talent management and retention. The author further adds that intellectual capital is always an asset for any organization which they must invest in. People, intellectual capital and talent are ever

more critical to organizational strategic success. Retaining talented employees is the priority of many organizations and it is the key differentiator of human capital management (Mohammed, 2015). It is one of the critical issues facing organizations today and the biggest challenge faced by HR in modern economy (Lathitha, 2012) because of shortage of skilled workers, economic growth and high employee turnover.

Talent management ensures that organizations have the right people with fit skills located at the right place to access business strategy (Devine 2008, Ballesterous, 2010; Mohammed, 2015). This ensures that the right employees maximize their talent for optimal success of the organization. Talent management involves mechanisms put in place to ensure attraction, retention and development. The employment relationship is undergoing fundamental challenges that have implications in attracting, motivation and retention of talented employees and talent shortage has resulted to fierce competition (Nyanjom, 2013). Although talent management is a relatively new area for both public and private sectors, most organizations have prioritized it to ensure they acquire the staff (Kagwiria, 2014). This is because talent management has been linked to successful attraction, retention and development of employees (Baheshtiffar, 2011).

LITERATURE REVIEW

Theoretical Foundation

Resource-Based View (RBV) Theory

According to Barney (2011), Resource-Based View theory is the approach that best describes how organizations can gain competitive advantage and increase their performance. According to the RBV theory, organizational resources are the most important determinants of the competitiveness and performance of the organization. The theory suggests that organizations need to integrate their resources which are the key capabilities that they are assured of having for the sake of their internal operations and existence (Shivaraj & Vijayakumara, 2015).

In the view of Muhammad (2010), in an effort to bring into light the ways of integrating the organizational resources to win competitive advantage, the Resource-Based View theory is founded on two assumptions. First, the theory assumes that organizations in a given business environment are unrelated in the sense that their resources differ and the way that they integrate those resources is also different. Secondly, the theory assumes that due to the fact that immobility of some of the resources that make the strategies of the firms in a business environment differ, the heterogeneity of the firms may persist for a long period of time.

The organization is a bundle of resources, which includes; physical, human and organizational resources and the way the resources are combined provide competitive advantage to the organization which is critical for its success or failure (Penrose, 1959; Wernerfelt, 1984 & Barney, 1991; cited in Madhani, 2010). According to Samaha, Palmatier and Dant (2011) Resource-Based View theory is basically centered on the uniqueness of the firm's resources as compared to those of the competitors. Employees (human resources) and the skills are some of the resources that

according to RBV make organizations produce different products and perform differently from the competitors despite being in the same market and with the same chances of winning the market.

Other resources can be copied by the competitors but the skills and the human resources are unique to the organization that they exist in. Kyndt, Dochy, Michielsens and Moeyaert (2009) complements that the resources of the firm and the uniqueness of the resources does not necessarily influence the performance of the organization but other determinants such as the managerial strategies injected on the resources supplement the overall performance of the organization. According to Berny (2008), the organizational resources should be valuable and rare for them to generate an impact in the firm's competitiveness and performance.

Principally, Resource-Based View theory focuses on the need for organizations to look within or inwards, at their available resources and capabilities, in formulating strategies to gain advantage over its competitors and threats to business survival (Wojcik, 2015). Organizations can achieve superior performance and gain sustained competitive advantage over its competitors through strategic resources it possesses, developed and controlled and which must meet the "VRIN" criteria; Valuable, Rare, Inimitability and Non-Substitutability (Barney, 2014 cited in Liedke, Irigaray & Neves, 2019). Valuable refers to resources that could be used to implement new strategies to improve an organization's effectiveness and efficiency, because they can be used to reduce cost or increase revenue when compared to the competitors. Rare refers to resources that are not freely available to all organizations, since they are heterogeneously distributed. Inimitability refers to resources that are not perfectly mobile because they cannot be easily acquired. Non-substitutability refers to the irreplaceability of a resource. So, the Resource-Based View theory assumes that resources are heterogeneous and imperfectly mobile across all firms (Miller, 2003). Barney (1991, cited in Madhani, 2010) defined sustained competitive advantage as a non-duplicable advantage; he went further to describe the three distinct resources that can provide organizations with sustained competitive advantage as: Physical resources (physical, technological, plant and equipment), Organizational resources (formal structure) and Human resources (training, experience and insights).

Therefore, the human resources of a company are one of its strategic resources that if well-developed, through a deliberate human resource planning program, can distinguish it from the human resources of its competitors and provide advantages for the organizational well-being and survival within the dynamic business environment. According to Conner (1991) the possession of unique inputs and capabilities will create a distinction in the performances of firms giving them competitive advantage. But, environmental conditions such as uncertainty, volatility, hostility, the number of relevant components in the environment and the interpersonal relationships between these components, all increase the perceived complexity in managing and planning for the human resources of the organization (Liedke et al., 2019).

Talent Management

Thompson, Gamble and Strickland (2005) refers to talent management as a process of attracting and integrating new people, developing and retaining current employees, compensating and motivating skillful workers all in a bite to achieve the aims and objective of the organization, therefore, employees with high potential, uncommon knowledge and capacity that will bring the desired goals and success in the organization should be attracted and retained, in doing so the employee's talent must be adequately motivated so as to have competitive edge in value generation to the organization. On the other hand, media firms are now developing their own employer brand by using talent management strategies to manage talented people. Subsequently, talent managers must have resourceful ideas and the capacity to deal with changes in their environment; also existing media organizations must be abreast with modern talent management techniques in order to survive in the industry (Hiles & Bunnell, 2006).

Talent management programs have impacted significantly on organizational growth due to the way most firms design and manage their organizational structure, in order to implement a successful talent management, organizations need to have; a clear mission and vision, a good corporate culture, and inculcate the consciousness that talent management is of a strategic concern, Conner (2000) and Hartley (2004). Talent management is important in its ability to add value to the industry even in the weak and recessive economy because it involves all the processes of planning, recruiting, developing, managing, and compensating employees in the organization.

The process of hiring new talent may be very expensive, when compared with the cost incurred to train, develop and retain the existing employees in the organization. Organizations in their quest to grow have seen the need for talent management programs and as such are currently embarking on intensive talent retention programs in their organization. Talent retention program at the first instance may look expensive in the short run due to increase in wages, rewards and compensation but the organization will be of competitive advantage at the long run.

Armstrong (2006) suggested that research on talent integration has shown organizations consistency in talent recruitment, selection, engagement and management, which has given some organization a competitive position. Organizations need to standardize best labor practices and implement a good talent management culture. In the same vein, Laff (2006) argued that the main force in implementing successfully talent management culture in any organization is the total commitment from the employer and employee to achieve firm's corporate intent.

Accordingly, proper talent attraction and talent retention strategy will bring about futuristic growth in organizations. Thus, people are seen as company greatest asset, and through these people the achievement of organizational goals can be facilitated. It is therefore important for

organizations to attract, engage, and retain productive workers which will bring about success to the organization. Talent management dimension like employee attraction, career path development, employee retention, succession planning, training and development are very critical to the survival of any organization, accordingly these dimensions aids HR managers in finding out solutions and developmental support needed for companies to succeed. However for the purpose of this study, the researcher will take an incisive analysis of talent management dimension in terms of talent attraction and talent retention.

Dimensions of Talent Management

Talent Attraction

The components of talent attraction are recruitment and selection, employer branding, employee value proposition and employer of choice (Armstrong, 2011). Recruitment and selection requires that organizations use various methods or techniques of selecting the right talent that reflects the culture and value of that particular organization (Armstrong, 2011). The recruitment of members of talent pool is the first task of talent management strategy. The talent pools is a group of employees with special traits and are source of future senior executives (Ballesteros & Immaculate, 2010). The sources of talented employees can be internal or external. The best way to create a talent pool is the internal sources since the employees have already the knowledge of how business processes work and can be incorporated directly into the new position and the morale of workforce uplifted (Davis et al., 2007). However, if the organization want to introduce radical changes or to renew the culture, external sources are the best (Ballesteros et al., 2010). Managers should realize that recruiting and developing talented staff is of importance to the success of their business objectives and hence implied that it is important for the managers to seek employees with competences and abilities that will contribute significantly to their teams (Coetzee, 2004).

The ability to attract external talent depends upon how potential applicants view the organization or industry, whether they share the same values with the organization. The creation of an attractive employer brand is an important factor in attracting external talent. Talent attraction is an addictive organizational process that involves recruitment, selection, induction and placement of potential workforce. Employees are certainly the best asset to the organization, it is therefore essential for organizations to attract and hire the right people to work in their firms to achieve the firm's objective (Ashton and Morton, 2005).

These days media organizations top most priority is how they will source and attract the best talented employee to assist its survival in the industry. Therefore, talent attraction has turn out to be the key strategy to hire and fill the skill gap in the organization. Accordingly Tamunomiebi and Zep-obipi (2013) refers to human resources procurement herein talent attraction as a process of acquiring the skill and competence requirements of the organization. The process commences with the confirmation of employment opportunity, recruitment, selection, employment contract, induction and it terminates at personnel assignment. For this reason, HR practitioners should ensure they procure people with the necessary competence without biasness.

To be able to hire the right talented employees for organization success, talent search matrix is very important as it shows different combinations of qualitative and quantitative element of the potential employee. This matrix allows recruiters to focus on the characteristics that are required on the job that has to be done (Davis et al.,2007).The talent matrix elements to shape the image of the employee needed includes experience ,profile ,qualification, expertise, potential and qualification which can be summarized to experience, profile and qualification. Expertise, potential and qualification are important to the future development of the person who the organization is seeking (Davis et al., 2007).

Talent Retention

Retention aims to take measures to encourage employees to remain in the organization for the maximum period of time. Talent turnover is harmful to a company's productivity because costs of attraction are high. Direct cost refers to turnover costs, replacement costs and transitions costs, and indirect costs relate to the loss of production, reduced performance levels, unnecessary overtime and low morale (Echols, 2007). Vaiman & Vance, (2008) define two classifications of retention tool to suffice employee's expectation: extrinsic and intrinsic incentives. Extrinsic incentives includes different sorts of monetary rewards which can satisfy employees' physiological needs, while intrinsic incentives refer to non-monetary rewards that can fulfil employees' psychological needs. The monetary reward is admitted as an essential tool to retaining talent (Vaiman et al., 2008).

Talent retention is a systematic approach used by organizations to encouraged employees with high potential skills and competencies to remain with the organization for the maximum period of years. It involves human resource career development, maintenance, motivation, integration and compensation functions. Talent retention strategies are critical factors for the survival and growth of any organization. Lockwood (2006), characterize talent retention program as the application of integrated strategies or scheme planned to enhance workplace productivity by developing improved processes for mentoring, nurturing, retaining, coaching and succession planning of people with the required skills and propensity to meet current and future business needs.

Consequently, the definition above is important to media organizations because it suggests that talent management programs should be tailored to those who are most responsible for the organization's image and success. Ashton and Morton (2005), argued that talent retention policies in the areas of employee's remuneration, motivation, maintenance, compensation and separation will bring about good employee performance; also policies that bring about low talent turnover and retention strategy in the organization should be encouraged by talent managers. They further explains that talent retention policies in the areas of career development, succession planning, employee work life balance between office and private life, employee safety needs, the provision of employee sense of recognition and respect, adequate remuneration and compensation and separation will enhance employee commitment and build the organizational capacity which in turn will facilitate the organizations success in the long run.

Talent Development

Talent development refers to the training, orientating, and teaching of employees on how to perform their tasks. Employee talent development represents ways of helping an employee acquire skills that will enable him contribute his all-out worth to the firm (Carrol and Hannan, 1995). Tende, Ukoha and Alagah (2017) opined that the impartiality in the apportionment of talent development opportunities and/or openings make employees to be dissatisfied with their jobs hence, they become loyal and are always eager to put in their best to improve customer's satisfaction. Talent development impacts new knowledge and skills, if the talent development is relevant, it will meet employees' and organizational needs (Ibidunni et al., 2015).

When employees are satisfactorily trained the result of the talent development will in turn boost output, quality and services which leads to profitability for insurance agencies. Carrol and Hannan (1995) suggested that human resource practices such as providing talent development through flexibility and responsive capabilities by the organization are important determinants of talent retention. Insurance agencies with satisfactory talent development opportunities will definitely have higher retention rate. This is in line with Carrol and Hannan's (1995) postulation that talent development that aligns with proper training, reduces lateness, absenteeism, negative attitude to work, excessive complains and insubordination.

Talent Management: Challenges for Human Resource Managers

Athey (2004) contends that globalization is a force for both collaboration and competition whereby, companies across the globe are engaged in a contest for resources—both natural and human. In an age in which growth is largely a product of creative and technological advancements, companies that want to dominate their industries must be able to attract and retain talented employees. They must also engage people like never before if they want to innovate and grow. Only those companies that win the hearts and minds of their top talent will be able to deliver value over both the short and long terms. Furthermore, Fegley (2006) states that human resource professionals no longer simply focus on their organizations' day-to-day transactional needs, benefits, compensation and staffing. He adds that "the role of HR throughout the years has expanded immensely to include a wide range of organizational initiatives such as training, employee development, diversity and equity in the workplace, disaster preparedness, reward management, and development and execution of organizational strategy. As HR departments continue to evolve from a process oriented function to a more strategic role within organizations, they are putting in place additional integrated and strategic plans designed to improve processes to help meet future organizational needs.

Over the years, talent management has evolved, along with the expanding responsibilities and sophistication of the HR profession, to be incorporated into the goals and strategy of an organization. The emphasis on human capital is now being aligned with management processes such as succession planning, development of leaders, retention and career planning. Talent

management has moved away from being an administrative process to a continuous organizational practice with a strategic focal point that drives organizational outcomes (Perrine, 2005). Based on the aforementioned definition, an organization's success is directly linked to the talent force it can access. "To integrate talent management into all areas of the company, HR plays a role of change management agent. To promote this change, HR addresses four diverse talent management activities: recruitment, performance management, leadership development and organizational strategy" (Fegley, 2006: 8).

Responding to today's workplace demands, innovative means are implemented, whereby firms retain and conserve their talented workforce by using new approaches that go beyond a good paycheck; for example, companies must develop employees' competencies if they are to keep pace with the speed and complexity of technological innovation. According to Athey (2004), individuals need greater flexibility in their career paths, and organizations need greater flexibility from employees. People must connect across businesses, divisions, and regions in ways that promote high quality decisions and fast execution.

Ready and Conger (2007) contend that to meet the today's challenge, companies must rethink how they hire, train and reward their employees, placing those tasks at the heart of their business plans. In doing so, they have an opportunity to address all problems according to a unified integrated plan, rather than waste time and resources attacking each of the issues individually. Also, a systematic approach should be followed to implement any talent management initiative in any organization. Organizations that formally decide to 'manage their talent' undertake a strategic analysis of their current HR processes. This is to ensure that a coordinated, performance oriented approach is adopted.

CONCLUSION

Globalization has not only increased competition among organizations but has also created new window of opportunities for the workforce. Failing to retain key talent in any organization, more so, are costly due to costs associated with employee turnover. Talent management strategies can facilitate development of employees, enhance service delivery and also give an organization an enhanced corporate image. The study concludes therefore from reviewed literature that talent management is a tool to strengthen organizational capability through individual development, performance enhancement, career development and succession planning. Talent management strategies can facilitate development of employees, enhance service delivery and also gives companies an enhanced corporate image.

RECOMMENDATIONS

The study makes the following recommendations:

- i. Organizations should enact policies that promote talent management which will in turn promote employee retention. The policy makers should enact policies that promote

talent management aspects in order to ensure sustainable employee retention and competitive advantage.

- ii. The management organizations should focus on allocating resources for attracting, developing, engaging and retaining talent in order to remain competitive. There is also emphasis that in the present business scenario, organizations need to be proactive as business organizations in managing their workforce optimally through talent management.
- iii. Organizations should conduct a skills audit to find out what skills were available, whether they were in congruence with the business strategy in the short and long run and so direct human and other resources strategically.

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