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PEOPLE-RELATED TALENT MANAGEMENT

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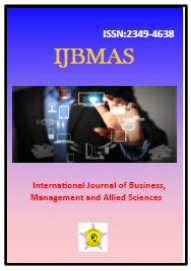

ABSTRACT
The study of Daniel I. Prajogo and Brian K. Cooper has shown two major findings. First, it confirms empirically the holistic nature of TQM practices, particularly those related to people. Specifically, their findings support the validity of modelling TQM as a hierarchically latent construct. Second, TQM practices (when modelled as a hierarchical construct) had a strong and positive relationship with job satisfaction, the latter capturing not only satisfaction with the work itself, but also personal development and growth. Notwithstanding the issues of inferring causality from cross-sectional data, the overarching conclusion from their study is that TQM practices can be effective in enhancing not only employees' satisfaction but also their personal development or growth, factors which are known from previous research to increase both job and organizational performance
KEYWORDS: total quality, practice, personal, growth and performance

INTRODUCTION

While they do not claim that TQM is the only or the best management approach available, their research supports the use of people-related and TQM related practices to be incorporated as a model of the HR system in organizations. Of course, there are several HR practices which are not captured in this study, such as recruitment, selection, reward system and career development, which are associated with positive organizational outcomes133 134. Firms need to align these practices with TQM principles. Daniel I. Prajogo and Brian K. Cooper acknowledged some limitations to their study. As noted in the research, it is difficult to draw causal inferences from their dataset. It is also possible that the relationship between people-related TQM and job satisfaction may have been affected by common method variance. One strategy for controlling potential common method biases is to obtain measures of the independent and dependent variables from different data sources135. It is recommended therefore that future research should replicate the present findings using data gathered from multiple sources.

Integrating the policies with TQM practices may enhance the ability to predict job satisfaction and related outcomes. Finally, another limitation of this study is that the relationship between TQM and job satisfaction was examined in a context free or "vacuum" environment. It is recommended that future research include a more comprehensive range of variables in mode of satisfaction-performance relationship, including relevant mediator and moderator variables. In conclusion, in terms of practical implications, their findings support the implementation of people related TQM as part of a strategy of creating "high performance" workplace practices via the enhancement of employees' job satisfaction. They believe that their findings are also instructive for organizations implementing the organizational practices captured in their study regardless of the

banner they may use (e.g. TQM, continuous improvement, high-performance work practices) in order to develop a working environment which enhances job satisfaction and ultimately leading to improved organizational performance.

TALENT MANAGEMENT

Questionnaire

Survey Findings and Analysis

Question 1. A range of managers within these organizations completed the 89companies survey responses. This is shown in chart 1.

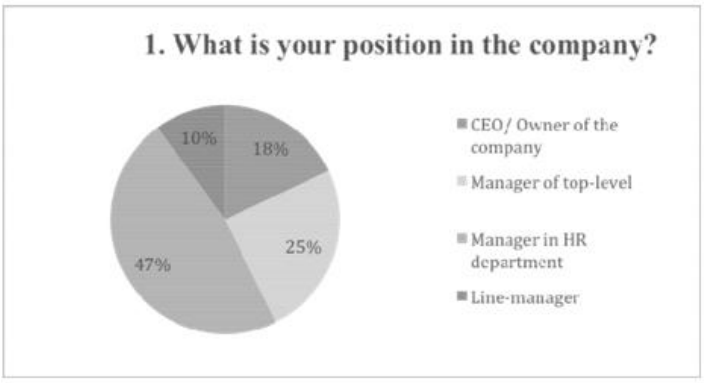

Chart 1. Answer for question 1 [own source]

Nearly half, 47% of responses were from HR managers, 25% were from managers in top-level positions, with line managers and CEO's accounting for the remaining 28%.

Question 2. Companies responding were from a range of sizes as illustrated in chart2.

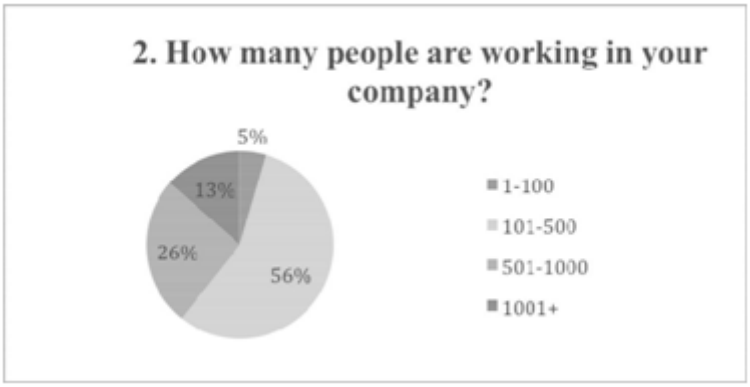

Chart 2. Answer for question 2 [own source]

The majority of responses (56%) were from companies employing 101-500 staff, 5% of responses were from smaller companies and 39% from larger companies.

Question 3. Responses were received from across the full range of sectors, as illustrated in Chart 3.

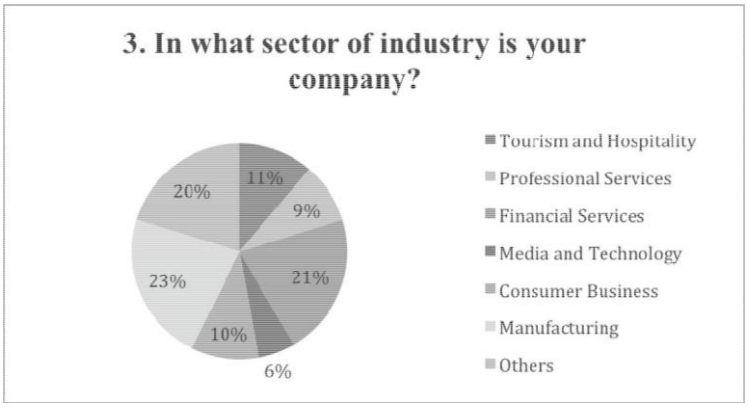

Chart 3. Answer for question 3 [own source]

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The majority of companies belong to manufacturing (23%) and financial services (21%). The remaining responding sectors were tourism and hospitality (11%), consumer business (10%), professional services (9%) and media and technology (6%). Representative of any other sectors give in sum 21%.

Question 4. Most respondents have the same opinion. They say this is HRM with Focus on Talented people. And this include all processes of management: respondents mentioned attracting of Talents, developing of talent, growing up own talent from workers who show high potential, developing Talents (sending them to courses, seminars, conferences; coaching in the company), retaining Talents, career promotion of Talents, motivation of Talents.

Question 5. Companies were asked how often people mentioned talent management. The responses are shown on chart 4 below.

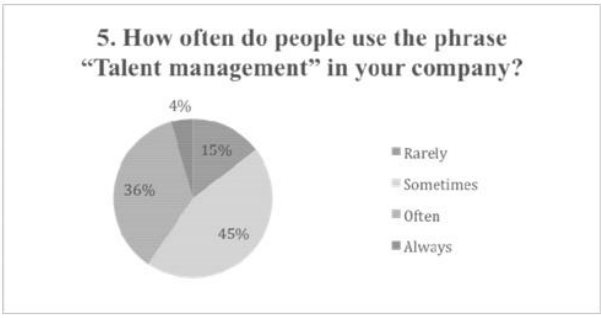

Chart 4. Answer for question 5 [own source]

40% of responses said talent management was mentioned often or more. 15% of companies rarely mentioned talent management. Cross tabulations showed that in companies below 501 employees the phrase talent management was used less, than in larger companies.

Question 6. Companies were asked if they had a clear definition of talent management and if it was communicated to the workforce. The responses are show in chart 5 below.

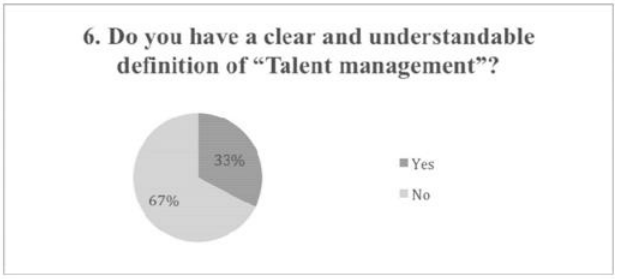

Chart 5. Answer for question 6 [own source]

Two thirds (67%) of companies responded positively to the question but a third did not. The majority of companies who did not have a clear definition of talent management had less than 500 employees.

Question 7. Companies were asked how they evaluate their companies' ability to manage talents; the results are shown on chart 6 below.

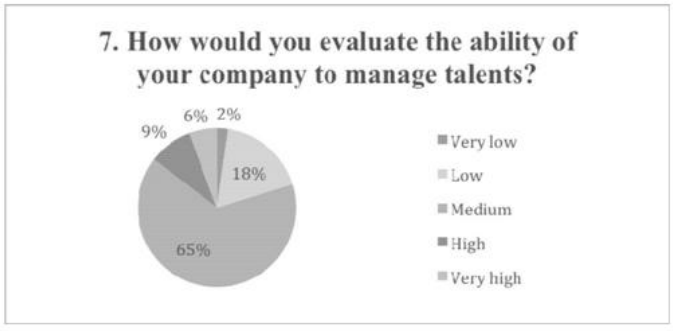

Chart 6. Answer for question 7 [own source].

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The majority of companies (65%) said that their companies ability to manage talents was medium, 15% said their companies ability was low or very low and 20% said there ability was high or very high. Analysis showed that generally companies of a larger size were better at the evaluation of talents. All low and very low responses were from companies below 501 employees in size.

Question 8. Companies were asked if they had a deficit in talents, the results are shown in chart 7 below.

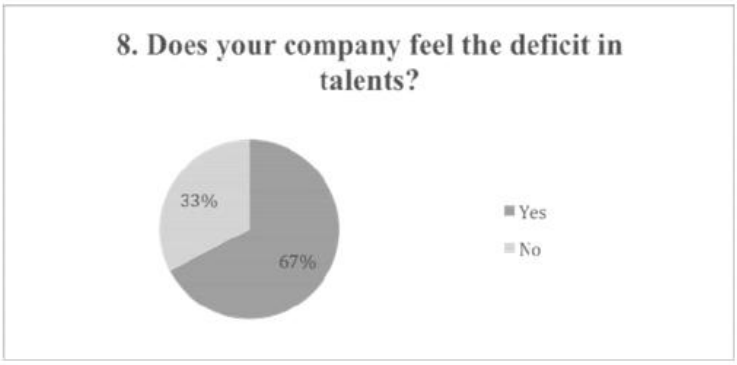

Chart 7. Answer for question 8 [own source]

Two thirds of companies said they had a deficit in talents only one third did not. There was no clear pattern relating to company size and the deficit in talent. Although sector sample numbers are low, this issue appears to be magnified in the professional services and technology and media sectors, where rates over 80% of talent deficit were reported.

Question 9. Companies were asked if they had issues in the recruitment and retention of talents, the results are shown in chart 8 below.

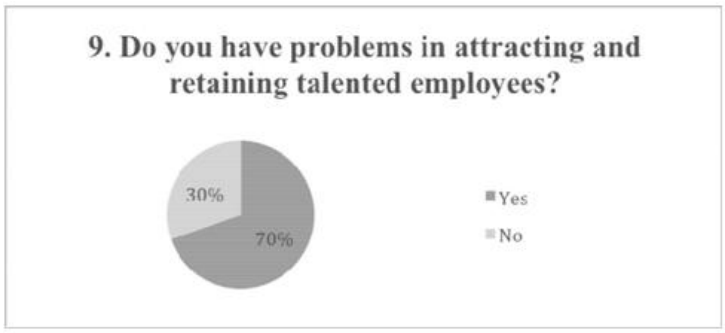

Chart 8. Answer for question 9 [own source]

70% of responding companies said they did have problems with the recruitment and retention of talents. Recruitment and retention factors were an issue for all companies, but a correlation was seen between the size of the company and problems attracting and retaining talents, with larger companies being more successful in this regard.

Question 10. Companies were asked if they had a clear talent management strategy, the results are shown in chart 9 below.

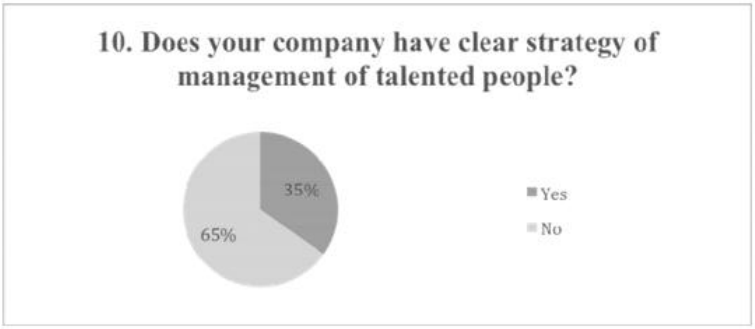

Chart 9 Answer for question 10 [own source].

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Only 35% of companies said there had a clear strategy, whereas 65% said they did not. Talent Management strategies were more prominent in larger companies with

Over a fifth of companies (22%) had no talent strategies, over a quarter (26%) had pockets of talent management. The majority of companies (52%) had integrated talent management strategies.

CONCLUSION

- Only two thirds of companies have a clear talent management strategy
- Larger companies (501+ employees) tend to have better developed talent management strategies, with higher rates of supporting infrastructure through HRM departments and more sophisticated talent assessment systems.

Alex Chambers describes their TM processes as continuous talent reviews where each individual involved in the program is appraised based on their skills and performance. These "appraisal talks" are carried ou t on regular bases, and involve setting up new objectives and goals that the individuals are meant to accomplish. The records are stored and later used when the company is searching for a person to fill a vacant position. They also form the bases for evaluating an individual's skills and competence in the way that they provide information on his/ her level of education, and the desirable competence in order to reach the next level. The main objective with the records is to serve the organizational workforce planning and grant as an inventory to keep track of competence.

Talent management in its myriad of variants and modes of implementation has improved the performance of many companies, leaving those without such a talent management program potentially or actually at a competitive disadvantage depending on their particular context. The potential for recruiting and retaining talent is inherently more challenging to smaller companies as well as companies which are large and diverse in their function.

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