

СИСТЕМНЫЙ ОБЗОР МЕХАНИЗМОВ ВЛИЯНИЯ ПРАКТИК УПРАВЛЕНИЯ ТАЛАНТАМИ НА ЭФФЕКТИВНОСТЬ ОРГАНИЗАЦИИ

A SYSTEMATIC REVIEW OF THE MECHANISMS THAT INFLUENCE TALENT MANAGEMENT PRACTICES ON ORGANIZATIONAL EFFECTIVENESS

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Аннотация

In the corporate world, talent management is the buzzword for retaining key employees. It has emerged as one of the most pressing concerns for businesses. These days, almost every industry in the world is experiencing high levels of attrition. The retention of talented employees is a critical component of an organization's more general approach to talent management, which is defined as the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining, and utilizing people with the required skills and aptitude to meet current and future business needs. According to research, talent management practices must be reviewed on a regular basis in order for a company to capitalize on its talented employees, find the best fit, and expand into new markets. As a result, management should identify and review the factors that influence talent management in the organization on a regular basis. The goal of this paper is to identify the various mechanisms that have an impact on talent management practices and organizational effectiveness.

Keywords: *human resources management, talent-management, organizational effectiveness.*

Abstract

В корпоративном мире управление талантами — это современный тренд в удержании ключевых сотрудников, ставший одной из самых насущных проблем для бизнеса. В наши дни почти каждая отрасль в мире переживает высокий уровень истощения. Удержание талантливых сотрудников является важнейшим компонентом более общего подхода организации к управлению талантами, который определяется как внедрение интегрированных стратегий или систем, предназначенных для повышения производительности труда на рабочем месте путем разработки усовершенствованных процессов привлечения, развития, удержания и использования людей, обладающих необходимыми навыками и склонностями для удовлетворения текущих и перспективных потребностей. Согласно исследованиям, практика управления талантами должна регулярно пересматриваться, чтобы компания могла извлечь выгоду из своих талантливых сотрудников, найти наиболее подходящих и выйти на новые рынки. В результате руководству следует регулярно выявлять и реформировать инструменты, влияющие на управление талантами организации. Целью данной статьи является системный анализ механизмов, которые оказывают влияние на практику управления талантами и организационную эффективность.

Ключевые слова: *управление человеческими ресурсами, управление талантами, организационная эффективность.*

INTRODUCTION

The global environment is currently under severe threat and faces intense competition. One of the issues is how to manage employee talent, which has emerged as a potentially powerful source of competitive advantage and long-term viability [9]. Because it draws the best talents from pools, talent management is regarded as an important tool for improving the recruitment process, resulting in the utilization of employees' skills and capabilities to achieve organizational goals. Organizations can reduce employee intent to leave by implementing talent management practices.

LITERATURE REVIEW

Becker and Huselid [1] officially proposed the concept of strategic talent based on talent management as differentiating

the HR architecture based on strategic business practices that emphasize strategy implementation and a differentiated HR system that fits with different groups of human capital in an organization. The focus on talent management in organizations is becoming more complex, turbulent, and contradictory than ever before, necessitating the development of new strategies for managing talent [2]. By incorporating and retaining knowledgeable individuals, talent management is viewed as a tool for strategically gaining competitiveness and efficacy. By Lysenko E.V. & Kovaleva (2015) [19], talent-management must be considered as a new managerial paradigm in the human resources management. According to Heinen and O'Neill [8], "for a talent strategy to be successful, it must be aligned with an organization's business strategy and human capital context." A talent management strategy must be integrated into corporate and human resource practices, including daily work processes. As Berseneva E.I. et al. (2019)

indicators, many large companies around the world have already implemented talent management practices [18], and, in our opinion, this process will only intensify.

MECHANISMS THAT INFLUENCE TALENT MANAGEMENT PRACTICES

Hatum [7] believes that the following are the most important factors influencing talent management.

Employees with more than twenty years of seniority were more likely to stay than those with less seniority. This is because young employees are more likely to switch jobs at the start of their careers in any organization where it is difficult for an older employee to find another job [15].

Another mechanism that influences talent management is the relationship between salary and benefits. Employees' intentions to leave an organization have been found to be significantly influenced by fair compensation and rewards. Mwangi [14] discovered that poor remuneration and reward schemes would have contributed to the loss of talent.

Another major challenge is how to create and maintain daily working environments in which talented individuals can productively pursue the joy of work and financial benefits from their individual or collective contributions.

According to Eisen et al [5], making training programs available to all employees increases employee retention rates. Employees will be less likely to leave if they believe they are learning and growing. Employees, on the other hand, begin to look outside for new job opportunities once they feel they are no longer growing.

Organizational culture has a significant impact on whether or not talent management activities succeed and contribute to improved results. It is critical to an organization's ability to effectively manage its knowledge [4].

According to research, effective communication improves employee identification with their organization and fosters an open and trusting culture [6]. Many companies are working to provide the information that employees want and need in a better way of communicating, through the most credible sources (e.g., the CEO and top management strategies), on a timely and consistent basis.

Employee-employer relationships and an effective program also influence talent management practices. Employees stay when they have strong relationships with others with whom they work, and a positive learning environment leads to higher retention rates, according to the factors emerging from retention strategies [3].

METHODOLOGY

The research is based on a comprehensive literature review to identify the factors influencing talent management practices. From 1998 to 2023, the content of the literature was deemed useful and presented for research purposes. A systematic review used the following procedures:

SYSTEMATIC LITERATURE REVIEW

A systematic literature review was conducted to answer the research question. A systematic literature review communicates that unambiguous methods are used to systematically find, select, and evaluate appropriate research, as well as to analyze the included data to answer a research question [13].

SOURCES AND SEARCH STRINGS

The systematic literature review's second search was conducted using sources and search strings. Google Scholar, Cyberleninka, and EBSCO Discovery were used for the search. This decision

was made to ensure a certain level of scientific quality in the documents retrieved. The research question was expressed in the search string: What mechanisms influence talent management practices on organizational effectiveness? Different information was gathered using "mechanisms" and possible synonyms (e.g., determinants, predictors, indicators, factors, etc.).

INCLUSION CRITERIA AND SELECTION

Criteria based on the research question were developed to aid in the selection of articles to include and to prevent inclusion bias. The selection and analysis of articles took place in stages. First, duplicate documents discovered in multiple databases were eliminated. Following that, articles were screened based on title and then excluded based on summary. The full text of the articles that remained was examined to determine whether they should be included.

STUDY-LEVEL ASSESSMENT

A study-level assessment was carried out to avoid bias in the selection of included studies. The study-level assessment was carried out in stages. In the first stage, Research Gate was used because it provided the most hits and because it is now acceptable to use in Russia after Scopus was closed. The documents discovered were sorted and chosen for the research.

SUMMARY OF THE EARLIER STUDIES ON TALENT MANAGEMENT MECHANISM

As briefly mentioned above, some previous studies contend that talent management is not fundamentally different from human resource management, particularly in terms of the inclusive approach [12]. However, studies on talent management in business corporations have revealed that, first, firms must clearly define their business strategies, and second, firms must create profiles for each of the required personnel to demonstrate employees' unique value propositions in the market [10].

Ishiyama and Yamashita [10] argue that the inclusive approach enables firms to develop the perfect personnel profile for each talent. If companies complete each HRM stage of selection, promotion, and training with this ideal personnel profile in mind, each employee can develop as an individual, making it easier for employees to feel a sense of organizational wellbeing [16].

Also, the core points of the talent management mechanism are the same for both the exclusive and inclusive approaches: establish a clear definition of a firm's business strategy and create profiles of the personnel required. Firms can gain a sustainable advantage and create a structural barrier against competitors by implementing a talent management mechanism.

FINDINGS

According to the findings, some talent management factors have a direct impact on employee engagement and overall business performance. The right talent will not only add value to your organization, but it will also add value to your customers. Customers who are satisfied and engaged stay connected to your company and add value to it.

Lockwood [11] argues that effective talent management necessitates strong participatory leadership, organizational buy-in, and employee engagement. He concludes that organizations must invest in a talent management framework in which employees and managers collaborate to establish measurable goals and competencies, and career development activities must be aligned with corporate goals.

According to the study findings, talent management aids in many areas, including increased competition, recruitment, and

retention; the need to address future leadership, skills shortages, demographic changes, and the external labor market.

Again, the findings show that talent management is critical to employee engagement in the organization. Employee engagement and satisfaction are both increased by targeted talent management practices. As a result, it is the responsibility of HRM to create and accommodate these highly regarded specialists by focusing on the enlistment, selection, preparation, and advancement of HR.

Furthermore, it has been argued that, in light of the maturing workforce, new techniques are required to enlist and retain exceptionally qualified specialists to fortify organizations' informational administration limits.

CONCLUSION

In the current scenario, organizations are constantly confronted by social developments such as globalization, technological advancements, and increasing global cutthroat competition. Learning and development programs for employees with talented people should be implemented for effective talent management, and feedback on employee perceptions of such talent programs should be collected and analyzed for future improvements. Nevertheless, there should be a program to motivate talented employees. Rewarding them for their outstanding work, celebrating their exceptional performance, and convincing them that their current organization is the best place to work are all factors that can improve talent management and retention.

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Ленсиони П.

ПЯТЬ ПОРОКОВ КОМАНДЫ

М.: МИФ, 2024, 256 с.

Глава одной высокотехнологичной компании подал в отставку, поскольку работа компании при нем разваливалась на глазах. «Менеджеры достигли совершенства в искусстве подставлять друг друга. Команда утратила дух единства и товарищества, его сменила нудная обязаловка. Любая работа затягивалась, качество падало». Через некоторое время в компанию приходит новый руководитель и обстановка еще больше накаляется — Кэтрин полна решимости разобраться с проблемами команды менеджеров, которые почти привели успешную компанию к краху.

Какой ценой, и главное, каким образом ей это в итоге удастся, и рассказывает Патрик Ленсиони.

Почему возникают «пять пороков команды» — взаимное недоверие, нетребовательность, безответственность, боязнь конфликта и безразличие к результатам, как их диагностировать и что с ними делать? В первой части книги эти вопросы решает Кэтрин со своей командой, а во второй автор приводит подробное описание этих «пять пороков команды» и методы их устранения.



Жуков М.

HEADHUNTER. УСПЕХ НЕИЗБЕЖЕН. КАК СТАРТАП СТАЛ ЛИДЕРОМ ОНЛАЙН-РЕКРУТМЕНТА И ИЗМЕНИЛ РЫНОК ТРУДА

М.: Альпина PRO, 2024, 168 с.

- Живой бизнес-опыт Михаила Жукова — президента крупнейшей в России платформы онлайн-рекрутинга hh.ru
 - О достижениях успеха бизнеса с помощью гуманистического менеджмента
 - Удачные решения, правила и принципы, которые вывели HeadHunter в лидеры рынка
- «Это Миша. Он теперь будет вместо меня. Он нормальный. Не переживайте».

Так в 2008 г. создатель компании HeadHunter Юрий Вировец представил команде нового генерального директора Михаила Жукова. Последующие 15 лет Жуков делом доказывал, что не просто рядовой управленец, а блестящий лидер. Под его руководством сервис стал ведущей российской компанией интернет-рекрутмента. В книге «HeadHunter. Успех неизбежен» автор делится опытом и рассказывает, как ему и его команде это удалось.

До HeadHunter Михаил Жуков долгое время работал в IT, но вскоре понял, что не готов связать свою профессиональную судьбу с «железом». Ему был интересен человеческий капитал, поэтому он, недолго думая, принял предложение взять бразды управления платформой в свои руки, хоть и не имел большого опыта в рекрутменте. В книге Жуков рассказывает, на какие принципы опирался, выстраивая стратегию развития компании, как принимал смелые решения в острых ситуациях и справлялся с неоднозначной реакцией команды. Читатель этой книги не только узнает секреты и лайфхаки из личного опыта одного из самых успешных российских менеджеров, но и поймет, почему HeadHunter — это про любовь.

