

Talent Management: Is It Keys to The Succession Planning?

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Abstract. In an era of dynamic change, talent management has become a major priority for modern businesses. Organizations are now entering a new stage that features a successor program and is inseparable from the talents they need. This article focuses on the role of talent management as a key player in a company's succession planning. Following an overview of talent management within the organization, we will consider the relationship with successor development. The writing of this article is based on literature reviews of articles, books, and news related to talent management as an effective tool for the successor development process. A human resources-oriented organization that supports the organization in the maintenance and development of key human resources. In other words, talent management is a planning subsidiary of the successor development program and successor development is a subsidiary of the personnel planning. Apart from the greater need for the interests of the organization, the organization pays particular attention to its potential talent for personal life.

Keywords: Management Ability, Talent Management, Succession Planning

1 Introduction

In the past, there have been problems with the workforce due to increased demand for human resources, modern organizations related to productivity and talent shortages [1]. Many organizations still view talent as a short-term issue [2]. Scientific research shows that there is a gap between talent management and corporate strategy [3][4]. Only one-third of scientific research is empirical [5], and some studies are actually delayed [6]. Talent Management has developed a unit to support the guidelines and practices of Human Resources Management (HRM) [7] to focus on key actors within the organization and achieve optimal results. increase. Therefore, talent management is an important mechanism by which human resources development (HR) practices interact to influence a company's performance [8]. The relationship between HRM and performance operates through various variables related to motivation and human capital and is explained through Research Based View Theory that organizations will maximize internal resources through the development of talent management [9][10].

Organizations have targeted the talent pool and talent management needed by the organization, but economists have proven that finding talented people, as a valuable product, is difficult. Studies show that the concept of talent for each organization is unique [11]. Based on experience and literature obtained, talent defined as the ability to learn skills to complete complex tasks [12].

Talent management is an integrated strategy or system for improving working conditions by developing processes for recruiting, selecting, developing, engaging and retaining talent with the skills and aptitudes that companies need now and in the future implementation [13]. In other words, talent can be seen as a complex combination of skills, knowledge, cognitive abilities, and employee potential. High Performance Work Practices (HPWP) are by creating conditions that enable employees to engage directly with the organization, work hard to achieve their business goals, and achieve employee satisfaction and commitment to the organization. A strong practice used to increase the effectiveness of an organization [14]. Its rationale is high engagement [15] and high engagement [16] which provides employees with the opportunity to exchange ideas, develop professional skills, and use knowledge for the benefit of the organization. Based on management principles [17]. Based on high performance and ability, talent and organization are defined by prioritizing based on two aspects. In short, organizations need to focus more on the talent diagnosed by the talent management program. Talent management approaches relate to identifying, tracking and guiding the best people for future leadership positions. By considering the talent structure, the strategy can be redundantly summarized as figure 1.

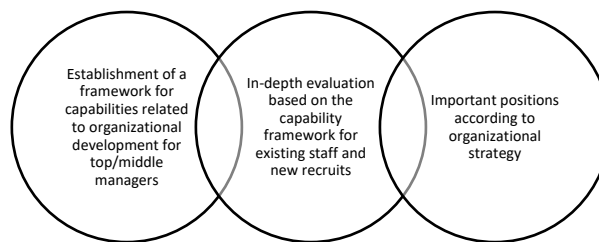


Fig.1. The Strategy Can Be Redundantly Summarized (Sharma & Bhatnagar, 2009)

Given the importance of talent management positions in modern organizations, the purpose of this study is to focus on talent management as one of the keys to the implementation of succession planning.

2 Talent Management

Providing talent is not an easy thing to do. The process in talent management is a complex one consisting of the process of attracting, transferring, developing, and planning strategies related to activities within an organization [18]; all of these are processes that support management's ability to provide individuals with the talent that companies need [19]. In business strategy, aligning HRM and talent management tends to position the company in success with optimal employee behavior and performance [20]. This indicates the overall talent management process in the organization [21][22][23]. The relationship between HR performance and talent management through RBV theory can explain the dynamic ability of talent management as a mechanism by which human capital can be obtained through various network configuration practices [24].

In its development, talent management is widely recognized as an attractive concept focused on retaining and nurturing talent [25]. Talent management is considered very

important for two reasons. First, talent management works to ensure that your organization is successfully attracting and retaining the talent it needs. Both talent managements are practiced correctly where individuals work [26]. According to [27], effective work with a particular individual is based on management skills derived from corporate strategy. The talent management strategy is to make sure that people who say they are ready and valuable are involved and that they are aware of the future needs of the organization. This process is often referred to as the talent pool [28].

After performance assessment and potential monitoring, a group of talented employees is determined by creating a pool of talent. People who meet certain criteria can be collectively referred to as talents, or this group of talents can be divided into three groups: higher-ranking talents, talents, and potential talents. This assignment is shown in Figure 2. It depends on the organization and their approach to talent classification. It also depends on deciding whether to participate in the program for talent (which of course must be done by the organization) or for top talent, talent, high potential, or all three increase.

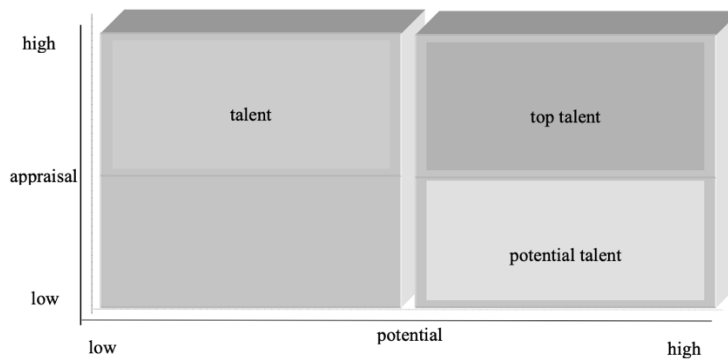


Fig.2. Participate in the program for talent [27]

Armstrong [29] discovered that the above facts are a valuable offering for talent. This suggests that the organization favors good values, and employees can expect professional leadership, independence and autonomy, high compensation, and promotion opportunities. It is important to make sure that talented individuals are aware of their appreciation and value for the company.

A talent pool is like a group of people ready to take responsibility for their illness. Individuals added to the talent pool will appear with multiple skills. This talent collection can be done through approach manager evaluation and personal choice. Another approach that can be used is to use assessment methods such as multilateral assessments to identify individuals who are likely to serve as responsible individuals in the future [30]. In this system, managers are supported by a CEO who has sufficient time to track and collect the skills of organizational members as future leaders. The CEO needs to be involved in identifying the most effective candidates and ensuring a smooth leadership transition [31]. Berns and Klarner [32] said that CEOs who support the talent management process can provide important insights for identifying and assessing future managers. The size of the talent pool developed by a company depends on the number of managers and the growth potential of the company. Small and medium-sized organizations can have one talent pool, while large organizations can have two talent pools. One is at the senior management level and the other is

at the middle management level. The amount of talent pools reflects how the organization is organized [33].

Through the talent management approach, there is coding and planning that prioritizes strategy and vision. The vision will form an organization that prioritizes a talent management system. The vision needs to be understood and supported by the individuals running the system; The talent management process can become a distorting or neutral system when there is no support from the organization [34].

According to Cunningham [35], in general, there are two main strategic options used to consider talent management;

a) Aligning People with Roles (APR)

It is assumed that there are agreed roles and aims to align the existing roles acceptable to the individual. The main factors in this domain are;

- 1) There is a process of selection, recruitment, appointment, and promotion;
- 2) Learning and development;
- 3) Succession planning; and
- 4) Career Instruction.

b) Aligning Roles with People (ARP)

Strategy in the area is based on how to attract individuals to remain in the organization and adapt. Relevant factors in this area include;

- 1) Organizational design;
- 2) The role of design;
- 3) Rewards
- 4) Work environment; and
- 5) Procedure

The differences in these two arenas are clarified and elaborate the specific strategic and tactical choices in each strategy. It should be noted that there is a systemic interaction between these factors. The talent problem cannot be solved by focusing on only one strategy.

In the research of Devine and Powell [34], six strategic perspectives have been identified that shape organization through a talent management approach, as follows:

a) The Competitive Perspective

This strategy is supported by the belief that management talent must be identified and organizations must quickly deliver what they want before they are hounded by competitors. Without a good organizational talent management process, the organization can be in a default position. Furthermore, talent management that is carried out optimally is called a retention strategy. Research shows that professional service companies, as well as competitive companies such as in banking and finance, use this perspective.

b) The Process Perspective

It focuses on the process of optimizing performance and is rooted in the idea that future success is based on the organization's precision in acquiring talent. Managing and nurturing talent is part of the daily process of organizational life.

c) The HR Planning Perspective

This perspective is similar to the process perspective but focuses more on HR orientation to match the right people for the right jobs at the right place and time and do the right things. The HR team always monitors the talent management process it has. This perspective is often used by companies experiencing rapid growth.

d) The Developmental Perspective

The focus from this perspective is on developing high potential or talent more rapidly than anything else. Therefore talent management always accompanies rapid development.

e) The Culture Perspective

In this perspective where talent management is seen from the mindset and strong belief that talent is very important for the success of an organization.

f) The Change Management Perspective

Talent management is seen as a driver of change and can be part of a broader strategy through HR initiatives in organizational change, made possible because of organizational change there is a change of ownership or a series of bureaucratic reforms. Talent management can help change organizational culture, leadership style, and management capabilities.

In addition, resource development management determines to some extent potential employee development paths [36]. The key point of talent management training is that this training is different at each level of the organization. Formal strategies, guidelines, or activities have not been developed at a lower level. At a higher level, individual and group talent is identified, formed, and determined by the organization. According to a study by Tajdin and Moali [37], talent management systems are divided into three main areas.

a) Talent Recruitment

This stage includes all problems related to individuals who have a high level of skill.

- What do people do to invest in the organization?
- How should the organization plan to recruit for the specified positions?
- What kinds of talents are needed for organizational development?

These questions are just some of the many questions in organizations. These questions will describe the attractiveness and development paths of employees as the most valuable investments to consider.

b) Talent Maintenance

When an organization is successful in recruiting people in desired positions, they must know the next steps. The next step that is meant here is to arrange the skills of the individual according to the required task. On the other hand, individual performance must be managed to ensure the organization has high HR productivity.

c) Talent Development

The final part of this process includes issues related to learning and development. In this phase, individuals need a career path that is transparent and clear. Organizations need to invest more in individuals, to meet future expectations and needs.

3 Discussion

Succession planning is a subsidiary of HR planning, where it is important to determine the position and prepare individuals to qualify for the given position. Succession planning is referred to as Building Bench Strength Phillips [38]. Barton et al. [39] try to summarize the importance of succession planning, among others, increasing opportunities for individuals who have potential in the future; Identify the skills needed to achieve organizational goals; Allows filling of key positions especially at the right time; Contribute to the successful implementation of the organization's strategic plan; Ensuring that independent career development is aligned with the organization's strategic plan; Implement special programs designed to accelerate the development of high potential individuals; Identify and introduce outside talent when needed.

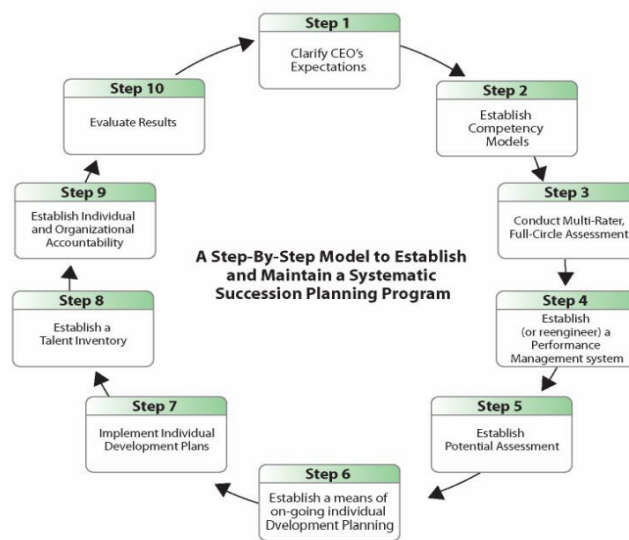


Fig.3. A Step-By-Step Model to Establish and Maintain a Systematic Succession Planning Program

While there is plenty of capital available for succession development plans, Rothwell offers the most common modality in this area, as shown in Figure 3 Rothwell [30] proposes a successor program. Develop a competency model based on the talent pool and consider the status of the talent being developed. Perform multiple assessments of an individual with the goal of assessing the abilities needed to succeed in the organization. Establish or redesign your organization's management system. Evaluate an individual's potential for success with a higher level of responsibility. Establish regular and sustainable personal development planning tools. For example, implement a personalized development plan (IDP) by developing leadership and national management programs. 8. Create a talent inventory, such as a talent grid (Figure 4). Providing bench stretches for buildings as a systematic successor development plan 10. In the final step, the results of the successor development plan are evaluated.

		Performance		
		Low	Medium	High
Potential	High	Loose Canon	Star Potential	Star/Hi Potential
	Medium	Problem Child	Average Performer	Solid Citizen
	Low	Poor Performer	Slow Poke	Cash Cow

Fig. 4. A Talent Grid

Succession planning is also known as succession management, wherein the process an active role and efforts are made; where this process focuses on the process of preparing people to meet the organization over time with talented individuals. Rothwell [18] defines effective succession planning as an effort designed to ensure the sustainable performance of an organization, division, department, or workgroup with provision for developing, replacing, and implementing strategies of people holding key positions. Directing the development of the organization's internal strengths, succession planning as part of the talent management process that focuses on larger talents through recruitment, retaining the best talents through effective retention, and developing the best individuals through targeted talents. Succession planning is very important, one of which is because there will always be conditions where the workforce ages as a result of the population.

Looking at the successor development process, we can see that there are no clear barriers between the talent management process and successor development. Like talent management, successor development is a complex process with many levels and procedural levels. Some managers claim that talent management is an equivalent job of developing successors. Some argue that the development of talent management is the same as leadership. Missing links between successor development plans and talent management can lead to issues such as an imbalance in clarity between the talent management process and the successor development process. On the one hand, talent management can complete the successor development process more effectively. Successor development plans, on the other hand, can be linked to management processes and organizational management [40]. Therefore, successor development is the result of talent management. Developing a management program has several goals, including creating a talent pool that focuses on individual skills, abilities, and behaviors. A talent pool is a group of people preparing for more difficult tasks. Without considering the future development of leaders, an organization cannot succeed in developing successors. Under certain conditions, the talent pool runs according to a bottom-up approach. Opportunities to be promoted to the talent pool offer high potential. However, there is no guarantee that a talented person will be promoted if he or she does not show the best talent. Organizations are only required to help individuals prepare for higher levels of responsibility. The result depends on the individual continuing to function well and preparing for new challenges for a higher level of responsibility. If this is done correctly and one day the position is opened, the organization will have a collection of internal candidates ready to face challenges.

4 Conclusion

Talent management is currently a top priority for businesses. Unknowingly, the world is in danger of inheritance. The gap between the world's aging workforce and existing skills requires the development and maintenance of effective succession processes. The success of an organization depends on the talent used (high performance, high practice). Human resource development and identification refers to the process of identifying employees and group members who can serve as future leaders for a company. This type of approach focuses on developing a talent pool of people with future leadership skills. In addition, organizations need to define a talent management vision and develop a roadmap for integrating processes and technologies (high performance work systems). On the other hand, companies in the talent management process need to pay attention to everyone in the organization and hold middle management responsible for hiring. Talent management and successor development are dynamic processes that take place from time to time. Successor development requires coordination with other elements of human resource development, such as training, training and performance evaluation. Management skills can be effectively added to the successor development process. Therefore, talent management is a core component of successor development, and organizations that implement successor development must also implement a talent management process in their organization. In other words, the organization must be able to maintain a balance between supply and demand for talent in order to achieve optimal performance in achieving the goals of the business succession plan. Therefore, talent management in today's organizations needs to shift their position from mere support activities to core activities in order to gain a competitive advantage.

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