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Nevenka Nićin

Anka Bulatović

Vojislava Grbić

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TALENT MANAGEMENT IMPLEMENTATION IN ACTIVITIES OF RESOURCE MANAGEMENT

Julija Avakumovic

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COMPARISON BETWEEN MNCs AND DOMESTIC COMPANIES ON THE BASIS OF THE ATTITUDE OF EMPLOYEES IN SERBIAN CONTEXT

Marko Slavkovic

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Abstract: *Today's terms "talent", „talent management“ and "talent development" are considered like research in the field of human resource development. Undeniably gives emphasis to their inseparability.*

Talent are the mix of innate and developed skills. Because that, the role of managers in the development of human resources, have task to help individual innate talents. Human resource managers should have to develop knowledge 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. The talent 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 re-education institution like as organization.

Key words: *talent, talent management, talent development, development of academic 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 modern management has given to understand of the growing impact on the development of the activities of human resource management.

The last ten years, brought growing number of the studies and publications on the development of talents. That helps to understand the impact and importance of talent development. We can identify 4 (four) main sections in this publications: a) 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) the context of matters of the development talents. [17]

Very often, with the term "talent development" in use is the term "talent man-

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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 trend to shape the future of the organization and ensure the creation of organization developing and promoting it's the best human resources. [2]

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

Talent allows to an individual to perform a specific task excellent, much better than with the same qualification and experience. Talent allows to an individual 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 Training and Development, like as the largest association in the world in the resource development, changed its name in Association for the Development (www.td.org)

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

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

TALENT MANAGEMENT THROUGH HUMAN RESOURCE MANA

~~connected to each other and to continuously improve, analyzed and meas~~

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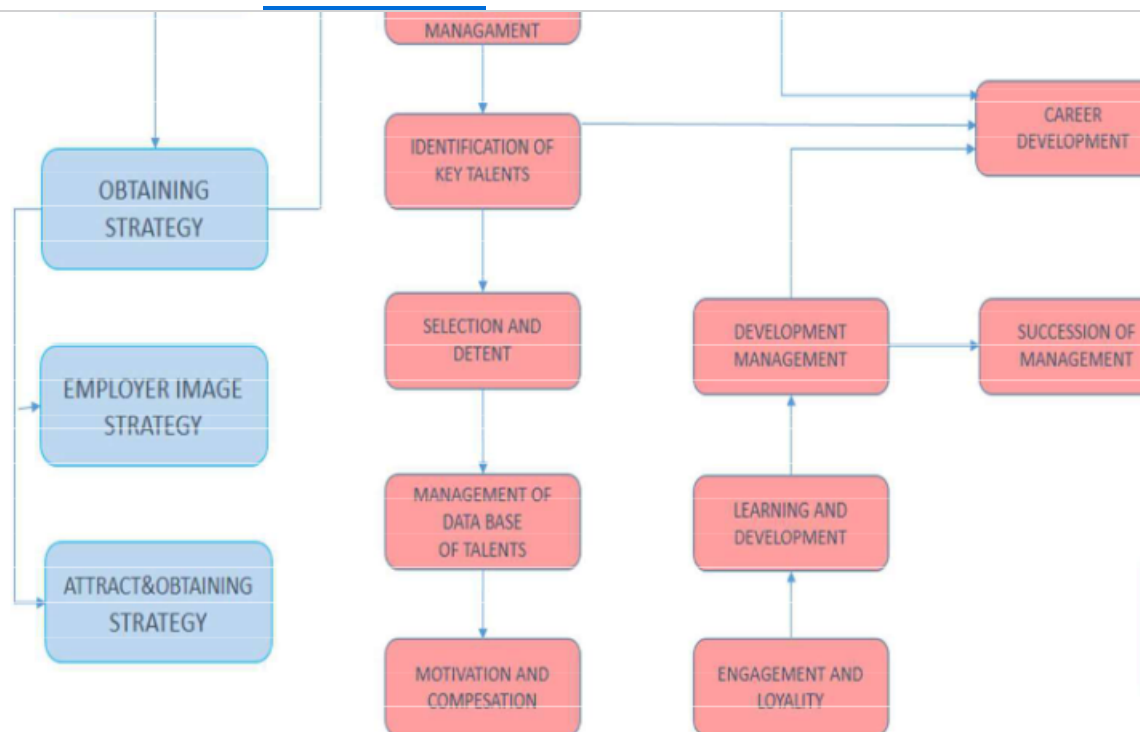


Figure 1: The Strategy of Talent Management and its connection with tasks : Human Resource Management (adapted to the: Baron, A., Armstrong, M., 1 Management, Kogan page, London, 2007.)

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

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

Most educational institutions are working in global, complex, dynamic and hi

Displacement from a management model of control caused changes

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

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

Unfortunately, problem with financial resources could be the main cause to not retain talents. After getting a doctorate, young talents have got limitations of opportunities. More of them are committed to an academic career, but recruitment is most often through „internal recommend”.

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

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

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more „maggot or manipulating . Second, usually critics are occur due the evidence and conceptual models. [8] Third, the existing literature exudes of talent and talent management. [23]

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

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

ATTRACTING AND RETAINING ACADEMIC TALENTS AND DEVELOPMENT OF ACADEMIC CARER

Modern times of technological revolution and digital transformation in econon - knowledge economy, are reducing global limits and leads to branding of h Branding in institution of higher education comes from private business practi field of private education.

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

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

The organizational culture is an important characteristic of management. It is

regulating the behavior of individuals or groups at the university level [10]

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of the academic staff in the organization, which contributes to reliability and growth 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]

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

Julija Avakumović, graduated on Faculty of Economy, Subotica, University of Novi Sad, Vojvodina, Serbia. Master 2nd level finished in English language, on International program organized by University of Belgrade, Serbia, University of La Sapienza, Rome. thesis defended at University of Belgrade, in 2007. Worked in Serbia, Italy and Canada (where she has got, too). In Serbia, worked in Bank of Serbia, Ministry of Mining, University of Međimurje (Nezbit) and couple State Colleges. Primary research area: management, HRM, management. author of dozens scientific papers, several published in leading international journal. Next occupation is PhD study on Faculty of Economy, Subotica, University of Vojvodina.

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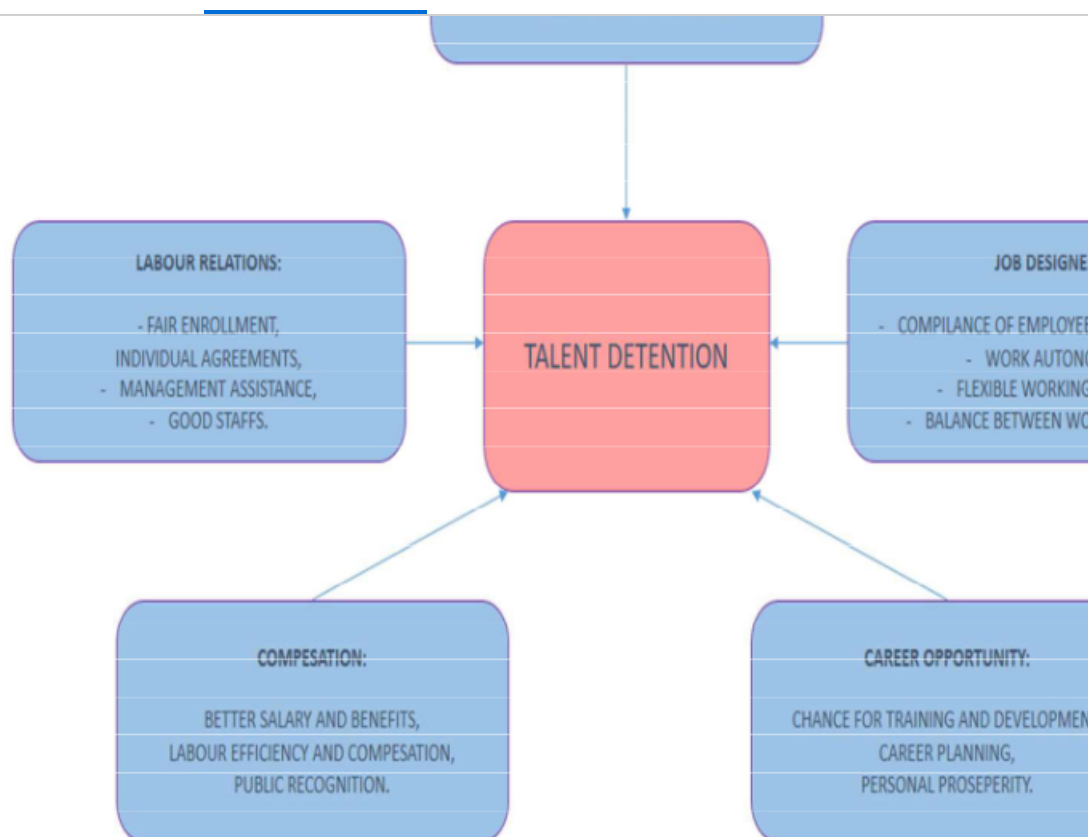


Figure 2: Factors that have the greatest impact on talent retention (*adapted a Mathis, R.L., Jackson, J.H., Human Resource Management, 12th edition, McGraw-Hill, 2008*)

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

Performance of academic staff is mostly stand with number of referer publications, number of citations and participation in various research projects human resources has got duty through its activities to constitute a model for the performance of the academic staff. The model has to find the optimal alloc

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improved performance of individuals with unreserved commitment and co development of the entire organization.

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

Use of the new technology and its development have been presented by the mo because their greater opportunities and possibility for permanent learning, car and mobility.

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

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(...)We consider it is timely to help this growing field that it is far short from maturity to evolve by filling one of the gaps that could contribute to advance in the global understanding of TM in practice. Hence, this special issue (SI) aims to assemble a high-quality set of papers, which improve our understandin...

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The link between talent management, organizational commitment and turnover intention: A moderated mediation model

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Management Science Letters

 Khairieh Abu Dayeh ·  Panteha Farmanesh

It has been suggested that talent management (TM) has a direct and significant relationship with a number of employee outcomes. This is while the number of studies examining the process of TM leading to these outcomes are limited. Therefore, the main purpose of this study is to present a new...

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Met de komst van lector Marian Thunnissen is het lectoraat Dynamische Talentinterventies op 1 april 2016 van start gegaan. Het doel van het lectoraat is om te onderzoeken, identificeren en verklaren wat er in de praktijk aan talentontwikkeling en talentmanagement gebeurt, waarom dit gedaan wordt en...

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Professional identification		
Hypothesis 4		
Hypothesis 2		
Felt obligation		
Hypothesis 1		
Behavior		

	1	2
Professional identification	.82 (0.38)	
Felt obligation	.08 (10.50)	0.017
Behavior	.23 (8.49)	0.016
Controlled as talents	.81 (0.79)	0.090*
	.85 (0.94) ^b	0.115**
	.63 (1.01) ^b	0.110**
	.78 (1.22) ^b	0.189**

Controlled as talents

Behavior

Controlled by number of items included in the scale

at $p < 0.01$; **Significant at $p < 0.001$

When profession trumps potential: The moderating role of professional identification in employees' reactions to talent management

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Connecting 'talent' meanings and multi-level context: a discursive approach

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