

Some Considerations Regarding the Role and Importance of Talent Management

Fraticiu Lucia

“Lucian Blaga” University of Sibiu, Faculty of Economics
lucia.fraticiu@ulbsibiu.ro

Abstract

The fact that human resources are an indispensable, vital resource, is unanimously accepted. Human resources enhance, improve the other resources and stand at the origin of all the performances of the company, of the achievement of its mission and goals. Every organization needs the right and talented people, specialists. Not only does an individual's talent matter, it makes a difference. It is what grants more value to the company. Successful organizations are the ones that know how to find talented people, how to attract them, how to keep them and, particularly, how to enhance their talents.

Key words: competence, motivation, specialists, talent

J.E.L. classification: M12

1. Introduction

In the contemporary world, people represent a fundamental resource and a strong force for any organization. (Vagu, 2007, p.5).

In the last years, talent management has enjoyed a real and wide interest, not at all surprising in the context in which the long-term success of an organization has become indissolubly dependent on the skills of the employees, on their motivation and performance.

Rightfully so, the reputed specialist J. Schreiber, claims that “Management is the art of all arts” particularly because “its purpose is the enhancing of people's talents.” We support the opinion of the specialists (Bogdan, 2014, p.177), according to which each individual is born and raised with his own talents, that not being only the privilege of some, and the accomplishment of management is to identify such talents and use them.

2. Theoretical background

In specialty literature (Ionescu, 2006, p.471), talent is defined as “the amount of a person's abilities (broadly defined as graces / gifts, qualifications and skills) knowledge, experience, intelligence, judgment, attitude, character and orientation.”

People's talent is visible in what they can achieve at a high level and without effort, working with real ease, passion and enthusiasm. With good reason, ever since the 19th century, the Swiss writer and philosopher Henri-Frederic Amiel pointed out: “Doing easily what others find difficult is talent...” Talent in an organization is that resource that today brings value to an organization and has the ability to do the same also in perspective.

Talent is an indicator of potential for performance and should be understood as referring to employees who have certain natural abilities, of doing a certain thing at a higher level than others, to employees that have one or more exceptional skills.

Competence can be defined as the ability to act effectively in a number of situations, by putting together the necessary knowledge at the right time in order to identify and solve problems. Competence involves integrated complexes of knowledge, skills, capabilities and attitudes (Ciubotaru, 2015, p.42)

Although the concept of competence is approached from different perspectives, in the context of several points of view however, some common elements are noted:

- competences include knowledge, skills, attitudes, etc. - elements that lead to a high level of professional performance;
- competences become differentiation elements between different degrees of achievement;
- the constituent elements of competences must be observable and quantifiable. (Avasilică, 2012, p.17)

Today, competence is recognized as an important need for both the person and the organizations and social systems to which one belongs (Vlaşin, 2013, p.17). In particular, wherever performance matters, there is a great need for competence.

"Nowadays, entrepreneurial thinking and the actions derived from it are the most important skills that companies require for their employees." (Hoffman et al, 2016, p.21)

Talent management is a specific, knowledge-based management technique "dedicated to attract and maintain the elites in an organization on the basis of establishing precisely defined objectives and the on the development of specialized and effective identification processes, their attraction, keeping and management, using certain approaches, procedures and modalities realized by human resources specialists working with T-managers." (Nicolescu, 2011, p. 505). Fully grounded, it is argued that integrated talent management provides the premises that are an essential element for creating and sustaining value on long term (Lyon, 2011, p.4).

By discussing the elements of Talent Management, the previously cited specialists (Nicolescu, 2011, p. 505) identify four important elements: identifying talents, attracting talents, preserving talents and leading them.

3. Findings

Identifying talents is the starting point, the first step in talent management and, at the same time, a growing concern in companies. The company must identify and use the existing talents, but also recruit new ones. Talented people are a precious resource that is not always discovered. Not few are the companies that aim at identifying talents as early as possible in their career or identify future top managers from the academic studies period (Muscalu, 2016, p. 99). More and more companies propose internship programs in their desire to attract young talents with growth potential that can later become part of the team, and social media became a valuable tool for recruiting the best candidates. On the other hand, the struggle for talents is nowadays being conducted internationally in a labor market without frontiers, and the sources of recruitment have become oasis of gain (from the home country, from third countries, from the host country etc.). The accentuated mobility of talented people is an obvious reality nowadays, and creative recruitment methods play an increasingly important role in finding them.

Attracting talents is outlined as a crucial issue for the management of the organization. In order to attract talented individuals or people with special qualities in certain areas, a wide range of means can be used, such as:

- constantly offering professional challenges to specialists, especially in the area where they excel, because they are prepared and are constantly waiting for new challenges;
- an attractive working environment in which people like to work, characterized by flexibility, appropriate to promote the talent potential. Spectacular transformations are possible when (Hoffman et al, 2016, p. 128) the right talent finds the right opportunity in a company with a healthy philosophy;
- a strong financial motivation - regardless of the field of activity or the size of business, one thing is certain: the key to success are motivated employees. Motivation becomes even more important as talent is a valuable resource and its price is high. Talented employees have high expectations of financial rewards, as they are fully aware of their value and cherish

development opportunities, wanting to learn constantly, to become better and better. There are some aspects that, if they are disregarded, will lead to the loss of talent, etc. In other train of thoughts, it is obvious that managers cannot conceive motivation programs for each employee, but it is important for them to understand that each employee has his own personality and more, the fact that each of them has his own unique talent and unique potential that can and should be used to achieve the company's goals. Specialists (Lefter et al, 2012, p. 7) appreciate that increasing expectations from employers are "partly due to education, but especially to the requirements regarding the quality of life and the self-perception of "customer" of the employer ". The education is responsible for: structure of consumption, public health, standard of living. (Mihăescu, 2014, p. 631). Beyond a satisfying salary, talented employees look for their own career development, appreciation of their work, and a fair assessment.

Keeping talents is, in turn, one of the greatest challenges for the present companies. Undoubtedly, keeping talented and competent personnel at work has to be a desideratum, given its value to the organization. Talented people are not only more and more difficult to find, but it's also difficult to keep them in the company. Employers must become aware of the need to make additional and sustained efforts to keep their talented employees. It can only be healthy to create an environment of trust between people, of creativity, within which managers need to know how to relate to talented people.

Under the fourth element of talent management, it is important for talented people not to be restricted within routine tasks, but to place them in positions that allow the production and use of knowledge at the highest level, in positions in which they can show their creativity. In this context, it is necessary for companies to become aware of the importance of creativity and to stimulate it, to promote innovation and not to focus solely on productivity or other means of assessing activity. Creative thinking is the power of mind, it is the process of novelty in the existence of people and in the existence of the companies. Excessive control, excessive supervision also should be avoided because of the negative impact on talented people. Talented employees need to know how and when to use their strengths to maximize both their success, as well as that of the organization.

4. Conclusions

The capitalization of the talent and passion of employees, is, in the contemporary world, a necessity. Today, success in business means finding talented employees, motivating them and keeping them. A good manager must be able to turn people's talent into performance. So, performance is an exclusive result of the quality of the human factor. Talent management is emerging as an objective necessity, capable to provide businesses with sustainable profit and growth.

5. References

- Avasilicăi, S., Huțu, C.A., 2012. *Entrepreneurial skills*, Iași:Performantica Publishing House.
- Bodan, I., Fraticiu, L., 2014. *The Management of Workgroups: A major management subsystem, specific to this century*, Sibiu: The Publishing House of "Lucian Blaga" University.
- Ciubotaru, Gh., Ciubotaru, M.C., 2015. *Professional Competence – A Tool for Improving Human Resource Management*, Sibiu: The Publishing House of "Lucian Blaga" University.
- Hoffman, R., Casnocha, B.and Yeh, C., 2016. *The Alliance: Talent Management in the Age of Connectivity* (translation), Bucharest:Publica Publishing House.
- Ionescu, Gh., Negrușă, A.L., 2006. The management of Human Resources, a new challenge, *The Annals of the University of Oradea*, TOM XV[online]. Available at: <http://steconomiceuoradea.ro/anale/volume/2006/management-si-marketing/4.pdf> [Accessed 26 September 2018].
- Lefter, V., Deaconu, A., Manolescu, A., Bogdan, A., Igrăș, R., Marinaș, C., Marin, I. and Nica, E.,2012. *The management of human resources*, Bucharest:Pro Universitaria Publishing House.
- Lyon, J., 2011. Training at Its Best - the Financial Function Under Pressure, *Financial audit*, [online]. Available at: <https://search.proquest.com/openview/ca31d7b189455e9ef5452c44a7c9c06e/1?pq-origsite=gscholar&cbl=51385> [Accessed 10 September 2018].

- Mihăescu, L., Mihăescu, D., 2014. Economy, Management and Education beyond Twentieth Century, *Procedia Economics and Finance*, [online]. Available at: <https://www.sciencedirect.com/science/article/pii/S2212567114008508> [Accessed 17 October 2018].
- Muscalu, E., Bădiță, S.N., 2016. *The Management of Human Resources: necessity and actuality*, Sibiu: The Publishing House of "Lucian Blaga" University.
- Nicolescu, O., Nicolescu, C., 2011. *Organization and management based on knowledge*, Bucharest: Pro Universitaria Publishing House .
- Vagu, P., Stegăroiu, I., 2007. *Motivation in work: from theory to practice*, 2nd Edition. Târgoviște: Bibliotheca Publishing House.
- Vlașin, I., 2013. *Competence: quality participation available to anyone*, Alba-Iulia:Unirea Publishing House.