

Global Talent Management: the challenge that knocks The doors of Algerian Organisations

التحديات التي تواجه إدارة المواهب العالمية في اعمال المنظمات الجزائرية

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Abstract: Global Talent Management: the challenge that knocks The doors of Algerian Organisations

This study aimed to precise the identification of Global Talent Management (GTM) as an urgent necessity in the 21st century. In order to answer the problematic study we tried to apply a speed reading on the reality of human resource management in the Algerian organizations to conclude some remarks that can help them in extracting and leading the talent existing in Algerian workforce towards a high level of performance. The study concluded at the last a set of results, the most important are: the algerian Organizations should shed the light on the talents that exist and invest in it in the right way to improve the level of performance and build an international competitive advantage.

Keywords: Talent; Talent Management ; Global Talent Management.

ملخص : التحديات التي تواجه إدارة المواهب العالمية في اعمال المنظمات الجزائرية

هدفت هذه الدراسة الى تحديد مفهوم إدارة المواهب من المنظور العالمي كضرورة ملحة في القرن الحادي والعشرين. ومن اجل الإجابة على إشكالية الدراسة وتساؤلاتها الفرعية قمنا بالتطرق لواقع إدارة الموارد البشرية في منظمات الاعمال الجزائرية من اجل التوصل الى ملاحظات تساعدنا في التعرف على المواهب التي تحملها القوى العاملة الجزائرية وقيادتها لتحقيق مستويات أعلى من الأداء المؤسسي. توصلت الدراسة في الأخير على مجموعة من النتائج أهمها ان منظمات الاعمال الجزائرية لابد عليها من تسليط الضوء على المواهب الموجودة ضمن كوادرها البشرية والعامل على الاستثمار فيها بالطريقة الصحيحة التي من شأنها في النهاية الرفع من مستوى أدائها واكتسابها صبغة دولية تمكنها من المنافسة على مختلف الأصعدة الدولية وتمنح المؤسسات الجزائرية ميزة تنافسية عالمية .

الكلمات المفتاحية: المواهب ؛ إدارة المواهب ؛ إدارة المواهب العالمية؛

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I. Introduction :

Companies today face formidable talent challenges. The ability to sustain a steady supply of critical talent is a challenge facing all organizations — worldwide. Among the issues impacting the “next generation” workforce are impending skill shortages, an increasingly cross-generational and diverse workforce, the need for knowledge transfer from retiring baby boomers, and significant leadership gaps. Intense cost pressure from both traditional and emerging competitors, new markets, and more demanding customers are additional elements that give a new sense of urgency to the concept of talent management (Hewitt associates, 2008)

Talent management has emerged as one of the key strategic issues facing managers in the twenty first century, Recently, substantial inquiry has focused on the association between talent management and superior performance. Talent management has been investigated under several monikers, including succession human resource development (Bartlett, Lawler, Bae, Chen and Wan, 2002), and organizational learning (Adler and Bartholomew, 1992). Regardless of the term used, the theme across this work highlights the unequivocal value of talent as a competitive weapon and shows how talent can serve as a source of competitive advantage . (Mellahi, 2010)

It has been argued that the more rapid pace of internationalization and globalization leads to a more strategic role for Human Resource Management (HRM). While there have been some attempts to integrate international corporate strategy and human resource strategy, the role of the corporate human resource (HR) function has until recently been relatively neglected in the international HRM literature, particularly in the context of the multinational corporation and its attempts to manage talent on a global scale. The issue of global talent management (GTM) has become an important area for research for a number of key reasons. Competition between employers has become more generic and has shifted from the country level to the regional and global levels.

II. The Subject Of Study:

1.First Subtitle : Research Problematic:

What is Global Talent Management, and how should Algerian organizations adapt to that challenge?

To address this problem and take action on the aspects that make up the themes of this subject, we have divided it in the form of sub-questions, which are:

- ✎ What is Talent?
- ✎ What is Talent Management?
- ✎ What about Global talent Management?
- ✎ How can algerian organizations apdat their HRM with the GMT?

2. Second Subtitle: Objectives of the study:

This study aims to shed light on the the importance of the global talent management in The performance of the organazations. And we can summarize the most important objectives of the study, which are:

- Recognize the devolopment of the term “talent”;
- Analyze the importance of Talent management in organizations’ performance;
- Determinate the level of the importance of the term “talent” in HRM in Algerian organizations;

- Recognize the way that Algerian organizations should take to face the challenge of Global talent management and adapt its HRM methods.

III. What is talent? :

The word "talent" is thousands of years old, and lexicologists have identified how the term has varied greatly with time, people and locality (that's etymology). For example (Tansley, 2011)

- The first dictionary definition of "talent" refers to "a denomination of weight, used by the Assyrians, Babylonians, Greek, Romans, and other ancient peoples";
- A talent became a monetary unit when value was attributed to one talent of silver. The word "talent" entered English via the Bible. In Matthew 25: 14 there is a reference to a man who, about to go on a journey, entrusts his property to his servants, giving each five talents, two and one respectively "according to his ability";
- The Greek version of this verse uses the word "talent", whereas the New English Bible translates the Greek word "talent" with the word "capital". Today, HR people also use the term "human capital", which in some contexts could be seen as synonymous to "talent",
- By the thirteenth century the word "talent" was related to an inclination or a disposition;
- In the fifteenth century it related to treasure, riches, mental endowment and natural ability;
- In the seventeenth century "talent" related to a special natural ability or aptitudes and faculties of various kinds (mental orders of a superior order, mental power or abilities);
- By the nineteenth century, talent was viewed as embodied in the talented - hence, a person of talent and ability.

So throughout the ages, the word "talent", which started life as a unit of weight and then a unit of money, acquired new meanings in Europe in the Middle Ages. This changed to mean special ability or aptitude, with those seen as talented able to demonstrate outstanding accomplishments in mental and physical domains. The motivation here was certainly to distinguish talent from "mere" skill. We see this in contemporary dictionaries, where talent is defined as "a natural ability to do something well" and "a special aptitude or faculty; high mental ability, a person or persons of talent"

Talent is a code for the most effective leaders and managers at all levels who can help a company fulfil its aspirations and drive its performance. For Williams, talented people are those who do the following: Regularly demonstrate exceptional ability and achievement either over a range of activities and situations, or within a specialised and narrow field of expertise; consistently indicate high competence in areas of activity that strongly suggest transferable, comparable ability in situations where they have yet to be tested and proved to be highly effective (Iles, 2010)

So we can conclude by this generale definition of talents: "a talent is an individual with special competencies. In a business or other context, these competencies are of strategic importance to the organization. The absence of these competencies would pose an actual situation of crisis for the organization. In addition to that, Talent consists of those individuals who can make a difference to organizational performance either through their immediate contribution or, in the longer-term, by demonstrating the highest levels of potential" (Saleh.B, 2014)

IV. Talents Management :

1.First Subtitle : The defenition of (TM):

Talent management (TM) is a term in common currency today, yet it did not appear until the late 1990s, when McKinsey & Company first referred to it in their report "**The War for Talent**".

The growing interest in this sphere has two fundamental causes. First and foremost, there was the dissemination of the view that human resources played a key role in creating a competitive advantage in enterprises operating in a knowledge-based economy. The second cause had to do with changes in the labour market. This concerned the demand for specialists in areas of strategic importance to those companies and the problems involved in recruiting and retaining them (Niedźwiecka, 2016)

Talent management is defined as an organization's ability to attract, select, develop, and retain key employees. Therefore, we acknowledge that TM is part of the broader field of human resource management (HRM), being defined as all "policies, practices, and systems that influence employees' behavior, attitudes, and performance" It involves a set of selected HRM practices focusing on attraction and retention (S., 2014)

2. Second Subtitle: The talents gap:

Talent gap simply refers to a lack of skilled personnel in an organization. Every organization occasionally faces the tough issue of talent gap. The HR Department makes an all-out effort to fill this gap through various methods.

to reduce that gaps, the enterprises need to apply some one or more of the following strategies: (Tutorials point Group)

Develop a Culture of Talent Development:

Culture is the environment for people at work. Every organization has its own culture. Culture in an organization includes the norms and behavior that outline its shared values. Managers need to build and maintain an effective culture for the larger interest of the organization. Organizational culture should be so nurtured that it will facilitate to retain, sustain, and grow talent.

❖ Act as a Role Model

Be transparent about your own needs to learn, develop and share. Embrace openness. Leaders are never more powerful than when they are shown to be learning.

❖ Reinforce the Value of Learning

Go beyond the preliminary conversation about goals. Ask employees what they want to accomplish and what they feel their gaps are. When someone completes an assignment, celebrate both the outcome and the learning, especially if the assignment wasn't completed smoothly. Reinforce shared values.

❖ Build Sustainable Processes

Managers should coach and develop their people. Every employee knows what areas they need to improve, and for those with particularly high potential, career tracks should be developed that give them a sense of a sustainable relationship with the organization.

❖ Strengthen Shared Values

Every employee should be able to connect their daily work productivity and responsibilities to the values of the organization. They need to understand the job and the reason for completing the job successfully.

❖ Leverage Problems as Opportunities

Problems in the workplace should be seen by employees as opportunities to develop their skills and hone their talent for future performance. Learning the causes and stresses inherent in the problems can be helpful for both the organization and the employees.

3. Third Subtitle: Defining the Talent Management Process:

Organizations are made up of people: people creating value through proven business processes, innovation, customer service, sales, and many other important activities. As an organization strives to meet its business goals, it must make sure that it has a continuous and

integrated process for recruiting, training, managing, supporting, and compensating these people. The following chart shows the complete process:

Form (1): Talent Management as a Process



Source: Josh Bersin, Talent Management what is it?why now?, may 2006

According to the figure above, we can conclude that the process of talent management contain 8 principals steps as following: (Bersin, 2006)

- **Workforce Planning:** Integrated with the business plan, this process establishes workforce plans, hiring plans, compensation budgets, and hiring targets for the year.
- **Recruiting:** Through an integrated process of recruiting, assessment, evaluation, and hiring the business brings people into the organization.
- **Onboarding:** The organization must train and enable employees to become productive and integrated into the company more quickly.
- **Performance Management:** by using the business plan, the organization establishes processes to measure and manage employees. This is a complex process in itself.
- **Training and Performance Support:** of course this is a critically important function. Here we provide learning and development programs to all levels of the organization.
- **Succession Planning:** as the organization evolves and changes, there is a continuous need to move people into new positions. Succession planning, a very important function, enables managers and individuals to identify the right candidates for a position. This function also must be aligned with the business plan to understand and meet requirements for key positions 3-5 years out. While this is often a process reserved for managers and executives, it is more commonly applied across the organization.
- **Compensation and Benefits:** clearly this is an integral part of people management. Here organizations try to tie the compensation plan directly to performance management so that (Tutorials point Group) compensation, incentives, and benefits align with business goals and business execution.

Critical Skills Gap Analysis: this is a process we identify as an important, often overlooked function in many industries and organizations. While often done on a project basis, it can be "business-critical." For example, today industries like the Federal Government, Utilities, Telecommunications, and Energy are facing large populations which are retiring. How do you identify the roles, individuals, and competencies which are leaving? What should you do to fill these gaps? We call this "critical talent management" and many organizations are going through this now.

In the center of this process are important definitions and data: job roles, job descriptions, competency models, and learning content.

4. Fourth Subtitle: The steps and benefits of talents management:

The good talent management program consists of recruitment, retention, development and promotion of talented employee and the companies with sound leaders were able to perform 13 times better than their competitor. Hence, Kumar recommended that the strategic use of talent management will result in better performance of the companies. A research highlighted that talent management considered strategically important in today's competitive world as companies are competing on the basis of human capital and by searching, attracting, retaining, and developing talent companies will have competitive advantage. And the attraction and development of key employees of organization resulted in optimal performance of organizations and it would sustain competitive advantage. Talent management has greatly influence the organizational performance. It enhances the productivity, profitability and output of the firm (al A. A., (2014),)

✓ Attraction

The reputation of organization is important factor in attracting key employees. It reveals that corporate social companies greatly attract new employees. The study Neal & Gebauer elucidated the factors (monetary and non-monetary) which made people attracted toward a certain organization. These factors affected individual's choices concerning the work opportunity in an organization and selection of an organization. The factors like work-life balance, competitive pay and challenging work are one of the important factors to attract employees.

✓ Employee Retention

The opportunities of career advancement, organization culture and work life balance reduce the rate of turnover in an organization. Retention of employees for a longer time gives an image of employer branding to any organization. In any industry attraction and retention of key employees depends upon the positive and strong employer brand. Neal & Gebauer indicated that the culture of an organization, in discriminatory decisions, an understanding management, work-life balance and employer branding considered important forces behind the employee's retention in a particular organization. Motivational work, growing and learning environment proves to be a key to retain the talented employees. Managers play important role in this regard. Investigation had done on the effects of work life balance on employee decision to retain and to leave an organization. The successfully implemented talent management strategies in companies enhance the rate of retention. It deals with crucial employee issues and enhances company's competitive position. The reputation of company also improves and turns out to be a distinct and desirable employer and aids in the retention of key employees. Deery gave insight about the issue of employee's retention. There are different key factors that play an important role in employee's intention to stay and leave. An optimum balance between work and personal life and the culture and environment of organization plays an important role. It is important factor for management to manage employee talent. There are different drivers that influence employees to stay like culture and organization practices. Studies show that 60% of the feedback indicates culture of the company is an important factor.

✓ Employee Engagement

According to Gibbons "employee engagement is a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or co-workers that in turn influences him/her to apply additional discretionary effort to his/her work". After reviewing many article top 12 factor identified for employee engagement i.e. trust and integrity, nature of the job, the connection between individual and company performance, career growth opportunities, pride about the company, coworkers/team members, employee development and personal relationship with one's manager. Talent Management strategies exhibit strong relation with employees which

results in more employee engagement and lower turnover rate. Employee engagement has positive impact on retention. In addition, opportunity to learn and to make contribution in decision making, customer-centric approach and fair management were the key drivers of the employee engagement. Talent Management improves employee engagement in an organization. The factors like Career planning, effective leadership, training, inspiration and innovation improve employee engagement in the organization.

V. Global Talent Management (GTM):

Although the notion of talent management has been with us since the 1990s, and presented as a ‘war’ since the first McKinsey War for Talent survey of 1997, MNCs now face a new challenge: they are increasingly coordinating their talent pipelines on a global basis, leading to this notion of global talent management (al F. e., 2010)

1.First Subtitle : Definition of GTM:

There has been some recent work investigating this area, including Collings and Scullion (2007:102) who define GTM as “the strategic integration of resourcing and development at the international level and involves the proactive identification, development and strategic deployment of high performing and high potential strategic employees on a global scale”. This work ties in with a more recent attempt by the academic community to reduce ambiguity around the subject. A particularly positive contribution is made by Collings and Mellahi who urge organizations to: (McDonnell, 2010)

- systematically identify the key positions within the firm which contribute significantly to sustainable competitive advantage;
- Develop a talent pool of high potential and high performing people to fill these positions;
- Develop a differentiated human resource architecture to facilitate filling these positions with competent incumbents.

2. Second Subtitle: GTM challenges in the context of international human resource management:

GTM challenges in the context of international human resource management GTM and its many potential challenges can be examined in the context of international human resource management (IHRM), a field that has witnessed tremendous advancements in the research and practice during the last two decades. During this time, several challenges have emerged in IHRM with the introduction of increased world wide economic development, extensive global communication, rapid transfer of new technology, growing trade, and emigration of large numbers of people. (S.S, 2010)

A major topic that has emerged in IHRM in recent years is the importance of maximizing the talent of individual employees as a unique source of competitive advantage. managing global talent effectively has become an important area for future research. Identified major GTM challenges in the context of IHRM as:

(1)easily getting the right skills in the right numbers to where they are needed; (2) spreading up-to-date knowledge and practices throughout the MNE regardless of where they originate; and (3) identifying and developing talent on a global basis. Similarly, the multinational enterprises (MNEs) are facing severe challenges in attracting, retaining, and developing the necessary managerial talent for their global.

VI. Conclusion:

Through the theoretical study, we determined number of results in order to ensure the importance of Global talent management as an necessary practice in the 21st century, and we present these results in the following elements:

- Talent management has emerged as one of the key strategic issues facing managers in the twenty first century;
- It has been argued that the more rapid pace of internationalization and globalization leads to a more strategic role for Human Resource Management (HRM);
- The issue of global talent management (GTM) has become an important area for research;
- Talent is a code for the most effective leaders and managers at all levels who can help a company fulfil its aspirations and drive its performance;
- Talent management is defined as an organization's ability to attract, select, develop, and retain key employees;
- GTM challenges in the context of international human resource management GTM and its many potential challenges can be examined in the context of international human resource management (IHRM), a field that has witnessed tremendous advancements in the research and practice during the last two decades;
- Algerian organizations should look for the practices to extract the implicit talent in its workforce;
- Investing in the talent and managing it in the right way will increase the level of performance of Algerian organizations;
- The internalization of talent gives it a global character that demande an international practices to manage them;
- Managing the global talent could helps the Algerian organizations to build an international competitive advantage.
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