

Evaluating the Competencies of Key Employees through Talent Management

A Comparative Study

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Abstract

The purpose of the present study is to investigate the role of strategic human resource management (SHRM) in both constructing the competencies of key knowledge workers in organizations and management of talent through various HR policies. Following Lepak & Snell (2002), employee segmentation and targeting key employees may be possible with respect to various human resource services. By identifying bundles or factors of employee value propositions, comprised of different human resource policies, an exclusive talent management of the key employees may be applied. That way, core employees adding higher added value to the companies may be handled with more care. How to balance talented star performers with the rest of the maintaining employees or how to form a talent pool so that the whole organization gains sustainable advantage is the main question.

Increasing uncertainty and intensive competition have forced companies to focus on their unique resources and capabilities that cannot be imitated by competitors (Prahalard and Hamel, 1994). The main sources of such specific organizational learning and innovation, strategic flexibility and creative capacity, which are founded upon talent management and individual competencies of employees, some of which are broadly applicable across the organization. Distinguishing these general core competencies from culturally and functionally more specific ones, and comparing different employee segments with each other may be the initial step for talent management. Lately, employer branding` has been the application of branding and relationship marketing principles for competitive advantage in SHRM. Employer branding is an organizing communicative framework for human resource managers since it represents an organization`s efforts to promote, both within and outside, a coherent view of what makes the firm different and desirable as an employer, i.e., the distinct "employee value propositions" (EVP) offered.

In the empirical inquiry, I have first interviewed the human resource managers of two companies from service sector and then we have conducted a survey to find out the individual dimensions of employees in each organization. After all the data is analyzed, I will discuss the findings with the HR managers to determine what to implement next. For instance, linking talent management with employer branding or aiming at only key managers and experts as opposed to the entire employees with a more targeted SHRM approach may be addressed. That way, leveraging the talent of core employees, deselecting those who do not match the required core competencies and focusing on the talented ones may be possible. Lastly, I will link the theoretical framework with the empirical findings, while making suggestions for further query.

Keywords: Strategic Human Resource Management (SHRM), Talent Management, Employer Branding, (de)selecting and Competencies.