

## 5.1 Summary and Conclusion

In today's competitive business environment, recruitment of valuable employees and retention of high performers remains critical. Aggressive recruitment and global demands have made retaining the scarce skills more difficult as globalization implies a globalized demand that commands a global supply and presence which requires employees to move instantly and globally.

GLCs face criticism for being too risk-averse and lack sufficient entrepreneurial drive placing them at a disadvantage in terms of management as their management officers are mainly civil servants who are sometimes inadequate in business acumen or entrepreneurial knowledge. But being the economic growth driver, GLCs should initiate, implement and be seen to advocate talent solutions in their organization.

There is a growing concern for GLCs to maintain a committed workforce and retain high performance individuals capable of fulfilling corporate exigencies. Building and sustaining a strong talent ecosystem is one of the greatest challenges faced by GLCs. An integrated strategy-driven talent solution guarantees a strong talent ecosystem and provides a steady stream of talent supply. It ensures access to the human capital critical to achieve strategic organizational objectives and bring value to the nation and key stakeholders.

Engaging and grooming talent through the development of human capital are essential to gear GLCs toward high performance, meeting business targets, opening new opportunities and sustainability. Unplanned attrition of talent means that GLCs will lose out on its development investment and can be exposed to business risk, jeopardizing its organizational performance.

Serious implications on the sustainable growth of GLCs are expected if the escalating talent issues are not addressed properly. It is imperative for GLCs to retain their employees into their organization to meet their organizational goals. As Malaysia transforms from the agricultural-based society to the industrial-based society, the pressure on GLCs to transform increased accordingly, resulting in a need for talented employees who could act as change agents, leverage the transformation process and bring value to organizations.

Except for a countable few, GLCs indicated the capability to develop a comprehensive talent strategy, the expertise to implement one or approach talent solutions in an effective manner.

Regardless of the business conditions or industry, talent strategy is equally important as the rest of the overall business strategy for GLCs. The way forward for GLCs is to support their growth performance with a strong integrated strategy-driven talent solutions that are closely aligned between top management, employees, and business strategies because it is the key success factor that drive talent retention while reducing business risks that led the way to organizational performance. This will make a key difference for GLCs as Malaysian economies move into what is expected to be a highly-competitive new phase.

GLCs should view talent solutions as part of developmental turnaround programs. Immediate and foremost talent challenges for GLCs include identifying and developing existing talent, forecasting talent needs, attracting and recruiting the right leadership talent, engaging talent, deploying talent, developing talent competencies and retaining the right leadership and key performer that are linked to future role capabilities and organizational goals and needs.

Figure 9: An Integrated Strategy-Driven Talent Solutions Model

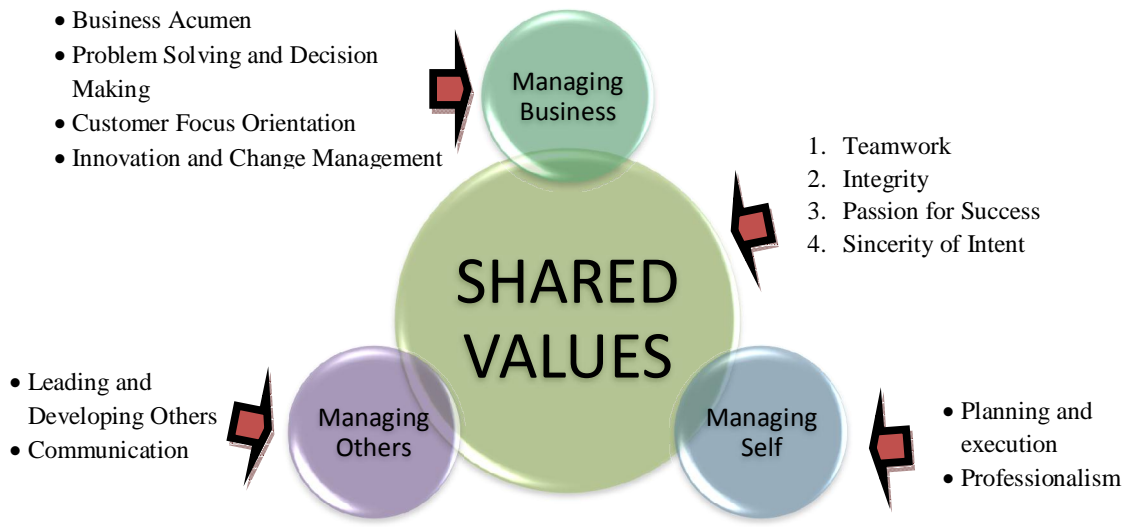


Figure 9 explained that an integrated strategy-driven talent solution serves as an intervention lever to effect desired change to achieve talent results. It must be advocated and driven by the CEOs, senior management and human resource for talent strategy to be successful. Strong integrated talent solutions that are rooted deeply in organizational architecture form an integral part in business strategy and can help GLCs to achieve their vision, mission and strategic goals as globalization and competition increase the need to retain good performers in their field of operation.

Figure 10: Competency, Succession Planning and Talent Results Model

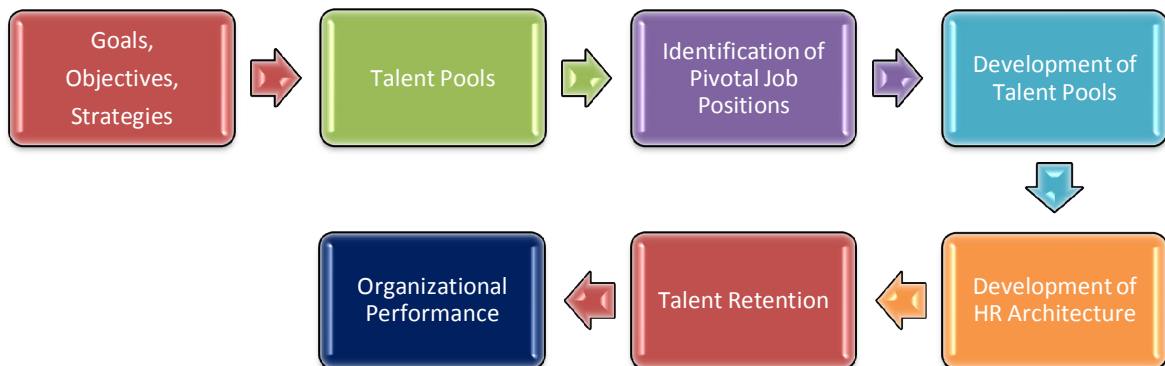


Figure 10 explained that talent solutions can help create firm value to achieve talent results for GLCs starting with competency framework, identification of pivotal talent areas, recognizing the people who constituted key performance individual, conducting talent development activities and subsequently establishing a talent pipeline to prepare managers for succession into those significant positions because talent solution is a framework of tightly integrated human resource processes that assisted in making informed decision about human capital that support organization strategic objective to be profitable and successful and to deal with issues of developing managerial talent.

GLCs need to continually explore ways to cement and perfect the employee organizational link to ensure they have talented people ready and able to leverage organizational changes and effectively manage through the complex, challenging, changing and often ambiguous global environment as the talent market is expected to intensify further in future.

To conclude, talent solution is a core competence or a source of competitive advantage for GLCs to meet and exceed current as well as future business strategies and goals. Talent solutions serve as a signal to employees about the extent to which the organization values and cares about them as individuals.

Every GLC has to establish and implement a strategy for optimizing talent attraction, retention, and development. This enables GLCs to adapt accordingly to changing circumstances and volatility in the environment and subsequently diffuse any serious implications on the sustainable growth of GLCs and growth prospects of Malaysian economies.

## **5.2 Limitations of the Study**

After laborious searching conducted on the GLCs, some GLCs in the list provided by the Ministry of Finance were found to be dormant and inactive while a few others revealed to be operating under the same management company. It was noted that some of these GLCs did not have a website thus hampering the efforts to gather relevant information about the organization. Efforts to contact a few GLCs via telephone and email also resulted in failed attempts.

People and organizations were known to be notoriously unreliable. A total of 64 GLCs were initially approached to participate in this survey but due to too much resistance and hostility on the part of a few GLCs, the sample was reduced to 14 friendlier GLCs. Some of the GLCs approached, including huge and well-known GLCs, declined participation in the survey citing confidentiality reason as well as not getting the management's blessing to participate in the survey. Other GLCs that had declined participation in the survey cited talent management had not been implemented in their organization.

The research was also hindered by time constrain to collect adequate sample. The sample population was pressed for time to answer and return the questionnaire to the researcher due to their busy work schedule. This resulted in a lack of commitment from a few GLCs which hampered research objectives.

### 5.3 Suggestion for Future Research

This study identified a number of variables such as workforce, commitment, competencies and costs that were important in management decision-making to implement talent solutions for the retention of key performance individuals and organizational performance in GLCs.

Further studies that include analyses at multiple levels of the organizations and impacts of talent decisions throughout the organization would allow a more detailed analysis on talent solutions in GLCs. It could help discover if there were more variables underlying the talent results scale used in this study. A larger sample of population in GLCs could also benefit the study on the impacts of talent solutions in GLCs.

Research could be directed towards testing the hypothesis about the effect of talent solutions in predicting talent results. This and other variables could be examined to find out *who*, *how* and *what* drove talent solutions in GLCs to achieve talent results.

This study did not explore in depth implications of talent solutions in terms of identifying pivotal positions for succession planning and organizational competency model for talent development and talent flow. Future researches should examine implications of different definitions and models held by different levels of employees about talent solutions, how talent solutions varied across size, organization and sector, and the return of investment (ROI) from talent solutions investments and practices. Viewing talent solutions in talent architecture context as to what leads GLCs to adopt talent solutions enable future researchers to build on work already undertaken in talent solutions and apply some of those theories and models to talent strategy.

#### **5.4 Implications of the Study**

Most decisions that impacted or depended upon talent were made not by human resource professionals, but by employees, managers and others outside the human resource profession. Talent-ship must have value wherever talent decisions were made. As talent-ship evolved, managing talent would increasingly be judged not simply on its practices, but on the quality of decisions about talent resources throughout the organization.

This study explored the distinctive dynamics of talent solutions and factors that influence the adoption of talent solutions in GLCs, laying bare pertinent landscapes for senior management, human resource practitioners, and researchers in managing talent development and human capital.

Managers and above, particularly decision makers in GLCs would benefit from this research on managing talent strategically. This study further complimented previous studies that talent solutions were key critical challenger and decision makers in GLCs must understand that talent strategy was too important to be left to human resource alone because talent solutions promised new and different approaches to human capital management.

The key role of human resource management was to lead the war for talent on behalf of their organizations (Lavanaia et al, 2011). Human resource needed to endure and overcome many barriers to convince management that an integrated strategy-driven talent solution infused into organizational strategies was an important business strategy. This required human resource to reach the ultimate goal of becoming a strategic partner to the organization,

understanding its business strategy, and restructuring the human resource architecture and practices to support it.

Talent solutions also required human resource management to play an active role in enabling GLCs to choose their people well, invest them with the proper responsibilities, support their growth and respect their needs in order to achieve the strategic business objectives (Choi & Ismail, 2008:2011).

Building and sustaining a committed workforce had to be facilitated by the employment of sophisticated human resource infrastructures, policies and practices that were strategically designed and implemented to promote desirable performance outcomes. Talent results were the outcome of strong human resource function and should include all human resource processes needed to optimize and manage people to high performance.

GLCs would continue to confront many talent challenges in the near term and longer term. Retention of key performance individuals would be the highest economic impact area in GLCs. It was very important for Malaysia in general and GLCs in particular to have a strong talent ecosystem grounded deep in its root so that it could provide a steady stream of talent supply to support her business environment that subsequently reduced risks to achieve organizational performance.

The traditional "develop internally first" approach required a re-visit as the need for speed shifted the balance between recruiting for immediate needs and the development of new skills for internal employees. The conventional "one-size-fits-all" retention strategy was also no



longer applicable. Literature revealed the cost of losing best employees to be enormous beyond monetary quantification.

Unplanned attrition in the long run could jeopardize GLCs' strategic plans to meet their business objectives as well as experiencing loss of job-specific skills and disruption in production. Worth noting was that the loss of one competent employee to a competitor only strengthen the competitor's advantage. The main shortcoming was not only losing key members, but the lost of productivity and replacement cost. The biggest cost of turnover was that of replacing an employee who left the organization (Lavania et al, 2011).

An effective solution to retention of key performance individuals and organizational performance rested in a long term and systematic approach to talent solutions. An integrated strategy-driven talent solution should be the new paradigm for retention of key performance individuals and sustaining organizational performance.

In the end, most talent decisions resided with countless strategic leaders, business leaders and employees. Talent strategy should percolate from top to bottom, advocated and driven by CEOs and senior managers and equipped with the necessary means and tools to ensure its effectiveness and success.