

Ковтун В. П.

кандидат економічних наук, доцент,
доцент кафедри бізнес-економіки та підприємництва
Київський національний економічний університет
імені Вадима Гетьмана,
проспект Перемоги, 54/1, Київ, Україна
e-mail: vitkovtun@ukr.net
ORCID: 0000-0001-7212-6700

Шергіна Л. А.

кандидат економічних наук, доцент,
доцент кафедри бізнес-економіки та підприємництва
Київський національний економічний університет
імені Вадима Гетьмана,
проспект Перемоги, 54/1, Київ, Україна
e-mail: lidiyashergina@ukr.net
ORCID: 0000-0001-9031-0616

**УПРАВЛІННЯ ТАЛАНТАМИ: СУЧАСНІ ПІДХОДИ ДО ПІДВИЩЕННЯ
ЕФЕКТИВНОСТІ СКЛАДНО СТРУКТУРОВАНОЇ ОРГАНІЗАЦІЇ**

Kovtun Vita

Candidate of Economic Sciences (Ph.D), Docent,
Associate Professor of the Department of
Business Economics and Entrepreneurship
Kyiv National Economic University
after named Vadym Hetman
Peremohy avenue, 54/1, Kyiv, Ukraine
e-mail: vitkovtun@ukr.net
ORCID: 0000-0001-7212-6700

Shergina Lidiya

Candidate of Economic Sciences (Ph.D), Docent,
Associate Professor of the Department of
Business Economics and Entrepreneurship
Kyiv National Economic University
after named Vadym Hetman
Peremohy avenue, 54/1, Kyiv, Ukraine
e-mail: lidiyashergina@ukr.net
ORCID: 0000-0001-9031-0616

**TALENT MANAGEMENT: MODERN APPROACHES TO IMPROVING
EFFICIENCY IN A COMPLEXLY STRUCTURED ORGANIZATION**

Анотація. У сучасному бізнес-середовищі проблема ефективного управління людськими ресурсами є найбільш актуальною. Вперше залежність між ефективною діяльністю організації та рівнем розвитку людських ресурсів було виявлено в 1970-х роках. Розвиток наукових досліджень з даної теми сприяв появі нової термінології, зокрема, поняття «управління людськими ресурсами». Однією з таких концепцій є концепція управління талантами в організації. Ця концепція принципово відрізняється від традиційного управління персоналом, концепції управління людськими ресурсами. Концепція управління талантами базується на вірі в те, що заангажовані та мотивовані співробітники на правильних посадах дадуть організації конкурентну перевагу.

У цьому дослідженні розглядається проблема вдосконалення системи управління талантами з позицій підвищення її ефективності. Подано теоретичний огляд наукових праць з теми дослідження природи таланту в контексті пошуку ефективних форм управління організаційними талантами в складно структурованій організації. У дослідженні використовувався метод центру оцінки для аналізу впливу показників талантів на кінцеві фінансові результати організації, збалансований метод оцінки ефективності управління талантами. Процес управління талантами в складно структурованій організації буде ефективним завдяки використанню адаптованого проектно-процесного методу, суть якого полягає у створенні індивідуальних «карт продуктивності та ефективності» для оцінки діяльності талановитих співробітників, що в кінцевому підсумку вплине на підвищення мотивації та фінансового зростання та економічні показники діяльності організації. Цей метод є важливим інструментом для оцінки фінансових показників конкретних проектів, в яких брали участь талановиті співробітники складно структурованої організації. Ця методологія враховує кожен реалізований проект, виділяючи як понесені витрати, пов'язані з участю в ньому особистості (таланту), так і прибуток, отриманий в результаті діяльності.

Ключові слова: талант, управління талантами, ефективність, потенціал, мотивація, складно структуровані організації.

JEL codes: M50, M51, M54.

Abstract. In the modern business environment, the problem of effective management of human resources is the most urgent. For the first time, the relationship between the effective activity of the organization and the level of development of human resources was revealed in the 1970s. The development of scientific research on this topic led to the emergence of new terminology, including concepts of human resource management. One such concept is the concept of talent management in the organization. This concept is fundamentally different from traditional personnel management, the concept of human resources management. The concept of talent management is based on the belief that engaged and motivated employees in the right positions will give the organization a competitive advantage. This study examines the problem of improving the talent management system in terms of increasing its effectiveness. A theoretical review of scientific papers on the topic of researching the nature of talent in the context of the search for effective forms of organizational talent management in a complexly structured organization is presented. The study used the assessment center method to assess the impact of talent indicators on the final financial results of the organization, a balanced method for assessing the effectiveness of talent management. The talent management process in a complexly structured organization will be effective due to the use of an adapted project-process method, the essence of which is to create individual "performance and efficiency maps" for evaluating the activities of talented employees, which will ultimately affect both increasing their motivation and financial growth. economic indicators of the organization. This method is an important tool for assessing the financial performance of specific projects in which talented employees took part in a complexly structured organization. This methodology takes into account each implemented project, highlighting both the costs incurred associated with the participation of talent in it, and the profit received as a result of its activities.

Keywords: talent, talent management, efficiency, potential, motivation, complexly structured organizations.

JEL codes: M50, M51, M54.

Problem setting. In the digital economy, the role of human capital is becoming more and more obvious and fundamental. As science and technology develop, the need to improve knowledge, skills, creative approach to work, readiness to make decisions

in non-standard conditions increases. Carrying out a regular assessment of personnel according to parameters significant for the organization allows you to determine the areas of personnel development, choose training methods, and most importantly, create motivation for the development of competencies that the organization needs at the moment and in the future. But the development of only those competencies of personnel in the field of which it has potential can be effective. In the conditions of fierce competition, well-educated, highly productive, gifted workers with unique knowledge, skills and abilities are in demand, whose potential can be attributed to the competitive advantages of human capital. For each organization, the presence of such employees is the key to its prospects and competitiveness in the industry market.

The results of the HR-TRENDS 2020 study, conducted annually by the Analytical Center of the Summit of HR Directors, showed that the trend of "Individualization of approaches to motivation and talent management" is currently increasing [1].

In order to study modern approaches to the effectiveness of the talent management system in complexly structured organizations, it is advisable to first define the concepts of «talent» and «talent management» associated with this issue.

According to Gallardo-Gallardo et al. [2], an inclusive point of view within the framework of the subjective approach interprets talent as the human capital of all employees of the organization. The exclusive point of view is that talent represents the human capital of only individual employees.

Within the framework of the object approach, where talent is understood as a characteristic of a person, from an inclusive point of view, it is a natural ability to master, systematically develop skills, abilities in his work and outside of work, from an exclusive point of view, exceptional abilities or motivation to work that allow him to achieve the highest efficiency and ensure the further development of the organization.

In our opinion, the concept of «talented employee» is subjective and relative. The understanding of talent depends on a number of factors and resources, some of which are organizational, depending on the sector/industry of activity, and not just individual abilities that are lost when the organizational environment changes. Talented employees should be segmented based on the strategic goals of the organization and concentrated in key, important positions.

According to Khoreva et al. [3], the presence of such employees increases the level of efficiency of any organization, especially if talents are involved in projects aimed at development and professional growth.

Lockwood defines talent management as the implementation of integrated strategies or systems designed to improve productivity in the workplace by developing improved processes for attracting, developing, retaining and utilizing people, finding skills and abilities to achieve current and future business goals [4]. Murthy interprets talent management as managing the entire employee life cycle, from acquisition and hiring to promotion and finding a successor after retirement [5].

The introduction of innovations is impossible without the participation of talented employees capable of progressive and creative activities, since it is they who make the business efficient and the industry promising.

In the context of an economic downturn, the problem of effective management of talented employees becomes a paramount task, and the search for ways to improve the efficiency of using labor potential is aimed primarily at forming an efficient and well-

functioning team. In other words, it is required to create an organizational context that would contribute to the development of talents in a professional direction.

Talent management initiatives must first target those people who can bring the most value to the organization. They can be found through the implementation of a strategy for identifying talented employees. Talent management strategies should be differentiated according to the position of the talented employee, organizational level or industry [6]. Such differentiation is due to the fact that specific, implicit knowledge, work experience and professional skills are required in different areas of activity. Talent management objectives should focus on educating employees on the path to maximum development, namely how to properly use their talent in the right situation.

Each organization is interested in such strategies and focuses on its industry specifics, medium- and long-term goals and objectives, established business culture, scale, and organizational capabilities. Thunnissen et al. [7] argued that the policies of talent development organizations can be influenced by both cultural variables and their structure. Thus, of particular scientific interest is the consideration of modern approaches to improving the efficiency of talent management in complexly structured organizations, since it deals with at least three types of distance — structural, geographical and social.

Strategic talent management programs in organizations of various types are presented as local projects. Khoreva et al. [3] note that talent management experience is acquired precisely within the framework of a general, intraorganizational system, through which the implementation of talent management tasks becomes possible. Thus, making decisions on talent management and investing in their development is possible on the basis of a systematic assessment of the performance of each employee.

It should be noted that the issues of contextual research, the problems of productivity and efficiency of the organization, affecting the industry aspects of talent management, remain insufficiently covered. The issues of evaluating the implementation in practice of talent management programs and the functioning of the talent management system as a whole remain unexplored [8].

The issues of the relationship between the talent management system and the overall strategy of the organization, as well as between the practices in the field of talent management and science, for example, the philosophy of talent management, psychology, management, which determine the optimal formats of talent management in a particular industry, remain unresolved to the end.

Few studies indicate that there is a need for a deeper, systematic approach to studying the problem of talent management, the structure of talent management systems in individual industries, the relationship of various practices that allow us to see their backbone elements and use this experience in other organizations.

Research methods. In this study, a balanced method for assessing the effectiveness of talent management is used, where performance competencies are considered as an important component of their development. Competency improvement is done through assessments, 360-degree or multi-level surveys, employee career planning, and the assessment of the performance indicators of processes applied to a particular competency. The study also used the assessment center method to assess the impact of talented employees on the final financial results of the organization. To this end, specific competencies are determined for each talented employee, which are subsequently evaluated on a five-point scale. Further, each score scored corresponds to a certain indicator of employee performance.

The above methods for evaluating the performance of talented employees allow not only to evaluate their labor contribution to the activities of a complexly structured organization, but also to do this in quantitative terms — by multiplying the standard level of employee productivity by a certain level of increase in performance efficiency. The disadvantages of this technique include the fact that it allows only a stereotyped assessment of indicators of personal qualities of employees, does not take into account the likelihood of force majeure in the work of creative people, in addition, only a small number of indicators of economic efficiency are evaluated.

In our opinion, the assessment of the effectiveness of talent management in a complexly structured organization will be effective due to the use of an adapted project-process method, the essence of which is to create individual «performance and effectiveness maps» for assessing talent activities, not only showing the real results of each employee, but also stimulating motivation in their results. This methodology takes into account each implemented project, highlighting in the final report both the costs incurred associated with the participation of talent in it, and the profit received as a result of its activities.

Results and discussion. The experience of leading organizations in finding and attracting talent confirms that it is more effective to develop your own existing talent than to attract and train talent from outside. Effective attraction of talented employees requires a clear sequence of passing through the stages of talent management (Table 1).

Table 1

STAGES OF «TALENT MANAGEMENT»

Stage	Essence
1. Identification and attraction of talented employees	Analysis of the internal and external environment of the functioning of the enterprise and the selection of potential candidates with the appropriate potential
2. Development of a certain circle of talented employees	Development, formation and implementation of the talent development plan
3. Talent management and retention	Development of measures for the effective use of talents and their further maintenance at the enterprise
4. Evaluation of the effectiveness of the talent management process	Evaluation of the results of a study of the use of selected strategies in talent management and the existence of control over the implementation of talent management spending

Source: author's development.

We share the opinion of the authors that in order to gain competitive advantages in the «struggle for talented employees», an organization must adhere to the following principles.

1. The principle of focusing on attracting talented employees is aimed at setting the key task of identifying and attracting talented employees for managers at all hierarchical levels of the organization, including at the level of top management [8].
2. The authors [9] note that the principle of determining the competitive advantages of an organization in the labor market is aimed at ensuring the attractiveness of a

holistic package of the organization's proposals, which is unique in comparison with competitors. The components of such a package of proposals can be the stability of the organization's positions, the innovativeness of labor, the differentiation of remuneration, etc.

3. The principle of the possibility of self-improvement and growth in professional or personal areas — is aimed at the formation of vigorous activity in the field of coaching, mentoring, training, the possibility of working on special projects, creating conditions and a work schedule in accordance with the needs and requirements of talented employees.

4. The principle of using a differentiated assessment of the potential of talents is aimed at appropriate investment in the development of talented employees, depending on the system for assessing the existing potential capabilities of each employee.

Let's consider all the stages of effective talent management in an enterprise (Fig. 1).

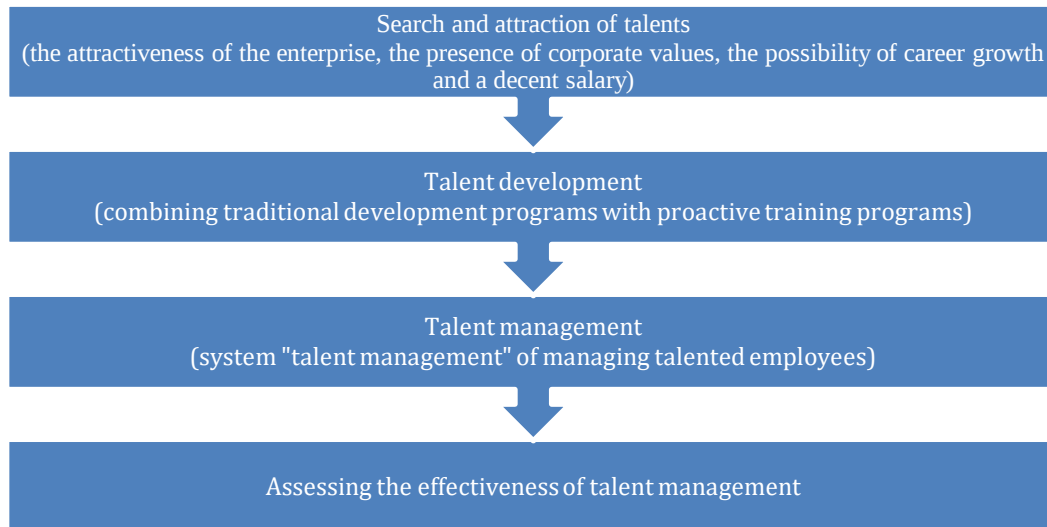


Fig. 1. The scheme of effective talent management in the enterprise

Source: author's development.

Assessing and developing leaders in organizations is one of the most important components of an effective talent management strategy. To optimize the assessment of the potential of talents, foreign researchers Silzer and Church [10] conducted a comprehensive review of theoretical, research, internal and external practical programs of talents with high potential and developed an integrative conceptual model. The model identifies a set of key dimensions (i.e., capabilities, attributes, and skills) that define a leader's potential as they change over time.

1. Fundamental: aspects of personality and cognitive skills.
2. Growth: the ability to learn, develop and motivate.
3. Career: technical, functional knowledge and ability to manage employees.

The model is currently being used in talent management programs at several large organizations such as Citibank, Eli Lilly, and PepsiCo.

Talent management performance evaluation provides the management of the organization with important information regarding the current skills of employees and gaps in their knowledge, along with an understanding of their development needs, while for employees the opportunity to recognize their strengths and weaknesses. It is not uncommon for what appears to be a shortcoming of an employee, in fact, turns out to be his strength, and his supposed strengths can be the main direction of his development. Talent assessment in any form is valuable information for both the organization and the employee, giving them an objective picture for long-term and short-term planning.

The main task of evaluating the effectiveness of talent management is to further use the results obtained to make strategic decisions, such as selection and hiring, alignment with the organization's strategy, development of career promotion programs, improvement of development and training programs, and employer branding.

Formation of a strategic approach to improving the efficiency of talent management is a key task of modern business. For example, Babynina et al. [11] states that the specifics of international corporations and organizations of small and medium size, public sector organizations and universities is the development of a situational approach to talent management. Also, the assessment of the impact of the performance of talented employees on the financial performance of the company is carried out using the assessment center method. To this end, a talented employee in a complexly structured organization is assigned certain competencies in advance, which are evaluated on a five-point scale. Each point obtained is correlated with a certain level of development of the employee. On the other hand, any assessment establishes the degree of influence of talent on the financial performance of the organization. A possible gradation of assessing the competencies of talents in complexly structured organizations is given in Table 3.

When using the assessment center method, each participant is given expert assessments, as a result of which expert opinions are made.

According to Dudin [12], the assessment of the level of competencies of talents can be represented as a five-point scale in the context of performance indicators:

- executive discipline and organization;
- leadership potential and managerial skills;
- achievement motivation;
- effective interaction;
- intellectual abilities;
- communication skills.

In most organizations, the processes of personnel development and the evaluation of its effectiveness from an economic point of view are practically not developed properly. This is confirmed by many empirical studies, which show that rotation, mentoring, coaching are very popular measures, and formal external training has a diversified application in relation to talent development. However, it can be stated that in complex-structured organizations in this context there is an insufficient number of distance programs for the development of employee competencies between remote branches, a significant gap between the training and real needs of such organizations, and there are no targeted opportunities for the professional development of talented employees.

Table 3

**POSSIBLE GRADATION OF THE ASSESSMENT OF TALENT COMPETENCIES
IN COMPLEXLY STRUCTURED ORGANIZATIONS**

Assessment	Description	Contribution to the financial result		
		High positive (+)	Neutral (0)	Negative negative (-)
5	Mastery degree. Creative skills and abilities are formed, implemented automatically	+		
4	Quality is manifested, but not individually, it can be formed by employees on their own, the skills of diligence and diligence are developed	+		
3	Quality is observed only in standard situations and can be developed with certain training; diligence is formed satisfactorily		0	
2	Quality is not observed systematically and requires development; skills are poorly developed, training is required; developed practical skills related to creativity			-
1	The quality is not shown in any way; lack of practical skills, there are difficulties in mastering			-

Source: author's development.

In our opinion, staff training will be most effective when using qualitative competency assessment methods that will help identify talent and draw up a plan for its development.

In most complexly structured organizations, the direction of developing the professional competencies of talents is not separated into separate programs, which eliminates the possibility of a systematic approach to its implementation. Modern approaches to talent development and assessment of its effectiveness are mainly developed in line with an integrated system of personnel motivation, which deprives a talented employee of the opportunity to receive a higher salary or an extended social package. Another problem is that in complexly structured organizations there is no system of methods for ranking employees in terms of their performance, which would greatly facilitate the assessment of their performance. The brand of the organization also plays an important role in attracting talent, since working in complex organizations must be attractive to talent.

Conclusions. An analysis of modern approaches to improving the efficiency of talent management and evaluating the effectiveness of the talent management system in complexly structured organizations allows us to draw the following conclusions.

1. The experience of managing successful organizations convincingly proves that talent management activities require an integrated approach and the creation of a holistic talent management system, their attraction and retention, which should become one of the priorities of the HR department and line managers at all levels.

2. Most highly structured organizations lack a system and strategic framework for talent management.

3. Complexly structured organizations need to introduce talent management practices and include them in the procedure for finding, attracting, adapting, training and developing, evaluating and remunerating personnel.

4. Obstacles to the implementation of a talent management system in complexly structured organizations are their low competitiveness in the labor market, the virtual absence of an attractive social package and a prestigious employer brand, poor quality of working life and insufficient wages, which predetermines the need for a comprehensive solution to motivation issues.

5. The procedure for evaluating the performance of talented employees is imperfect and requires the development of indicators for talent management in organizations and the establishment of a relationship between key performance indicators and remuneration of personnel departments and managers at all levels, as well as the possible introduction of a grading system in the methodology for evaluating the effectiveness of talent management.

The main assessment methods we have considered allow us to determine the effectiveness of the talent management process in a qualitative or cost assessment. However, the most interesting is the project-process method, adapted in an organization with a complex structure.

In this case, the actual problem is fixing the financial result obtained by the organization due to the direct activities of talented employees. In this context, we consider it necessary to use methods that determine the real labor contribution of each employee to the overall profit of the organization. In this regard, we propose to create for each individual talented employee a “map of the effectiveness and efficiency” of his work, in which each implemented project of the employee would be noted, establishing the costs associated with it, and the profit received as a result of its implementation.

At the end of each month, we recommend calculating the final performance of a talented employee for this period, and then creating a rating of talents by the level of income received by each of them. The adapted method for evaluating the effectiveness of talent work is project-based, as it helps to evaluate the financial performance of specific projects in which talented employees took part in a complexly structured organization.

This study examined several methods for assessing the effectiveness of the talent management process in complex organizations. As practice shows, a significant part of them has a formal status and can only be implemented within the framework of the activities of individual organizations. Such a discrepancy between theory and practice necessitated the development of an adapted methodology for assessing the performance of talents in a complexly structured organization and the labor contribution of such

employees to the implementation of a strategy to improve the financial and economic performance of the organization. The essence of the adapted project-process method is to create «performance and efficiency maps» for each individual talented employee, which can be created both manually (with a small number of employees) and using automated systems.

The application of this method does not require large capital investments and, nevertheless, can have a positive impact on the performance of the organization, which consists not only in the ability to determine the specific results of the work of an individual talented employee, but also to increase the degree of his motivation. In our opinion, the evaluation of the performance of an individual talented employee and its impact on the performance of a complexly structured organization is closely related to the development of specific tools that affect the efficiency of the talent management system, such as improving working conditions, introducing new technologies into work, developing new competencies. talented employees, etc. This is the innovative nature of talent development and evaluation programs, since changes in this case affect all elements of the business process.

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