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Research Article

MANAGING QUALITY/SKILLED PEOPLE TO SUPPORT ORGANIZATIONAL CAPABILITIES, AND BUSINESS DEVELOPMENT

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ABSTRACT

This paper is a conceptual and review paper discusses management of quality/skilled people or talent, knowledge management, and leadership aim at figuring out the relation between people capabilities, commitment, and connectedness with individual and group performance and organizational success. This paper also provides a figure of people performances and potentials that show the high and top performers in an organization who are above the average line.

The discussion on quality/skilled people and leadership highlights the need of quality/skilled people or talent to have fundamental skills of leadership and also the readiness of them to be promoted due to their positions as leader candidates and the stars in organization, as well as the need of organization to smoothening the succession planning in line with the positions changing plan of organization.

The discussion on the relation of managing quality/skilled people or talent with managing knowledge provides an insight how knowledgeable, skillful people with good attitudes, become the assets of organization to increase customer value and to make the knowledge visible. This paper reveals that knowledge, quality/skilled people, technological, and leadership, are all important elements in supporting the business expansions of a company.

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INTRODUCTION

Quality people or competent people with proper knowledge, skills and attitudes, are those who are needed by organization to produce quality products/services that meet market place/customers' requirements and to support the success of organization (Yasin, 2021). This is in line with what Mattone, 2013, means that the quality people who are needed by any organization, are those who are *capable* to carry out and accomplish their jobs properly (*"can do"*) and willingly with *commitment* (*"will do"*) together/*connected* with another member of organization within the same working unit or with other people in the other units of organization (*"must do"*). Those three Cs (capability, commitment, and connectedness) are perceived to promote and support individual effectiveness, group effectiveness. and organizational effectiveness (Gibson, 2011).



Figure 1 Three Cs and Organizational Effectiveness

The important of quality/skilled people relies on their contribution to the success or the effectiveness of organization or to the creation of high commitment and high performance or resilient organization that conducts *psychological/people alignment*, *performance alignment*, and *capacity for learning and change* (Beer, 2009). Quality/skilled people essentially are those with high performances and

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potentials (talent) and adaptive to environmental changes. Retention of highly skilled/talented people becomes a main concern of organization (Tarique and Schuler, 2010) and management of talent is positively related to the overall organizational performance (Sareen and Mishra, 2016).

To face the dynamic of environmental changes, organization needs to be adaptive, promote continuous learning and continuous improvement and also needs quality leader who drive quality people to produce quality products/services, aim at satisfying and maintaining or enhancing customer satisfaction and loyalty in line with maintaining and expanding its competitive advantages (Yasin, 2014). Environmental changes faced by organization are marked with rapid technological change that has created volatile, uncertain, complex, and ambiguous (VUCA) situation, a disrupted situation. Disrupted technologies discussed by Bower and Christensen, 1997, is simply meant to make everything simpler and cheaper.

Digitation brings deception and disruption, followed by demonetization, dematerialization, and democratization. The six Ds are a chain reaction of technological progression, and understanding and internalizing the growth cycle of digital technologies become very important. The six Ds remind businesses what can happen when an exponential technology is born. The bankruptcy of Kodak in 2012 provide much lessons to learn. The key to cope with digital era, digital transformation, is agility and scalability. To be genuinely disruptive, a firm has to either create the new market that the incumbents have missed or enter the low market that incumbents have neglected (Christensen et al, 20015). However, disrupted innovation as a construct, according to Nagy et al, 2016, is relatively a new body of theory and still lack of clarity on the process of disruption.

Digital transformation provides digital means to people work in an organization and to report their activities. The emphasis is no longer based on close to the office, instead on the option for quality/skilled people to fulfill their jobs and roles. Many options of communication are available. Digital equipment and digital dashboard help people management measures and control people activities, reports, and performances easier. They also provide a positive impact on people optimization and communication more effectively and more efficiently that support the achievement of business objectives. Within the context of change management framework, equal level of urgency within the organization, quality/skilled people as agent of changes with their skills, and active role of human resource department, play an important role in supporting change process in organization (Effendy et. al, 2013).

METHOD

This paper is a conceptual and review paper based on literatures/articles on management of talent, management of knowledge, leadership, change management, and organizational capabilities. The discussion on quality/skilled people or talent is emphasizing on the important of quality/skilled people or talent to contribute to the success or effectiveness of organization that are supported by their performances and potentials. The discussion shows the relation between people performances and potentials in organization and high and top performers whose performances and potential are above the average line.

The discussion on quality/skilled people and leadership is done within the context that quality/ skilled people or talent are basically leader candidates in their strategic positions and roles in supporting the realization of vision, missions, goals, and objectives of the organization. The discussion highlights the need of quality/skilled people or talent to have fundamental skills of leadership and also the readiness of them, as the stars in organization, to be promoted directly or within 1 or 2 years ahead as a leader or member of management team in organization.

The relation of managing quality/skilled people or talent with managing knowledge is discussed within the framework of their knowledge, skills and good attitudes and the important for organization to utilize its knowledge assets/capabilities to increase customer value and to make the knowledge visible in the organization. The discussion highlights knowledge as the source for organization to enhance its productivity and that managing knowledge supports the realization of mission, goals and objectives of organization.

DISCUSSION

Managing quality/skilled people in organization

Organization needs to ensure the availability of quality/skilled people or talent with their high potentials and performances, especially in the digital era, to support the adaptability, continuous learning, continuous improvement (creativity and innovation) of organization to face the even faster rate of global environmental changes. High quality management of talent enables people to develop their competencies and attitude and improve organizational performance (Abel, 2008). Quality people/skilled people (talent), are main drivers for the success of organization and the best resources to develop the competitive advantage of organization (Adams & Oleksak, 2010, cited by Yasin, 2021). The issue of competitive advantage, intellectual development, value creation, and the success of organization cannot be separated from managing the quality/skilled people in the organization (Becker, 2009, Ingham, 2007).

Managing quality/skilled people who are knowledgeable, skillful, and with good behavior basically is also related with managing people knowledge, their tacit knowledge. Quality/skilled people or talent as leader candidates and with their tacit knowledge are expected to fill strategic positions and they need to poses fundamental skills of leadership; strategic thinking, innovative thinking, and situational thinking (Wilkins and Carolin, 2013). Management of talent deals with quality people now and for the future, with skilled human capital to achieve organization goals and objectives both in short-term and long-term period, and with human resource initiatives to build and enhance people potentials (Cannon & McGee, 2011; Staff, 2009; Labrador, 2008, cited by Yasin, 2021). Right quality/skilled people or talent acquisition makes organization strategy stronger and management of talent has to be given predominant role in organization (Hongal and Kinage, 2020).

Quality/skilled people management aims at serving the needs of organization by helping to provide a continuous and deep supply of the right talent to achieve firm's strategic objectives and translate those objectives into performance standard of organization (Conger, 2008). Quality/skilled people

or talent are believed as a direct determinant of successful execution of organization's strategy. Groysberg & Connolly, 2015, reveal the study of US CEOs that identified talent as one of the three top priorities for organizations operate in a global marketplace. Management of quality/skilled people or talent together with knowledge management and leadership are the important elements and the drivers that support business expansion and sustainability of organization transformation (Yasin, 2021).

As the foundation of organization, recruitment and selection of quality/skilled people or talent, need to be prioritized right from the beginning to employ them in order to get the right people that organization wants and also to empower them (Balzac, 2011). The development of quality/skilled people or talent requires organization to have better understanding of talent practices as organizational priorities to support organizational capabilities (Wheelen and Hunger, 2012). Talent are skilled people with extraordinary performances and high potentials. Quality/skilled people are those whose performances are above average or far above average (super keeper) with high potentials. Firm needs a set of integrated corporate initiatives which aim at developing accuracy, availability and utilization of people with high performances and potentials who can contribute positive impact to business performance (Smilansky, 2006).

The following figure 1 describes people performances and potentials within an organization. Organizations relies on these people in realizing its vision, mission, objectives, and goals, not on under/non performers people. Organization needs to take assertive action, if necessary, to deal with the deadwood or misfit people since they cannot be expected to contribute to the organization.

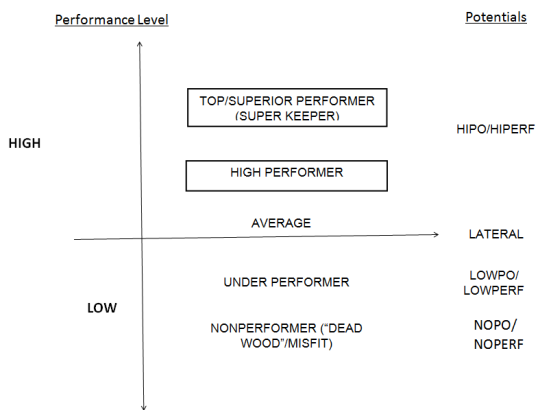


Figure 1 People Performances and Potentials

Quality/skilled people and leadership

Quality/skilled people are sources of unlimited differentiation, the best source of developing competitive advantages, the only assets that can be further developed, and are the critical factors in deciding organizational success (Hay Group, 2008, cited by Yasin, 2021). Quality/skilled people or talent are *leader candidates* within the organization needed to support the management of organization in turbulent times. They are needed to win competition and also to maintain and expand the competitive advantage of the organization, especially in implementing the strategies of organization right after the strategies are formulated (Kaplan and Norton, 2008, Cheese,

Thomas, and Craig, 2008). Management of quality/skilled people or talent should be integrated into people management process to *support the succession planning*, improving workplace productivity, and value creation of organization.

As leader candidates, quality/skilled people with strategic roles/positions such as supervisors/senior managers, are *related with leadership issue*. They are required to have the capability to assess the environment, determine the business strategy and business concept, develop a coherent and paint a full strategic profile, and anticipate the implication of the strategy. Besides fundamental skills of leadership as stated by Wilkins and Carolin, 2013 above, they also have to build excellent communication with their subordinates to bridge even the slightest gap arise among them. They have to help their subordinates or team members to meet their personal goals (Raghuvanshi, 2016). As leaders in their positions, quality/skilled people or talent also have to gain the trust from their subordinates in managing change needed within the dynamics of the environmental changes (Jun Hao and Yazdanifard, 2015).

Quality/skilled people or talent who fill strategic positions in organization are stars who are ready to be directly promoted or within 1 or 2 years to be a leader or management team of organization (Yasin, 2017). Essentially, they are smoothing the process of succession in the organization. In regard with keeping up with the journey of the organization, from the past to the present and the future of organization, they are required to forget the past by abandoning values or principles that could inhibit innovation, manage the present by optimizing and reinventing current business and by increasing efficiency and effectivity/productivity, and create the future by inventing a new business model and investing for the future through converting breakthrough ideas into quality products/services. The future is now, vision, mission, and goals do not start at the end of the last year (Govindarajan, 2016).

Based on the survey of 500 students from top business schools in America, Coleman et. al, 2012, stated that leaders in each generation face their own challenges. Innovative leaders are passionate and purposeful and facing variety of challenges and opportunities and solve problems in all kinds of ways. There are six core issues related with leadership; convergence (no longer distinction goals & business model in all sectors), globalization (provide opportunity for collaboration), people and diversity (provide opportunity to be embraced), sustainability (a driver to efficiency and effectiveness), technology (technology-led change organization), and learning/empowerment (the important of education and learning model for future leaders).

Leadership skills of quality/skilled people or talent is also important since those who are in the positions as supervisors or senior manager have to be able to lead their subordinates to realize the goals and objectives of organization by building close relationship to encourage the engagement, commitment, and performance of the subordinates (Shamir et. al, 1998, Robinson et. al. 2004, Saks, 2006). The leadership of quality/skilled supervisors/managers helps create a conducive work environment and increase people involvement in organizational citizenship behavior (Avey et. al, 2008). Visionary and transformational leadership skills of

quality/skilled supervisors/managers and their leadership style determine the smoothness of two-way communication and transparency between leaders and their subordinates (Ariani, 2014, Johnson, 2015).

To provide an insight on what competences are required for future leaders of state-owned enterprises (SOEs) in Indonesia, the following are competences requirements that include; personal aspects (comprises integrity, enthusiasm, creativity and innovation), interpersonal skills i.e. building business partnership, managing business skills (customer focus, business acumen, strategic orientation, driving execution), and leadership skills (visionary leadership, change leadership, aligning performance, and empowering). To be appointed as a leader in SOE the candidate has to pass the minimum grade point set by the government through the assessment covering all those required aspects/skills.

Quality/skilled people and knowledge

As stated earlier above, managing quality/skilled people or talent is related with managing knowledge in organization. Knowledge is the main source of organization in enhancing its productivity. Organization needs to maximize its knowledge assets to create new capabilities to increase customer value. Tacit knowledge is personal knowledge, stored in people mind and organization. It is accessible indirectly through knowledge elicitation with difficulty and behavior observation. It is made up of values, beliefs, assumptions, perceptions, experiences. Explicit knowledge is a codified knowledge in a formal and structured form. (Anand and Sing, 2011, Si Xue, 2017, in Yasin, 2021). Organization needs to make knowledge visible and to avoid knowledge becomes obsolete by encouraging people to behave accordingly and fostering knowledge sharing. Organization also needs to manage knowledge properly by applying related process and supported infrastructure.

Managing knowledge is the management efforts to manage knowledge, tacit and explicit, to support the realization of mission, goals and objectives of organization. It is a cycle of activities to identify, create, structure, use and audit the knowledge as an intellectual capital that support organizational objectives (Tung, 2018). The process of managing knowledge in an organization involves the following activities/elements; knowledge creation/generation/acquisition, knowledge storage, knowledge sharing/transfer/dissemination/donation, and knowledge use/application. There are some factors that influence the process of managing knowledge; managerial influences, resource influences, and environmental influences (Holsapple and Joshi, 2000). According to Riviera. 2006, those influencers are the enablers of the process of managing knowledge that include strategy, technology, people, conducive environment, and the process itself, that may affect the implementation of knowledge management.

From the lessons learned of some businesses in Indonesia that apply management of knowledge based on a survey conducted by a consulting firm Dunamis, Yasin, 2021, discussed 7 out of 30 surveyed companies and revealed that quality/skilled human capital with management of knowledge help a company to portray clearly its future businesses in its roadmap. Developing knowledge people and management of knowledge help company to promote innovation, continuous learning and continuous improvement. Skilled human capital/people,

management of talent and knowledge that are all managed in an integrated way, support business aggressivity of a company. All in all, managing quality/skilled people or talent is interrelated and need to be integrated with leadership and management of knowledge.

Organizational Capabilities

Organizational capabilities, organization or firm's ability to manage its resources effectively, according to Grant, 1996, are the only sources to gain competitive advantage. Organizational capabilities are influenced by knowledge infrastructure and knowledge process capability (Gold, Maholtra, & Segars, 2001). Within the dynamic of environmental changes, organizational capabilities provide organization/firm to perform its functional activities at the first place, to face and adapt to environmental changes at the second place, and to set strategic level activities to gain or maintain its competitive advantage at the third place. The link between organizational capabilities, organizational performance, and informational technology is explored by Aral and Well, 2007.

The management and operation of aggressive investment, for instance, that is intended to support the smoothness of firm operation system, besides requires skilled people/talent, needs to be supported also by firm's capabilities as a whole that promotes innovation/product development, knowledge development, that in turn contribute to the development of resilient organization (Yasin, 2021). Organizational capabilities comprise capability architecture that represents a firm's structuring of capabilities in terms of hierarchy, firm boundaries, and time sequence. Capability architecture provides the basis for organizational structure within which capabilities are nurtured and development plan in terms outsourcing decisions and priorities. Different types of capability need different knowledge sources and capability development follows either an emergent path in which codification follows routinization, or a design path in which codification occurs at the outset (Bakhr, Anjali, Grant and Robert, 2000, cited by Yasin et al, 2021).

According to Smallwood and Ulrich, 2004, organizational capabilities can be referred to as the collective skills and expertise of an organization that are relatively difficult to be copied by competitors. They represent organization identity and personality where investors confidence in its future and represent the people way of accomplishing their works in the organization. Those capabilities also mean an ability of organization to innovate or to respond to changing customers needs. It constitutes the distinctive capabilities/assets of organization (knowledge, skills, learning capacity) that support across functions coordination. Organizational capabilities will lead to competitive advantage, and required competitive advantage relies on skilled people/talented employees (Collings and Mellahi, 2009). Relation between distinctive competencies and firm performance and competitive advantage are discussed among others, by Martin et al. 2017, Conant et.al, 1993. According to Mooney, 2007, distinctive competencies are skills, knowledge, and capabilities that are superior to competitors and are difficult to be duplicated.

Strategic intent, organizational structure, and people/individual knowledge, are three domains of organizational capabilities (Gill and Delahaye, 2004, cited by TICHA, 2010). Strategic

intent includes; the sphere of influence defining the capabilities of people, operational process, and future direction of organization. Organizational structure includes; job roles and performance management that support strategic intent and responsive to change requirements. People /individual knowledge are people capabilities to accomplish their jobs and support future innovation. For a firm to apply and commercialize innovative products and services, it needs technological capabilities (part of organizational capabilities) that are knowledge-based set of organizational capabilities that support creativity and innovation (Chen *et. al*, 2014).

Technological capabilities as part of organizational capabilities, enable organization to better adapt to technological opportunities that help increase the competitive advantage of organization (Teece, 2007). Technological capabilities are presumed positively related to resilience capabilities and provide benefits to organizational effectiveness, comprises; commitment for continuous improvement, stability process in operation/production, enhancement of customer relationship design, improvement of business model, and improvement of operational and financial performances of organization (Yasin *et. al*, 2021). Technological capability is an important determinant in the promotion of competitive advantage of organization (Tsai, 2004). The insertion of planning into technological and financial networks positively effects the technological-based companies innovation capability (Tumelero *et. al*, 2018).

CONCLUSION

Organization/firm needs a set of integrated corporate initiatives which aim at developing accuracy, availability and utilization of quality/skilled people or talent with high performances and potentials who can contribute positive impact to business performance. Knowledge aspect, people aspect, technological aspect, leadership aspect, all become important elements in supporting the business expansions of a company. Managing quality/skilled people or talent is interrelated and need to be integrated with leadership and management of knowledge.

Leaders/leader candidates need to poses the following competences; personal aspects (comprises integrity, enthusiasm, creativity and innovation), interpersonal skills (building business partnership), managing business skills (customer focus, business acumen, strategic orientation, driving execution), and leadership skills (visionary leadership, change leadership, aligning performance, and empowering). Visionary/transformational/conscious change /innovative leaders are passionate and purposeful and facing variety of challenges and opportunities and solve problems in all kinds of ways.

Organization needs to build its distinctive capabilities to gain a competitive advantage. Organization in a rapidly dynamic environmental changes needs to look toward adopting new technologies to support business transformation by having clear knowledge of its level of capabilities and by analyzing its distinctive competences. Organization/firm should utilize its existing knowledge in its functional activities (human capital/resources, operation/production, marketing, and finance) to create new knowledge and capabilities.

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