
**СВІТОВЕ ГОСПОДАРСТВО
І МІЖНАРОДНІ ЕКОНОМІЧНІ ВІДНОСИНИ**

УДК 452.165.2

DOI: <https://doi.org/10.32782/2520-2200/2019-2-1>**Busarieva Tetiana**SHEE "Kyiv National Economic University
named after Vadim Hetman"**Бусарєва Т.Г.**кандидат економічних наук,
доцент кафедри міжнародної економіки
ДВНЗ «Київський національний економічний університет
імені Вадима Гетьмана»**TALANTISM IN THE STRUCTURE
OF THE HUMAN CAPITAL MANAGEMENT OF TNC****ТАЛАНТИЗМ В СТРУКТУРЕ УПРАВЛЕННЯ
ЧЕЛОВЕЧЕСКИМ КАПИТАЛОМ ТНК**

With the development of globalization, human resources have become one of the most important factors affecting the success of the organization, while the main competitive advantage is talented employees, and their skills need to be constantly improved and developed, made possible by the emergence of talent management. Talent management is a modern direction that contributes to the improvement of the individual performance of employees, as evidenced by both foreign and domestic experience. The analysis of this experience and the best practices of personnel management can help to identify those areas that are particularly relevant in talent management and can be used in the work of a particular organization. The article is devoted to the issues of talent management as one of the most important factors in the development of a competitive TNC, creating the prerequisites and conditions for the development and implementation of innovations. It is shown how talent management affects the development of the organization's innovative potential.

Key words: talent, talent management, human capital management, TNC, competitiveness.

С развитием глобализации, человеческие ресурсы стали одним из важнейших факторов, влияющих на успешность развития организации, тогда как главным конкурентным преимуществом является талантливые сотрудники, а их умения и навыки нужно постоянно совершенствовать и развивать, что стало возможным благодаря появлению талант-менеджмента. Управление талантами – это то современное направление, которое способствует повышению индивидуальной эффективности работы сотрудников, о чем говорит как зарубежный, так и отечественный опыт. Анализ этого опыта и лучших практик управления персоналом может помочь выявить те направления, которые особенно актуальны в управлении талантами и могут быть использованы в работе конкретной организации. Статья посвящена вопросам управления талантами как одного из важнейших факторов развития конкурентоспособной ТНК, создающего предпосылки и условия для разработки и реализации инноваций. Показано, как управление талантам влияет на развитие инновационного потенциала организации.

Ключевые слова: талант, управление талантами, управление человеческим капиталом, ТНК, конкурентоспособность.

З розвитком глобалізації людські ресурси стали одним з найважливіших факторів, що впливають на успіх організації, а головна конкурентна перевага талановитих працівників, а їх навички потрібно постійно вдосконалювати і розвивати, що стало можливим завдяки виникненню таланту. управління. Управління талантами є сучасним напрямком, що сприяє поліпшенню індивідуальної діяльності працівників, про що свідчить як зовнішній, так і вітчизняний досвід. Аналіз цього досвіду та кращі практики управління персоналом можуть допомогти визначити ті сфери, які мають особливе значення в управлінні талантами і можуть бути використані в роботі певної організації. Стаття присвячена питанням управління талантами як одного з найважливіших факторів розвитку конкурентоспроможної ТНК, створення передумов та умов для розробки та впровадження іннова-

цій. Показано, як управління талантами впливає на розвиток інноваційного потенціалу організації. У сучасному світі ті організації, які, як продукт, мають найбільшу привабливість на ринку праці і здатні зацікавити, допомагають розвитку і підтримці найталановитіших працівників на всіх рівнях управлінської ієрархії, вигоди. Успіх будь-якої організації залежить не тільки від фінансових можливостей, а й досить важливих факторів, що впливають на: навички людей в команді, які спрямовують свою діяльність на досягнення цілей підприємства. Ідеї потрібні не тільки для того, щоб відкрити свій бізнес, але й збільшити початковий капітал і повернути інвестиції. Часто процес управління талантами використовується в креативних індустріях, де оцінюються кадрові функції, такі як навички міжособистісного спілкування, тенденція до навчання і виховання, а також креативність. І не тільки в творчих компаніях, людський капітал є однією з провідних складових успіху. Однак однією з головних ідей прибуткового бізнесу є формування команди талантів, тому що в кінцевому підсумку ступінь успіху підприємства залежить від людей. Тому сьогодні дуже актуально зрозуміти, як використовувати талант працівників для підвищення рівня конкурентоспроможності ТНК.

Ключові слова: талант, управління талантами, управління людським капіталом, ТНК, конкурентоспроможність.

Problem statement. With the advent of globalization, the diversity of human resources in the company is becoming one of the most important factors for development, which at the same time requires careful attitude to the talent management system. Talented employees can play a decisive role in maintaining the quality and integrity of the human potential of each company. Thus, long-term employee development programs are paramount, as skills and qualifications of staff need to be continuously improved. Along with this, many human resources experts (HRs) claim that existing systems for managing talent needs to be improved. Thus, most workers believe that the size of the staffing reserve in their organization should be increased, while others note that the disadvantages of corporate culture in their companies are the reason for high turnover of personnel, some pay attention to violations and shortcomings within the competence of personnel in their organizations.

Analysis of recent research and publications. In terms of recruiting, there have also been attempts to study this problem. Examples are the works of T. Baskina and A. Ivanova. In the foreign literature can be found studies on talent management, as, for example, in the work of E. Michaels, H. Handfield Jones and E. Eklerrod. Unfortunately, these works do not give an answer to the question is how to manage talents in a competitive environment, but only talk about the general directions that distinguish and distinguish talented staff among the rest of staff. On the other hand, there are studies by I. Adesis, A. Robertson, P. Kappelli with a more rigorous scientific approach to analysis of the effectiveness of talented employees in the organization. However, these the works relate to common terms and do not study the features of the market of talent management. In addition, much attention is paid to the issue of attracting, hiring and talent motivation. Such works include the works of M. Butteris and B. Reuter, S. Ivanova, A. Klochkova, P. Monrelj. However, in these works

talent management is considered widely, without analyzing the work talented employees in sufficient detail.

The aim of the article. The aim of the article is to understand the role of talentism in the development of the level of competitiveness of TNC and to analyze the experience of the world companies in attracting the talented workers.

Presentation of the main research material. Managing the human capital of an organization, in our opinion, should include such an important activity of the organization as the management of talents, or, more precisely, talented employees. The idea of talent management as a special kind of activity in an organization appeared at the beginning of the first decade of the 21st century. The term "talent management" was first proposed by David Watkins of "Softcape" in a publication in 1998, and later developed and supplemented in the 2004 Talent Management System. Initially, the term "talent management" was used to denote changes in HR management that made "an emphasis on managing human potential or talent."

Talent management is a section of HR management that deals with finding and attracting effective employees, integrating new staff, motivating and supporting employees to meet the organization's real goals. In firms that adhere to a talent management policy, the responsibility for the workforce lies with both the human resources department and the managers who work for the company. The process of attracting and retaining qualified employees, which is of strategic importance, is called the "war for talents".

According to M. Armstrong, "talent management is the use of an integrated set of activities designed to ensure that the organization attracts, retains, motivates and promotes talented employees that it needs now and in the future. The goal of talent management is to ensure the flow of talent, since they are the main resource of the corporation."

In the usual sense, talent management is reduced to the activity of a personnel manager at the stage of selecting and evaluating personnel in a situation of hiring an employee in an organization, in which case the human resources department strives to "look for promising and talented". Modern companies, including Russian ones, create programs for "ensuring the flow of talented staff, recruiting talented staff," that is, there is a traditional approach to managing talented employees based on three factors (hiring, retaining, motivating talents). From the point of view of this approach, the question clearly arises about who the company should be considered "talented".

So, according to L. Filatova, these are "people who are capable of critical attitude to the majority opinion, breaking stereotypes (including established approaches to work), defending their point of view ... these are enthusiastic employees with great creative potential."

According to some scholars, talent has a dual nature, on the one hand, talented employees are the "guarantee of the organization's health," on the other hand, talent often coexists with conflict and "excessive ambition".

Interest is the approach to the definition of the essence of a talented employee, proposed by E.N. Yemelyanov and S.N. Povarnitsyna, L. Koltsova. According to this approach, talent can be identified in different ways at each stage of a company's life cycle:

1. "Party" – at this stage of development of an organization, a talented person is considered to be a self-sufficient leader who is able to define goals and lead a team. In the 90s of the 20th century, it was these people who created their own companies.

2. The stage of the life cycle – "mechanics" – in this case, under the talent understand a highly qualified specialist who achieves high results through the mobilization of their internal reserves.

3. At the stage of achieving the organization's targets, any employee who is competently using the resources allocated to him and successfully achieving his management goals is perceived as talented [1, p. 11-16].

Object approach considers talent as a characteristic of a person. From this point of view, talent can be seen as:

1) natural gift – an innate, unique characteristic of a person, his intellectual abilities and creative potential; therefore, it is almost impossible to manage talent, i.e. teach, develop it;

2) skill, it means some expert characteristic of the highest level, which can be measured and which is almost always acquired, and not innate;

3) involvement, it means motivation and desire to help the success of their organization.

Here talent is understood as an addition to the natural gift or skill;

4) coincidence of personality and organization, position, work, leader, time. Here it is the work that determines the conditions for success of a person.

The subject approach to the concept under study considers talent as the human capital of an organization (as an individual or all employees). Managers regard all employees as talented, and management practices assume that these people are the most important asset of the organization.

Another fairly common approach to understanding talent is to assume that talent is an exceptional characteristic of one or several employees, i.e. consider it exclusively, or assume that the organization can develop special abilities of all its employees, i.e. consider talent inclusive. This approach has been developed by researchers such as Tunnisenn, Bosley and Fruitye, Al Ariss, Cascio and Paauve, etc. The table describes the approaches to the definition of talent and their impact on the understanding of talent management in the organization.

Thus, it can be said that the concept of talent is subjective and relative. Understanding of talent depends on the organizational environment and challenges that the organization faces, depending on the sector of its activities, products and services provided to its customers, and other circumstances.

At present, it is necessary to determine the tendencies due to which there is a need for the development of talantism, namely:

The first group of trends in the identification and management of talents is associated with changing economic and business cycles. The development of the global economy and the emerging expectations of long-lasting and fundamental innovations in relation to products and processes create an extremely unstable and cyclical business environment. The problem arises from the fact that today's market conditions can be favorable and promising for one month and unfavorable and problematic in the next.

The second group of trends, connected with the present reality, create a situation in which some aspects of the organization may be in the growth phase, and some in the reduction phase. In order to manage organizational costs associated with the workforce, many organizations are forced to resort to personnel strategies that promote adaptation, such as the active use of atypical forms of employment. By increasing the share of specific conditions for attracting workers to atypical forms of work organization can quickly increase or decrease the cost (costs for) labor resources in accordance with the needs of the business.

Table 1

Approaches to understanding the concept of talent		
	Talent as a subject (employee)	Talent as an object (employee description)
Inclusive approach to understanding talent	All employees of the organization are perceived as talented. Such a broad understanding of talent corresponds to the place of talent management within the framework of strategic human resource management with a set of integrated processes and practices designed to recognize the talent sphere of each employee and help transform it into real effectiveness for the organization (Buckingham and Vosburgh (2001); GallardoGallardo, Dries and González-Cruz (2013); Peters, (2006); O'Reilly and Pfeffer (2000), and others.)	This approach focuses on enabling the employee to develop his abilities and achieve excellence in his work and beyond the scope of work. In this talent management is identical to the development of human resources or the development of competencies. This position is occupied, for example, by Thunnissen, Boselie and Fruytier (2013)
An exclusive approach to understanding talent	Here talent is understood as individual employees who make the greatest contribution to the success and sustainable development of an organization. This approach focuses on critical for the success of the organization positions that must be filled with talented people. This approach is supported by researchers such as Boudreau and Ramstad (2005); Lewis and Heckman (2006); Becker, Huselid and Beatty (2009); Collings and Mellahi (2009); Whelan et al. (2011)	This approach addresses the definition of exceptional abilities or motivation to work, which will allow employees to achieve the highest efficiency and ensure the further development of the organization. Talent management is the process of selecting employees with such abilities and providing them with opportunities to develop and strengthen their potential. Such a view of talent is shared by Ready, Conger, & Hill (2010) and others.

Source: [2, p. 21-26; 3, p. 30-33]

The third group of trends can be conditionally designated as "the concept of strategic integration". It is also very important from the point of view that if the neighboring departments and divisions of the company work together and do not act individually for themselves, the efficiency of the company increases, the proportion of errors in work decreases, productivity increases and all indicators as a whole.

The variability of the definitions of "talent" significantly limits the formation of a unified approach to the management of talented employees. Trends in the approaches to the definition of talent management:

1. Talent as talent. Talent is often perceived as a natural gift and ingenuity, outstanding ability and genius. Talent is constant and unique, it is given from birth, and the knowledge and skills that a person possesses thanks to him cannot be acquired without him.

2. Talent – specific knowledge and valuable skills that are needed by any organization. Talent is the ability and talent that can be developed as you gain experience and skills. Sometimes the first and second approaches are combined: talent – the sum of human abilities, talents, skills, knowledge,

experience, mental abilities, judgments, character and assertiveness, ability to learn and grow.

3. Talent as a performance. As a rule, they talk about talent if a person, by virtue of his inherent abilities, can achieve outstanding results.

4. Often you can find the definition of talent as potential. A talented employee is a person who has the potential for further advancement in the company, and potential leaders are "future-oriented." Talent is a "strategic balance between performance and potential." In other words, talented employees are people who regularly demonstrate their outstanding abilities, achievements and opportunities for further development.

5. Often the term "talent management" refers to "competency-based management". Competence implies knowledge, skills, experience and personal qualities. Thus, a talented employee is a combination of high potential and performance. The newest techniques include the formation of a competency structure for companies, which also has a competency dictionary to help develop job descriptions.

Talent Management" (TM) as a professional term was popularized by human resources specialists in the late 90s of the 20th century, when

high-tech companies began to wage a "war for talents". This term was coined by McKinsey in 1997 after studying this phenomenon and publishing a book of the same name. If you look at talent management from the other side, talent management can be called a system whose goal is to increase the level of competence in critical activities through implementation projects to attract, develop, promote and retain talented personnel.

A talented employee of the organization should, in our opinion, consider such a specialist who is able to achieve and achieve in the past and present time the goals set for him, uses all his scientific and creative potential, has high labor productivity, has leadership potential, and earned authority among his, super mobile, sustained, subtly feels the characteristics of organizational culture, knows how to subordinate personal interests to public ones, is devoted to the interests of the organization, is focused on personal and professional development within the organization.

The main task of the company in the effective management of talents is to create such working conditions and life of employees in the organization, in which useful abilities, knowledge and skills can be developed and successfully implemented. Talent management is the identification and development of professionals possessing professionally valuable qualities and skills that they demonstrate with high efficiency in working for a corporation.

In our vision, talent management as a direction of activity is working with existing employees of the organization, possessing the greatest possible amount of specialized knowledge, which are of decisive importance in achieving an organization's competitive advantages, developing key knowledge for the organization, creating conditions for the effective transfer of employees' knowledge into positive effects for the organization. In today's dynamic market environment, management of talented employees has certain peculiarities.

Today, in the management theory of modern young people, it is customary to refer to the "Y" generation, to whose needs it is customary to attribute a long-term career, the possibility of gaining diverse experience within the company, understanding the purpose and meaning of work, interaction with mentors and experienced employees, a balance between personal life, the use of high technology, free and sincere communication in the team. Consequently, the entire array of young people has these characteristics, attitudes and goals.

Indeed, talent management, in our opinion, as an organizational human-oriented activity of the organization has a dual nature: on the one hand, it represents another element of the enterprise

development management system along with employee career management, personnel reserve management, training and advanced training, and On the other hand, talent management can be understood as another element of the knowledge management mechanism of an enterprise's personnel (along with knowledge management infrastructures – modifying the organization's culture, creating an information support unit, creating a special organizational structure for knowledge management).

In connection with the intensive development of management talent today, three business models of talent management can be distinguished, each of which has its own specific characteristics, namely the American, European and Asian model of talent management.

American talent management business model is characterized by: individualism; contractual form of business relations; criteria for promotion in the form of high qualifications and ability to learn; the relationship of work to the company in the form of short-term employment and frequent changes of work, depending on wealth; economic factor (money) in the form of the main motivation:

1. To achieve successful performance in many sectors of the economy, they often use a well-developed talent management system.

2. The talent management system is an integrated software product that is an automated tool for solving various tasks.

3. Profits of firms that are guided by a well-established policy of talent management are 26% higher than firms with no such policies.

4. There is a classification of workers into groups "A", "B" and "C".

From the point of view of the *European business model of talent management*, the current situation in the field of talent management is characterized by the following theses:

1. The topic of talented employees in Europe is becoming more and more popular, because there is a tendency that it is talents who give names to world-famous companies.

2. In the European business model, priority is inherent in teamwork.

3. Any employee is an object of development and training, which requires investment, while you need to invest in the output of employees who show effective results.

4. The talent management system is relevant for large enterprises with more than 100 employees.

5. The retention of talent in the company is the main difficulty in the field of talent management, for such employees need serious motivation.

The Asian talent management model has the following characteristics:

1. 50% of companies begin to automate talent management from work on efficiency, 30% from search and selection of personnel; 10% – from automation of corporate training.

2. 90% of human potential is based on experience, labor and practices, and only 10% depend on natural inclinations.

3. The main problems encountered in working with talented employees in American practice: – new requirements for talented employees; – the struggle for talent; – growing mobility of top management personnel.

4. When introducing a talent management system, it is important to start it from a strategic process.

5. When choosing an employee, it is necessary to take into account all the factors, since any defect is rather expensive for any company.

6. One of the signs of talent is the ability to grow and develop, so when evaluating an employee, it is important to consider both the current level of competence and the future potential [4, p. 7-9].

It is important to mention that American economist John Sullivan, based on his many years of experience, singled out 15 Western companies that successfully implemented a talent management system. Sullivan used the following criteria for selecting companies:

1. Hit the current list of the best jobs for Business Week or Fortune.

2. Has received awards or received accolades in the media for outstanding achievements in talent management.

3. Was a launching pad for leaders in talent management, who now hold senior positions in some other large company.

4. Did not stop the growth and hiring of new workers, despite the economically unstable times.

He divided his list into two categories: daring innovators and fundamental firms. The following companies were considered to be daring innovators in talent management:

1. Google – applies bold and innovative approaches to all aspects of talent management. Despite the extreme degree of dispersion characteristic of this organization of 23 thousand employees, it manages to succeed in coordinating joint activities.

2. MicroSoft – a generator of innovations related to talent management. It is characterized by decision-making based on data from a group of analysts who continuously monitor the involvement of the most productive employees in the company's business processes.

3. Zappos7 – uses in practice the payment for the care of people willingly hired by mistake, which clearly demonstrates the understanding of the value of the best talents.

4. Apple – in no industry will you find such a success in innovations and brand development of the company's products like this.

5. Sodexo is an innovator in talent management in an industry where it is not customary to try to go beyond the boundaries of the possible (services in the field of organizing corporate catering and complex real estate management).

6. DaVita8 is an innovator in talent management within the healthcare industry.

7. Facebook – the company is in the process of building a strong employer brand. Everyone working on Facebook is aware that they are literally changing the world of today, and their leaders in talent management are not comfortable with the fact that they remain [5, p. 54-59].

Fundamental companies have built such talent management services that over the years they have been the best training ground for future leaders. Many of these fundamental firms literally flooded the executive chairs of other large companies with their former employees.

- PepsiCo Inc. – this company managed to bring up the largest number of managers in talent management. The firm also excel in global talent management, ethnic and socio-cultural diversity, and leadership training.

- Johnson & Johnson – this company also has a well-deserved reputation for training talent management managers, who then occupy senior positions in other large firms.

- Southwest Airlines – the company was an innovator in all aspects of talent management long before the “war for talent”. Her innovative approaches to recruitment, team building practices and increased staff engagement are still often copied by other companies.

- General Electric – achieved excellence in internal translations, differentiated incentives, globalized practices and getting rid of useless workers.

- IBM – continues to be one step ahead in globalized talent management and remote management. Internal relocation and management training systems are among the best in the world at this company.

Conclusion. In the article it was analyzed that talent management is one from the points of contact of Ukrainian and foreign TNC in HR strategy. Today, Ukrainian companies are increasingly showing interest in the system. Talent management, many companies are beginning to use standard or specialized training programs for deeper development employee potential. There are solutions in the field of automation of talent management processes, real examples of specific large enterprises, described examples of personnel certification, one of whose tasks is talent management.

References:

1. Iliashenko, S.N., Shipulina, Yu.S. (2016). The intellectual capital and corporate culture in innovative society: aspects at the level of the region. Ukraine and its regions on a way to innovative society. V.I. Dubnitskii, I.P. Buleev (Ed.); NAN Ukraine. In-t ekonomiki promyshlennosti; Donetskii ekonomikohumanitarnyi institut; Akademiia ekonomicheskikh nauk Ukrainy. (Vols. 1-4; Vol. 1). Donetsk: Yuhovostok.
2. Halligan, B., Shah, Dh. (2015). Inbound Marketing: Get Found Using Google, Social Media, and Blogs. (N. Konevskaia, Trans). Moscow: Dialektika.
3. Ansoff, I. (2016). Strategic management. L.I. Evenko (Ed.). Moscow: Ekonomika.
4. Iliashenko, S.N. (2014). Primenenie metodov i instrumentov marketinha v upravlenii znaniiami [Application of methods and instruments of marketing in management of knowledge]. Marketinh i menedzhment innovatsii – Marketing and Management of Innovations, 2, 7-9. (in Russian)
5. Melnik, L.H., Iliashenko, S.N., Kasianenko, V.A. (2014). Ekonomika informatsii i informatsionnye sistemy predpriatiia [Economics of information and information systems of enterprise]. Sumy: Universitetskaia kniha. (in Russian)