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# **INVESTIGATING BEHAVIORAL INTENTIONS FOR SPORTS SPECTATORSHIP IN U.S. COLLEGE FOOTBALL: THE CONTEXT OF VALUE, SATISFACTION AND BRAND EQUITY**

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## **ABSTRACT**

*Sports events are attracting more people every day; sports organizations are looking for ways to establish relationships with their fan base. Building a large and responsive fan base is very important for profitability of sports organizations. Predicting sports fans' intentions and engaging fans require a better understanding of influential factors namely, perceived value, satisfaction, and brand equity. This study developed scales to measure these four constructs for sports spectatorship in U.S. college football. Data was obtained from 390 students at a Southeastern public university. The four factors explained 70.3% of the variance. Construct validities and reliabilities were also provided. The findings offer several implications for sports organizations and academic research on sports marketing in understanding value, satisfaction, brand equity perceptions and behavioral intentions of fans.*

# **A Conceptual Framework of Strategic Talent Management and Firm Success**

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## **ABSTRACT**

*Nowadays, rapid environmental changes such as in technology and the intensity of business competitors affect organizations; and it is difficult to achievement meet. Humans are viewed as the critical factor that can move the organizations to superior competitiveness. Especially, a talented employee is a key driver because of their potential that can make a significant difference to firm performance. Currently, talents are required by many firms that need to attract a talented person because their capabilities to become higher quality than the others in the organizations. Strategic talent management remains a hot issue for HR practitioners in that they attempt to find the best way for retention and motivation of high-performance employees due to the competitive advantage of business. So, this paper presents the concept of strategic talent management that aims to provide the priority of process concerned with strategic talent management as described by five dimensions (employee specialty competency focus, employee value-searching orientation, employee development investment emphasis, employee ability enhancement concentration) which positively relate to five consequences (superior operational proficiency, business value creation outstanding organizational outcome, business competitiveness and firm success). Moreover, in the future, this paper will add value to human resource management when it proves the proposition that points to the accuracy of a link relationship of each construct from the precise literature review.*

## **INTRODUCTION**

Since 1997, the phrase “the war for talent” was coined by McKinsey (Axelrod, Handfield-Jones, & Michaels, 2002). McKinsey & Company, as a large firm, is accepted by the best prestigious management-consultation that published their well-known report declaring that “better talent is worth fighting for” (Chambers et al., 1998: 45). DEA (2009) points out that a talent is viewed as people who have special competencies, and their competencies in business are of strategic importance to the organization. In addition, talent comprises individuals who can make a difference to organizational performance through the highest levels of potential either by their sudden contribution, or in the longer-term (CIPD, 2012). However, talented employees need to develop their competencies, so the organization should pay attention to the efficiency programs that help polish their potential to achieve competition in business.

In the term “talent management (TM)” is a stream of interest and it is accepted by practitioners and academics (Berry, 2007; Jenkins, 2006; Maxwell & MacLean, 2008; Powell & Lubitsh, 2007). Because of rapid world changes, this reason pushes the firms in their effort to create customers by differentiation, and through novel and creative ideas that bring them success. Further, the changing conditions of competition also impact changed perspectives regarding employees in human resource management. Owing to this, the most valuable assets of businesses

are the employees who are considered as cost contributors. To date, all employees are the important who are to be viewed as talented persons, creating added value to the firms. Globalization has made the transition of talent management from process to strategy in that many businesses realize would fit strategy employment to competition for a survival trajectory. According to the priority of processes, namely, attracting talented employees to the business, retaining them and their loyalty to the organizations is by obtaining education and career development opportunities, and coaching facilitators through managers of these employees, which are considered as important points (Gumus et al., 2013).

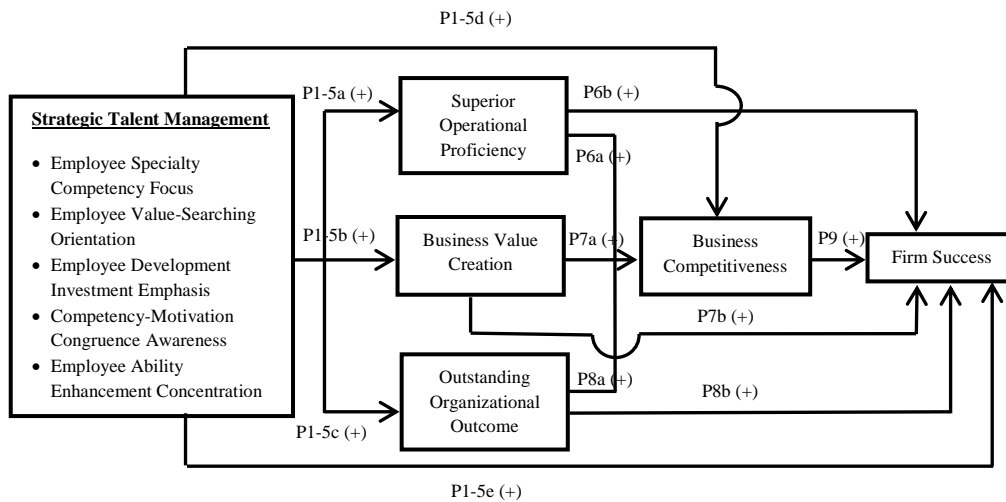
Talent management remains one challenges of the present firm that is promptly faced with involvement in human capital (Ashton & Morton, 2005). Moreover, the important contribution is that the firms can preserve their skilled employees and gain benefit from them in accordance with the objectives of the business. Although the increased focusing on talent has spread from knowledge-based organizations to broader segments in the labor market, talent management research is little (Burbach & Royle, 2010; Collings & Mellahi, 2009). The majority of articles have appeared in the literature reviews, or some conceptual paper while the empirical study having articles about talent management that can be found in academic literature, has been very few. These loopholes are interesting in that this paper is reviewed by some literature for exhibition with a conceptual framework. The aim of the current paper is to guide for the investigation of the relationships between the five dimensions of strategic talent management (employee specialty competency focus, employee value-searching orientation, employee development investment emphasis, competency-motivation congruence awareness and employee ability enhancement concentration), which has an influence on firm success. Moreover, the literatures reviews of this conceptual framework related to predictive and construct validity are addressed by these nine propositions.

In the future research direction, it shed light on how strategic talent management scholar will pay attention for integration of these relationships and transform talent-management concept into a legitimate field of academic study or apply it for practitioner. The outline of this paper is organized as follows: First, it briefly reviews the previous literature relevant to these variables and proposes a conceptual framework which develops the related propositions for testing. Later, it describes research methods. Finally, the last section presents theoretical contributions, managerial contributions, a suggestion for future research, and a conclusion.

## **LITERATURE REVIEWS**

This paper provides a conceptual framework of strategic talent management and firm success. The relationships of these variables are supported by the literature review as shown in Figure 1.

**Figure 1A**  
**CONCEPTUAL FRAMEWORK**



### Strategic Talent Management

At the present, talent management has become an imperative fundamental of current organizations, and organizational success is based on talent that is employed (Beheshtifar, Nasab & Moghadam, 2012). Recently, a large number of firms give more attention to new vision concerning talent management. It is viewed as part of the important process and as subject matter of strategic management. Talent is posed as the primary driver of any successful firm in order to show the achievement or failure of the organization, depending on owned talents and the development of their condition. Thus, strategic talent management is a very important aspect that has evolved, and is a new field that is permitting firms to develop and retain highly-qualified employees in order to boost performance within the firm.

The topic of talent management (TM) is a popular issue for practitioners in the field of human resources, and is continuously growing. It is interesting, but lacks clarity of the meaning of the term “talent management” because many authors have various assumptions regarding definitions that increase the confusion (e.g. Lewis & Heckman, 2006). These many arguments involve types and processes, and are focused on the contents of elements of talent management (e.g. Avedon, 2010). Moreover, Lewis & Heckman (2006) identified three key perspectives of talent management. First, TM is substituted by a new term for common HR practices (“old wine in new bottles”) such as recruitment, leadership development, and succession planning. These are a similar rebranding of HRM because the contribution of this literature is quite limited beyond the strategic HR literature. Second, the core of literature emphasizes succession-planning practices which focus on the development of the talent pools by managing the progression program through positions. Lastly, the literature focuses on the generic management for talented employees. Thus, strategic talent management in this paper refers to the ability of a firm to integrate a systematic set of processes and procedures for use within the organization to seek, retain, develop and push talent to succeed in strategic objectives that contribute to the organization’s sustainable competitive advantage (Collings & Mellahi, 2009; Avedon, 2010).

These five distinctive dimensions of strategic talent management are involved in how strategic talent management affects firm success, namely, employee specialty competency focus,



employee value-searching orientation, employee development investment emphasis, competency-motivation congruence awareness, and employee ability enhancement concentration. These also contribute to strategic talent management outcomes. Therefore, this section provides an explanation of these dimensions as below.

### **Employee Specialty Competency Focus**

Competency is an important factor which clarifies the requirements for successful performance. Sita & Pinapati (2013) defined competency as the ability and capability of a person to play progressively in a given situation. Adsule & Badrinarayan (2014) argue that competency is defined as the behaviors of employees who must have, or acquire, upon each a situation in order to accomplish high levels of performance.

In this paper, employee specialty competency focus is defined as the ability of a firm to emphasize the distinctive characteristics of the employee as being a high performer, having cognitive ability, and holds potential. These capabilities impact a significant difference to present and future organizational performance (Morton, 2004; Tansley et al., 2006). Competency has been known around business through the presentation by the authors (e.g. McClland, 1973; Boyatzis, 1982; Spencer & Spencer, 1993). Especially, the basic purpose of defining competencies or competent performance was to improve human performance in work (Hoffman, 1999). Boyatzis (1982) & Klemp (1980) proposed that a person would have better performance in a job when competency is an underlying characteristic. Moreover, many studies concerned with competency emphasize the concept that often includes underlying skills, traits, attributes, knowledge and attitudes that are required for achievement in a job (Boyatzis, 1982; Spencer & Spencer, 1993).

In general, organizations need to acquire employee specialty competency which can make a significant difference to the present and future performance of the company. Thus, employee specialty competency focus is likely to promote firm success, business competitiveness, superior operational proficiency, business value creation and outstanding organizational outcome. The hypothesis is proposed as follow:

- H1 Employee specialty competency focus will have a positive influence on (a) superior operational proficiency, (b) business value creation, (c) outstanding organizational outcome, (d) business competitiveness, and (e) firm success.*

### **Employee Value-Searching Orientation**

In this paper, employee value-searching orientation refers to the ability of a firm to seek and identify the potential employee who plays a strategic role associated with the capabilities to contribute to the value creation of a firm, and can enhance a firm's competitiveness to achieve the goal of the objectives (Heinen & O'Neill, 2004; Huselid, Beatty & Becker 2005; Mellahi & Collings, 2010). The pivotal positions have the differentiated capability to contribute to organizational outcomes due to the fact that it is difficult for all employees to contribute equally to firms' value addition (thus pivotally positioned) and dissimilar key positions in which it plays a strategic role. Top performing employees contribute more to organizational outcomes than low-performing employees (Heinen & O'Neill, 2004).

In addition, the cause of pivotal positions also has greater impacts on the competitive advantage of firms, they need to be identified and filled with high-performer employees

(Huselid, Beatty & Becker 2005; Mellahi & Collings 2010). Accordingly, O'Callaghan (2008) presented that to identify talent one should consider visible and invisible, as well as comprehensive processes that identify and assess talent as proposed by seven key elements, namely: talent review meetings, performance data, psychometric assessments, track record reviews and evaluations, qualifications, development/assessment centers, and various-source offered back reports. Lawler (2008) argue that competitive advantage is important, which shows the acquisition of right talent. Talent is a key of innovation that can develop high quality performance. Moreover, the importance of acquiring talent has different experiences and ideas for acceptability of change, the ability to learn, and execution of new processes. Hence, employee value searching orientation is likely to move firms to achieve their firm success, business competitiveness, superior operational proficiency, business value creation and outstanding organization outcome. Thus, the hypothesis is proposed as follows:

- P2 Employee value-searching orientation will have a positive influence on (a) superior operational proficiency, (b) business value creation, (c) outstanding organizational outcome, (d) business competitiveness, and (e) firm success.*

### **Employee Development Investment Emphasis**

Accordingly, “development” refers to activities related to the acquisition of new knowledge or on increased skills for objectives of personal growth and “training” which refers to a systematic improvement of an individual, team, and organizational effectiveness by learning and development (Goldstein & Ford 2002). Meanwhile, an organization’s knowledge base is developed, as an evolutionary process that is supported by the fundamentals of strategic investment decisions, but is also limited by patterns of human, social, and organizational capital.

Employee development investment emphasis in this paper refers to a firm’s perception of important activities in order to improve employee potential which these activities support for developing and upgrading employees with outstanding potential and increased ability. Lee & Bruvold (2003) noticed that investment for employee development is likely to build a greater obligation of employees that affects the organization, and which leads to its effectiveness. It is derived from supporting the increase employee motivation to work hard. Higher investment concern with human capital is linked to changes in fruitful behavior, via a quality-quantity tradeoff (Becker & Lewis, 1973); to inflate in the growth rate of technology (Lucas, 1988); and direct to a higher level of output (Mankiw, Romer, & Weil, 1992). Concordantly, high potential identification and development refers to the process of the firm that classifies and develops employees who are potentially competent to moving toward leadership roles in future. Developing and retaining high potential talent is one of the most difficult challenges of the organization. It is stringing together a range of meaningful experiences in a systematic approach that will appropriately shape character and skill while simultaneously providing productive value to the business outcome (Berger, Lance A. & Berger, Dorthy R., 2010).

Wyatt & Frick (2010) suggest that human capital investment is intrinsically related to the success of the firm. In terms of, the effort to increase human capital value, the firm needs to focus on input, and the firm’s human capital, such as in attracting employees, and developing and implementing schemes to retain and provide encouragement for talent staffing (Wyatt & Frick, 2010). According to Huang et al., (2002), the study proposes that such competition is very widespread, and the firm needs to pursue activities for the best talent, to generate a competitive battleground. Therefore, the hypotheses are proposed as follows:

- P3 Employee development investment emphasis will have a positive influence on (a) superior operational proficiency, (b) business value creation, (c) outstanding organizational outcome, (d) business competitiveness, and (e) firm success.*

### **Competency-Motivation Congruence Awareness**

Competency-motivation congruence awareness is defined as the ability of a firm to focus on balancing the degree of the potential in individuals and how to influence what others are motivated to do, such as by high pay or, a challenging task. Competency is one of the important characteristics the organization needs. Wiek et al., (2011, p. 204) define competency as “a functionally linked complex of knowledge, skills, and attitudes that enable successful task performance and problem solving”. In a knowledge-centric economy, competency mapping has become an important tool and draws extreme attention from the industry (Sengupta, Venkatesh & Sinha, 2013). Competencies are viewed as resources and capabilities that enable organizations to develop, adopt, and implement value-enhancing HRM strategies (Lado & Wilson, 1994).

Motivation is defined as the phenomena associated in the operation of incentives and drives (Drever, 1952). Furthermore, motivation is a key component of the mysterious energy that operates through the employees’ performance. Abundant evidence supports that motivation is desired of employees to engage in behaviors that contribute to the achievement of a firm’s goals (e.g., Heider, 1958; O’Reilly & Chatman, 1994).

Pay for performance is an incentive pay form which is the most famous and has been widely well known among organizations. While they attempt to increase contributions to the value-added component of their employees, in accordance with simultaneously decreasing fixed costs, evidence concerning its effectiveness remains mixed (Gerhart & Rynes, 2003; Werner & Ward, 2004). Moreover, higher productivity and higher employee retention can be derived from enhancing the motivation of an employee. This helps to support the organization to survive among quickly-shifting environments and the intense competition of business (Smith, 1994). Therefore, competency-motivation congruence awareness of the organization is likely to retain and utilize talent in order to facilitate competition. Thus, the hypothesis is proposed as follows:

- P4 Competency-motivation congruence awareness will have a positive influence on (a) superior operational proficiency, (b) business value creation, (c) outstanding organizational outcome, (d) business competitiveness, and (e) firm success.*

### **Employee Ability Enhancement Concentration**

Employee ability enhancement concentration in this paper is applied from the concept of self-development for which the principal argument is regarding improvement that is not matter of proficiency, but is related to personal willingness and determination to bind oneself to a process in which the individual values are believed (Burgoyne, 1977). In fact, the individual begins to look for goals then later chooses how to achieve them. Next, they begin an action for achievement, and lastly, evaluate the success (Megginson & Whitaker, 1998). According to some view points, self-development is a broader applicability at the collective level of organizations. Moreover, self-development can connect all employees to all levels of the organization. That process of serving one another is one of the most significant strategies.

Employee ability enhancement concentration is defined as an ability of a firm to provide appropriate, supplementary activities, and facilitate the environment to enable potential employee development that contributes to the achievement of the organization. The talent

development initiative of the company is to develop employee multi-dimensional knowledge and skills, so that they can decide their own career plan, and be flexible enough to pursue specialist tracks. Meanwhile Smith (1990, p.17-19) proposes that, "Individuals will need to create and use self-development opportunities as an integral element in their organization's development." Indeed, the perceived benefits from self-development emphasize the integration of the development of both the individual and the organization. According to Temporal (1984) an individual's perspective of self-development can enhance self-confidence and advance latent abilities which would improve initiative and task performance. Meanwhile, in the organization's perspective of dynamics change, it inspires managers to consider change and positive improvement. Moreover, self-development encourages participation and may affect adding an individual's commitment to the organization.

Thus, employee ability enhancement concentration of a firm is likely to affect related superior operational proficiency, business value creation, outstanding organizational outcome, business competitiveness and firm success. Hence the hypothesis is proposed as below:

- P5 Employee ability enhancement concentration will have a positive influence on (a) superior operational proficiency, (b) business value creation, (c) outstanding organizational outcome, (d) business competitiveness, and (e) firm success.*

### **Superior Operational Proficiency**

This paper proposes superior operational proficiency to be defined as the output of operational excellence, which focuses on improvement such as in quality products, delivery processes, goods and services cost management of firms that related to consumer satisfaction, and the response to a consumer needs by high-quality persons (Treacy & Wiersema,1992). Many increased factors enable organizations to seek more efficient operating method and warrant their operational processes which attain effectiveness (Hill, 2000; Slack et al., 2004).This is concerned with the need to deliver value-added products or services of exceptional quality, on time, and at a competitive price. Proficiency is applied to the concept of the assessment of professional skills in a wide perspective of a variety fields and this concept is used in a relatively infrequent routine. An overview of proficiency shows that it is good governance of professional knowledge, skills and competencies (Beta and Lidaka, 2015).

A measure of operational performance objectives are: cost, quality, reliability, flexibility and speed (Hill, 2000; White, 1996). Cost performance means that the outcome is derived from the elimination of waste and achievement of efficacious operation such as in purchasing, production and staff performance (Russell & Taylor, 1995). Quality performance is the consistent provision of products and services that satisfy customers and provides organizations with the opportunity to link the gap between their capability of offering, and what customers demand (Russell & Taylor, 1995). Reliability means that the credit of a firm is considered by customers that firms' processes consistently perform and satisfy' customers by providing on-time service (Corbett, 1992). Flexibility is the ability of the organization, and the extent to which it adjusts (what it does, how it does, and when it does) and changes in order to respond to customers' requirements (Slack, 1991). Speed concerns service requested by customers and the delivery of the service by organizations (Hill, 2000). Moreover, better operational performance is viewed as the products or services offered by an organization that should become more attractive to customers, and the firm is likely to show better business performance (Naveh & Marcus, 2005).

Therefore, firms which have a higher efficient operational development are likely to gain superior competitiveness enhancement. Hence, the hypothesis is proposed as below:

*P6 Superior operational proficiency will have a positive influence on (a) business competitiveness and (b) firm success.*

### **Business Value Creation**

Value creation is the importance of a firm's awareness of producing through customer perceived value, which is based on their trade-off concern with "what they get" (quality, perceived benefits, or performance) and "what they give," as a value through the insight of various customers, including product utility (Zeithaml, 1988), perceived benefits over costs (Christopher, 1996), market-perceived quality adjusted for consistency of price (Gale, 1994), and perceived benefits over sacrifices (Eggert & Ulaga, 2002). Especially, in the value-based approach, customer satisfaction performance rests on the customer who defines the value of goods or services by price, convenience, and quality attributes (Treacy & Wiersema, 1992). Moreover, value creation is defined as the offered value that the firm constructs in its market, proposing that the customer consumes, judges, and confirms those customers who consider and utilize achievement of their consumption goals (Woodruff, 1997).

Therefore, this sense about customer needs and concerns over customer perceptions of benefits is viewed as a crucial role to which that firm should pay more attention. It explores the preference features of products and services to create value and necessity to offer all of the value that customers seek in the marketplace (Mittal and Sheth, 2001). In addition, delivering superior value to customers is vital for business success, including being the source of competitive advantage (Guenzi & Troilo, 2007; Nasution & Mavondo, 2008). Accordingly, the organizations which have a robust commitment to generating and delivering superior customer value would benefit from a supportive corporate culture that concentrates on customers' expressed and latent needs, thus enhancing corporate performance.

Business value creation is defined as the ability of a firm to respond to customer needs with a good product and service, and as a value through the insight of various customers (including product utility and perceived benefits over costs derived by improving the potential of the human resource). Prior research found empirical support that proposes customer value by a firm having been associated with business performance, including profitability, customer retention and sales growth (Stanley & Naver, 1994; Mc Dougall & Leveque, 2000; Levenburg, 2005). Therefore, the hypothesis is proposed as follows:

*P7 Business value creation will have a positive influence on (a) business competitiveness and (b) firm success.*

### **Outstanding Organizational Outcome**

Outstanding organizational outcome in this paper refers to the organization's output quality of being able to bring about an effect in its operational objectives. Ussahawanitchakit & Pongpearchan (2010) point out that business practice effectiveness refers to the operational activity which can carry to the mission and vision of an organization to achieve a goal. The outcome of business excellence includes best practice within an organization, responding to strategic purposes, affording stakeholders' satisfaction, and sustaining competitive firms (Ritchie & Dale, 2000). Essentially, the notion of talent is associated with ability or intelligence, which is

the ability to utilize some occupation or to carry out an activity. Talent is generally embedded with innate ability and creativity, but also can be developed by practice and training. It also reflects talent brain power or the ability of a person to learn things simply and expertly to improve an activity. Consequently, a firm can combine existing knowledge and new creation, including diffusion of new knowledge to drive innovation through production and service activities, which in turn, leads to economic performance and growth (Wolfe & Bramwell, 2008).

A firm's capability to generate, apply and manage knowledge is important to its competitiveness (Coff, 2003; Grant, 1996; Madhok & Phene, 2001; Nonaka & Toyama, 2005). These capabilities pertain to the attainment of the fundamental missions of an organization's department and the effectiveness and efficiency of its creative operations, including performance, standards, and safeguarding the potential of human resources against loss. Generally, when a firm can recognize the handling of outcomes by excellent manners, important best-practice efficiency helps to reduce loss, enhance practice performance, and continues task improvement that includes the preventions of all mistaken cases (Bhasin, 2001). It is a good result of discipline to have professional commitment, and which continues to fulfill employee skills in employee roles. Moreover, it can promote the reputation of task and competency assumed to be received from operational practice. Consistent with Proctor, Tan & Fuse (2004), a firm's ability to adopt and implement novel skills and innovative strategy doing its work is positively related to firm growth and survival.

Thus, outstanding organizational outcome is likely to affect business competitiveness and firm success. Hence, the hypothesis is proposed as:

*P8 Outstanding organizational outcome will have a positive influence on (a) business competitiveness and (b) firm success.*

### **Business Competitiveness**

In this paper, business competitiveness is defined as the sustained capacity of a firm to gain and develop a new work process and creativity of products, including maintaining a highly skilled employee, with advantages that are possessed over other firms in the industry (Ussahawanichakit, 2007). Competitiveness is referred to the preference and skills that can retain a position in the market, to increase market share and profitability, and eventually to join commercially fruitful activities (Filó, 2007). The competitiveness concept of the manufacturing sector has been conventionally evaluated both at the regional and firm level (Voulgarisa & Lemonakisb, 2014). According to the firm level, competitiveness refers to the ability of a firm to design, produce and or market products superior to those offered by competitors (e.g. price and non-price qualities) (D'Cruz, 1992). The study of Castellacci (2010) found that innovation-driven capability raises the market share of firms that are positively related to improvements in their efficiency and consistency, according to the report of Hashi & Stojcic (2010). Moreover, the findings of the previous studies point to the involved position of firms in the market that improves as their efficiency increases (Hay & Liu, 1997; Halpern & Korosi, 2001). Numerous studies are in accord with the competitiveness and performance of firms that have concentrated around factors affecting the productivity of those firms (Crepon, Duguet&Mairesse, 1998; Lööf & Heshmati, 2002; Andersson & Loof, 2009; Castellacci, 2010).

As to sustaining competitiveness, firms need to increase quality management that focuses on a core business process, social relationships, collaboration with competitors, and partners (Loch, Chick, & Huchzermeier, 2007) or, on a cooperative network (Álvarez, Marin, & Fonfría,

2009). Therefore, firms concentrate on knowledge security (Pearce, 1999). Firms emphasize the adjustment of the business environment within an industry, such as in launching technological innovative products to the marketplace. It provides faster product cycles, presaging novel product variants and faster product obsolescence related to intensified customers' needs, and increasing sustainable consumption (Sonntag, 2000). Hence, business competitiveness is likely to affect achievement, which leads to firm success. This hypothesis is proposed as below:

*P9 Business competitiveness will have a positive influence on firm success.*

### **Firm Success**

Success is the result of the right formula combination of strategies and the implementation of activities to achieve strategic objectives. While firm performance is close to the meaning of firm success, it is represented by the growing rates of sales, profit, and market share; but with the opposite, decreased rate of potential employee turnover. Moreover, Chalatharawat & Ussahawanitchakit (2009) point out a firm's success as a potential derived from the attainment of a firm's objective, which is the overall performance of four main perspectives: finance, customers, internal business processes, learning and growth. Likewise, Cadez & Guilding (2008) argue that firm success dimensions are measured from product quality improvement, customer satisfaction, sales volume, market share, return on investment and profitability.

Chatman & Barsade (1995) defined that organizational success is linked to strategic capabilities which need to be managed for firm performance or survival in extremely competitive states, and their study presents that organizational success is connected with its strategies, a capability which needs to accomplish firm performance or survival in highly competitive situations. Hence, firm success implies the output of implementing strategic talent management and consequences.

## **CONTRIBUTIONS**

This paper provides a new aspect for the process of strategic talent management by five dimensions (employee specialty competency, employee value-searching orientation, employee development investment emphasis, competency-motivation congruence awareness and employee ability enhancement concentration). These points to the value and importance of workforce, especially a high performance employee in a workplace who plays a key role that utilize the significance of an organization's performance between past and future. Moreover, the comprehensive conceptual framework can help HR managers to understand and apply it to fit into their organizations. The present conceptual paper reflects two aspects of the contribution, which both practical and theoretical are. In the near future, many organizations must prepare to face shifted workforce from the impact based on the association of member networks of various countries (e.g. AEC); they need to use strategic talent management in order to survive and continually keep both a profit and talented employees among the volatility in the competitive environment of business. On the other hand, the theoretical aspect is regarded by human capital theory that helps to clearly understand the importance of humans as an important capital of firms, especially a talented person. In addition to, this the skill development of the employees is an investment for value-adding, due to competitiveness.

## CONCLUSION

This paper presents an avenue of empirical research involved with talent management in that it is viewed as a classic human management topic of a practitioner. A conceptual framework demonstrates five dimensions are employee specialty competency, employee value-searching orientation, employee development investment emphasis, competency-motivation congruence awareness and employee ability enhancement concentration that reflect the respective steps of strategic talent management and its consequence. Human resource is one important factor of current firms that can drive an organization to competitiveness in the business world. The organization should concentrate on developing potential employees who are a key success in competition.

Generally, previous study does not clearly focus on the talent management dimension, in that it presents a wide aspect of talent management that affects organizational performance. Moreover, this paper provides that the consequences are viewed as the outcomes of strategic talent management. In the future, this paper should lead to investigate the propositions for declaring an empirical result.

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