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A Model of Talent Management in a Faith-Based Institution: An Appreciative Inquiry

For almost two and half decades, the concept of Talent management (TM) has attracted the interest of academic and business entities due to its usefulness in human resource processes such as identifying, attracting, retaining, and developing employees for companies to remain competitive. Both organizations and employees tend to be at a competitive advantage when organizations attract the right employees and develop strategies to meet the organization's vision and mission. However, the labor market in the recent past has experienced voluntary employee separation and many employees expressed their intentions to quit their current jobs or to change their careers leaving the organizations with the burden of hiring and training new talents. Whereas the literature identifies some TM models for higher education institutions and corporate entities, some of the identified models use TM practices as constructs to investigate their usefulness within the organization and employees. However, there is a dearth of studies on TM models for faith-based Higher Educational institutions (HEI) in Asia. Therefore, the study aims to develop a TM for HEI since many organizations put emphasis on effective TM as a strategy for retaining high-value employees for efficient and effective organizational performance. The study is anchored on the Theory of attractive quality of Kano. A qualitative research approach with an appreciative inquiry research design was employed to engage employees from different levels within the institution to understand how the faith-based institution identifies and retains talented employees. Purposeful sampling was used to select ten participants composed of administrators, faculty, and staff who voluntarily choose to participate in the study. The data were collected using semi-structured interviews, audio recorded, and transcribed verbatim. The data was analyzed using HyperResearch, a qualitative data analysis software, by coding and grouping codes into categories and themes. The major themes that emerged as factors considered in attracting talented employees include workforce diversity, institutional image, institutional mission, transparency in recruitment, and scholarship opportunities. On the other hand, themes that support retaining talents in HEIs are career development, institutional values, fair policies, work environment, motivational factors, and opportunities for spiritual growth. The findings from this study imply that improving human resource processes and practices are key factors for attracting and retaining talents in HEIs. This has implications for institutional images, and its overall performance. Future researchers might benefit from the study by empirically testing the proposed model in faith-based institutions and corporate organizations.

Keywords: Talent management model, theory of attractive quality, appreciative inquiry, attraction, retention, Asia.

Program Abstract

Higher Educational Institutions (HEI) struggle to attract and retain talented employees to remain competitive. An appreciative inquiry using theory of attractive quality was conducted to develop a Talent Management Model (TM) to attract and retain talents. The themes that emerged included transparency in recruitment, workforce diversity, institutional mission, values and image, and work environment.

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