

学位論文の要旨 (論文の内容の要旨)
Summary of the Dissertation (Summary of Dissertation Contents)

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学 位 論 文
Dissertation
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Talent Management Practice for Non-High Potentials (NHPs)

Talent Management (TM) has been believed as the key to organizational success in succeeding competitive advantage. Thus, since its emergence in the late 1990s, TM has continued to grow rapidly and become increasingly popular, demonstrating a dramatic increase in the number of published research. In its popularity, I still found important gaps to be filled, so it is expected that this development in filling the gap will enrich the understanding of TM in intensity and comprehensively. Most research in the field of TM has been dominated by research with US and European backgrounds, which mainly focus on the private sector, highly talented employees, and most importantly adhere to an exclusive approach. This has consequences in a lack of understanding of TM outside the aforementioned contexts.

The US and most countries in Europe which are more individualistic countries (Etoom, 2022) are certainly different from many other developing countries which have more collectivism in characteristics. Accordingly, I hope that this study can provide different nuances and enrich our understanding of TM from diverse contexts. The public sector has strong traditions and culture related to bureaucracy, egalitarianism, and the principle of equality for its employees, which is of course different from the situation and conditions in the private sector. Furthermore, because most of the focus is on talents, there is an ignorance of employees outside the talent pool i.e., NHPs, who actually make up the larger portion of an organization. As a result, those matters encouraged and motivated me to enthusiastically fill this notable gap by providing a research focus on NHPs. This focus on NHPs signifies that the objective of this study is to propose a third/alternative approach between the tensions of the exclusive and inclusive approaches that are developing in the literature. In addition to paying attention to talent, this research proposes the organization to provide motivational encouragement to NHPs in TM practice, which is expected to maintain their solidity which will lead to increased organizational efficiency and effectiveness. Based on the results, this third way is in line with collectivist countries like Indonesia. By paying attention to NHPs which are the larger part of the organization and to the public sector which adheres to this egalitarianism, this is in line with the collectivist character which gives more emphasis on the obligation to the group rather than individuals such as only focusing on talents who are more inclined to practices of exclusive approach. Based on SET which basically explains various two-way reciprocal relationships between organizations and their employees, it is expected that this theory can be a theoretical foundation in explaining how organizations behave towards employees who incidentally are disadvantaged by TM practice.

Firstly, in Chapter 2, the first study aims to provide empirical evidence on the impact of different appraisal methods for internal talent selection in TM practice on NHPs' outcomes (for studies 1 to 3, I used the three of NHPs' outcomes including organizational commitment, job satisfaction, and intention to leave), drawing on the attribution theory. In addition, it examines the moderation of PSM in the aforementioned relationship. I surveyed 245 NHPs from an Indonesian public sector organization in a scenario-based survey with a post-test experimental design to analyze the results. According to the study, the outcomes of NHPs are partially and unexpectedly impacted by the appraisal methods. Specifically, the "controllability" of talent selection measurement is not the primary driver in NHPs achieving expected outcomes, though it has been emphasized in the recent literature. PSM also partially moderates the relationship between appraisal methods and NHPs' outcomes. This study advanced the attribution theory by suggesting the "appropriateness"

dimension unexplored in the literature, based on the unexpected results of the main relationship.

Second, chapter 3 which is the second empirical study examines how perceived organizational justice mediates the relationship between TM and NHPs outcomes. For this study, I conducted a causal mediation analysis of the findings of a scenario-based survey with 748 public-sector NHPs by adopting a post-test experimental design. The study showed that perceived distributive justice and perceived procedural justice mediated the relationships between equal resource distribution/TM procedures and NHP outcomes, respectively. This study extends and clarifies the argument for fairness judgments based on the gap in resource allocation and the presence or absence of the six rules of procedural justice that affect the attitudes and behaviors of NHPs, who are generally more affected by TM but underexplored, in the public sector. They are considered to be more sensitive to TM in this sector due to its egalitarian culture.

Finally, study 3 which is contained in Chapter 4, examined the effect of communication on NHPs' outcomes in delivering TM-related information. I expanded our research to examine how perceived organizational justice mediates the relationship, thereby clarifying the underlying mechanisms. I conducted also a causal mediation analysis based on the results of a scenario-based survey with a post-test experimental design among 181 NHPs in Indonesia's public sector. The analysis showed that information provision of the accurate procedure before an unfavorable result and face-to-face feedback after an unfavorable result have positive effects on organizational justice, organizational commitment, and job satisfaction. Perceived distributive justice and perceived procedural justice play a mediating role in these relationships. This study has succeeded in explaining an unexplored function of exchange resources in SET literature, that is, communications before and after announcing the unfavorable result were identified as one of the socioemotional outcomes to determine the quality of relations between organizations facing limited allocation of resources and employees facing unfavorable situations (i.e., NHPs).

In conclusion, this dissertation has opened new nuances of TM having unexplored well in the literature. The studies have successfully explored outside the existing TM contexts (US & Europe centric, talents, private sector, exclusive/inclusive approach) to reach the purpose of the study. Based on three empirical studies, it can be concluded that it is a highly potential possibility to propose the third-way approach, by providing motivational encouragement to NHPs in TM. Fostering perceptions of justice among NHPs become a key role in proposing this third-way approach. The motivational factors, related to the attribute in talent selection, resource distribution and procedure, and communication, have effectively worked to maintain or even improve NHPs' outcomes in TM practice.

備考 論文の要旨はA4判用紙を使用し、4,000字以内とする。ただし、英文の場合は1,500語以内とする。

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