

IMPORTANCE OF TALENT MANAGEMENT FOR INFORMATION TECHNOLOGY PERSONNEL IN THE THAILAND'S BUREAUCRATIC ORGANIZATION

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Abstract: The main objective of the present study is to explore the relationship among factors of talent value proposition namely organization branding, talent branding and employer branding, talent management process and high-performance working systems (HPWS). Therefore, the data of the present study was collected from the IT personnel who are employees in the bureaucratic organization of Thailand. The data of this study was collected through questionnaires by using stratified random sampling. The usable response rate was 63.2%. The gathered data was analyzed using structural equation modelling (SEM). The findings of the study point of that TVP factors namely organization branding, talent branding and employer branding play significant role to develop TMP that later impact HPWS. This study also confirms the mediating role of TMP as well. The findings of the present study can be used by the policy makers and practitioners for the practical implementation of talent management practices so the high-performance working systems can be enhanced to increase the employee commitment. This study also discussed the limitations and novelty in detail.

Key words: Talent management process, talent value proposition, high-performance working systems, Structural equation modeling, Thailand

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Introduction

The digital technology has evolved and developed rapidly and on continuous basis since last decade. Everyone around the globe is more familiar with term digital transformation since last few years. Digital transformation is very important to enhance the comfort and speed through the usage of cloud technology, mobile technology and high speed internet. Survival of the organization is dependent upon the attention of organization that they give to the digital transformation (Davenport & Westerman, 2018).

In the context of Thailand, organizations have not given much importance and attention to the concept of digital transformation. Whereas, this situation is changed from Covid-19. People and organizations shifted toward digitalization because physical contact was prohibited during Covid-19. But, the way organizations work

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have also been changed because of digital transformation in Thailand during Covid-19 (Verhoef et al., 2021).

In any country there are different kind of organizations. One of the important type of organization is the bureaucratic organization. Scholars have defined term bureaucracy as the organizational structure that is controlled and managed through tight rules at every stage. Researchers have mentioned that the term bureaucracy is mentioned for the organizations that are managed by the government. Moreover, bureaucracy is the system of administration that is designed to achieve long term administrative goals through coordination and systematic works (Byrkjeflot, 2018). In the context of Thailand, the organizations handled by the government are also having bureaucracy type of organization. These organizations have also adopted the digital transformation since last few years. Moreover, organizations are trying to improve their performance by using digital transformation in their structure. For this purpose, it is important for the organizations to have employees who have skills and talent of using digital transformation (Mergel, Edelman, & Haug, 2019).

Researchers have defined talent as the people who have the ability and capability to create innovation and work. Moreover, talented employee will work hard to develop innovation so the performance of bureaucratic organization can be improved and this organization can survive and move forward in this digital era. As a result, such organization will become more competitive (de Yraolagoitia Leza, 2020). Therefore, it is very important for the bureaucratic organizations as well to manage their talented employees so they can survive well in the competitive environment.

In this context, the employer brand along with organizational brand plays very important role to attract, hire, engage and retain the employee who is right for the organization and help in growth of the organization. Overall, brand is the collection of a symbol which represent different set of attributes and ideas. As a result, it develops certain image among the stakeholders. Employer brand is perceived as the brand which creates point of difference from other organizations that are competitors in the job market. This term is also very important for the survival of the organization in the employment market for the long term period. Therefore, the it is key for the organizations to pay attention to the organizational name and to the culture of the organization as well so they can develop and promote the organization and develop positive image among the public.

Therefore, this study is proposed by us to examine the effect of TVP namely employer brand, organizational brand and talent branding on TMP and HPWS in the context of bureaucratic organizations of Thailand government sector (Martínez-Morán, Urgoiti, Díez, & Solabarrieta, 2021).

Literature Review

High-Performance Working System (HPWS)

Researchers have mentioned that HPWS is the virtual or physical environment that is designed so the workers can be effective as much as possible. As a result, organization can achieve its goals and provide value. As a result of high performance

workplace due to regular balance in the investment in technology, physical environment, process, people and technology so the ability of the workers can be enhanced to learn to lead the team, work in team, innovate and discover so the organization can achieve financial benefit. Scholars suggested that the people who are working in the organization plays very important role in developing HPWS. These people include support from co-workers and supervisors of the organization Mekhum and Jermsittiparsert (2019). HPWS as a result plays very important role in developing innovative culture and improve the organizational performance via digital transformation (Andersén & Andersén, 2019).

It is key to point out that HPWS is not one of the organizational system category can may be introduced by the firm through the rules of the organization. Whereas HPWS is the regular process, as it is not a state of stability. Whereas if an organization attain HPWS, it has the capability to impact the organizational performance and may generate success of the organization on the long term basis. As HPWS is the work model formation on the regular basis, therefore, it needs different stages of development on the regular basis. One of the important task is under HPWS is the personnel policy selection, management of talent and developing employees who have potential to perform (Maślanka-Wieczorek, 2014)

Talent Management Process (TMP): Relationship with High performance work system

The talent management process (TMP) is referred as the regular set of activities to attract and appeal skilled personal, improve their skill set and talent and inspire them to improve their performance. In past studies a number of different definitions of TMP are mentioned by the scholars therefore, it is much very difficult to produce one specific definition of talent management. On the other hand, past studies have mentioned different interchangeability terms for the talent management such as “human resource planning”, “succession management”, “talent strategy” and “talent management” (Brown et al., 2019).

These different concepts are used for the purpose of talent management, succession planning and planning of human resource. Whereas, most of the mentioned terms have focused on the management of employees, therefore the main objective of using these terms is to improve the overall performance by specific actions of the employees. Therefore, the main purpose of using term talent management is to utilize the organizational talent at the optimal level. It is the main responsibility of the organization to manage the employees through their proper recruitment and selection process and career development.

Therefore, different studies have defined term talent management as the important mindset that play effective role in regular planning of the employees by the employer to achieve organizational goals. It is also defined as the collection of the practices of HR department including its activities and functions to recruit, select and train an employee to achieve organizational goals (Jindal & Shaikh, 2020).

Past studies have divided the process of talent management in four different categories namely retention, rewarding and compensation, training and

development, and recruitment (Eghbal, Hoveida, Seyadat, Samavatyan, & Yarmohammadian, 2017). It is key to mention that every step of the talent management is linked to the other step (Boštjančič & Slana, 2018).

It is important to mention that if organization hires a talented employee, it may effects the interest level of the employees who are already working in the organization. It may cause lack of motivation and frustration. As a result the internal knowledge transfer and learning process of the organization may get affected. By eliminating such negative aspects of talent, organizations can improve HPWS. It should be noted that the impact of HPWS and talent management must be monitored by the organization on the regular basis. Moreover, the empirical study conducted by Maślanka-Wieczorek (2014) found that best practices of talent management may play an important role in development of HPWS.

Talent Value Proposition (TVP) and High-Performance Working System (HPWS)

Past literature have define TVP or employee value proposition (EVP) as a combination of offerings and associations that are provided by the firm in return of experiences, capabilities and skills offered by the employee to that firm. Scholars have termed employee value proposition as talent value proposition as well. Literature has defined TVP as combination of experiences and skills that are very important and asset for the organization and are considered in the balance sheet of the organization. It is also key to mention that TVP is approach that is employee centered and it is aligned to develop integration among existing workforce. (Deshpande, 2019).

Employer Branding: Relationship with TMP

One of the most recent topics to examine the effect of employer or organization to retain and attract the talented and skilled employees. It has become very crucial for a number of different organizations to focus on employer branding so they can retain, develop, and attract the talented employees within their organization. It is need of time that the organizations communicate and attract the talented potential employees. In this purpose, the existing employees can play very important role (Pawar & Charak, 2015).

The employer brand plays very important role in developing loyalty among the employees. As a result, the efficiency and productivity of the employees as well as organizations is improved. Moreover, if the employer brand is excellent it will help in improvement of loyalty and satisfaction of the employees. Scholars in an empirical attitude of the employees toward work is dependent upon the improvement in the employer brand. The employees who are working in the good organizations are involved in their work a lot. As a result their performance is improved as well. Therefore, there exist positive relationship among employer brand and employees. Moreover, it is treated as one of the best marketing tool for the employer (Vijayalakshmi & Uthayasuriyan, 2015).

The main purpose of organizational brand is to develop a very strong employment brand which eventually impacts organizational performance. Brand equity will be created as a result of employer brand which eventually impacts employee loyalty as

employee retention. If the employees are engaged with the organization, it will also effect the employees retention. The main objective of employer branding is to truthfully and clearly communicate the culture of the organization with all of the stake holders. Moreover, the experience of the job is reinforced as well through the employer branding. Thus, if the experience of the employee is improved through employer branding, it will impact the performance of the long run basis (Gözükara & Hatipoğlu, 2016).

Talent Branding: Relationship with TMP

Talent branding is referred as the loyalty, culture and identity of the organization so it can attract as well as retain the skilled and potential employees and managing these talented employees within the organization. They portray organizational image in a way that this organization is the ideal and best workplace for workers to work. In order to develop the brand, the organization endorse their prestige, image and value so it can be converted to the talented brand through external and internal branding. Internal branding is the retaining and development of potential employees of the organization. On the other hand, the main purpose of external branding is to attract and hire the talented workers from the marketplace (Tiwari & Lenka, 2015).

Scholars have termed employee branding as the talent branding as well. It is basically the image of the brand that is presented to all of the stakeholders of the organization through the employees. Negative perception will be developed among the stakeholders if promised services are not delivered. As a result, customers and other stakeholders will not be satisfied from the quality of services. Therefore, in order to gain competitive advantage and to avoid any negative outcome, it is important that organization must elaborate desired brand image to the employees (Maheshwari, Gunesh, Lodorfos, & Konstantopoulou, 2017).

The talent branding plays very integral role in long term insurance and strategy of the organization. Organization gain long term strategic effect because of talent branding and act as the culture in order to develop well managed organization. It is also the representation of ideal organization. Talent branding plays integral role to retain and engage the employees. The employees who are engaged are important for the achievement of goals of the organization as these employees understand the culture of the organization and its business context. These employees also have required human, technical and managerial skills including problem solving, analytical, decision making and problem solving that are key for organizational success and performance (Alves et al., 2020).

Organization Branding : Relationship with TMP

Branding is one of the important ideas of the marketing in which firm create point of difference from the competitors on the basis of messaging, name and logo. As a result of these marketing messages, organization is able to attract the potential clients and employees as well. As mentioned, this branding concept plays very important role to attract and retain the talented workers in the organizational brand. The customer expectations are reflected through organizational branding. As a result of appropriate and reliable branding organization gains the competitive advantage. In

order to create and develop such attractive branding, the marketing department of the organization is responsible. Organizations are currently interested in developing their organization on the basis of strong points. Organization can achieve this through exploitation of all external and internal divisions and workers (Sharma, 2014).

The origin of organization branding falls in Great Britain when organizations and researchers highlighted this term first time in 1990s. The main purpose of using organizational branding is to ensure that employee's brand must be the reflection of organizational brand in market. In large number of organization, the messages sent are based on the actions, behavior and values of the employees. The organizational branding has a number of benefits to the organization. These benefits include access to the labour market opportunities; decrease the turnover of the talented and skilled employees and recruitment of talented employees.

In order to motivate the employees, the organizational branding plays very significant role. With the purpose to attract the employees, organization offer salaries of different types, considering financial compensation, organizational environment, balance among professional and personal life, future education, providing external as well as internal support, the emotional attitude, professional development, flexible working with chance to work from home, the compensation and vacations, the social and mental satisfaction etc. All these factors reflects the organizational branding and impact the performance of the employees at the workplace (Zaraket, 2018).

H1: EB positively effect on TMP

H2: OB positively effect on TMP

H3: TMP positively effects HPWS

H4: TB positively effects TMP

H5: TMP mediates relationship among OB and HPWS

H6: TMP mediates relationship among TB and HPWS

H7: TMP mediates relationship among EB and HPWS

Conceptual Framework

The conceptual framework of this study is mentioned in Figure 1. This framework was developed on the basis of past studies literature review. According to this model talent management process is affected by the factors of TVP namely organizational branding, talent branding and employer branding. It is assumed that all these factors may help in attracting and retention of employees who are talented and skilled. As a result of this retention, HPWS will be affected.

TVP Factors

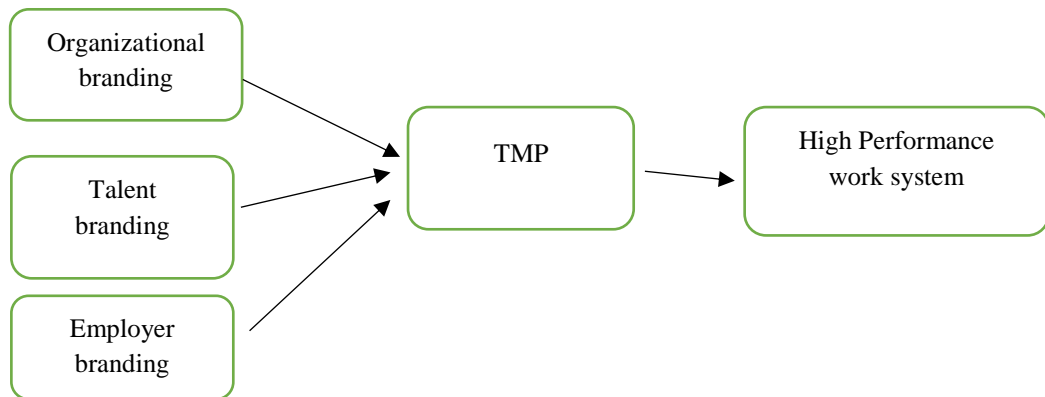


Figure 1: The Conceptual Model and Research Hypothesis.

Research Methodology

The population of the present study are the employees who are working in the government sector of Thailand. The focus of the present study was the IT personal of the Thailand government sector organization. These IT personal was chosen as their JD matched with study population. On the other hand, this study chose government organizations of Thailand as they are bureaucratic organization.

In terms of sample size of the study, we selected sample size based on the recommendations of Comrey and Lee (1992). As per their recommendations, the sample size of 50 is considered as very poor, 100 is considered as poor, 300 is considered as good, 500 is considered as very good whereas 1000 is considered as excellent Comrey and Lee (1992). Therefore, the data was collected from the IT 365 personal working in government offices through stratified random sampling. The data was collected from questionnaire developed from past studies. This data collection was self-administered. We received back 231 usable questionnaires from the respondent.

This study later assessed the features of the sample to which data was distributed and later received back. Majority of the respondents of the study were male i.e. 87% whereas remaining 13% of the respondents were female. Additionally, 61% of the respondents were married whereas 32% of the respondents were not married. Remaining 7% of the respondents did not disclose their marital status. In terms of education of the respondents, 32% of the respondents had the Bachelors degree, 41% of the respondents had the Masters degree whereas 27% of the respondents selected other option. The data collected was examined through Smart-PLS.

Research Results

The collected data of the present study was analysed using Smart PLS. the first step of the analysis is the assessment of measurement model. Before conducting

measurement model, it is important to assess multicollinearity of the data. Basically, multicollinearity is the issue when “the problems with a correlation matrix that occur when variables are too highly correlated” (Tabachnick, Fidell, & Ullman, 2007). This study examined multicollinearity through VIF. The values of table 1 are showing that there is no issue of multicollinearity in the data.

Table 1. VIF.

	HPWS	TMP
EB		1.449
OB		1.515
TMP	1.000	
TB		1.729

Note: EB= employer branding; TB= talent branding, OB = organizational branding, TMP= talent management process, HPWS= High Performance work system.

Moving towards the examination of measurement model. Scholars argued that validity and reliability of the reflective constructs must be examined in order to explain measurement model (Chin, 2010). Examination of convergent validity is the first step of measurement model (Hair, Sarstedt, Ringle, & Mena, 2012). The convergent validity starts with the assessment of factor loading for which the values must be more than 0.40. It can be established from the values of table 2 that the factor loadings of all the items were more than 0.40 which were retained. Whereas the items having loading less than 0.40 were deleted.

Table 2. Factor loading.

		Employer Brand	Cronbach Alpha	CR	AVE
EB	EB1	0.850	0.922	0.939	0.720
	EB2	0.852			
	EB3	0.891			
	EB4	0.852			
	EB5	0.852			
	EB6	0.794			
HPWS	HPWS1	0.926	0.945	0.958	0.820
	HPWS2	0.894			
	HPWS3	0.909			
	HPWS4	0.913			
	HPWS5	0.886			

OB	OB1	0.908	0.946	0.957	0.727
	OB2	0.902			
	OB3	0.897			
	OB4	0.906			
	OB5	0.859			
	OB6	0.847			
TB	TB1	0.927	0.929	0.954	0.806
	TB3	0.870			
	TB4	0.913			
	TB5	0.920			
	TB6	0.856			
TMP	TMP1	0.922	0.940	0.950	0.825
	TMP2	0.895			
	TMP3	0.927			
	TMP5	0.887			

Note: EB= employer branding; TB= talent branding, OB = organizational branding, TMP= talent management process, HPWS= High Performance work system.

In order to further establish convergent validity, calculation and establishment of AVE is very important. In this regard, Hair et al. (2012) proposed the value of AVE must be more than 0.50. The values of AVE in table 2 are more than 0.50. Moreover for the establishment of reliability and validity, this study examined the value of cronbach Alpha and CR for which all values are more than 0.70 which is the threshold value of CR and cronbach Alpha.

The final step of the assesment of measurement model is the evaluation of discriminant validity. This study examined discriminant validity through HTMT and (Fornell & Larcker, 1981). By using the criteria of Fornell and Larker, the squares root of the constructs were compared with the AVE of the other constructs. The values of table 3 shows that the square root at the diagonal are more than the AVE of the other values establishing discriminant validity (Fornell & Larcker, 1981).

Table 3. Fornell & Larcker, 1981.

	Employer Brand	HPWS	Organization Brand	TMP	Talent Brand
Employer Brand	0.849				
HPWS	0.478	0.906			

Organization Brand	0.429	0.453	0.887		
TMP	0.583	0.557	0.499	0.908	
Talent Brand	0.534	0.551	0.563	0.601	0.898

HTMT is the second method adopted in present study for the assesment of discriminant validity (Henseler, Ringle, & Sarstedt, 2015). In this regard, scholars proposed that figures of the correlation matrix must be less than 0.85. It is evident from the table below that all values of HTMT are less than 0.85.

Table 4. HTMT.

	EB	HPWS	OB	TMP	TB
EB					
HPWS	0.510				
OB	0.456	0.476			
TMP	0.626	0.592	0.530		
TB	0.570	0.582	0.596	0.639	

Note: EB= employer branding; TB= talent branding, OB = organizational branding, TMP= talent management process, HPWS= High Performance work system.

After establishment of measurement model, we examined structural model for the evaluation of proposed direct and indirect hypothesis along with evaluation of coefficient of determination known as R square. For this purpose we adopted bootstrapping procedure with 5000 subsamples.

The results of direct hypothesis are placed in table below. It is evident from the statistical values that employer brand have positive effect on TMP (Beta= 0.336, t=5.396). Thus H1 of the study is supported. Moreover, OB and TMP also hold positive significant relationship (Beta=0.172, t=3.416) supporting H2. The findings of the study also show that TMP and HPWS have positive significant relationship as well (Beta=0.557, t=11.210) confirming H3. In the end of direct relationships, the statistical values also supports the direct relationship among TB and TMP with Beta=0.325 and t=4.952.

Table 5. Direct Results.

HYP		Beta	SD	T value	P Values	Decision
H1	EB -> TMP	0.336	0.062	5.396	0.000	Supported
H2	OB -> TMP	0.172	0.050	3.416	0.000	Supported
H3	TMP -> HPWS	0.557	0.050	11.210	0.000	Supported
H4	TB -> TMP	0.325	0.066	4.952	0.000	Supported

Note: EB= employer branding; TB= talent branding, OB = organizational branding, TMP= talent management process, HPWS= High Performance work system.

The values in table 6 supports that TMP mediates the relationship among OB and HPWS supporting H5 (Beta=0.095, t=3.278). Moreover, the findings also reveals that TMP also mediates among TB and HPWS (Beta=0.181, t=4.271) confirming H6. In the end of mediation hypothesis, the findings also confirm the mediating role of TMP among EB and HPWS.

Table 6. Mediation Results.

		Beta	SD	T Value	P Values	Decision
H5	OB -> TMP -> HPWS	0.095	0.029	3.278	0.001	Supported
H6	TB -> TMP -> HPWS	0.181	0.042	4.271	0.000	Supported
H7	EB -> TMP -> HPWS	0.187	0.040	4.644	0.000	Supported

Note: EB= employer branding; TB= talent branding, OB = organizational branding, TMP= talent management process, HPWS= High Performance work system.

In the end of structural model, we examined the value of R square. It is observed that HPWS is effected 31% and TMP is impacted 47.7% from the IV's of the present study.

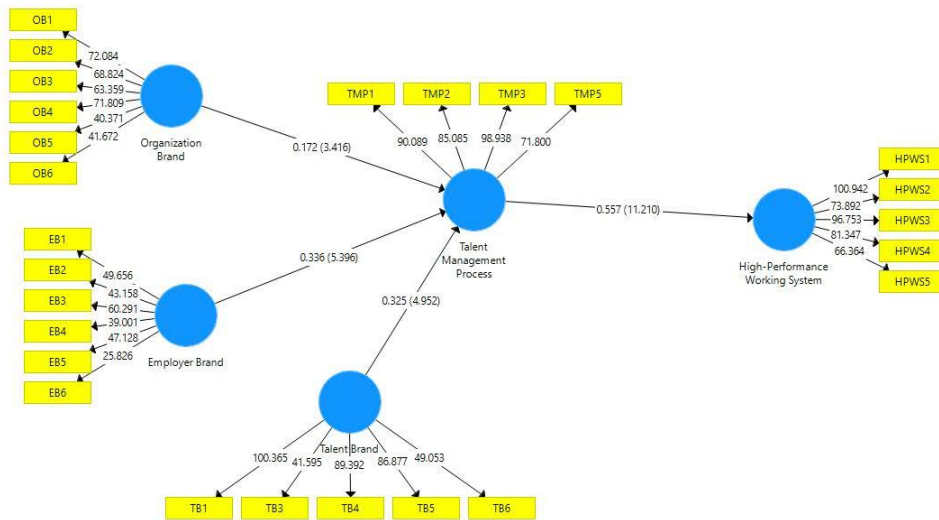


Figure 2: Structural Model.

Table 7. R Square

	R Square
HPWS	0.310
TMP	0.477

Discussion and Conclusion

This study examined the effect of TVP factors on TMP and HPWS in the government organizations of Thailand. The findings of the study reveal that there exist high level of relationship among the factors of TVP, TMP and HPWS among the bureaucratic organization of Thailand. These findings are reflecting the intention of the respondents showing that these people are aiming to work for the organizations that is HPWS so they can get better job experience.

The findings of the study reveals that TVP factors have direct positive effect on TMP which later effect HPWS. In other words, talent branding of the organization plays important role for the development of TMP. Same is the relationship of OB and EB with TMP. It is also observed that the TMP of these bureaucratic organizations also effect HPWS significantly. One of the possible reason for such results is that TMP within these organizations is well balanced and well managed. It also shows that TVP factors plays critical role to generate commitment among the employees of the organization.

Conclusively, the bureaucratic companies all around the world are paying more attention towards TMP (Ndikumana, 2018). In past, several countries like Thailand have developed non systematic approach towards work which negatively effected HPWS (Haak-Saheem, 2020). Therefore, this study has proposed a systematic to

develop HPWS in the bureaucratic organizations to develop HPWS. For this purpose it is recommended to attract talented employees through development of TMP. By this way they can retain their employees (Qureshi, 2019). But this whole process can be affected by the overall environment of the organization. Organizations can easily attract the employees through good practices of TMP (Tirastittam, Sirikamonsin, Li, & Aun-a-nan, 2020).

The findings of the study reveal that OB, EB and TB are very critical to improve HPWS through TMP. Therefore, we recommend that bureaucratic organizations of Thailand Government must give attention to the TB, EB and OB so they can perform better in digital transformation age. The findings of this study can be used by the bureaucratic organizations of Thailand government in development of policies, providing advice, development of talent management indicators and conducting training program. The findings are equally beneficial for the private sector bureaucratic organization as well.

This study bridge the gap of limited studies conducted assessing the antecedents of HPWS in bureaucratic organization of Thailand. Like any other empirical study, there are few limitations as well. Future studies can conduct comparative study in terms of South Asian countries and ASEAN countries. Such study will help to analyze different aspects of different cultures as well.

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ZNACZENIE ZARZĄDZANIA TALENTAMI DLA KADRÓW INFORMATYCZNYCH W BIUROWEJ ORGANIZACJI TAJLANDII

Streszczenie: Głównym celem niniejszego opracowania jest zbadanie relacji między czynnikami propozycji wartości talentów, a mianowicie brandingiem organizacji, talent brandingiem i employer brandingiem, procesem zarządzania talentami oraz wysokowydajnymi systemami pracy (HPWS). Dlatego dane do niniejszego badania zostały zebrane od personelu IT, który jest pracownikami biurokratycznej organizacji Tajlandii. Dane z tego badania zostały zebrane za pomocą kwestionariuszy przy użyciu warstwowego doboru losowego. Użyteczny odsetek odpowiedzi wyniósł 63,2%. Zebrane dane zostały przeanalizowane za pomocą modelowania równań strukturalnych (SEM). Wyniki badania wskazują, że czynniki TVP, a mianowicie branding organizacji, branding talentów i branding pracodawcy, odgrywają istotną rolę w rozwoju TMP, które później wpływają na HPWS. Badanie to potwierdza również pośredniczącą rolę TMP. Wnioski z niniejszego badania mogą być wykorzystane przez decydentów i praktyków do praktycznego wdrażania praktyk zarządzania talentami, tak aby można było ulepszyć wysokowydajne systemy pracy w celu zwiększenia zaangażowania pracowników. W badaniu tym szczegółowo omówiono również ograniczenia i nowość.

Słowa kluczowe: proces zarządzania talentami, propozycja wartości talentów, wysokowydajne systemy pracy, modelowanie równań strukturalnych, Tajlandia

信息技术人员人才管理在泰国官僚机构中的重要性

摘要：本研究的主要目的是探讨人才价值主张因素之间的关系，即组织品牌、人才品牌和雇主品牌、人才管理流程和高性能工作系统（HPWS）。因此，本研究的数据是从作为泰国官僚组织雇员的 IT 人员那里收集的。本研究的数据采用分层随机抽样的方式通过问卷调查收集。可用响应率为 63.2%。使用结构方程模型 (SEM) 分析收集的数据。研究点的研究表明，TVP 因素即组织品牌、人才品牌和雇主品牌对发展 TMP 具有重要作用，而 TMP 随后会影响 HPWS。该研究也证实了 TMP 的中介作用。本研究的结果可以被政策制定者和从业者用于人才管理实践的实际实施，从而可以增强高绩效工作系统以增加员工承诺。本研究还详细讨论了局限性和新颖性

关键词：人才管理流程, 人才价值主张, 高效工作系统, 结构方程模型, 泰国