

Research on the Core Talent Management System of Beijing Excellence Technology Company

Pingping Jiang^{1,a,*}

¹School of Management, Universiti Sains Malaysia, Penang, 11800, Malaysia

^a15205097193@139.com

*Corresponding author

Abstract: As market competition intensifies, enterprises should accelerate the improvement of their adaptability. Talent is the core resource of enterprises. Enterprises should pay attention to the construction of talent teams and build efficient talent management systems to provide impetus for the sustainable development of enterprises. This study takes Beijing Excellence Technology Company as the research object. An in-depth analysis of the current situation of Beijing Excellence Technology Company's core talent management system summarizes the existing problems in the company's core talent management. From the perspective of talent management, combined with the actual situation of the company, this research puts forward a series of improvement measures, including improving the selection mechanism, training mechanism, incentive mechanism, and career development mechanism of the core talent, so as to improve the core talent management ability of the company and help the enterprise to gain advantages in the market competition.

Keywords: Core talents, Optimization, Talent management system

1. Company Introduction

1.1. Background of the Company

Beijing Excellence Technology Company was established in 2004, an Internet company headquartered in Beijing, China. Since its establishment, the company has been committed to the R&D and innovation of Internet technology and applications. The company's main businesses include website construction and design, mobile application development, software application development, etc. Beijing Excellence Technology Company focuses on technological innovation and user experience, actively explores new technologies and industry trends, and provides customers with high-quality Internet solutions. It now has 40 pieces of independent intellectual property rights and 16 pieces of software product certificates.

1.2. Organizational Structure

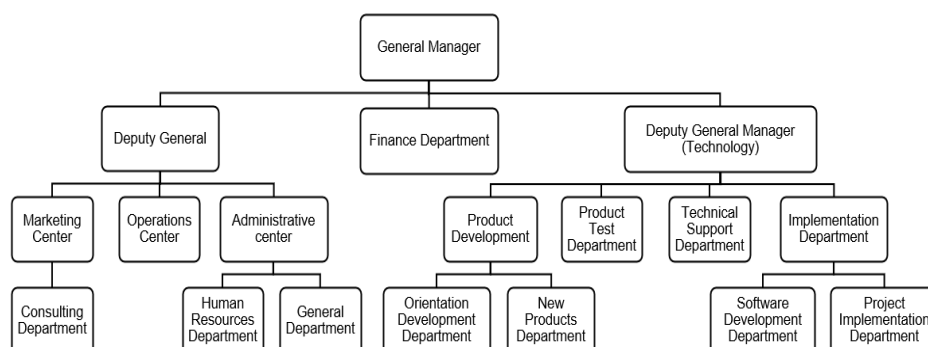


Figure 1: Organizational structure.

Under the leadership of the general manager, Beijing Excellence Technology Company specially appoints a deputy general manager to be responsible for the company's technology research and development. The organizational structure is shown in Figure 1.

1.3. Current Status of Talent Team

As of December 2022, there are 622 employees in Beijing Excellence Technology Company. The basic situation of employees is analyzed from the aspects of job characteristics, educational background, and age.

First, the status quo of functional structure. According to the characteristics of posts, posts in Beijing Excellence Technology Company are divided into technical posts and non-technical posts, among which the non-technical posts include management posts, sales posts, financial posts, and comprehensive administrative posts. Technical posts mainly include product research and development, product testing, project implementation, and technical support posts. The distribution of personnel in specific posts is shown in Figure 2.

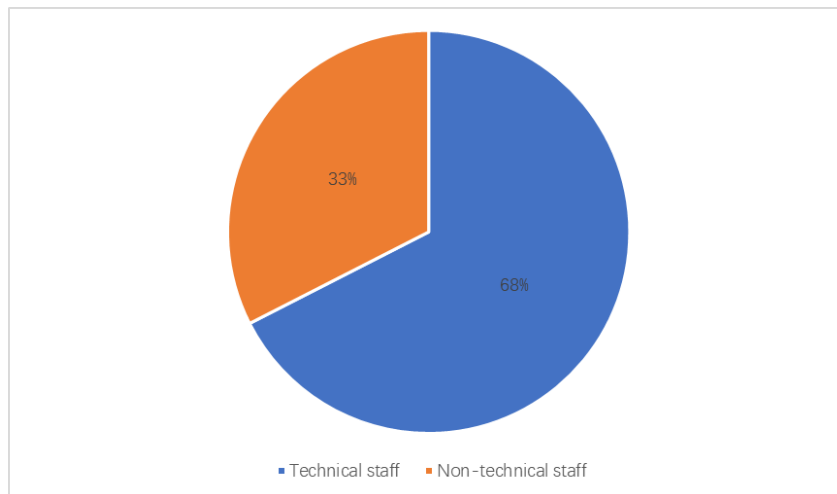


Figure 2: Staff functional structure.

Second, the education structure. Statistics are divided according to the educational background of employees, including 37 employees with PhD degrees, 143 employees with master degrees, 417 employees with bachelor degrees, and 25 employees with high school diploma or below. It can be seen that the overall education level of Beijing Excellence Technology Company's employees is relatively high, and the specific educational structure distribution is shown in Figure 3 below.

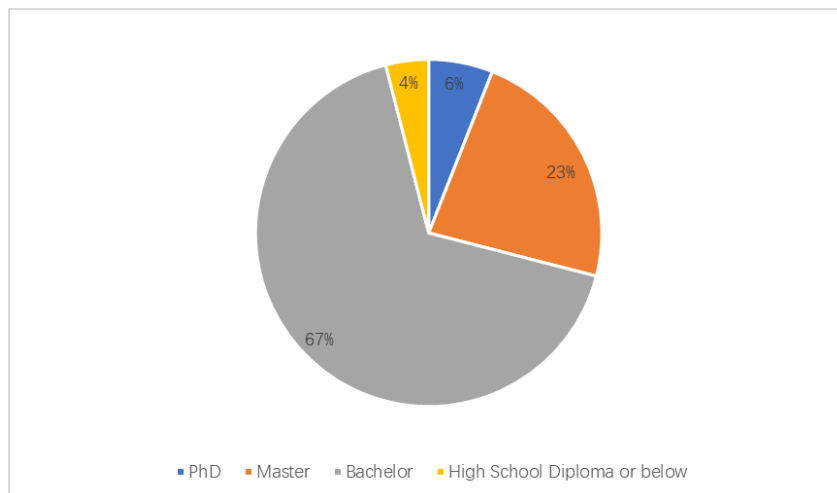


Figure 3: Staff education structure.

Third, the age structure. Dividing Beijing Excellence Technology Company's employees by age, there are 218 employees under the age of 30, 274 employees between the age of 31 and 40, and 131 employees

over the age of 41. The results show that the distribution of the age structure is reasonable, and the average age is relatively young, which is basically consistent with the company's positioning and personnel requirements. The age structure is shown in Figure 4.

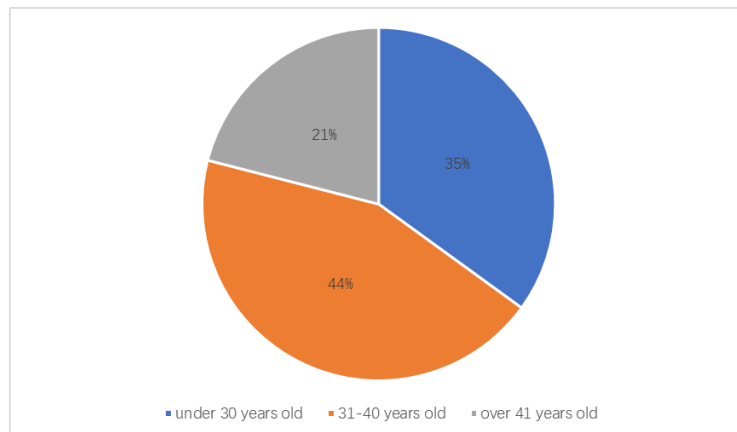


Figure 4: Staff age structure.

2. Literature Review

Talents refer to those who have good internal qualities, have certain professional knowledge and skills, and can contribute to the progress and development of society through creative labor under certain conditions ^[7]. The concept of talent management emerged in the 1990s as a relatively systematic management concept and method ^[4,6]. The term "talent management" became professional after McKinsey's research and publication in 1997 of a book called "War for Talents" ^[9]. Today, talent management issues have become one of the hot spots in the world, and how to find the right talents to fill the vacancies is becoming more and more challenging ^[3,9].

Maslow's hierarchy of needs theory divides needs into different levels according to individual needs and uses this as the basis of individual motivation theory, providing a scientific and reasonable theoretical basis for enterprise core talent management ^[8]. According to Maslow's hierarchy of needs theory, the needs of talents are mainly concentrated in the spiritual level. They hope to obtain effective development cognition and career development path from the enterprise while fulfilling personal needs. When managing core talents, enterprises should respect the true development of core talents, and ensure their all-round development according to their self-realization needs and spiritual needs ^[1].

Achievement motivation theory believes that individual needs are diverse, including achievement needs, power needs, and emotional needs. Among them, the need for achievement is very important for the development of individuals, groups, and societies. People with a high need for achievement are often career-focused, willing to take responsibility, set clear goals, enjoy creative work, and are not afraid of burnout. The greater the number of such people in a business, the greater the chance of success ^[12]. When enterprises strengthen the management of core talents, they should formulate personalized incentive plans according to the achievement needs of different core talents to achieve effective talent management.

In an enterprise, core talents usually have high expectations for career promotion and long-term personal development ^[5]. According to the analysis of the dual-factor theory, this is a motivating factor, and it is a part that employees pay more attention to ^[13]. Therefore, in the management of core employees, incentive factors should be emphasized to give full play to their potential and initiative.

Based on the actual situation of enterprise development, core talents have stronger competitiveness than ordinary employees. The cost of replacing core talents is high and the requirements for professional skills are high. They master the company's core technology, can solve major problems of the company, and can better adapt to the needs of enterprise development. Make an important contribution to the sustainable development of enterprises ^[6]. In order to allow core talents to fully play their competitive role, the company needs to train core talents as the focus of human resource management, and at the same time establish an effective core talent management system to allow core talents to contribute to corporate benefits.

3. Research Methodology

3.1. Literature Review Method

Through systematic study and research of human resource management-related theories, master the research methods of enterprise core talent construction, carry out related research with theoretical study as the lead, and combine with related internal information and materials of Beijing Excellence Technology Company, analyze the current situation of core talent management and optimize the core talent management system.

3.2. Interview Method

To better understand the strategic development direction of Beijing Excellence Technology Company, through interviews with Beijing Excellence Technology Company's internal management personnel, the interview data are analyzed to find out the existing problems in the current core talent management.

4. Problems in the Company's Core Talent Management

4.1. Selection of Core Talents

With the continuous improvement of various departments, the internal managers of the enterprise have the autonomy of talent assessment management, and there is a lack of systematic management mechanisms in the selection of Beijing Excellence Technology Company's core talents. First of all, the lack of unified selection criteria leads to unfair selection of internal talents. Secondly, the selection process is not standardized, and employees have doubts about the election results. Finally, the selection method is single, mainly relying on the internal selection of the department, lack of employee self-recommendation mechanism, and no external talent introduction channel. These problems limit the supply of Beijing Excellence Technology Company's core talents.

4.2. Training of Core Talents

After the interview, it was found that Beijing Excellence Technology Company had some problems with the training program of core talents. First, the company's training method is relatively simple, mainly in the traditional centralized teaching form, lacking diversified training methods. Second, the training time is not fixed and there is no complete training plan. Third, the training content lacks pertinence and fails to fully analyze the needs of core talents, resulting in a large difference between the training content and the business. Finally, the lack of an effective evaluation mechanism limits the effectiveness of training. Therefore, Beijing Excellence Technology Company needs to comprehensively consider these issues, improve the training program, and improve the training effect.

4.3. Core Talent Incentive System

According to the actual survey results, the incentives obtained by Beijing Excellence Technology Company's core talents are limited. The integration of traditional salary incentive channels can no longer meet the actual needs of core talent management. It needs to be considered from both material and spiritual aspects to meet the actual needs of core talent development.

4.4. Career Development of Core Talents

In terms of employee career development, employees can only get promoted from the manager position to obtain personal career development. This has resulted in some employees who only hope to continue to improve in the professional field, but have no strong interest in management, and cannot obtain career promotion. Core talents are different from ordinary employees. They often pay more attention to their follow-up development, and they pay more attention to career management than ordinary employees. When formulating the career goals of core talents, Beijing Excellence Technology Company should accurately judge the correlation between personal goals and corporate goals, and maximize the benefits of both parties by coordinating personal goals and corporate goals.

5. Construction of the Company's Core Talent Management System

5.1. Improve the Core Talent Selection Mechanism

For enterprises, it is a difficult task to accurately select core talents. Beijing Excellence Technology Company should clarify the identification criteria for core talents. In the process of selecting core talents, the principles of comprehensiveness, ease of operation, and objectivity need to be considered. The principle of comprehensiveness is reflected in the comprehensive consideration of selection, not only based on the current performance but also on comprehensive assessment from the aspects of educational background, past performance, future development potential, etc., to select comprehensive talents. The principle of operability needs to ensure that the various dimensions of the selection are simple and easy to operate. The basic information of the evaluated person, such as major, education, qualifications, performance, etc., can be presented in quantitative results, reducing the human operation part and increasing fairness. The principle of objectivity is reflected in the fact that the indicators of subjective evaluation are as unified as possible to minimize human error and ensure the objectivity of selection.

The Human Resources Department conducts a centralized selection in May every year based on the vacancies of core talents. According to the investigation and analysis of Beijing Excellence Technology Company's core talents, Beijing Excellence Technology Company's requirements for core talents are as follows:

1) Academic qualifications. Core talents, as candidates for the core positions of the enterprise, need a bachelor's degree or above. As future reserve talents, the selection of core talents should take specialization as an important screening dimension and qualified talents need to have certain professional qualifications in this professional field.

2) Working years. In addition to professional ability and academic requirements, excellent core talents also need to have practical experience, and employees with more than 3 years of working experience are selected as the selection group.

3) It conforms to the core talent competency model of Beijing Excellence Technology Company. The selection of core employees adopts the competency model. By optimizing the capability model of the existing core talents, the capability model of Beijing Excellence Technology Company's core talents is formed, as shown in Table 1.

Table 1: The core talent competency model of Beijing Excellence Technology Company.

| Indicator name | Indicator description |
|--------------------------------------|--|
| Organization and coordination | Coordinate resources, plan work goals, formulate action plans, and ensure the realization of goals. |
| Cultivate subordinates | Identify and select potential subordinates, promote their growth and meet job requirements, and form a talent echelon training situation. |
| Executive power | Able to understand the instructions accurately, do it right away, complete it well, and report the completion results to the superior in time. |
| Business capability | Possess strong business professional knowledge and skills, able to guide and help subordinates improve their capabilities. |
| Analysis and decision-making ability | Able to reason based on data and facts, be timely, decisive, grasp the key points and draw correct conclusions. |
| Learning ability | When making decisions, be able to consider the overall situation, be good at learning and drive the team to learn. |
| Sense of responsibility | The work is meticulous and rigorous, and the job specifications are performed in accordance with the job responsibilities, and the work assigned by the superior is completed in a timely manner and reported in time. |
| Team work | Actively cooperate with superiors or other colleagues, willing to share, team interests are higher than personal interests. |
| Innovation capacity | Good at breaking the rules and thinking creatively. |
| Self-discipline ability | Abide by the rules and regulations of the enterprise, be upright and rigorous, and abide by professional ethics. |

In the past, Beijing Excellence Technology Company's core talents were mainly recommended by the department. Now, employees who meet the basic conditions can participate in the company's core talent selection, which can fully stimulate employees' independent participation.

5.2. Improve the Core Talent Training Mechanism

Enterprises should determine the needs of talent training according to the standards to be achieved by core talents in the future and the current status of talents, carry out targeted talent training, and use scientific methods to continuously follow up and evaluate the training effect.

5.2.1. Training Process Optimization

Beijing Excellence Technology Company needs to establish a complete training process, and clearly define the training steps of core talents in the system. At the same time, the company should continuously improve the systematic process of talent training, and give full play to the role of work practice in talent learning. Beijing Excellence Technology Company's core talent training process is shown in Figure 5.

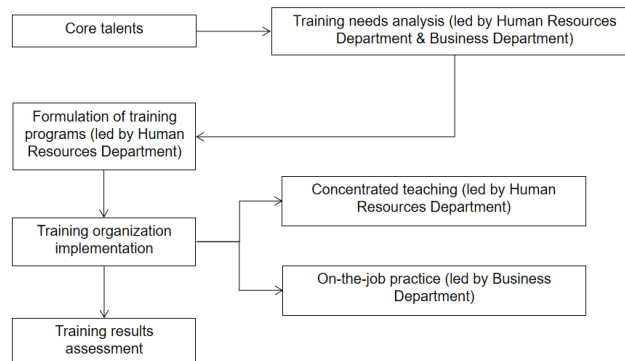


Figure 5: Beijing Excellence Technology Company's core talent training process.

5.2.2. Training Form Optimization

Different from the traditional intensive knowledge-based teaching, Beijing Excellence Technology Company adopts 70% of learning from practical work, 20% from other people's experiential learning, and 10% from course learning according to the characteristics of adult learning^[11]. The new training format is as follows:

1) On-the-job practice, grows from real work and experience. Beijing Excellence Technology Company has a rich product line and involves many positions. On-the-job practice can combine employees' abilities and performance status to give employees with different characteristics different on-the-job experiences.

2) The experience of others. Establish a corporate mentor system. Mentors refer to people with rich business experience and management capabilities in this field. They can be hired internally or externally. Mentors can formulate personal training programs for students to accelerate the personal growth of employees.

3) Course learning. Learn and acquire the required skills in action, ask questions, think and summarize, form plans, and formulate actions, so that employees can improve their cognitive level through personal experience based on real work scenarios, and transform new cognitions into new behaviors. Strengthen cognition in action and generate new learning experiences, so as to achieve deep changes in cognition and behavior.

5.3. Improve the Incentive Mechanism for Core Talents

As individual employees, sufficient incentives are needed to continuously stimulate their enthusiasm for participating in enterprise construction. Beijing Excellence Technology Company should form a mechanism combining material incentives and spiritual incentives, improve the incentive system for core talents, stimulate the vitality of core talents, and retain talents.

5.3.1. Combination of Short-term Incentives and Long-term Incentives

In the era of human capital, companies and individuals are facing many uncertainties. Therefore, when companies motivate employees, they need to consider the combination of short-term incentives and long-term incentives. When employees achieve good performance at work, they hope to get feedback immediately to strengthen this achievement, but only short-term incentives cannot stimulate the potential

of employees for a long time, because short-term incentives pay more attention to the return of employees in the short-term stage, not available for all employees. Therefore, when setting up incentive measures for the talent management system, short-term incentives and long-term incentives can be combined to fully integrate short-term incentives and long-term incentives for employees with different needs, so that talents can continue to provide vitality for the enterprise [2].

5.3.2. Combination of Material Incentives and Moral Incentives

Material incentives and moral incentives are two mainstream incentive methods for enterprise management incentives. Material incentives generally refer to salary incentives, which are an external form of incentives, while spiritual incentives can be understood as growth incentives, which are an internal motivation that allows employees to continuously increase their enthusiasm from the inside out. Beijing Excellence Technology Company needs to pay attention to the combination of material incentives and growth incentives to stimulate employees' work motivation [10].

5.4. Improve the Career Development Mechanism of Core Talents

In Beijing Excellence Technology Company's original internal promotion and development mechanism, there was no dual career development channel for employees. Employees could only be promoted through the management channel, and the promotion and selection methods were single.

5.4.1. Career Development Dual Channel Design Career Dual Path

The establishment of dual career development channels is conducive to strengthening the effective supply of internal talents, meeting the business development needs of Beijing Excellence Technology Company, building talent promotion and development channels, and providing employees with richer career development options. Beijing Excellence Technology Company has designed dual channels for career development, as shown in Figure 6. Employee promotion channels are divided into four situations: management channel, professional channel, professional channel to management channel, and management channel to professional channel. The management channel is converted into a professional channel to achieve multi-channel promotion.

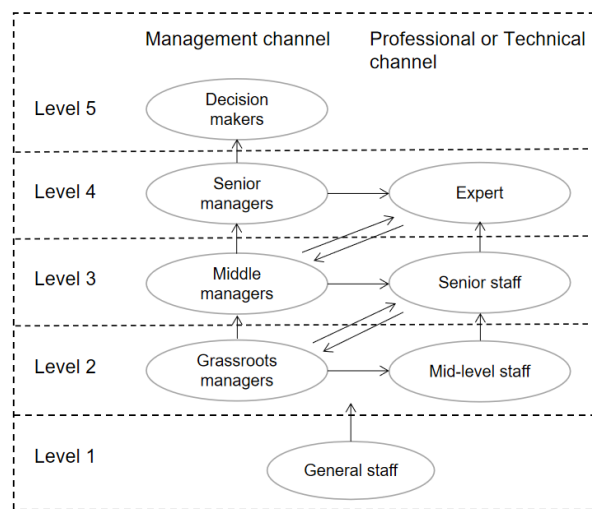


Figure 6: Beijing Excellence Technology Company Career Development Dual Channel Design.

5.4.2. Establish a Rotation Mechanism

The job rotation mechanism can provide employees with opportunities to flow between various job positions and can enable core talents to have a deeper understanding of the business. The job rotation mechanism is conducive to discovering the core talents needed for a specific position, and it is also conducive to the core talents finding a position they are satisfied with. Through continuous comparison and two-way selection, the rationalization of the matching degree between core talents and positions can be realized, and the career life of core talents can be realized. The idealization of management, and ultimately the goal of "the right people in the right positions".

6. Conclusion

As the key factor for the success of an enterprise, core talents are a necessary condition for the survival and development of an enterprise. It is of great significance for Beijing Excellence Technology Company to become a first-class high-tech enterprise to have a high-quality core talent team, implement effective core talent management, and enable core talents to actively and effectively influence the company's strategy.

The design and implementation of the enterprise's core talent management system should take the enterprise's strategic goals as the goal. First of all, clarify the requirements for core talents, plan the core talent team, establish a selection mechanism and evaluation standards, and realize the standardized construction of the core talent team. Secondly, improve the training mechanism, establish effective evaluation standards, improve the quality and ability of employees, realize the appreciation of human capital and improve management efficiency, and promote dynamic and scientific management. Third, improve the incentive mechanism to achieve effective incentives. Finally, improve the career development mechanism, provide more development opportunities, implement dual-channel career development, and establish a job rotation mechanism at the same time to reduce the rate of brain drain.

This research has optimized the core talent management system of Beijing Excellence Technology Company to some extent, but there are still deficiencies. Due to the limited number of interviewees, the questions cannot be collected comprehensively, and the question analysis still needs to be further improved. The construction of core talents takes a long time and has a wide scope. It is difficult to cover all the details in this study. Different strategies may need to be adopted in different management situations, and the details need to be further improved in the practice process. This research can provide reference for the core talent management work of the same type of enterprises, but has limited reference value for other types of enterprises.

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