

# Guest Editorial Preface

## Talent Management in Asia: Issues, Challenges and the Way Forward Managing Human Capital for Competitive Advantage: Some Lessons From Asia

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### INTRODUCTION

Talent management is a critical aspect of managing organizations especially in developing countries in Asia. It is the most important challenge for businesses in Asia and the driver to increase organizational competitiveness. Talent management as a part of the overall human capital strategy must align with organizational culture, business objectives, and environment. Organizations are struggling in attracting, developing, engaging and retaining their top talents due to both the push and pull factors. Recognizing the importance of talent management among companies in Asia, the aim of this special issue is to share best practices and experiences that can serve as a strategic tool in talent management.

Companies must invest in their human capital and countries and regions must reinforce their educational institutions in order to create strategic resources (Boon et al., 2018; Boon et al., 2019; Eckardt, Crocker and Tsai, 2021; Lytras and Ordóñez, 2008; Xi et al., 2019) to be more competitive and recover faster from covid-19 health, social and economic crisis (Butterick and Charlwood, 2021; Davies, 2021).

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### OBJECTIVE OF THE SPECIAL ISSUE

The aim of the special issue is providing best practices and experience sharing on effective talent management among organizations in Asia that may serve as a basis for future strategic talent management agenda. These best practices can come from public organizations, local SMEs, government Link Companies (GLCs), national based private organizations and MNCs.

### CONTENTS OF THE SPECIAL ISSUE

The paper “Cultural Values and Its Influence on the Enactment of Leadership in Public Sector Organisations: A Case Research in Brunei” (by Pg Dr Siti Rozaidah Pg Hj Idris) helps us to understand

leadership in public sector organisations by examining the influence of national culture on the enactment of public sector leadership in the context of Brunei. It followed a qualitative interpretivist research approach employing semi-structured interviews involving public sector leaders in Brunei. This research contributes to existing debates that claim that public sector leadership is context specific and contingent upon cultural backgrounds and the national cultures of specific countries and emerging nations. The findings suggest national culture has a constraining influence on public sector leadership, where tension exists between abiding to Islamic work ethics and cultural tribal activities, particularly relating to the issues of fairness and justice regarding recruitment, selection and promotion”

The paper “Developing Talents vis-à-vis Fourth Industrial Revolution” (by Muhammad Anshari) states that the growing numbers of unemployment raise concerns around the world. With the arrival of the Fourth Industrial Revolution (4IR) many believed that 4IR might increase the unemployment rate by replacing the current jobs with automated machines whereas some argued that 4IR might reduce the unemployment rate by creating millions of new jobs. The paper aims to share the scenario of Industry 4.0 processes that affect future talent management, in determining which jobs will be severely affected, and that will be less affected. The talent mapping is a conceptual framework of job landscapes and the following four clusters examine job characteristics; machine-centric to human-centric, routine to complex, and optimization to identity. A qualitative method was deployed to extract primary data from educators’ perspectives in developing talents required for 4IR through Education 4.0. Developing talents for human-centric and machine-centric pose its own potentials and challenges.

The paper “Industrial Revolution 4.0: A New Challenge to Brunei Darussalam’s Unemployment Issue” (by Muhammad Azmi Sait and Muhammad Anshari) explores the potential challenges on unemployment that Brunei Darussalam will face shall it does not move in the necessary direction to embrace IR4.0. In addition to that, this study will make an analysis of the current education system that Brunei implements and the e-readiness of its society to further make recommendations. Secondary data from previous research papers and national reports from 2014 to 2019 were used to gain insights into Brunei Darussalam’s education system, digital literacy, and e-readiness among society. In conclusion, this study has shown that the unemployment rate in Brunei Darussalam is believed to not be amplified by the Fourth Industrial Revolution (IR4.0), given that the current employees are retrained and younger generations are equipped with digital literacy based knowledge and soft skills.

The paper “The Challenges and Coping Strategies of KM Implementation in HEIs: An Empirical Investigation” (by Ayesha Khatun and Sajad Nabi Dar) affirms that in 21st century the pace of competition has increased manifold and to face such high level of competition organizations look for sustainable competitive edge. Knowledge as a tool of competition has been found to be highly sustainable as compared to physical resources and even technology, so organizations look for managing knowledge with strategic focus. This paper attempts to assess the knowledge management practices of a top Indian B-School; to identify the challenges faced by the B-School in the domain of knowledge management implementation and the coping strategies adopted by the School vis-à-vis the challenges. The study adopts for itself a descriptive framework and bases the enquiry on both primary as well as secondary data. For carrying out the investigation, case study method of research was applied. The findings show that though IIM Bangalore practices most of the selected parameters of knowledge management, managing knowledge as a strategic tool for developing and maintaining sustainable competitive edge is yet to be recognized.

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