

Talent Management in Creating Competitive Advantage for Government and Private Organizations, Bangkok Metropolitan *



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Abstract

The research objectives were: (1) to study the conditions of talent management in creating competitive advantage for government and private organizations, Bangkok Metropolitan, (2) to study the problems and obstacles of talent management in creating competitive advantage for government and private organizations, Bangkok Metropolitan, and (3) to study the guidelines of talent management in creating competitive advantage for government and private organizations, Bangkok Metropolitan. The research was qualitative. Key informants in this study were the government and private organizations in Bangkok Metropolitan personnel, and academics, totaling 21 key informants by a purposive selection. The research instrument used a semi-structured interview. Analyzing data was a descriptive summary.

The research results found that: (1) the conditions of talent management in creating competitive advantage for government and private organizations, Bangkok Metropolitan included recruiting talent from inside and outside the organization, and developing personnel in line with the organization's vision, strategy, and environment. Development covered intellectual, emotional, and moral intelligence, with a clear and fair performance measurement framework. Qualified personnel were promoted to key positions with higher remuneration and rewards. KPI-based management encouraged continuous high performance, career growth, and retention of talent staff, (2) the problems and obstacles included challenges in compensation and benefits in both public and private organizations, and (3) the guidelines suggested promoting the organization's image, creating a motivating culture, and at the national level, attracting high-potential personnel globally through benefits, competitive compensation, and special visas.

Keywords: Talent Management; Creating; Competitive Advantage

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Introduction

Human resources were an important factor in driving the organization. If there was effective management of talent people. It would result in the organization having manpower to support the growth of the organization, created new innovations, and had sustainable competitive ability (Adton et al. 2015). Talent management was managing high-performing personnel to provide systematic learning experiences to increase personnel competency. Able to perform organizational tasks effectively. It also helped personnel to learn and change their working behavior together. How to give knowledge strengthen knowledge, understanding, skills, and attitudes created motivation and provided opportunities for personnel to put their knowledge, understanding, skills, and attitudes to use, created motivation and provided opportunities for personnel to bring their knowledge, understanding, skills, and attitudes to use be fulfilled to enable personnel to have high performance in their work. (Schweyer, 2004)

However, talent people were those who had excellent performance, having high potential, and having the characteristics and competencies that the organization required. But they were a rare group of people including difficult to maintain. It was considered an important force of the organization that was able to create great value for the organization. Being a talent person should include important desirable characteristics: Be a person with good performance, having the potential to work and facilitate development and was a person with good conscience enthusiastic. Having initiative, creativity, and leadership and vision able to work together with others, and had ethics in their work. It could be seen that talent people were quality people who helped promote the organization's success (Prasongtan, 2015).

Smart people often had their own ideas, having a vision that was highly focused on success and needed independence in thinking, providing opportunities and setting clear work goals for them and giving encouragement. It would make them happy at work. It was considered a way to retain talent people with the organization. Most of the time, we found that talent people were committed and highly responsible and needed trust in making decisions in their work. This made them often impatient, in a hurry, agitated, and easily at risk of clashing with co-workers or bosses. If at any time they felt that they was worthless, for example from work that didn't meet goals. The boss didn't understand the importance of the boss's discomfort for not being able to keep up with them. They were ready to leave. Because they realized that could be useful wherever they were, without being attached to the location (Phetcharat, Chomhan, and Khruapong, 2013). From the above issues, there were need for these talent people to remain within the organization, to strengthen the organization's capabilities this results in a competition for talent people between organizations, known as the War of Talent. If an organization loose talent people, It would cause the loss of both talent employees and having high potential in performance and also losing knowledge and expertized in the work that was attached to that person. Thailand had skilled people or highly skilled and specialized manpower to meet all the needs of the country's urgently important

industries and future developments and made Thailand the center of high-level manpower (Hub of Talent), and the center of learning (Hub of Knowledge) of ASEAN, including Eastern sciences in the future.

For the reasons mentioned above, the researcher was therefore interested in studying the subject “talent management in creating competitive advantage for government and private organizations, Bangkok Metropolitan”, to propose guideline for talent management to achieve greater results.

Objectives of the Research

1. To study the conditions of talent management in creating competitive advantage for government and private organizations, Bangkok Metropolitan.
2. To study problems and obstacles for talent management in creating competitive advantage for government and private organizations, Bangkok Metropolitan.
3. To study approaches for talent management in creating competitive advantage for government and private organizations, Bangkok Metropolitan.

Research Methodology

Research on talent management in creating competitive advantage for government and private organizations, Bangkok Metropolitan was qualitative: The researcher conducted the following research:

The 1st Step: Documentary Study

In the first stage of this qualitative, the researcher conducted a documentary study by reviewing relevant theories, concepts, and prior research on talent management and competitive advantage. The literature focused on concepts of talented individuals, talent management, international practices in managing talent, human capital theory, operational concepts, results-oriented management, and related research studies. This review provided the theoretical framework to support data collection and analysis in the following stages of the study.

The 2nd Step: Key Informant

Key informants in this research included (1) government organizations consisting of 3 senior executives, 3 human resources directors, and 3 skilled personnel, (2) private sector organizations consisting of executives at the level high, 3 people, director human resources department, 3 people, 3 skilled personnel, and (3) academics public administration, 2 people, totaling 20 key informants by using a purposive selection, according to the specified criteria, that was, the informants were those who were currently working in government or private sector organizations that had knowledge, experience and were willing to cooperate to provide information on talent management creating a competitive advantage.

The 3rd Step: Research Instrument

The research tool was a structured interview. The questions in the interview would be open-ended. It was created by studying various concepts, theories, and research related to talent management in creating competitive advantage for government and private organizations, Bangkok Metropolitan.

The interview form was divided into 3 parts:

Part 1: Questions about the conditions of talent management in creating competitive advantage for government and private organizations, Bangkok Metropolitan.

Part 2: Questions about the problems and obstacles encountered for talent management in creating competitive advantage for government and private organizations, Bangkok Metropolitan.

Part 3: Questions regarding approaches and strategies for talent management in creating competitive advantage for government and private organization, Bangkok Metropolitan.

The 4th Step: Data Collection

Data collection consisted of 3 methods: (1) the documentary research, which involved gathering accurate and reliable secondary data from various sources such as books, academic articles, government documents, theses, and reports related to talent management and competitive advantage; (2) structured interviews with 20 purposively selected key informants from government, private, and academic sectors, with thorough preparation to ensure effective data gathering; and (3) non-participant observation to systematically record behaviors and interactions within organizations, supporting interview findings and identifying patterns in talent management practices.

The 5th Step: Data Analysis

The researcher had used data collected from interviews and observation of concrete things or visible phenomena to create an information system. Read and review to eliminate extraneous information, verify data with data triangulation. The researcher then created inductive conclusions by presenting the results of the analysis according to the conceptual and theoretical framework in the form of a description to answer the research questions and research objectives.

Research Results

From the 1st objective, the conditions for talent management in creating competitive advantage for government and private organizations, Bangkok Metropolitan were considered from the following aspects:

1. Recruitment and selection found that both public and private organizations: There were recruitment and selecting talent people from within and outside in recruiting talent people from outside, it would be used to attract personnel with potential talent with high

abilities or talent people came to work with the organization as for finding talent people from within. There would be principles for evaluating the potential of internal personnel. To be used to distinguish talent personnel from general personnel.

2. Developing talent people found that both public and private organizations, there were development of talent people that were consistent with the organization's vision, strategy, and management environment. The organization would give importance to the continuous development of personnel capabilities, both in terms of the organization's core competencies ability to perform work and administrative abilities and leadership, etc. Organizational development would take place in various forms according to courses organized by the organization and agencies outside the organization, to develop talent personnel in all dimensions, both intellectually emotional intelligence and moral intelligence.

3. Performance management: It was found that both public and private organizations had a clear and fair framework for measuring performance in order to build morale at work and continuously created the work of talent personnel. The performance evaluation could be divided into 3 levels: performance was higher than the target; Performance results as targeted and performance was lower than the target which talent personnel who passed the criteria would be the successor to the important position specified in the organization's succession plan.

4. Compensation and rewards: It was found that both public and private organizations pay compensation and rewards to highly talent person or those who had good performance and had the potential to create work for the organization at a higher rate than general personnel. KPIs or Key Performance Indicators would be used as the basis to ensure fairness and to encouraged all talent personnel to devote their hearts and minds to creating good work for the organization continuously. It also created a bond and to maintain high potential personnel to stay with the organization for a long time.

5. Retaining talent people with the organization. It was found that both public and private organizations treated talent people with respect and honor in order to create loyalty and adherence to the organization. Providing opportunities to use knowledge and the existing ability of talent personnel to perform their duties fully for the organization creating opportunities for career advancement Including creative compensation and benefits especially strategies for balancing work and personal life, giving various awards to show personnel that the organization values its personnel, to maintain talent personnel with the organization.

From the 2nd objective, which explored the problems and obstacles for talent management in creating competitive advantage for government and private organizations, Bangkok Metropolitan. It were found that both public and private organizations had problems and obstacles in talent management in creating competitive advantage for government and private organizations that were not very different. The most common problems and obstacles

were compensation and benefits that could not meet expectations and retained talent personnel, causing them to be dissatisfied and stayed with the organization for a long time.

From the 3rd objective, which focused on the guidelines for talent management in creating competitive advantage for government and private organizations, Bangkok Metropolitan were found that the organizational level, awareness should be created about the organization's image in order to attract and created incentives for talent personnel to want to work with the organization, created a good organizational culture. There was a working atmosphere that promoted learning teamwork to make talent personnel happy at work and motivation to work focus on welfare, compensation, and opportunities for advancement and created a bond between personnel and the organization at the national level, the government sector should have measures in place to invite high-potential personnel from around the world to come and work in the country, such as providing benefits, giving good compensation, providing special visa benefits or various income tax reductions.

The New Body of Knowledge

This study synthesized a practical model of talent management in creating competitive advantage for government and private organizations, Bangkok Metropolitan, applicable to both public and private organizations, consisting of five key steps:

1. Talent Acquisition: Organizations applied two main strategies: (1) external recruitment to attract high-potential talent through employer branding and strategic outreach, and (2) internal talent identification by assessing existing staff for development opportunities.

2. Talent Development: Development must align with organizational vision, strategy, and context. It included enhancing core competencies, leadership, emotional and moral intelligence through training, mentoring, and both internal and external learning programs.

3. Performance Management: Clear and fair performance evaluations were essential. High-performing individuals were identified and tracked for succession planning, enabling their advancement into key positions aligned with organizational goals.

4. Compensation and Retention: Competitive compensation, fair rewards, and meaningful benefits were critical for retaining talent. High performers expected recognition that reflected their contributions and needs.

5. Organizational and National-Level Support: At the organizational level, building a strong employer brand, fostering a learning-oriented culture, and providing career development opportunities encourage retention. At the national level, policies such as tax incentives, competitive salaries, and special visa programs were essential to attract and retained high-potential talent domestically.

This model could guide organizations in building systems that not only attracted and retained talent individuals but also integrated them into a long-term competitive strategy. It

could be applied to HR planning, organizational development, and public policy, contributing to sustainable human capital growth in both the private and public sectors.

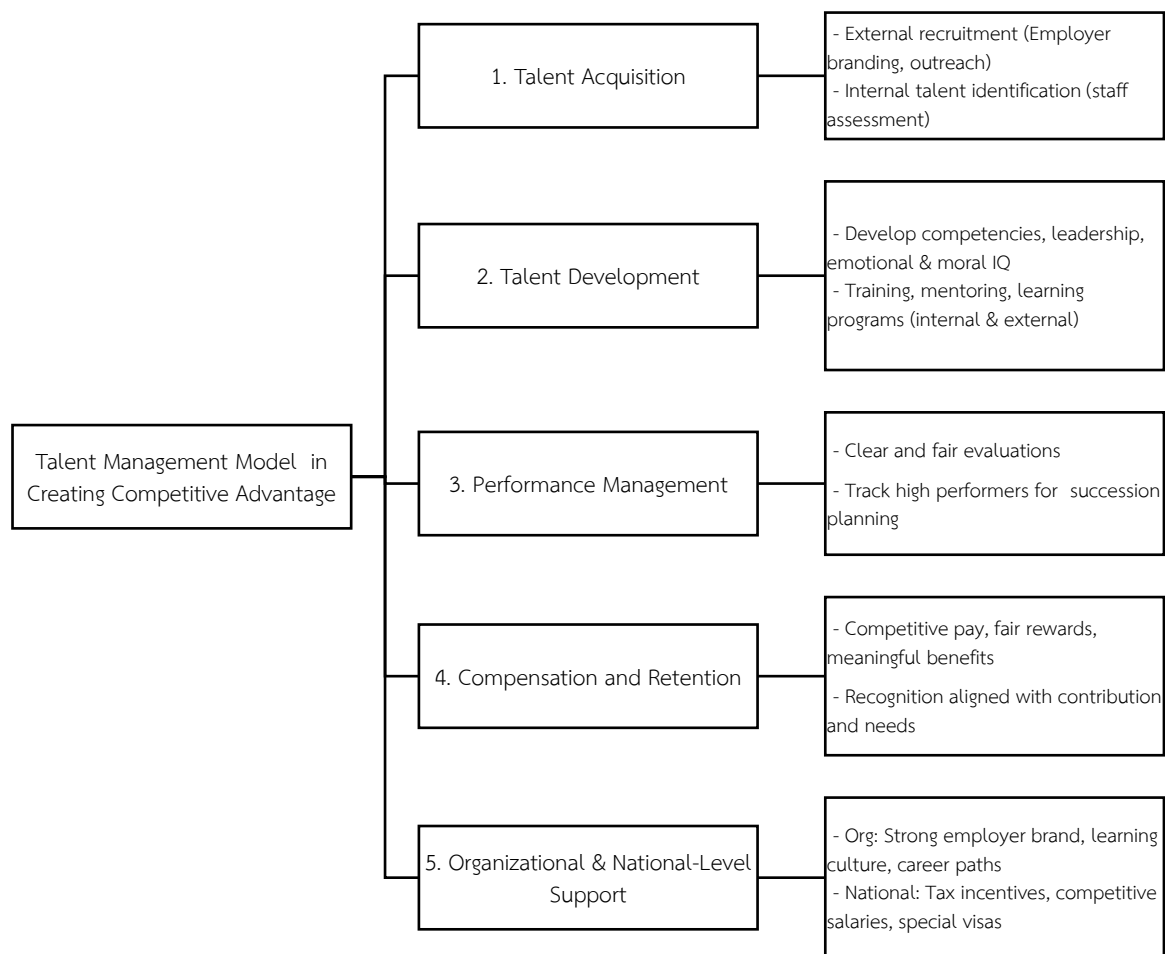


Figure 1: Talent Management Model in Creating Competitive Advantage

Discussion of Research Results

From the research result of the 1st objective, the condition for talent management in creating competitive advantage for government and private organizations, Bangkok Metropolitan were considered in the following aspects:

1.1 Recruitment and selection processes in both public and private organizations were diverse and comprehensive. They did not only focus on attracting talent from outside but also emphasized the development of internal personnel. Recruiting from outside typically aimed to attract individuals with high potential and strong abilities to fill skill gaps and strengthen the organization. Meanwhile, internal development involved clear systems and criteria to evaluate and distinguish high-potential employees from general staff. This approach not only helped retain talent personnel but also supported their growth and prepared them for key positions in the future. Moreover, these processes reflected effective human resource

management strategies that suitably met the organization's long-term needs. Consistent with the results of a study by Patanasamphan (2020), he studied the talent management of Thai employees in a Japanese company. In the Amata Nakorn Industrial Estate, Chonburi, the research results found that talent management of Thai employees in a Japanese company in Amata Nakorn Industrial Estate, Chonburi included: (1) Recruitment from employees within the company or employees outside the company or search for announcements on social media. (2) Selection using various tools to consider selecting employees. Test tools that measure knowledge, measure skills in work or an aptitude test tool to measure mental fitness. A personal testing tool used to measure personality and social adjustment. and from job interviews or discussions to measure abilities in knowledge and intellectual thinking answering inquiries.

1.2 The development of talent personnel in both public and private organizations aligned closely with the organization's vision, strategy, and management environment. These organizations placed strong emphasis on continuously enhancing the capabilities of their staff, including core competencies necessary for job performance, administrative skills, and leadership abilities. Development efforts took various forms, such as training courses organized internally or provided by external agencies. This comprehensive approach aimed to nurture talent individuals across multiple dimensions, including intellectual ability, emotional intelligence, and moral values. Such a holistic development strategy demonstrates the organization's commitment to preparing personnel to meet current and future challenges effectively. This finding was consistent with Agrawal (2010), the factors affecting talent management were studied and analyzed. Which from the study found that the important factor that made talent people most satisfied with talent management was receiving learning opportunities. This was a factor that helped to build the leadership of talent people and led to achieving career growth goals of talent people in line with the organization's vision and strategy.

1.3 Performance management was an essential mechanism used by both public and private organizations to encourage motivation and supported the consistent development of talent personnel. Organizations often applied systematic and transparent evaluation processes that classified performance into three levels: exceeding expectations, meeting expectations, and falling below expectations. This structure helped identify employees with outstanding capabilities who were suitable for advancement and could take on key roles according to the organization's succession planning. The importance of such systems was supported by the study of Chukawat, and Ployduangrat (2021), they studied human resource management towards talent management: the process of driving private educational institutions in the era of an inverted world. The results of the study found that on the organizational side, talent management made the performance of personnel and teams in the organization met the goals and results in higher overall organizational effectiveness. The organization had talent

people to fill higher positions. The organization reduced the rate of personnel lose or retained more personnel, promoted innovation and made the organization's human resource management efficient and effective.

1.4 Compensation and reward systems were important tools that organizations used to recognize and retained talent employees. Both public and private organizations tended to offer higher compensation to individuals who demonstrated outstanding performance or show strong potential to contribute to the organization's success. Performance metrics such as KPIs were commonly used to support fair and transparent decision-making. While these practices helped promote motivation and long-term employee commitment, there were notable differences across countries. According to the study by Poocharoen, and Lee (2013), who studied the public sector in Southeast Asian countries by studying and comparing the management of talent people in the public sector in 3 countries, including Singapore and Malaysia, it could be concluded that the compensation system found that Singapore provides compensation in both monetary terms and other privileges to talent people in the public sector rather high and there was a special compensation system specifically for this group of people. The compensation was compared to the market price. Meanwhile, Malaysia and Thailand still use the same compensation system and rates. It just opened the way for this group of people to grow faster.

1.5 Retaining talent people with the organization required more than just competitive pay; it involved building a working environment where individuals felt respected, supported, and valued. Organizations that were successful in this area tended to empower talent employees by giving them meaningful roles and responsibilities, ensuring that their skills were fully utilized, career growth opportunities, work-life balance initiatives, and non-monetary recognition such as awards and public appreciation also played a significant role in reinforcing employee loyalty. These practices reflected a strategic effort to not only retained talent but also kept them motivated and engaged in the long term. The findings were in line with the research by Sangkanak (2019), the factors affecting the retention of talent people in government and private sector organizations in Bangkok and surrounding areas were studied. The results of the study found that there were 8 factors affecting the retention of talent people in the organization: 1) stability, opportunities for advancement in the work field, 2) Compensation, rewards, and welfare, 3) Nature of work assigned, 4) Organization and management, 5) Work environment, 6) Quality of work life, 7) Social relationships, 8) Commitment and loyalty to the organization.

From the research result of the 2nd objective, problems and obstacles for talent management in creating competitive advantage for government and private organizations, Bangkok Metropolitan, appeared to share common characteristics across both public and private sectors. A key challenge lied in the inability of many organizations to provide compensation and benefits that aligned with the expectations of high-performing individuals.

This gap often led to dissatisfaction and weakens the organization's ability to retain valuable talent in the long run. Although the issue spans both sectors, its impact was particularly visible in environments where talent employees felt undervalued or where career progression was unclear. This was because both government and consistent with the results of a study by the recruitment company, Michael Page International (Thailand) Co., Ltd. (2022), which studied talent trends 2022 in the topic the great not promoted in exchange for a good balance between life and work or Work Life Balance, and 81% answered that they had plans to change jobs. Those who planned to change jobs also gave reasons for leaving their jobs. Or change a new job for 5 reasons: (1) changing career/business line, (2) getting a higher position/salary, (3) dissatisfaction with salary, (4) dissatisfaction with organizational policy, and (5) not having happy with the organization. The study also found that personnel who were likely to leave the organization an important characteristic was people who felt that being in the organization was not worth it. People who liked challenges people who wanted to develop their own potential people who wanted to follow their dreams and people who wanted progress.

From the research result of the 3rd objective, Guidelines for talent management in creating competitive advantage for government and private organizations, Bangkok Metropolitan required organizations to take a proactive approach in shaping both internal and external perceptions. At the organizational level, one of the key strategies was to build a strong employer image that attracted skilled professionals by emphasizing positive work culture, supportive leadership, and an environment that encouraged collaboration and continuous learning. Talent individuals were more likely to thrive in workplaces that offered clear career development pathways, competitive benefits, and a sense of belonging. Creating such conditions could increase motivation and reduced turnover among high-potential employees. At the national level, strategic interventions by the government could help enhance talent competitiveness by introducing targeted incentives for international professionals. This might include offering attractive compensation packages, easing immigration requirements through special visa programs, or reducing income tax for high-skill foreign workers. These mechanisms helped draw global talent and enrich the local workforce. These perspectives were consistent with the findings of Tailanga, and Biaednok (2021), they studied the talent management guidelines of Thai local government organizations. The research results found that guidelines for managing people included: (1) developing talent people, (2) creating a culture that promoted talent people, (3) setting organizational values and strategies, (4) integrated talent management, and (5) assessment to find talent people and in line with the study of Salaksi (2020), she studied recruiting and retaining talent people through employer branding strategies. The results of the study found that creating an employer brand strategy involved combining marketing concepts with human resource management. Both in the public and private sectors the process of managing human resources was extremely important to the organization. This strategy attracted people to apply for jobs

with that organization, so that the organization would get the people it needed and no less important was that made the organization retained employees in the organization. The organization needed to make a difference, to attract talent people in the external labor market and retained talent people within the organization itself.

Conclusion

The talent management in creating competitive advantage for government and private organizations, Bangkok Metropolitan in both public and private organizations involved recruitment and selection processes that focused on both external and internal candidates. Continuous development of skills and leadership was emphasized, supported by clear and fair performance evaluation frameworks to motivate and prepared successors for key positions. Both sectors prioritize appropriated compensation and rewards to encourage and retained talent employees, alongside fostering a positive work environment, a culture that supports learning and teamwork, career advancement opportunities, and work-life balance. However, a major challenge identified was that compensation and benefits often failed to meet expectations, leading to dissatisfaction and potential turnover. Therefore, organizations should build a strong employer image to attract and retained talent. Additionally, government should implement measures to attract high-potential foreign professionals by offering special visa privileges and tax incentives to enhance the country's competitive capacity.

Suggestions

From the results of the research, the researcher had the following suggestions:

1. The Suggestions from the Research

1.1 The government and related government organizations should give importance and set clear policies. In creating talent people that met the country's labor needs and attracted talent people to work in Thailand, to help develop Thailand and replaced the shortage of manpower, such as providing tax benefits, long-term visa granting, providing appropriate welfare, etc.

1.2 Government and private sector organizations in Thailand should consider improving compensation for high-potential human resources or talent people to be appropriate according to their performance, to be able to attract human resources outside the organization and maintained human resources in the organization.

1.3 Public and private sector organizations in Thailand should consider improving non-salary compensation to be different from the past, to support human resources with high potential or new generation of talent people who valued advancement and growth in their work. The balance between work and personal life (Work-Life Balance) and your own mental health.

2. The Suggestions for Future Research

2.1 The next study should expand the group of key informants and organizations used in the study for wider information and could compare the differences in data more.

2.2 The next study should study talent management creating a competitive advantage in depth in each area, such as recruiting and selecting talent people, developing talent people performance, compensating and rewarding talent people and keeping talent people with the organization, etc.

2.3 The next study should study talent management in government or private sector organizations in depth to a specific organization in order to obtain clear and profound results of the study of talent management in that organization richer.

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