

Chapter 6

Integrating Talent and Knowledge Management Practices in the New Normal Business Environment: Developing Future Leaders in Public Sector Organizations

Tlou Maggie Masenya

Durban University of Technology, South Africa

ABSTRACT

Public sector organizations are faced with many challenges due to their continued reform, and new strategies are thus being implemented to ensure that these organizations adapt to the new normal business environment. However, no other issue is more important than developing effective leaders. Talent and knowledge are considered as critical resources to develop the most valuable assets of an organization and to support a sustainable competitive advantage and outstanding performance. But how can the principles of talent management be integrated with knowledge management practices to enhance leadership development within public sector organizations? This chapter critically reviewed literature pertaining to leadership capability development through integrating talent and knowledge management strategies. The transformational leadership theory, leadership development model, and talent management model were used as underpinning theories to guide the study. The chapter established that the integration of talent and knowledge management strategies leads to effective leadership development.

DOI: 10.4018/978-1-7998-8451-4.ch006

INTRODUCTION

The retirement of executive leaders and baby boomers poses business disruption, knowledge erosion and business continuity risks (Pandiyan & Jayalashmi, 2016), and therefore millennials or young generation is poised to take over leadership roles once they retire. Weber (2017) further stated that millennials enter the workforce with a typically strong desire to prove themselves by taking initiatives and having high self-esteem. Human resource managers need to develop agile strategies to handle baby boomers' exiting the workforce. Emerging trends also demand human resources managers to develop new strategies to support talent management and succession planning initiatives. White (2018) described succession planning as a process of building next generation or future leaders considering current and future business challenges, critical skills, future skills, all core technical competencies and career development plan. Therefore, bridging the skills gaps that have also occurred during the pandemic era is one of the factors to consider although the "war for talent" continues unabated. Business organizations are now competing against each other to acquire and retain talents in order to maintain their operations and continue to grow (Arora, 2018). The transition to new normal business environment is also forcing public sector organizations and its employers to reimagine their talent and knowledge management strategies. However, human resource and knowledge managers in public sector organizations are faced with a challenge of ensuring business continuity and retaining talent and knowledge in a knowledge-based economy and new normal business environment. There is therefore a need for best practices and implementation of innovative strategies for managing talent and knowledge during this COVID 19 pandemic era.

Kehinde (2012) further observed that, in order to increase the effectiveness, organizations' resources such as money, men and machines can be used to achieve this, and of these resources the most important of them all is the people. Human capital is considered as a key resource to adapt the business organizations to the knowledge-based economy and global competition. Employees' knowledge, skills and competencies need to be maximized and recognized as a distinctive source of competitive advantage (Collings & Mellahi, 2009). Public sector organizations thus need to develop and strategically manage talent and knowledge flows to ensure that employees with the needed skills and competencies are available and are aligned with the right jobs based on the organization's objectives. Public sector organizations are organizations set up by law to run services on behalf of the government, and they are owned or controlled by the government (the state) which makes all decisions. Nowadays, human resources managers in the public sector organizations requires hiring employees with good moral character, work ethic and talent above those with a specific skill set. Talent and knowledge are considered as fundamental resources

30 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/chapter/integrating-talent-and-knowledge-management-practices-in-the-new-normal-business-environment/297405

Related Content

Navigating HRM Challenges in Post-Pandemic China: Multigenerational Workforce, Skill Gaps, and Emerging Strategies

Mohamad Zreik (2023). *Enhancing Employee Engagement and Productivity in the Post-Pandemic Multigenerational Workforce* (pp. 171-188).

www.irma-international.org/chapter/navigating-hrm-challenges-in-post-pandemic-china/333498

eHR Cloud Transformation: Implementation Approach and Success Factors

Robert-Christian Ziebell, Jose Albors-Garrigos, Martin Schultz, Klaus Peter Schoenebergand M. Rosario Perello-Marin (2022). *Research Anthology on Human Resource Practices for the Modern Workforce* (pp. 735-759).

www.irma-international.org/chapter/ehr-cloud-transformation/295372

Relevance of Strategic Management of Human Resources in Travel Agencies: The Colombian Case

Maria Del Pilar Ramirez-Salazar, Omar Orlando Ovalle-Mora, Carlos Salcedo-Perezand Rafael Ignacio Perez-Urbe (2022). *Research Anthology on Human Resource Practices for the Modern Workforce* (pp. 1644-1665).

www.irma-international.org/chapter/relevance-of-strategic-management-of-human-resources-in-travel-agencies/295419

Digital Transformation in Developing Economies: Forecasting Trends, Impact, and Challenges in Industry 5.0

Rekha Pasumarthy, Shariq Mohammed, Vishnu Laxman, V. Krishnamoorthy, S. Durgaand Sampath Boopathi (2024). *Convergence of Human Resources Technologies and Industry 5.0* (pp. 47-68).

www.irma-international.org/chapter/digital-transformation-in-developing-economies/345690

Career Planning Employee Engagement and Productivity in the Post-Pandemic Era

Robert Lubin, Malka Liorand Batya Lubin (2023). *Enhancing Employee Engagement and Productivity in the Post-Pandemic Multigenerational Workforce* (pp. 99-124).

www.irma-international.org/chapter/career-planning-employee-engagement-and-productivity-in-the-post-pandemic-era/333495