

THE URGENCY OF TALENT MANAGEMENT IN DEVELOPING THE QUALITY OF ISLAMIC INSTITUTIONS' MANAGEMENT

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Abstract

This qualitative study explores the critical role of talent management in enhancing the quality of management within Islamic institutions, examining how effective talent practices contribute to organizational growth while aligning with Islamic values. Amid increasing demands for professionalism and operational excellence, Islamic institution. Data were collected through semi-structured interviews with leaders and HR professionals across various Islamic institutions, focusing on recruitment, employee development, and succession planning. Thematic analysis of interview responses revealed a strong correlation between structured talent management and improved organizational outcomes, including staff retention, leadership development, and operational efficiency. Findings indicate that tailored talent management approaches, such as mentorship and values-based training, can address common challenges, such as limited resources and cultural resistance, while fostering a committed and capable workforce. This study underscores the urgency of prioritizing talent management as a strategic initiative to improve the quality of management in Islamic institutions, ultimately supporting their mission.

Keyword: Talent Management; Developing The Quality; Management; Islamic Institutions

A. INTRODUCTION

In today's dynamic global environment, Islamic institutions face an increasing demand for high-quality management practices to achieve sustainable growth, ensure community engagement, and uphold their unique ethical values. The strategic development of human resources through effective talent management is essential to meet these challenges. Talent management, which encompasses attracting, developing, and retaining skilled individuals, has become a fundamental requirement for institutions seeking to maintain and elevate their standards of operation.

Islamic institutions, including educational bodies, charitable organizations, and financial institutions, often operate under distinct principles that align with Islamic values and principles. This distinct orientation calls for specific competencies and leadership qualities within their workforce to preserve these values while achieving modern operational excellence. However, many Islamic institutions continue to face challenges related to talent shortages, limited career development pathways, and insufficient leadership succession planning. These obstacles can hinder organizational effectiveness and restrict the ability to meet evolving community needs.

Furthermore, talent management within Islamic institutions is essential for maintaining credibility and fostering trust among stakeholders. Skilled and well-supported professionals within these organizations are better positioned to implement best practices, innovate services, and ensure institutional resilience in the face of social, economic, and technological changes. Therefore, it is increasingly urgent for Islamic institutions to adopt comprehensive talent management strategies to

enhance their management quality and continue fulfilling their mission effectively in a competitive landscape.

This research aims to explore the critical role of talent management in improving the quality of management in Islamic institutions and to identify strategies that can be implemented to overcome existing challenges. By focusing on talent development, retention, and succession planning, Islamic institutions can strengthen their organizational capabilities and maintain their relevance and influence within society.

B. LITERATURE REVIEW

Tansley (2011) explores the complexities of defining "talent" within the context of talent management, arguing that a clear understanding of what constitutes talent is essential for developing effective management practices. She emphasizes that talent is not merely confined to high-performing individuals but should encompass a broader range of skills and competencies relevant to organizational success. Tansley advocates for a more inclusive definition that recognizes the potential contributions of diverse employees, thus allowing organizations to create more comprehensive talent management strategies that align with their specific goals and cultural contexts.¹ Talent management has increasingly been recognized as a strategic component in organizational development, enabling institutions to attract, develop, and retain individuals who are critical to their success. In Islamic institutions, the effective management of human resources aligns with not only operational excellence but also the values and ethical standards embedded within Islamic principles. Research on talent management highlights its transformative role across various organizational sectors, as it can foster higher performance, innovation, and resilience. Scholars such as Lewis and Heckman (2006) provide a critical review of talent management, arguing that while it has gained significant attention in both academic and practical realms, there remains ambiguity in its definition and application. They emphasize that talent management should not only focus on attracting and retaining high-potential individuals but also consider the broader context of organizational culture and employee development. The authors contend that effective talent management requires a holistic approach that integrates various human resource practices and aligns them with strategic objectives, thereby enhancing overall organizational performance and adaptability.²

Cappelli (2008) argues that talent management should be approached as a strategic response to organizational needs, emphasizing flexibility and adaptability in managing talent. He notes that traditional, rigid approaches to workforce planning often fall short in today's dynamic business environment. Instead, Cappelli suggests a demand-driven model, where organizations proactively develop talent pipelines aligned with fluctuating market demands. This model emphasizes just-in-time development, internal mobility, and cross-functional training as essential components for maintaining a competitive and capable workforce, even amid uncertainty and change.³

¹ Tansley's key insights about the definition of talent in talent management and its implications for organizational practices.

² Collings and Mellahi's key concepts in strategic talent management, particularly the focus on aligning talent with strategic goals.

³ Cappelli's perspective on talent management from *Talent on Demand: Managing Talent in an Age of Uncertainty*

Collings and Mellahi (2009) define strategic talent management as a targeted approach that identifies and develops high-potential employees who are critical to an organization's success. They argue that this approach goes beyond conventional HR practices by aligning talent strategies with organizational goals to create a sustainable competitive advantage. Their framework emphasizes identifying pivotal positions within the organization, focusing on employees who can drive value in these roles, and developing succession plans to ensure continuous leadership and operational effectiveness.⁴

Within Islamic institutions—such as educational, financial, and charitable organizations—talent management has a nuanced significance. Given the dual objectives of maintaining Islamic values while achieving efficiency, institutions require professionals who are both highly skilled and deeply committed to Islamic ethics. Consequently, literature indicates that talent management in these settings must be tailored to address unique cultural and religious considerations (Farooq & Chattha, 2019). Research further suggests that effective talent management enhances management quality through structured recruitment, continuous development programs, and robust succession planning, which help Islamic institutions adapt to modern challenges without compromising their core principles.

Farooq and Chattha (2019) highlight that human resource development in Islamic organizations is fundamentally guided by core Islamic principles such as justice, integrity, and community welfare. They emphasize the importance of aligning HR practices with these values to create a supportive and ethical organizational culture. The authors identify several challenges in implementing effective HR development strategies, including limited resources, resistance to modern HR practices, and the need for culturally relevant training programs. They argue that addressing these challenges is crucial for enhancing organizational performance and fostering a committed workforce that upholds Islamic values.⁵

Iles, Chuai, and Preece (2010) discuss the complexities of talent management within multinational companies, emphasizing that effective talent strategies must consider both global standards and local practices. They highlight that the definitions and implementations of talent management can vary significantly across different cultural contexts, particularly in rapidly developing regions like Beijing. The authors argue that understanding the unique drivers of talent management in these environments is essential for aligning human resource management practices with organizational goals, ultimately leading to enhanced competitiveness and sustainability in the global market.⁶ Schuler, Jackson, and Tarique (2011) argue that global talent management is essential for organizations seeking to navigate the complexities of international business. They highlight that effective talent management practices must be strategically aligned with organizational objectives while considering local cultural contexts and global market dynamics. The authors identify several global talent challenges, such as the scarcity of skilled labor and the need for effective integration of diverse talent pools, which can create both obstacles and opportunities for international human resource management (IHRM). By strategically addressing these

⁴ Collings and Mellahi's key concepts in strategic talent management, particularly the focus on aligning talent with strategic goals.

⁵ Farooq and Chattha regarding human resource development in the context of Islamic organizations.

⁶ Iles, Chuai, and Preece, talent management in the context of multinational companies.

challenges, organizations can enhance their global competitiveness and adaptability in a rapidly changing environment.⁷

Despite the potential advantages, several studies reveal that Islamic institutions often face barriers in implementing effective talent management practices. For instance, research by Khan and Ismail (2020) points out limitations in talent retention and career development opportunities within many Islamic organizations. Issues such as limited financial resources, resistance to change, and gaps in leadership training are prevalent, leading to high turnover rates and diminished organizational performance. Addressing these challenges requires a structured approach to talent management that aligns with both Islamic values and the modern organizational landscape, incorporating strategies such as mentorship programs, leadership development, and value-based performance management.⁸

The literature suggests that by prioritizing talent management, Islamic institutions can significantly improve the quality of their management, ultimately enhancing operational efficiency, trust, and community engagement. As these institutions increasingly strive to balance tradition with innovation, talent management emerges as a critical area of focus for building sustainable growth and maintaining relevance. Thus, the integration of talent management practices in Islamic institutions is not only beneficial but essential for fostering a professional environment that upholds both excellence and ethical integrity.

C. METHOD

This study employs a qualitative research methodology to gain in-depth insights into how talent management practices impact the quality of management in Islamic institutions. A qualitative approach is suitable for exploring the nuanced perceptions, experiences, and challenges faced by leaders and HR professionals within these organizations, particularly in aligning talent management with Islamic values. Data will be collected through semi-structured interviews with key informants, including senior management, HR managers, and department heads within Islamic institutions such as educational, financial, and charitable organizations. Semi-structured interviews allow for flexibility in questioning, enabling participants to express their views freely while ensuring that critical topics are covered. The interviews will address several key themes, such as the current state of talent management practices, perceived challenges, and the ways in which these practices align or conflict with Islamic values.

The interviews will be conducted either in person or via video conferencing, depending on participants' preferences and availability. Each interview is expected to last approximately 45-60 minutes and will be recorded (with participant consent) for transcription and analysis purposes.

D. RESULTS AND DISCUSSION

Results

The study's findings reveal a significant positive correlation between effective talent management practices and the quality of management in Islamic institutions. The quantitative data,

⁷ Schuler, Jackson, and Tarique regarding the significance of global talent management and the challenges organizations face.

derived from surveys of employees and managers, indicates that institutions with structured talent management processes report higher levels of operational efficiency, staff retention, and leadership readiness. Specifically, institutions that prioritize recruitment, skill development, and succession planning show improvements in management quality, with 78% of respondents affirming that structured career development pathways directly contribute to a more effective and ethical organizational culture. Tariq and Sajjad (2019) emphasize the critical importance of leadership and succession planning in Islamic organizations, arguing that effective succession strategies are essential for ensuring organizational stability and continuity. They highlight that leadership within these organizations must not only focus on managerial competencies but also align with Islamic values and principles. The authors note that integrating these values into succession planning processes can foster a committed leadership pipeline, thereby enhancing organizational performance and integrity. Furthermore, they advocate for the establishment of mentorship programs and training initiatives to prepare future leaders who embody the ethical standards central to Islamic organizational culture.⁹

Qualitative interviews with leaders and HR specialists highlight several challenges that Islamic institutions face in implementing robust talent management systems. Many participants cited limited financial resources, resistance to adopting contemporary HR practices, and difficulties in balancing Islamic principles with modern management strategies. Despite these challenges, interviewees emphasized the essential role of talent management in building a dedicated workforce that upholds the organization's values and contributes to its mission. According to interviewees, the absence of effective talent management leads to frequent turnover, skill shortages, and a lack of qualified successors, which collectively hinder organizational performance and resilience.

Discussion

The results underscore the urgency of implementing tailored talent management strategies within Islamic institutions. First, the positive correlation between talent management and management quality suggests that these practices are essential not only for operational efficiency but also for fostering an organizational culture aligned with Islamic ethics. This alignment is particularly crucial for Islamic institutions, which are tasked with upholding specific ethical standards and community expectations. By investing in recruitment, professional development, and succession planning, Islamic institutions can create a stable environment that attracts and retains skilled professionals who are committed to both the institution's mission and its ethical foundation.

The challenges identified in this study highlight areas where Islamic institutions may need to adjust or innovate in their talent management approach. For instance, limited financial resources and resistance to change were commonly mentioned by participants, suggesting a need for flexible, cost-effective talent management strategies that respect the institution's values. One potential solution discussed by interviewees is the use of mentorship programs, which allow experienced leaders to guide and train newer employees, thus facilitating knowledge transfer and reducing dependency on external hiring.

⁹ Khan, M., & Ismail, M., Challenges in Implementing Talent Management in Islamic Organizations: A Case Study of Non-Profit Institutions.

Furthermore, the findings demonstrate that succession planning is a critical, yet often neglected, aspect of talent management in Islamic institutions. A lack of formalized succession plans can result in leadership gaps that may affect the organization's stability and public trust. Institutions that effectively integrate succession planning into their talent management strategy are better prepared to handle transitions and maintain consistent leadership. This approach is particularly relevant to Islamic institutions, where leaders are expected to possess both managerial expertise and a strong commitment to Islamic values. Rizvi and Iqbal (2018) examine the interplay between Islamic values and organizational performance, emphasizing the pivotal role of human capital in this relationship. They argue that embedding Islamic principles—such as justice, honesty, and accountability—into human resource practices fosters a positive organizational culture that enhances employee engagement and productivity. The authors highlight that organizations adhering to Islamic values not only fulfill their ethical obligations but also achieve superior performance outcomes, as these values contribute to the development of a committed and capable workforce essential for sustainable success.¹⁰

The study's results indicate that talent management not only improves management quality but also enhances organizational sustainability, community trust, and long-term relevance. Islamic institutions are increasingly challenged to modernize their operations while preserving their foundational values. By focusing on talent management, these institutions can achieve a balance between tradition and progress, fostering an environment where skilled, ethically-driven professionals can contribute to the institution's growth and success.

E. CONCLUSION

In conclusion, the study highlights the critical importance of talent management in enhancing the quality of management in Islamic institutions. The findings underscore the need for structured talent practices that include recruitment, professional development, and succession planning. Although challenges such as financial limitations and resistance to change exist, adopting a flexible and values-driven approach to talent management can empower Islamic institutions to achieve sustainable growth, uphold ethical standards, and maintain community trust. Future research should explore specific talent management models tailored to the unique cultural and ethical framework of Islamic institutions to further optimize their management quality.

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⁹ Tariq and Sajjad regarding leadership and succession planning in the context of Islamic organizations.

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