Talent Risk Components
in the Thailand Automobile Industry

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ABSTRACT

The Thailand Automobile Industry faces talent risk in terms of talent shortage, particularly in engineering. However, talent shortage is one variable of the talent risk components. There are other talent risk variables which are important in the Thailand Automobile Industry. Therefore, this research aims to confirm the components of talent risk in the Thailand automobile industry. Questionnaires were conducted with managers in 12 automobile companies that have production bases in Thailand. This sampling method is called judgment sampling because the sample is based on the researcher's purpose. However, those automobile companies have market share over 90 % of Thailand automobile industry. Therefore, the samples in this study can be confidently assumed to be representative of the automobile industry in Thailand. Moreover, this study uses both mailed questionnaires and filed questionnaires to collect data. The results confirm that the talent risk components in the Thailand Automobile Industry consist of Market Maturity, Organizational Readiness and Organizational Aspiration.

Keywords: Talent Risk, Market Maturity, Organizational Readiness and Organizational Aspiration

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บทคัดย่อ

อุตสาหกรรมรถยนต์ในประเทศไทย เผชิญกับความเสี่ยงคนเก่งโดยเฉพาะการขาดแคลนคนเก่งด้านวิศวกร อย่างไร
ก็ตาม การขาดแคลนคนเก่งเป็นเพียงตัวแปรเดียวในองค์ประกอบของความเสี่ยงคนเก่ง ซึ่งยังมีตัวแปรอื่น ๆ
ที่สำคัญในองค์ประกอบของความเสี่ยงคนเก่งในอุตสาหกรรมรถยนต์ไทยยังไม่ได้ทำการศึกษา ดังนั้นงานวิจัยชิ้นนี้
มีวัตถุประสงค์เพื่อศึกษายืนยันองค์ประกอบของความเสี่ยงคนเก่ง งานวิจัยชิ้นนี้อาศัยแบบสอบถามในการเก็บข้อมูล
จากผู้จัดการในบริษัทรถยนต์ที่มีการผลิตรถยนต์ในประเทศไทย จำนวน 12 แห่ง ซึ่งเป็นการเลือกกลุ่มตัวอย่างแบบการ
ใช้วิจารณญาณ โดยกลุ่มตัวอย่างทั้ง 12 บริษัท สามารถเป็นตัวแทนที่ดีของบริษัทในอุตสาหกรรมรถยนต์ในประเทศไทย
เนื่องจากบริษัทรถยนต์ทั้ง 12 แห่งมีส่วนแบ่งการตลาดในอุตสาหกรรมรถยนต์ของประเทศไทยมากกว่าร้อยละ 90 ของ
ส่วนแบ่งตลาดทั้งหมด นอกจากนี้ ผู้วิจัยได้ทำการส่งแบบสอบถามไปยังบริษัทรถยนต์ทางไปรษณีย์ และทำการแจกแบบสอบถาม
โดยตรงในบริษัท ดังนั้นข้อมูลจากแบบสอบถามจึงมีความน่าเชื่อถือสำหรับการวิเคราะห์ผลการวิจัย โดยที่ผลการวิจัยยืนยัน
ได้ว่าองค์ประกอบของความเสี่ยงคนเก่งในอุตสาหกรรมรถยนต์ไทย ประกอบด้วยปัจจัยทางการตลาด ปัจจัยความพร้อมของ
องค์กร และปัจจัยการสร้างแรงบันดาลใจ

คำสำคัญ : ความเสี่ยงคนเก่ง ปัจจัยทางการตลาด ปัจจัยความพร้อมขององค์กร และปัจจัยการสร้างแรงบันดาลใจ

1. INTRODUCTION

According to Adecco Thailand (2014), Thailand faces talent risk in terms of talent shortage particularly in the automobile industry. However, talent shortage is only one variable of the talent risk components. Nagpal (2013) studied in several countries and concluded that talent risk consists of three components which cover both external and internal components. The external component is called market maturity whereas the internal component is called organizational readiness and organizational aspiration. Each component has different impacts to a company. Therefore, companies need to investigate themselves in order to know which talent risk component mostly effects their company because each component requires different strategies to reduce talent risk. For example, if the organizational readiness component mostly creates talent risk, then the company needs to focus on this component and implement the right strategy to reduce the talent risk. Therefore, it is important for a company to know what talent components the company has. As earlier mentioned, the Thailand automobile industry faces a talent shortage and several automobile companies use different strategies to solve that problem. For example, some automobile companies established their own colleges to build talent or cooperate with local education institutions to conduct programs which are suited for their companies. This study uses the talent risk concept of Nagpal to confirm that the Thailand automobile industry also has three talent risk components, the same as Nagpal's concept. In Nagpal's concept, there are eleven variables in three components. However, there are some talent risk variables that might be important in Thai context such as education policy, talent mismatch and internal branding. Hence, this study puts all those three variables in the model and this study also needs to confirm that those variables are in the right component. Moreover, this study will explore talent risk components and talent risk variables which Thailand automobile industry needs to understand in order to prepare talent management strategies because each talent risk variable needs specific strategy to reduce that risk such as business ambition variable needs to use motivation strategy to reduce this risk whereas talent risk from internal branding needs to use working environment strategy to solve. Furthermore, each automobile company might face difference talent risk therefore each company must diagnose itself to find which talent risk variable that company faces. Finally, this study provides Self-assessment for talent risk to help Thailand automobile company to diagnose talent risk.

2. PURPOSES OF THE RESEARCH

1. To confirm the components of talent risk in the Thailand automobile industry.
2. To provide Self-assignment for talent risk to Thailand automobile industry

3. LITERATURE REVIEW

Nagpal's Talent risk concept: Nagpal (2013) researched talent agenda all over the world by interviewing CEOs, business leaders and HR executives. He found that most executives let HR play an important role in talent agenda. However, Nagpal indicates that talent agendas belong to the CEOs or business leaders because they can directly drive the talent strategies. Nagpal proposed that there are three fundamental principles for talent. Firstly, organizations need to deeply diagnose both external and internal factors that impact talent. Secondly, talent strategies must be built in order to reduce or avoid talent risk; and finally, all talent jobs must be owned by CEOs or business leaders. Talent management is usually responsible by human resource and the role of the CEOs is intermittent and distant. However, the roles of the CEOs have been increasingly involved in talent management because talents are a source of business competitive advantage (Collings & Mellahi, 2009). CEOs have to play an important role in talent management in order to ensure their talent management strategies can be implemented across the organization. If CEOs do not support talent management, talent management applications remain moderate or poor. Moreover, CEOs or business leaders must search for talent and invest in them in order to retain their talent. Per his findings, there are 11 talent risk variables such as market opportunity, employee vintage, management ability and so on. Moreover, Nagpal (2013) classified those 11 variables into 3 distinct points of view. The first component which is called market maturity describes the external talent circumstances and has 3 variables:

• Market talent pipeline expresses the quantity of talent in the labor market. In other words, talent pipeline refers to an organization's ongoing need to have a pool of talent that is readily available to fill positions at all levels of management. According to Nagpal (2013), market talent pipeline is about the analysis of macro talent trends. Many factors affect talent pipeline such as education, migration and aging population.

• Pipeline proficiency is related to the quality of talent. This is about how easy it is to find skilled talent in a location. If the answer is it is not easy, then companies need a clear strategy either to import skilled talent or set up training to develop capabilities within. Therefore, companies need to analyze the quality of talent available (Nagpal, 2013).

• Market opportunity is involved with talent requirements depending on business conditions. When business booms, most firms need more talent than during recession. Formby & Crandall (2013) also claimed that many firms required new talent in the United States after the economic recovery from 2000 to 2008. However, the United States faced a talent shortage in recent years because most talent returned home due to rapid economic development in their home countries.

The second component is called organizational readiness. Organizational readiness refers to how organizations prepare for dealing with talent risk. There are 4 variables in this component:

• Talent Attraction: In a talent war, many firms try to attract talent by organizational image. Many well-known businesses are attractive for talent to work in. Their reputation might differ depending on the talent's perspective. A good image of an organization creates a lot of opportunities to find the best talent within a short time and as a consequence, they do not face a talent shortage problem compared with other organizations (Arachchige & Robertson, 2013).

• Employee Vintage: This variable analyzes the talent's age distribution in an organization. It also focuses on how long existing talent have been in their position. If organizations have existing talent who are in their positions for a long time, those organizations do not attract new talent because of low career opportunity. Herrmann (2014) studied population aging in emerging markets and found that older employees negatively relate to economic development because old employees have lower productivity than younger employees but older employees have higher organizational commitment than young employees.

• Management ability: Nagpal indicates that management ability depends on cultures of leaders. Japanese leaders will manage their organizations differently from European leaders. Conger (2014) studied global leadership talent and found that leaders who come from a hierarchy will create many layers in the organization which obstruct work flow and talent therefore tend to leave these organizations.

• Organization Structure: Nagpal indicates that organization structure can either enhance or obstruct talent training or coaching. Hierarchical structures where seniors are powerful might offer less talent training especially to younger talents because the seniors might not allow young talent to be trained. According to an empirical study by Majeed (2013), there is a positive relationship between re-engineering and organization performance, because a flat organization structure can easily conduct talent development and will lead to better performance than a hierarchical organization.

The last component is called organizational aspiration. It is concerned with how organizations retain their talent. There are 4 variables in this component:

• Business ambition: Leaders closely impact talent in many ways. Leaders have different business ambitions depending on their backgrounds. Business ambitions will impact talent differently. Şen & Eren (2012) stated that leaders with aggressive ambition will focus on how firms are going to be in the future. They usually set high organizational objectives in order to get high competitive advantages. Therefore, a leader with aggressive ambition will encourage their talent to enhance their knowledge, to develop their career path and to create a relationship with them. Leaders will motivate workers to move forward with a future vision and will encourage them to develop themselves. Finally, these leaders will give the benefits back to their talent when they reach their goals.

• Change agenda is change within an organization. This change can be an opportunity to develop organizations in order to respond to business change both present and future. Leaders are important for implementing change in their organizations because leaders need to motivate their talent to change. Leaders also have to help their talent adapt themselves to a new organizational setting. If leaders ignore the consequence of change, talent will resist change because they do not want to alter their work process and feel uncomfortable (Burnes & By, 2012).

• Innovation: In dynamic globalization, organizations have to create new things in order to become leaders in business. Most companies fund huge budgets in research and development each year. Technological innovation has become a major tool for talent development. Technology helps an organization to share their knowledge and it can create a good workplace environment because talents will use technology to connect with others. It creates a good relationship among them. As a result of an innovative organization, talent will want to collaborate and this will reduce talent turnover. Hence, organizations want to hire talent who have technological ability (Li, Hu, Chen & Zhu, 2013).

• Market Share is an important variable to attract the right talent to join. If firms have a small market share, they have difficulty in attracting talent.

However, there are other variables which might be important in a Thai context. For example,

• Education Policy: One talent risk is talent shortage which is caused by education failure. Education policy is important to build talent. Some countries like Singapore responded to the global war for talent by education reformation (Ng, 2011). Moreover, Singapore has tried to attract foreign talent, especially young talent, by launching an education hub policy (Lee, 2014). China has also launched policy to support their young talent in order to respond to talent demands (Dong & Wuguangrong, 2013). As a result of the above, many countries have tried to set National Talent Programs to build talent for their labor markets. In contrast in Thailand, education policy is traditionally ignored for the talent market. Policy makers did not cooperate with private companies in talent building. Therefore, previous education policy did not respond to market demand. For example, according to a report by Adecco Group (2015), in 2014, Thailand produced only 6.60% engineering graduates but the demand for engineers in Thailand automobile industry was 17.05% of total market demand. With that said, policy makers are gradually cooperating with companies to conduct educational programs in recent years. Therefore, education policy in Thailand might be one of the talent risks in Thai context and should be investigated in this research (Brimble & Doner, 2007).

• Talent Mismatch: Talent mismatch is a major problem in the talent market. This problem occurs when an education system does not match with the labor demand. Some countries face talent shortages in engineering but their education systems cannot produce enough engineers to serve their talent market. A lot of research has come to the same conclusion regarding talent mismatch, that policy makers need to adapt their policies to respond to talent demand. For Thailand, talent mismatch

is a serious problem due to lack of educational development. Many firms spend a lot of time and money to search overseas for the right talent, particularly technology specialists, instead of internal training because of the educational background of workers. According to Siam Commercial Bank's Economic Intelligence Centre (2014), it was reported that there is a mismatch between the job skills that employers seek and the skills actually possessed by workers trained in the Thai educational system. Thai schools and universities emphasize general education instead of vocational training, engineering and science. Vocational students account for only 20% of all students in education in Thailand. However, several companies actually have a greater need for vocational workers with practical training than for graduates of universities. With all of the above in mind, this research will put these variables into the research model because talent mismatch might create talent risk to the Thailand automobile industry as well.

　　　　• Internal Branding: This variable is quite similar to talent attraction which is an external talent view. However, internal branding is the internal talent's perception of their organization such as organizational culture. Internal branding relates to talent satisfaction. For Thailand, internal branding might be a new concept that businesses ignore because they think that it is similar to external branding; thus they will focus more on external branding. This study will explore internal branding as it is one of the talent risk factors that leads to reduced competitive advantage. Internal branding relates to the workers' satisfaction with their organization and is expressed by the organization's close relations with both their workers and the public. External talent will learn about internal branding through their friends and family. If external talent perceive pleasure in their friends' workplace, they might want to join that workplace. Therefore, good internal branding will encourage the talent supply and organizational commitments. Every company creates internal branding in order to maintain their staff and to search for new talent. Firms with low internal branding can experience talent risk compared with high internal branding firms. (Kimpakorn & Tocquer, 2009 ; Tuominen, Hirvonen, Reijonen & Laukkanen, 2016).

4. CONCEPTUAL FRAMEWORK

　　　　For conceptual framework construction, this study combines Nagpal's talent risk variable and other talent risk variables which are not in Nagpal's concept such as education policy, talent mismatch and internal branding into three components in order to confirm those components in Thai context. However, this study still mainly uses talent risk variables in Nagpal's concept but some variables such as market talent pipeline and pipeline proficiency in Nagpal's concept closely relate to talent supply because the market talent pipeline describes the quantity of talent in the labor market whereas pipeline proficiency describes quality of talent in the labor market. Therefore this study puts both variables together in talent supply. This is similar to market share which expresses that most talent search for jobs in big companies in the market for job security reasons and therefore this study puts

this variable into talent attraction. Moreover, this study adds 3 more variables being education policy, talent mismatch and internal branding. Hence, the conceptual framework is composed of 3 talent risk components and 12 talent risk variables.

• The first component is called market maturity which has 3 talent risk variables: talent supply, market maturity and education policy.

• The second component is called organizational readiness which has 5 talent risk variables: talent attraction, employee vintage, organization structure, management ability and talent mismatch.

• The last component is called organizational aspiration which has 4 talent risk variables: business ambition, innovation, change agenda and internal branding.

5. RESEARCH FINDING

This study uses automobile companies that have a production base in Thailand as respondents. Moreover, this study is confident that the respondents are representative of the entire population because all 12 companies have a market share of over 90% of Thailand's automobile industry. Therefore, the samples in this study can be confidently assumed to be representatives of the automobile industry in Thailand. The sampling method used was judgment sampling. This sampling method is non-probability, in that the sample is not equally chosen because the sample is based on the researcher's judgment. Moreover, this study requires managers or higher positions to do the questionnaires because of Nagpal's concept. In that concept, Nagpal (2013) explains that managers or higher positions are the main players to diagnose talent risks in their companies and they know who their talents are.

For this analysis, 360 questionnaires were sent to 12 automobile companies. However, there were only 340 questionnaires returned to the researchers. Therefore, the respondent rate was 94.44%. With this rate, the survey results can be representative of the target population (Nulty, 2008). Moreover, the data which could be used for quantitative analysis was 325 questionnaires. There were 61 items in the questionnaires including demographics data. This questionnaire also used 7-point Likert scales to measure the respondents' opinions (1 = Entirely Disagree to 7 = Entirely Agree). Moreover, this questionnaire tested validity by using Index of Item-Objective Congruence (IOC) and tested reliability by using Cronbach's alpha. In Table 1, the sample of Cronbach's alpha in each question is shown. There are varying Cronbach's alpha scores but overall, the Cronbach's alpha score was 0.958 which is greater than 0.700 and therefore all questionnaires are reliable for testing. The questionnaires also needed to be translated into the Thai language; therefore, questionnaires were certified as correct translations by Burapha University Language Institute. Moreover, the details of the respondents are shown in Table 2

Table 1: The Sample of Cronbach's Alpha in Each Questionnaire

No.	Questions	Cronbach' Alpha
1	You greatly trust that economic development will affect your talent.	0.718
2	Your company produces your own talent to use.	0.743
3	Universities cooperate with your company to conduct educational programs.	0.701
4	In your company, career promotion depends on seniority even though young talents have higher performance.	0.842
5	Your company create flexible and dynamic work environment.	0.825
6	You have ability to adapt your management to fit talents who are from various backgrounds.	0.835
7	Your talents are cooperated with you to set long term goals and work through them.	0.939

Table 2: Respondent Details

	Frequency	Percent
Gender		
Female	135.00	41.50
Male	190.00	58.50
Ages		
20–29	16.00	4.90
20–39	136.00	41.80
40–49	124.00	38.20
50–59	47.00	14.50
Over 60	2.00	0.60
Education		
Diploma or less	37.00	11.40
Bachelor	201.00	61.80
Master	87.00	26.80

Table 2: Respondent Details (Cont.)

	Frequency	Percent
Period in Position		
Less than 1 Year	41.00	12.60
1–5 Years	130.00	40.00
6–10 Years	73.00	22.50
11–15 Years	45.00	13.80
More than 15 Years	36.00	11.10

In addition, Maccallum, Widaman, Zhang and Hong (1999) explained that there are wide ranges of sample size in factor analysis. However, there are rating scales for adequate sample sizes in factor analysis: 100 = poor, 200 = fair, 300 = good, 500 = very good and 1,000 or more = excellent. As a result, using 325 data in this study is good to analyze factor analysis.

In order to confirm the components of talent risk in the Thailand automobile industry, this study uses AMOS to analyze confirmatory factor analysis and the statistical output shows acceptable threshold levels and is consistent with the concept Hair et al. (1998), Bollen (1989) and Sorbon (1982) such as;

Table 3: CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	56	25.730	22	.263	1.170

• Chi-Square, the chi-square for the model in AMOS is called CMIN. If the chi-square is not significant, the model is regarded as acceptable. From table 3., the p-value is not significant (0.263) which is greater than 0.05. Relative chi-square (1.170) is also less than 2.0. Therefore, this model is good fit for the empirical data.

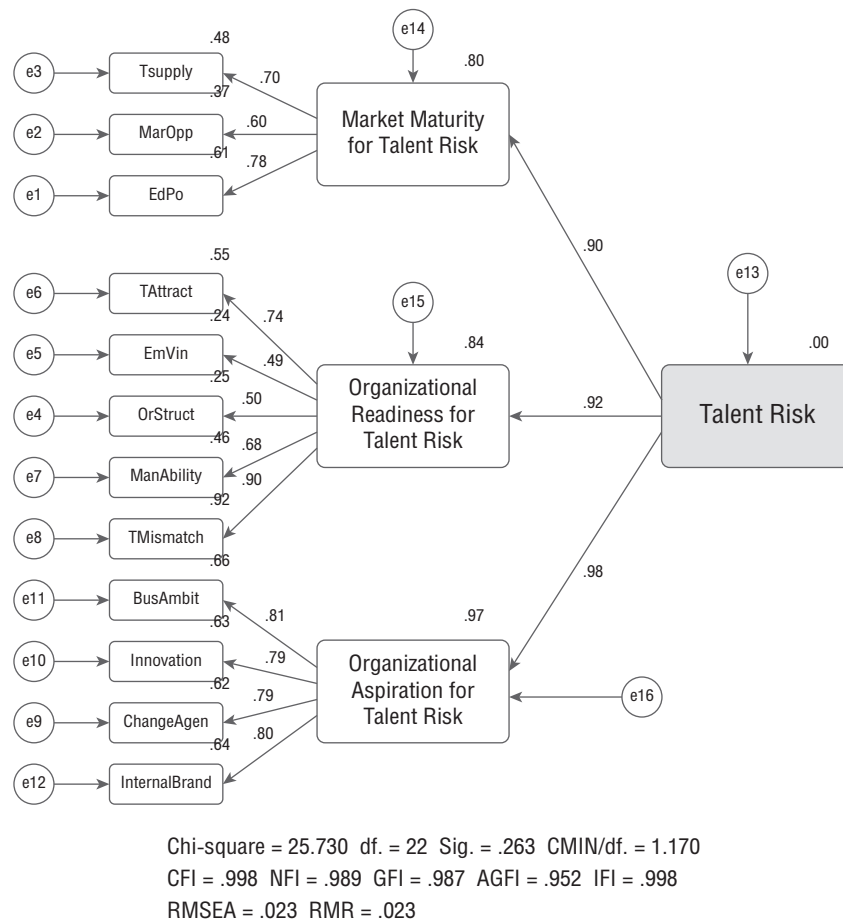**Table 4**: Model Fit Indexes

Model	RMR	GFI	AGFI	PGFI	CMIN/DF
Default model	.023	.987	.952	.278	1.170

• Goodness of Fit Index (GFI) and the adjusted goodness of fit index (AGFI) range from 0 (poor fit) to 1 (perfect fit). If the both index is close to 1, the model is perfect fit but generally GFI and AGFI is greater than 0.90, the model considers fit. From table 4., GFI and AGFI are 0.987 and 0.952 which are greater than 0.90 therefore this model is acceptable fit.

• The root mean square residual (RMR) ranges from 0 to 1, with a value of .08 or less being indicative of an acceptable model. In this model, RMR is 0.023 which is less than 0.08 therefore this model is acceptable fit.

Overall, the data indicate a good fit for the model. Therefore, this research can conclude that the talent risk structure model is valid (detail in figure1).

Chi-square = 25.730 df. = 22 Sig. = .263 CMIN/df. = 1.170
CFI = .998 NFI = .989 GFI = .987 AGFI = .952 IFI = .998
RMSEA = .023 RMR = .023

Figure 1: Confirmatory Factor Analysis

6. DISCUSSION

This study aims to confirms talent risk components in the Thailand automobile industry and the result confirm that Thailand automobile industry has three talent risk components such as market maturity, organizational readiness and organization aspiration. Moreover, the statistical data in table 5 shows that organizational aspiration component significantly impacts on Thailand automobile industry compare with other two components because this component has the highest value of standardized regression weight (0.98), followed by organizational readiness (0.92), and market maturity (0.90).

Table 5: Standardized Regression Weights

Component			Estimate
Market Maturity	←	Talent Risk	0.90
Organizational Readiness	←	Talent Risk	0.92
Organizational Aspiration	←	Talent Risk	0.98

However, there might be difference degree of talent risk impact in company level for instance, organizational aspiration component significantly impacts on some automobile companies whereas market maturity component will significantly impacts on other automobile companies. Hence, automobile companies firstly need to self-diagnose on talent risk components by using self-assessment (after reference). With self-assessment, the scores will indicate that which talent risk component is the most important for them and will be the first priority to solve or reduce that risk because each company has difference degree talent risk component which has difference techniques and method to reduce. For example, organizational aspiration component consists of four variables such as business ambition, innovation, change agenda and internal branding. Therefore, Thailand automobile companies should emphasis on these variables by using various techniques and methods in order to reduce talent risk in their companies such as;

• Automobile companies need to share future vision of company and to deliver benefits to talents when companies reach the vision.

• Automobile companies need to create innovation climate in company and welcome all innovation proposals from their talents.

• Automobile companies should provide innovation and creative think training for talents.

• Automobile companies need to enhance their talents to adapt themselves to the company changes and always pay sufficient attention to talents' consequences after changing.

• Automobile companies need to build internal branding and provide internal branding for their talents.

On the other hand, there are other techniques and methods to reduce talent risk in organization readiness component and market maturity component. For example;

• Automobile companies need to cooperate with education institution to conduct educational programs which consistence with their demanding.

• Policy makers need to use dynamic strategy to set educational policy. For example, survey in business sectors which labour demand they require for next 2-3 years and help educational institution to produce labour to respond business demand. Policy makers need to survey every 2-3 years because business demand for labour can change over the time.

• Develop a company strategy to integrate new young talents into current employees in order to interoperability because seniority system still is an important in workplace in Thai context.

In addition, CEOs in automobile companies must play important role in diagnose talent risk because they are the main supporters in talent management strategies. However, human resources now plays a key role in talent risk diagnose instead of CEOs in Thai context. This situation can create more talent risk in the Thailand automobile companies because human resource staff might misrepresent the talent risk to CEOs and human resource staffs only focus on their job. Sometime human resource staffs do not know the impact of talent risk across the entire company whereas CEOs concern the big picture of company therefore they will know the consequence of the talent risk on entire business. Hence, CEOs in Thailand automobile industry must change their role by directly focusing on talent risk diagnose.

7. LIMITATION OF THE STUDY

According to Nagpal (2013), Nagpal classified talent risk into three components with eleven variables. Moreover, there are some variables which might be important in Thai context but are not in Nagpal's model. Therefore, this study extends Nagpal's concept by adding three more talent risk variables into three talent risk components. However, there are other variables which need to be confirmed whether they are in the talent risk components or not. The other talent risk variables are teamwork, flexible work, work life balance, stress at work, colleague relationships, organizational justice and job security. Therefore, future researchers should consider those variables.

8. CONCLUSION

This study finds that the talent risk components in Thailand's automobile industry conform to Nagpal's concept in which the talent risk components consist of market maturity, organizational readiness and organizational aspiration. Apart from Nagpal's concept, this research adds three other talent risk variables into those three components. The results confirm that all three of those variables which are education policy, talent mismatch and internal branding are in the talent risk components for Thailand's automobile industry. Moreover, this study explores beyond Nagpals concept by put three new variables which might influence on talent risk in Thailand automobile industry. Hence, this study finally provides the new talent risk combination in talent risk components for Thai context which Thailand automobile industry can use this combination to diagnose itself in order to prepare talent management strategies to protect or reduce talent risk in Thailand automobile industry.

9. RESEARCH CONTRIBUTIONS

1. To provide leaders in Thailand automobile companies a better understanding of the talent risk components

2. To provide a self-assignment for talent risk to Thailand automobile companies because each talent risk variable requires different talent management strategies to solve.

3. To contribute in the academic arena by exploring the knowledge of talent risk which is the original root of talent management.

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Self-Assessment for Talent Risk

Talent Supply analyzes how many workers are available for company to recruit. If there are a lot of workers in the labour market, you can mark low scores. On the other hand, if it is very difficult to find talent for the company, you can mark a high score. High scores mean the company faces more talent risk in terms of supply.

Abundant   Scarcity

1	2	3	4	5	6	7	8	9	10

Market Opportunity analyzes how business circumstances have an impact on talent. It is difficult for talented people to find new jobs when the market is declining. The company will encounter low talent risk when the market slows down.

Decline   Growth

1	2	3	4	5	6	7	8	9	10

Education Policy analyzes how education policies respond to a company's demand. If there is cooperation between the company and the educational institution to on programs, it can reduce talent risk in terms of both talent shortages and talent mismatch.

Cooperate   Non Cooperate

1	2	3	4	5	6	7	8	9	10

Talent Attraction analyzes how company can attract talent to work with them. A company with high benefits and a good reputation can easily attract talents. This company faces lower talent risk than a company with a bad reputation.

Easy   Hard

1	2	3	4	5	6	7	8	9	10

Management Ability analyzes the ability of leaders or managers to manage talent diversity in the company.

Best									Worst
1	2	3	4	5	6	7	8	9	10

Employee Vintage analyzes the age distribution in an organization. It also focuses on how long workers have been in their position. If organizations have staff who have been in their position for a long time, those organizations can not attract new talent because of low career opportunities, so the company has high talent risk.

% elder talents

10	20	30	40	50	60	70	80	90	100

Organization Structure can either enhance or obstruct the workforce's training or coaching. A hierarchy structure in which seniors are powerful might obstruct young talent training because seniors might attend training classes and might not allow young staff to participate.

Enhance									Obstruct
1	2	3	4	5	6	7	8	9	10

Talent Mismatch analyzes how a company can recruit or deploy the right talent to the right job.

Match									Mismatch
1	2	3	4	5	6	7	8	9	10

Talent Risk Components

in the Thailand Automobile Industry

Business Ambitious analyzes the inner desire of leaders to achieve success based on their belief in themselves. Leaders with strong ambition will have a strong desire for success or achievement. They will encourage their workforce and will motivate them to move forward with a future vision in order to reach their targets.

Strong									Weak
1	2	3	4	5	6	7	8	9	10

Change Agenda analyzes how a company can deal with changes in the organization. If a company pays sufficient attention to the consequences of change or enhances workers ability to adapt themselves to the changes, the company will have low talent risk.

Best									Worst
1	2	3	4	5	6	7	8	9	10

Innovation analyzes how a company can enhance their workers' creative competence. The company needs to build an innovative climate among the workers. With this climate, employers will provide various learning practices in innovation, including innovative thinking, innovative monitoring, and innovative performance. The consequence of innovation is knowledge sharing and a good environment workplace. Finally, staff will be more motivated to work with and turnover will be reduced.

Enhance									Obstruct
1	2	3	4	5	6	7	8	9	10

Internal Branding analyzes how a company builds internal branding in order to increase organization commitment among their staff. Employers or leaders have to build internal branding factors such as teamwork, empowerment, learning etc. in order to use their internal brand as an engine to maintain their workforce and attract new people. Firms with the worst internal branding can experience more talent risk than the best internally branded firms.

Best									Worst
1	2	3	4	5	6	7	8	9	10

Scores Interpreting

Each variable has a score ranked from 1 to 10 and 10% to 100%. Variables with high scores create high talent risk to the company. Therefore the company needs to focus on those variables with high scores in order to reduce talent risk.

For example, the changing agenda variable, when a company ignores the effect of change on their workforce. This company is very bad in dealing with changes in company. The score might be 7, 8, 9 or 10 depending on the perception of respondents. Each variable creates a different degree of talent risk. For example, if management ability has the highest score then this variable creates more talent risk than other variables. Therefore, the company needs to focus on this variable as their first priority.