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# Understanding Talent Management in Non-profit Organizations

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### Understanding Talent Management in Nonprofit Organizations

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Nowadays, People are giving more concerns to the non-profit organization about their accountability, performance evaluation, impact, and also the effectiveness. Compared to profit organizations, Nonprofit Organization is facing more challenges of Talent Management in low budgets, lack of knowledge, lack of opportunities and resources. These restrictive factors are hampering the performance and effectiveness of the organization. Talent management researches in nonprofit organizations are relatively scarce, which motivate me to conduct this research.

The purpose of this research is to understand the talent management in nonprofit organization. The first objective is to identify the problem that AIESEC AALTO encountered in process of talent management. The second objective is to examine and analyze the way to encounter the problem. The third objective of this research is to Work out the plan and suggestions about how to use talent management effectively in AIESEC AALTO.

The qualitative research was conducted as a single case study for the case organization called AIESEC AALTO. The research is based on literature, previous research and my experience as a member in AIESEC AALTO. In order to get relevant information about research, the interviews are conducted with three major groups of AIESEC AALTO: people who are in talent management team, people who are in leader position and members.

The results of this research revealed that AIESEC AALTO is emphasis on its talent management. However, there are some challenges that AIESEC AALTO are facing in its talent management, which are mainly focus on the talents attraction and selection, talent retention and talent development. In the aspect of talents attraction and selection, the organization should select talents who have the same objectives with organization. In addition, it should have a clear job description to attract talents. The selection process should be flexible, realistic and strict. In regard to the talent retention, the organization have to enhance the working efficiency, and also take measures to encourage talents engage in their work and make a good environment for them. Moreover, letting talents feel satisfaction is an important way to retain talents. The reward& recognition could encourage talents as well. Developing talents is also an essential part, talents could get developed through coaching and the organization could get qualified talents to meet its talents requirements.

The main parts of talent management are interrelated and inseparable, and they affect each other. Only having a good implementation of each part, can the organization have an effective performance.

Keywords talent management, nonprofit organization

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## 1 Introduction

This research focuses on understanding the talent management in nonprofit organizations. This chapter begins with introduce the background and motivation of the research, and following by introducing the case study information. The research objectives are bring out in this chapter. The thesis structure is presented in the following subchapters.

### 1.1 Background and Motivation

Organization, both profit and non-profit, are increasingly concerned with methods for enhancing effectiveness (Bozzo 2000). Human Resource Management has long been considered as a significant factor for organization to maximizing the organization's effectiveness, thus enhancing the competitive capacity for organization. Talents are the most important factor in organization's development, whether for profit or non profit.

Non-Profit Organization seems to be continuously attracting public's attention in nowadays society. People give more concerns on the non-profit organization about their accountability, performance evaluation, impact, and also the effectiveness. Compared to profit organizations, NPOs is facing more challenges of Talent Management in low budgets, lack of knowledge, lack of opportunities and resources. These restrictive factors are hampering the performance and effectiveness of the organization. There are numerous empirical and theoretical researches which focus on TM in profit organizations. However, TM researches in NPOs are relatively scarce, which motivate me to conduct this research. In addition, when I was working in AIESEC, I have found that some challenges in its talent management development which influence the organization effectiveness. Therefore, I came up with this idea to research the talent management and organization effectiveness in non-profit organization.

### 1.2 Overview of Case Organization

The case organization is AIESEC which is the world's largest youth-led organization dedicated to providing a platform for young students to develop their own leadership, thereby providing opportunities for young college students to participate in transnational commercial Internship , cultural exchange, practical leadership positions and global learning. AIESEC is also available to young talents from different background with the opportunities of global communication, integration and working together. AIESECers work together with partners to achieve vision and goals, and create positive social impact. AIESEC has 64 years of experience in developing high-potential youth into globally minded responsible leader (AIESEC, 2013). There are more than 86000 members who distribute in 2400 Universities in 124 countries and terri-

tories. AIESEC is the global youth network impacting the world through leadership development experiences (AIESEC, 2013).

AIESEC AALTO is one of the local communities in AIESEC FINLAND. AIESEC Aalto has a long history in both the business side and the technological side of Aalto University. (AIESEC AALTO 2014). As it showed in AIESEC AALTO database, there are 43 members in 2013, which distributes in five teams: talent management team, outgoing exchange team, incoming exchange team, projects team and Communication team.

### 1.3 Research Objectives

The purpose of the study is to understand talent management in the case study organization AIESEC.

In order to achieve the purpose, specific research objectives have been formulated:

- Identify the problem that AIESEC AALTO encountered in process of talent management.
- To examine and analyze the way to encounter the problem
- Work out the plan and suggestions about how to use talent management effectively in AIESEC AALTO

The objectives will be addressed through the case study of the organization AIESEC AALTO.

## 1.4 Framework of thesis

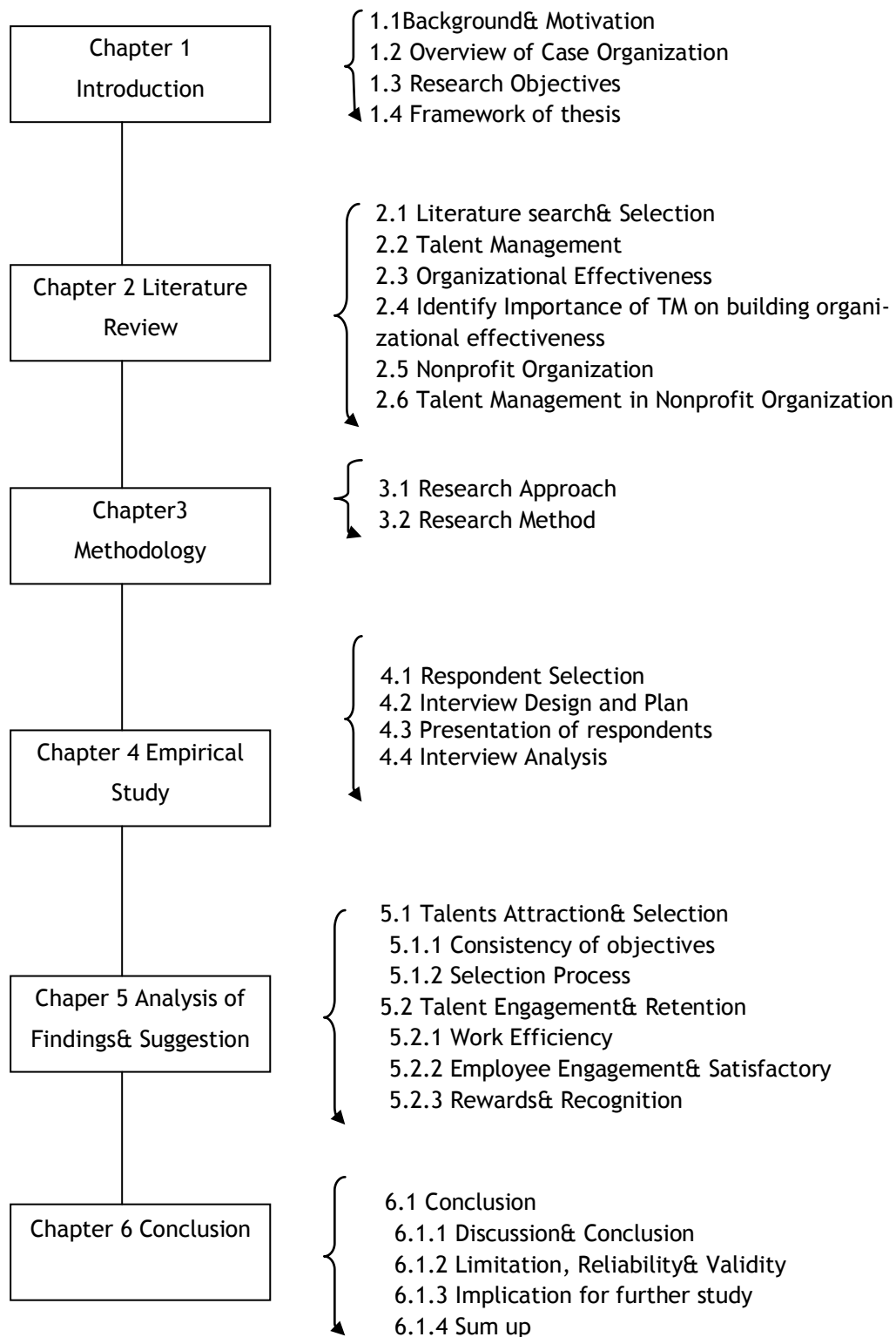


Figure 1: Framework of thesis



This thesis consists six chapters which can be seen from the Framework: Introduction, literature review, methodology, empirical findings, analysis and suggestions, and conclusion. The introduction part provides information about background, motivation about this research and there is an introduction about case study. The next part is literature review; this part provides theoretical knowledge about the research. The theoretical part provides definition about the key concept of this research: such as talent management, organization effectiveness, nonprofit organizations, etc. Methodology part illustrates the method conducted in this research, also includes data collection method and method explanation. After that, it is the empirical study. In this part, there is analysis and suggestions about information collected. The final part is the conclusion and sum up of the whole research.

## 2 Literature Review

### 2.1 Literature Search and Selection

The method of literature search and selection is based on the book “Research methods for business students(Mark Saunders, Philip Lewis and Adrian Thornhill 2003)” In order to obtain the data access to the existing knowledge in this field, the internet resources and literatures are used.

Books and literatures are from the Laurea library and Helsinki University library. The problem of finding resources in library is that the relevant literatures in English were rather limited. Apart from the library, another way is to access data from internet which has a wider range of resources. E-books are from Google book and Google Scholar. The key terms of this research are: Talent management, Organization effectiveness, NPOs and AIESEC Finland. As the literature search process started from searching key words and then form the relevance tree to list theories and find what kind of literatures would based on these theories. The needed literatures would also be added when during the process of writing.

### 2.2 Talent Management

Talent Management (TM) is an important factor in maintaining a competitive advantage for a company, which drives business success and creates value. (Ravinder, 2009). According to Dr Eddie Blass (2007), the problem for the organization is that it is hard to get a clearly definition of Talent Management. There are numerous different views and different operational practices of this term. Lewis & Heckman (2006) stresses that the reason why TM is hard to have an accurate definition because TM is always confused with other terms, like talent strategy, leadership management, and HRM is always interchangeable with TM.

Andrés (2010, 10) conveys that Talent Management is a strategy activity which connected with the organization strategy and goals to attract, develop and retain talented people at each level of organization. In Summary, it always can be seen that the process of TM are recruiting, managing, assessing, developing and maintaining people. Ravinder (2009) insist that the biggest challenging in today's hungry human resource market is attracting, assessing, training and retaining talents.

In a conclusion, TM activities refers to attract talented people, integrate new talents and develop and retain the current talents to meet the vision, mission, and goals of organization in order to increase the competitiveness of the organization.

The figure below illustrated the link between organization strategy and talent management and main factors of TM.

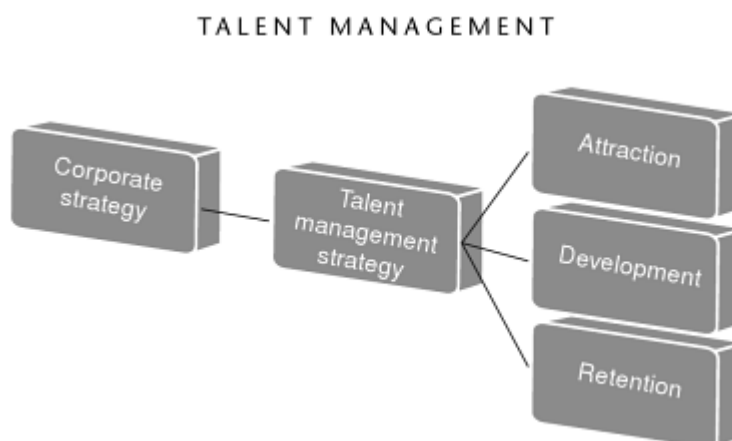


Figure2: Talent Management

According to Andrés (2010, 10), the aim of talent management is to link the organization talents to the organization's strategy. Organizations have to establish the long-term oriented talent management strategy for attracting, developing and retaining workforce, thus turning the talents resources into a competitive advantage.

The phrase "war of talent" has a good interpretation of today's society about the fierce competition of limited talents resources (Integrated talent management, 2008). Firstly, organizations should have a good publicity to attract talents for application. Once the candidates are attracted by the advertisement, organizations should give them an objective, efficient and enjoyable application process, which will make them comfort and allow them to show their capacity to achieve in role (Integrated Talent management, 2008). Therefore, both sides, organizations and candidates, could get benefits from it. If the recruitment process is inefficient, then the chance of losing time and losing competitive candidate will be increased. The

more effective process is conducted, the more likely those candidates will follow the application process (Integrated Talent Management, 2008). Therefore, it is imperative to guarantee the effective of attracting and recruiting processes.

Integrated Talent Management (2008) points out that in today's skills-short market, developing current staffs is an effective and efficient approach to attract and retain current talent pools. It is recognized as an essential way for motivation and maintaining the skilled people. According to Tony (2007), the talent development strategy should contain the following elements: assessment, training needs analysis, training program and impact assessment.

According to the Oracle (2012), there are two main reasons that talent retention is critically vital for all organization. Firstly, turnover is so expensive. Secondly, top performers drive business performance. High performers in operations can increase the productivity of organization. In addition, retaining current talents can increase customer loyalty and improve profitability. Those organizations which have quality development strategy and effective talent management system have successful results in return.

### 2.3 Organizational effectiveness

Effectiveness is a broad concept, which cannot be determined by one criterion. Effectiveness considers not only the organization interface environment, but also the human aspects of organization. (Kondalkar 2009, 137). According to Ivan, Militza and Dave (2002, 89), organizational effectiveness can be judged by the extent to which its members success to meet organization goals through their activities. Similarity, Right management (2013) points out that organization effectiveness creates value by connecting the organization strategy with talent management strategy.

### 2.4 Identify the importance of TM on building organization effectiveness

“Effective execution of talent development directly contributes to increased organizational effectiveness and profitability, leading up to as much as 15.4% advantage in total shareholder return” (Corporate Leadership Council, 2005)

Accenture Research (2010) reveals that the high performance organizations are characterized by leading talent management practices. Talent Management plays a significant role in organization performance. Organizations have been linked the effective talent management with increasing the competitiveness and competency of the organization. Talent management is the process of linking the resources of human talents with the strategy of talents in order to improve the performance of organization, thus enhancing the organization effectiveness to its

maximum. The effective TM contributes to enhance the effectiveness of organization, which would contribute to the profitability, quality and meet the mission, vision and goals of the organization.

Kondalkar (2009) illustrates that organizational effectiveness a complicated concept since it is mainly rely on the organization's strategies which adopts for the development of individuals. It is related to the personal growth with the motivation to achieve the personal and organization goals. The greater of the cohesiveness of employees, the greater effectiveness the organizations would be. Peter (2005, 48) is also emphasis on the importance of talents on the organizations. He said that people determines the capacity of organizations.

Kim E. Ruyle (et al. 2009, 3) point out business is like a machine which should be designed, operated and maintained. All these functions should be performed by organization's talent. They insist that leadership and human capital power the business machine. Therefore, talent is the primary driver of organization effectiveness and it is one of the most significant factors in achieving organization effectiveness. The framework (Kim E. Ruyle. et al. 2009, 11) below shows the link between organizational effectiveness dimensions with talent management.

Organizational Effectiveness Dimension	How It is Powered by Talent	Talent Management Systems to Change for Optimal Effectiveness	Leadership Characteristics Required
Vision	Leaders set the vision to define the company and its direction.	<ul style="list-style-type: none"> <li>• Selection</li> <li>• Training &amp; development</li> <li>• Succession planning</li> <li>• Strategic alignment</li> <li>• Sr. team effectiveness</li> <li>• Coaching</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding the Business</li> <li>• Making Complex Decisions</li> <li>• Creating the New and Different</li> <li>• Focusing on the Bottom Line</li> <li>• Communicating Effectively</li> </ul>
Vigor	Leaders foster the drive, energy, and accountability for moving the company forward.	<ul style="list-style-type: none"> <li>• Performance management</li> <li>• Rewards &amp; compensation</li> <li>• Org culture</li> <li>• Onboarding</li> <li>• Employee engagement</li> <li>• Coaching</li> </ul>	<ul style="list-style-type: none"> <li>• Creating the New and Different</li> <li>• Getting Work Done Through Others</li> <li>• Focusing on the Bottom Line</li> <li>• Inspiring Others</li> </ul>
Capability	Refers to competencies at the company level: these are the collective abilities, which includes its talent mgt system.	<ul style="list-style-type: none"> <li>• Strategic alignment</li> <li>• Capability assessment</li> <li>• Competency modeling</li> <li>• Recruitment &amp; selection</li> <li>• Training &amp; development</li> <li>• Rewards &amp; compensation</li> </ul>	<ul style="list-style-type: none"> <li>• Making Tough People Calls</li> <li>• Being Organizationally Savvy</li> <li>• Managing Work Processes</li> </ul>
Architecture	Organization design and structure directly impact and are affected by the talent management system. Includes org culture.	<ul style="list-style-type: none"> <li>• Strategic alignment</li> <li>• Org culture</li> <li>• Teams</li> <li>• Employee engagement</li> <li>• Competency modeling &amp; job profiling</li> <li>• Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding the Business</li> <li>• Being Organizationally Savvy</li> <li>• Communicating Effectively</li> <li>• Managing Diverse Relationships</li> </ul>
Action	The workforce must be engaged and productive, and manager skills must be honed in order for proper execution of strategy.	<ul style="list-style-type: none"> <li>• Decision making</li> <li>• Management training &amp; development</li> <li>• Succession planning</li> <li>• Employee engagement</li> <li>• Rewards &amp; compensation</li> </ul>	<ul style="list-style-type: none"> <li>• Keeping on Point</li> <li>• Getting Organized</li> <li>• Getting Work Done Through Others</li> <li>• Managing Work Processes</li> <li>• Dealing with Trouble</li> </ul>
Organizational Effectiveness Dimension	How It is Powered by Talent	Talent Management Systems to Change for Optimal Effectiveness	Leadership Characteristics Required
Alignment	All of the OE model dimensions must be aligned with each other and the organization's environment. In turn, the talent management system must be aligned with these dimensions and environment.	<ul style="list-style-type: none"> <li>• Strategic alignment</li> <li>• Org culture</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding the Business</li> <li>• Making Complex Decisions</li> <li>• Dealing with Trouble</li> </ul>
Agility	The organization must be flexible within the system to changes internally and externally. Likewise, the talent management system must be agile to anticipate and respond to these changes.	<ul style="list-style-type: none"> <li>• Learning agility</li> </ul>	<ul style="list-style-type: none"> <li>• Making Complex Decisions</li> <li>• Creating the New and Different</li> <li>• Being Organizationally Savvy</li> <li>• Demonstrating Personal Flexibility</li> </ul>

Figure3: Organizational effectiveness dimensions with talent management (Kim E. Ruyle. et al. 2009, 11)

## 2.5 Nonprofit organization

The research use the concept of nonprofit organization is to distinguish the nonprofit organization with for profit organization, in order to identify the challenges of talent management in nonprofit organizations.

In today's society, a non-profit organization sometimes called the third sector. It is generally believed that a democratic state has three sectors: a government sector, a private business sector, and a nonprofit sector. Each of these three sectors must work with others and work effectively. (Bruce R. 2009). These three sectors are the formation of major forces which impact the society.

The concept of nonprofit organization is a broad conception, which is hard to definition. The organizations in nonprofit sectors are structurally diverse (Henry, 1987). The different organizations of nonprofit organization can be distinguished into different types according to the source of income and the way in which they are controlled (Henry, 1987).

“Donative” nonprofits: nonprofits that receive a substantial portion of their income in the form of donations. (E.g. the Red Cross). The patron of donatives nonprofit organizations is donors.

“Commercial” nonprofits: the income of organizations derives primarily or exclusively from sales of goods or services. (E.g. nonprofit hospitals and nursing homes). The patron of commercial nonprofit organization is customers.

“Mutual” nonprofits: the organization in which the ultimate control is in the hands of the organization's patrons.

“Entrepreneurial” nonprofits: organizations in which ultimate control is self-perpetuating.

## 2.6 Talent Management in Nonprofit Organization

There are lots of challenges for nonprofit organization in managing their talents in today's fierce competitive society. According to Accenture Research (2010), many human resource leaders have desire to find how to attract, motivate, retain and develop talents in the economic recession period of a country. This problem is not only for the for profit organization, nonprofit organization also meet the problems of hiring freezes, decrease the benefit and estimated training.

Based on the Accenture Research (2010), there are three recommendations for facing these challenges of nonprofit organizations. 1) Link talent management efforts to the organization goals and objectives. 2) Create structured talent management process which aligns the individual efforts with organization goals. 3) Recognize high performers.

### 3 Methodology

In this chapter, the process of looking for and selecting relevant literatures will be explained and also discuss about the approaches which are used and why use it. In addition, this chapter will illustrate the methods of collecting data.

#### 3.1 Research Approach

Qualitative and quantitative forms of research both play roles in theorizing. (Anselm & Juliet, 1998). According to Anselm & Juliet (1998), the problem is not about neither one is better than another one, it is about how these might work together for develop the theory.

Many authors made a comparison between quantitative and qualitative method. According to Healey and Rawlinson (1994), the quantitative method is based on numbers and the collection results are in numerical and standardized data, the analysis is conducted through use of diagrams and statistics. Qualitative method, on the other hand, it is conducted with words and collection results are in non-numerical and non-standardized data. (Saunders, Lewis & Thornhill 2007, 472)

The purpose of this thesis is to have a deeper understanding of talent management in nonprofit organizations, not to measure the data from statistical purpose. Therefore, the qualitative method will be used in this thesis.

The purpose of research interview is to explore the views, experiences, beliefs and motivations of individual on specific matters. (P. Gill, K Stewart, Treasure & B Chadwick. 2008). In addition, the interview provides a “deeper” understanding of social a phenomenon than quantitative research. The reason why this research uses interview method is that the purpose of the thesis is to understand the talent management in AIESEC AALTO. The author would like to have a deeper exploration and understanding about talent management in the certain nonprofit organization- AIESEC AALTO. The interviews will be conducted with individuals who are on the leadership position. The interview will be conducted in mainly in structured interviews and also in semi-structured interviews.

### 3.2 Research Method

The aim of this thesis is to understand the talent management in nonprofit organization. Therefore, the case study research is preferable. The nonprofit organization AIESEC AALTO is chosen as the case to focus on understanding the talent management. The case study research is good for getting a rich picture and gaining analytical insights from it. (Gary 2011, 23). So, a detailed and intensive analysis of talent management within nonprofit organization will be conducted. The limitation of this kind of study is that the case study research always concentrates on one thing and look at in depth, so that we cannot generalize from it. (Gary 2011, 3). However, the case study provides an analytical frame and opportunities to connect facts and concepts, reality and hypotheses. (Gary 2011, 21).

Since the purpose is to have a deep understanding of talent management in nonprofit organization, so the interviews with the people who are in the leader position is necessary. The interviews are designed in open questions which give them more freedom to express their ideas and give them flexibility to reply. The rich information get from the interviewees provide the perspective of talent management from their view.

## 4 Empirical Study

### 4.1 Respondent selection

Since the purpose of this thesis is to understand the talent management and organization effectiveness in AIESEC AALTO, so the respondents' selection criteria can be seen as follows. Firstly, I wanted to interview the people who hold the leader position since they have a better understanding of how does the organization works and problem of talents. Secondly, people who work in talent management team will be interviewed; because they have deep and comprehensive understand and implement the talent management strategy within the organization. In addition, to understand the talents situation in the organization, the members of AIESEC AALTO will be interviewed to get to know about the how do they think about the talents situation in organization and from their perspective to know about how is the implementation of talent management strategy.



## 4.2 Interview Design and Plan

### 4.2.1 Interview questions design

First, it is about interview questions design. Gillham (2005, 19) describes that the logic order of things is firstly to identify the broad topics you want to ask about. Firstly, the general topics of interviews are defined and the questions base on the literature review. The interview questions are divided into three parts which aims at three different groups. The first group as mentioned above is the talent management team; they are the best people who know talent management strategy and situation in AIESEC AALTO. The second group is the people who are in leader position; they know better the talent management problem n their team and finally the member, from their answers, their comment and feedback about talent management will be asked. In addition, the interview questions are based on the literature review and the main concept of talent management. The interviews are designed in open questions which give them more freedom to express their ideas and give them flexibility to reply. The interview questions can be found in the appendices. In addition, considering the depth of interview, the research also use semi-structure interview to follow up the response with probes and prompts in effect. It is not the main questions, but it is the supplementary and subsidiary questions and exploration.

### 4.2.2 Interview Method

The e-mail interview is applied in this research. The reason why use this kind of interview is that interviewees do not have time to meet for interview and they can reply email fast rather than arrange a time to meet. This method has two over-riding advantages: speed and flexibility. ( Gillham 2005, 111). The interviewees can work on it when the time suits them not matter in their work or home, they can check emails. In addition, the email interviews do not need transcript information, but I sort out all the information in word document after receiving their answers. Actually, there are also some disadvantages in this method. People may ignore the email and some of them answer the question in abbreviation and shortly.

### 4.2.3 Interview Process

The interviews were emailed to the 11 people. Firstly, I introduced myself and the purpose of study and ask if it is possible to conduct interview and attached the interview questions in the email as well. Finally, a total of 7 interviews were conducted and recorded, and two of them were conducted face to face interview and the rest were conducted through Facebook email for saving time. Actually, there are 11 interviews were aimed to be conducted. However, two of them said it is all open questions thus difficult to answer it and they do not have time. The

other two said they will do later if they have time but they did not reply finally even the requests were send it again. During the interview process, all the interviewees are cooperative except one who does not have time just gives very simple answer which was not adopted in the thesis. Since there is an interview structure so it is easier to control the process and, the interview structure is useful if the interviewees slide into other subject of questions. In addition, if the interviewees give the answer that I am not looking for or unclear answers, the follow-up questions were asked.

#### 4.2.4 Transcription

Transcription is the process of producing a valid written record of an interview. It is the easy way to understand the stage of data analysis. The most obvious loss is because of misunderstanding.

The face to face interviews were recorded by notes and then sorted out to into word document immediately. The rest have the records on Facebook chat records and after that I sorted all the interviews into documents as well. Since the interview is primarily structured, so the question numbers and correspondent answers are recorded in order to search and find question quickly. This provides author with the possibility to secure that no information gets lost. All the main information of interviews is showed in the chapter 4.1, the presentation of respondents.

#### 4.2.5 Data analysis

Gillham (2005, 129) presents that in the almost every area of research, the “raw” data soon become very substantial. It is important to find key elements to retain something of the quality and character of original data. The research purpose is to understand talent management in nonprofit organization, so the interviews are based on the three main elements in talent management, in order to concern with each element and have a clear presentation, so the categorical analysis is used in this research. In addition, the interviews were conducted mainly in structured interview, thus making the analysis easier.

In regard to the data analysis, Saunders, M., Lewis, P., & Thornhill, A. (2003, 478) present that one particular feature for the data analysis procedure is that these analysis procedures involves you in organizing the mass of qualitative data that you collect into meaningful and related parts or categories. Facing the mass information from interview, I integrated the related data from different records and categorize it. Since the interview questions are designed based on the three main concept of talent management, so I categorized the common points of answers into each concept. It is in a structure and analytical way. Generally, the

qualitative findings are generated through inductive process, which is from detailed information to general themes. (Bamberger et. Al 2006). In addition, the thematic analysis was also used. Firstly, the transcription records were read many times, and then find the common statement or ideas which appear repeatedly. After that, the data were reorganized. The data were coded to different themes identified. More details of analysis can be found in chapter 4.4 interview analyses.

### 4.3 Presentation of respondents

This chapter will show a brief introduction of respondents and their answers for talent management in AIESEC AALTO.

Olga Drochkova is the vice president of talent management in AIESEC FINLAND, and she was the former vice president in AIESEC AALTO. Therefore, she is quite familiar with the talent management problem of AIESEC facing and knows about AIESEC situation. She joined AIESEC in November 2011 as a member; since May 2013 employed by AIESEC in Finland full-time (10 months). She pointed out that there are some talent management problems existing in AIESEC, especially she thinks the most difficult part is about retaining people. In her opinion, however, this might only be the effect of a deeper cause - either initially attracting 'wrong' profiles, or not implementing learning& development well. She said AIESEC has a clearly recruitment process: Talent planning -> Promotion Planning -> Promotion -> Selection -> Allocation. AIESEC do not have quite detailed description about every position, but they are aiming to do it. AIESEC encourage their members to join everyday activities, empowering, encouraging 'learning by doing', rewards& recognition. In addition, there is a criterion for measuring people who perform well.

Daniel Maina is the vice president of Incoming Exchange Team who joined AIESEC over one and half year. In his opinion, the strategy in Talent Management in AIESEC is twofold. It focuses on development of Talent Manage members and their "clients"; Talent Management is focusing on recruiting members to AIESEC and helping existing members find their right position within the organization. He pointed out that hiring the right members is challenging in AIESEC. The reason is time allocation because most members are also students who have classes and also travel for exchange. The work is also rather challenging and intensive. In addition, others are; competition from other clubs, finding sources of funding, developing talent within a short time period and then they leave, lack of motivation, and inter-cultural communication barriers. He insists that he get the right members within the team that has joined AIESEC. So recruitment is on a large level to join AIESEC, and then skills are evaluated to find if member is ready for Incoming Exchange Team. In order to retain members, Daniel said they find fun activities together, celebrating milestones together, motivating members with challenges,

offering a way out of situations, so members can find the right fit. In their team, they measure talents who performing well by higher success rate in creating internships, forming better relationships with companies in ICX, and offering networking opportunity to other AIESEC organizations outside Finland. Personally, Daniel said he will never consider himself as leaving AIESEC. However, in order to make room for other members to have the same positive experience, AIESEC has stages through which the members flow through, and in his case, he shall enter the Alumni stage soon.

Dang Ngoc Van joined AIESEC AALTO since September 2012. Currently, she is the vice president of OGX (Outgoing Exchange Team). She described talent strategy in AIESEC AALTO means HR: Recruiting members, training and personal development plan for members, connect members, make sure that they are learning and developing in AIESEC. As in her mind, talent management strategy is recruiting the right members, good role allocation so that members are in the team which is suitable for them or the team which they can learn most; make sure that members are connected and going to the right direction, developing and learning in AIESEC. She pointed out sometimes she do not have right members in her team because members are not serious, just like to hang around; too busy members who actually cannot do anything at all. The talent challenges in her team is students are too busy, so she needs to have a good plan, so that we can do stuffs, but still not take too much time. Also, she needs to utilize the human resource, which people are suitable for what tasks, schedule and location of who is suitable to do what. She thinks the most difficulty in managing her members is to get people motivated. The measures she takes to retain members are that she tries to get them do things, but not too much thing, so they can see the attractiveness of the organization, and team bonding events so they can feel connected. She evaluates people who performing well through commitment, initiative and activeness.

Hien Phuong Vu has joined AIESEC AALTO more than one year and currently working in Talent Management Team. She describes the talent management strategy is many leadership positions and levels to encourage people take more challenges; job rotations. She is not sure what talent management strategy refers to within the organization, she guess maybe is the human resource management. The challenges about talent management are retention rate, inactivity, busy schedule, unequal distribution of member base, appropriate job allocation. In her opinion, the most difficult part in managing people is to align different nationalities, backgrounds and personalities. The measure to retain members is to implement a lot of interpersonal skills.

Fanny Haga is the new member which joined AIESEC AALTO in last September. She joined AIESEC because she went for AIESEC'S GCDP program (Global Community Development Program) in last summer and then she decided to join community to help others have this good

experience. Now, she is satisfied with her current job, which as a supportive member in OGX team to send people abroad. She is currently applying for the position of vice president in Community team, she hopes that she can stay in the supporting member-roles and help with design-issues and such. The most possible reason for her to leave AIESEC would be lack of time. AIESEC requires a lot of commitment and time I think. Her school takes up the most of my time and the rest of the time I try to work in order to be able to pay for rent and food. So I don't always have enough time for AIESEC. Fanny is satisfied with her experience in AIESEC AALTO. She said she has learned a lot about AIESEC since she joined, and also she has got to know a lot of great people with awesome attitude

Trang Luu is the former vice president in Communication Team. Now, she is not active in AIESEC AALTO since she finds a paid job and do not have much time for AIESEC. She said she joined AIESEC because she had lots of time and she wanted to communicate with people and use her Photoshop skill. She is sure that she had the position she wanted but personally she did not think she deserve it well. After joining AIESEC she got experience of actually working in group, it's not like working at school because she needed to achieve something real.

#### 4.4 Interview Analysis

The following is the findings from interviews. It is summarized in four parts: talent management strategy approaches to attract and select talents, difficulties in talents retention and approaches to develop talents.

##### 4.4.1 Talent management strategy

According to the interviews, Daniel gives his understanding about talent management strategy. He states the strategy in Talent Management in AIESEC is twofold. It focuses on development of Talent Manage members and their "clients"; Talent Management is focusing on recruiting members to AIESEC and helping existing members find their right position within the organization.

Van addresses her view of talent management strategy by stating the concept of human resource management, which means recruiting members, training and personal development plan for members and also connects members, make sure that they are learning and developing in AIESEC.

Overall, there are two aspects of talent management strategy in AIESEC. On the one hand, they have to make sure that they have got their current members developed and attract new members; On the other hand, the well-implementation of talent management can boost the organization's development.

#### 4.4.2 Approaches to attract and select talents

Firstly, In the process of attracting talents, vice president of talent management in AIESEC FINLAND presents that there is not detailed job description of every job position, but there is a general job description, AIESEC AALTO is aiming to have a clearly description in the future recruitment.

AIESEC AALTO has a process about recruitment, which can be seen as follows: Talent planning -> Promotion Planning -> Promotion -> Selection -> Allocation. (Olga Interview, 2014).

According to the interviews, AIESEC holds talents recruitment twice a year, which are the summer recruitment and winter recruitment. In order to attract more talents people, each AIESEC community will have a preparation for the recruitment events. During the preparation, they make the planning about recruitment and do the promotion events to attract people join.

There are strict interviews for talents selection; interviews will be conducted in two parts: group interviews and personal interviews. The selection criteria are based on candidates' motivation, time available, relevant background, personal skills, etc.

#### 4.4.3 Difficulties in talents retention

All the interviewees pointed out that the most difficult part about talents management in AIESEC is retain talents. Van said it is really hard to get members motivated. Olga states that the reasons for the hard retention due to two factors. Firstly, they recruit "wrong" people. And then, the part of learning & developing have not implemented very well. Daniel and Van present that students are too busy with their study and do not have time to work for AIESEC and another reason is they do not have a good planning for retain talents.

Training people and get people developed is one of the reasons in AIESEC AALTO to retain members. As the leader in ICX team, Daniel said they find fun activities together, celebrating milestones together, motivating members with challenges, offering a way out of situations, so members can find the right fit. Moreover, AIESEC encourage their members to join everyday activities, empowering, encouraging 'learning by doing', and use rewards & recognition method to retain members.

The most possible reason for people leave AIESEC is that they are too busy with their working or study and do not have time for working in AIESEC.

#### 4.4.4 Approaches to develop Talents

AIESEC provides many personal development opportunities for every member. When the new members joined AIESEC, there will be training seminar for all new members. In addition, there are four national conferences per year. So, members can get trained during these trainings. As it states in the official website of AIESEC, the best way to develop you in AIESEC is to take the leadership role involved in running AIESEC, at local, national, regional and even global scale, and also the soft skills can be improved through the conferences and activities (AIESEC, 2014)

Leaders in AIESEC AALTO hold activities and encourage members to join development trainings. In order to encourage members, there is also reward for the people who performing very well. There are criteria for measuring members as well. In Van' team, she evaluates people who performing well through commitment, initiative and activeness. Daniel evaluate members through higher success rate in creating internships, forming better relationships with companies in ICX, offering networking opportunity to Other AIESEC organizations outside Finland.

According to the feedback from members, they all appreciate that they get developed during working in AIESEC. Fanny said she has learned a lot about AIESEC since she joined, and also she has got to know a lot of great people with awesome attitude. Trang presents that she get personal skills developed when working in youth to business activity through AIESEC AALTO.

## 5 Analysis of Findings and Suggestions

Berger & Berger (2004) presents that there are three main points about talent management strategy: Firstly, selecting and identifying the potential employees who have superior performance and also can inspire other employees. Secondly, finding and developing the employees and find the backups for the special positions within the organization. Thirdly, having a reasonable talents resources allocation, this is including the job assignment, training, talents planning, etc.

According to the interview findings, there are some problems existing in the AIESEC AALTO, which are focusing on the following aspects: talents attraction, selection, retention and development. The following chapter will have a detailed explanation about these aspects

## 5.1 Talents attraction and selection

### 5.1.1 Consistency of Objectives

As it states by Nonprofit Organizations, and Human Resources Management (2014), talents management determines the organization's performance, and that is decided by the basic talents determines, which is about whom we hire, whom we fire, how we place talents, etc. The quality of talents directly influences the effectiveness and performance of the organization. In addition, the organization's value, mission, objectives to people are determined by the talents decision rather than just public relations. Therefore, in the process of talents attractions, it is not only to do the public promotion, the more important part is to get to know what are the objectives, mission, and vision of organization and then you know which kind of talents you need.

As we know, one of the main desires that people join the nonprofit organization is to provide the volunteer service. So, there is a certain value and objectives in their heart. The consistency of organization's mission and value of the organization with their values promote they join the organization. In general, as long as volunteers in the organization to provide service in accordance with their own value, then she/he will be willing to stay in the organization. (Nili&Zijun, 2003) So, the foundation of organization's management is to share the same objective and value with their talents.

According to the interview findings, there is not a specific job description about every position. Hence, this part should be improved. It is can be ensured that every position can be filled by the qualified talents if the organization provide accurate and realistic job and skill specification for each position. In this way, people can know what the job is responsible for and then they can find the most suitable position they would like to apply. Writing the job description is very important in attracting and recruiting talents. Employees will know the criteria to select best suitable people as well if there is a clearly job description.

Overall, there are systematic steps which can be taken as a consideration when attracting people. Firstly, AIESEC has to assess what they need and to understand their organization objective and missions, thus finding the most suitable talents who match with their objectives. Then, they have to conduct a job analysis. It is for them to know which position they need and what kind of people they want. After that, it is necessary to have a job description and prepare a job specification. The job description is for the candidates to find which position they would like to apply. Also, it will be easier for employees to make a match with talents and correspondent position.



### 5.1.2 Selection Process

The selection process is also an essential part of a successful nonprofit organization. AIESEC AALTO conducts group interview and personal interview when selecting talents. The group interview is for checking candidate's soft skills, like improvisation skill, leadership skill, cooperative ability, presentation skill, etc. The personal interview is to know about candidates' background, their motivation, experience, etc. These two forms of interviews help AIESEC AALTO to selection candidates. In addition, the selection should also base on the criteria which are made in the job specification. At some degree, maybe it can be flexible criteria during selection, like more emphases on the strength of candidates, since it is the nonprofit organization; sometimes employees have too high expectation about volunteers. There is an unreasonable assumption about their intention and capacity (Nonprofit Organizations, and Human Resources Management, 2014). Therefore, employees should be realistic in their volunteer workforce.

## 5.2 Talents Retention

Nonprofit organizations are facing more serious retention and recruitment problems. Without exception, according to the interview findings, talents retention is the biggest problem of AIESEC AALTO. If without those talents, organization is unable to achieve the objectives and mission. For nonprofit organizations, it is facing more challenges because of lack resources and benefits for its employees. In addition, some interviewees' states that sometimes they did not get "right" people and it is hard to get everyone engaged in the work. And some people address that they leave AIESEC because they do not have that much of time or they get another paid job.

### 5.2.1 Work Efficiency

In order to get engagement and retain talents, there are some suggestions to be taken. Firstly, some respondents complain that AIESEC AALTO has lots of meetings and even leaders said that they do not have a good plan about it, thus leading the low effectiveness. Therefore, firstly, leaders should have a good planning and improve the effectiveness about working, and then the busy people do not have to work on the unnecessary works. Leaders should try to balance their member's works and life.

### 5.2.2 Employee Engagement and Satisfactory

Employee engagement is the key component of a successful nonprofit organization, which can also improve the effectiveness of organization. Senior HR Consultant Alicia (2013) presents

that many people believe that employees are primarily motivated by money. In fact, according to the 2012 SHRM Employee Satisfaction and Engagement Survey, compensation ranks 3<sup>rd</sup> on the list of job satisfaction elements. One of the factors influence the job satisfactory is their skills and capability have been recognized. People always want to use their skills and ability to make a difference. So, it is essential for organizations to retain employees who have more job satisfaction, and these kinds of people are more likely to engage in their work.

In addition, according to Douglas's Theory X and Theory Y (2014), theory Y assumes employees may be ambitious and self-motivated and exercise self-control. It is believed that for them work is as nature as play. They can get satisfaction from work. If the working environment where can make them develop their ability and let them play a challenging job, then they will have the responsibility to their commitment, and more likely to complete their work, thus contributing to the completion of the organization goals. Volunteers who join the non-profit Organization originally holding volunteer purposes, if the organization can arrange a suitable job, they will adopt a positive attitude to accomplish the tasks assigned by the organization. Consequently, the objectives of volunteers, individuals and non-profit organizations will be achieved, along with the performance and effectiveness of organizations will be improved.

### 5.2.3 Rewards and Recognition

One of the measures to recognize employees work is rewards. In business management, positive evaluation of staff performance and the corresponding reward has become an important way to improve employees' motivation and promote organizational efficiency. In the non-profit organization, although talents do not have to use the material rewards, but be sure to use other means to approve their work is quite essential, such as issuing certificates, held in recognition banquet, or pay attention to the progress of work of talents, so volunteers can make a strong sense of identity, feel that their efforts are positive to the organization. So they can feel greater enthusiasm into future work. Only by getting the recognition of their work, can members get motivated to their further work. According to the respondents of interview, there is rewards and recognition for the people who performing well and there is a certain criteria for measuring people who perform well. Hence, the leaders need to find out the ways in which they can show their employees. At this time, leaders can help their members to connect their skills with organization mission then they can feel more engaged. That is the way AIESEC AALTO; leaders always find ways to retain members, like encourage people to join related activities, motivating members with challenges, offering a way out of situations.

Apart from the reward & Recognition, it is also important for employees to provide feedback, no matter positive or negative, which helps leaders to improve their action and strategy. Leaders also should make succession plan in order to make a preparation plan for the departure of talents. Alicia (2013) describes that Organizations should develop a talent pipeline and a list of key positions. Furthermore, organization should find the gap of skill and emphasis on those gaps, in order to engaging members. According to the interview result, members feel that they get the position they want, while some leaders said they did not get “right” people, so it is important for the organization to let their employee know what their target jobs are and also identify the groups will be developed for each level of the organization.

### 5.3 Talents Development

Talents development is a sustainable issue in organization’s talents management. Dr Eddie (2007) perceives that the main development opportunities which usually the organization undertaken are promotions, project work, management training schemes and management qualifications. Generally, at first people join the nonprofit organizations with their filled of passion. They have desire to contribute their time and efforts to the organization. In fact, maybe they have passions, but lack of skills, especially for some works requires special knowledge and skills. AIESEC AALTO has talents who have different background; they cannot make sure that everyone can be competent to the tasks. So, training members is an essential part of the organization.

The coaching is more significant in the multinational organizations. One of the leaders pointed out the most difficult part in managing people is to align different nationalities, backgrounds and personalities. Therefore, the trainings aimed at this challenge are necessary.

In the AIESEC AALTO, one of the reasons of members who choose still works for it is that they can get developed during work in AIESEC, even the people who leave AIESEC AALTO; they also believe that they get well developed. Generally speaking, AIESEC AALTO really has done something on talents development. They have the leadership training plan and every years’ local, national, regional coaching conference help their member improve their soft skills, like leadership skill, presentation skill, etc.

There are some steps to evaluate training activities. Firstly, the organizations have to know about the reactions of members to the training. Secondly, the organization should know whether their members really learn something from the training. And then, it is important to understand whether the training made some changes to their behavior and attitude on their working. After that, the organization should refer to the final result of the employees made.

For example, whether they do the achievement for the organization and help the development of the organization.

## 6 Conclusion

This is the final chapter to present the outcomes of the research. The purpose of this research is to understand talent management in nonprofit organization. For achieving the objectives, relevant literatures were reviewed. In addition, the empirical study is based on the literature review in order to get a better understanding of the objective and explore the research questions. The study of research questions and suggestions will be presented below.

### 6.1 Discussion and Conclusion

In this research, the purpose is to understand talent management in nonprofit organization, with the case study of AIESEC AALTO. In order to achieve the objective, background information regarding to organizational effectiveness in nonprofit organization as well as the talent management challenging AIESEC AALTO facing are crucial.

The first research question is to identify the problems that AIESEC AALRO encountered during the process of talent management. The problems were identified from the answers of interviewees. Generally speaking, there are several problems of talent management in AIESEC AALTO; firstly, talent management strategy is not clear, there is no detailed planning about talents. Secondly, talents in the organization are hard to get motivated. Thirdly, talents retention is the biggest challenge for the organization. In addition, the working effectiveness in the organization is low.

The second research question is to examine the way to encounter the problem. As it was discussed in the previous chapter, there are some measures have to be taken in the different process. In the process of attract and select talents, it is essential to have consistency objectives between organization and talents. The selection process should be flexible and strict. It should base on the position requirement and also could be flexible when meeting the different talents. In the process of retention, since it is the volunteer work, people who are busy with work or study always do not have that much time for it. So, the work efficiency should be improved to avoid unnecessary working time. Also, AIESEC AALTO should motivate people, and use rewards& recognition method to retain talents. Moreover, the training and coaching which can get people developed is also one way to retain talents.

The third research question is to work out plan and suggestions to use talent management effectively in AIESEC AALTO. Here are some recommendations:

The organization need to align their talent management strategy with the organization's objective. When considering the right talent management strategy, first it should be take the organization's goal into to consideration.

The organization should have a clearly job description and make sure they know what kind of talents they need. It is can be ensured that every position can be filled by the qualified talents if the organization provide accurate and realistic job description. Also, if there is a clearly job description, people know better what kind of position they are interested in.

As in the process of retention, the organization needs enhance their working efficiency to reduce the unnecessary working time. If the organization desires to keep their talents, they have to provide a good working environment for its talents. The good working environment can make them develop their ability and let them play a challenging job, thus finding the sense of satisfactory and achievement in the work.

Using the rewards& recognition method is an essential way to keep talents. In addition, the organization should timely collect the feedback from talents for improve the performance.

As in the multinational nonprofit organization, such as AIESEC AALTO, it is necessary to training and coaching their members from culture, skills, etc. This is to make sure that everyone can be competent to their work. In addition, when there is a self-improvement, talents are more willing to stay.

Generally, the main parts of talent management are interrelated and inseparable, and they affect each other. Only having a good implementation of each part, can the organization have an effective performance.

## 6.2 Limitation, Reliability and Validity

Since not all the people reply the interview, so the interviews' result of this research cannot represent all the people's view. However, the interviewees are the representative from every stage and the interview provides the useful information. The interview was conducted in open questions in order to encourage interviewees to provide developmental and extensive answers. What more, answers are based on the interview's reliability and cooperativeness and honest. So, the sources are reasoned and reliable. In addition, the reason I make this case study is that I am also the member of this organization. Through my experience, I gained knowledge. Therefore, my experience also helps to conduct this research and provide useful and reliable data.

The published resources concerning talent management and organization effectiveness in nonprofit organization is limited, most of resources concerning about profit organizations and in the library, English resources about this aspect is quite limited. Therefore, many resources are from internet.

The research is a single case study research conducted from AIESEC AALTO, so the outcomes of this research cannot be generalized as the basis for the other nonprofit organizations. However, the research on talent management and organization effectiveness in nonprofit would be valuable for the case study and it may be referred to other nonprofit organization.

“Trustworthy” is a common term in qualitative research. This term refers to the credibility, transferability, dependability and objectivity of the research. (Marshall and Rossman 2011).

In the aspect of reliability, Mark, Philip & Adrian (2007, 150) states that “Reliability refers to the extent to which your data collection techniques or analysis procedures will yield consistent findings”. In this research, the analysis and information were collected from the in-depth interview; the information is from interviewees’ experience and knowledge. Therefore, to some extent, the reliability of this research may be partly influenced by the subject perspective. The purpose, knowledge from literature study and explanation is in the degree of consistency. In addition, reliability can be easily affected by the careless of records and transcript. In order to get accurate information, I have been very careful when sort out the interview material. In addition, I record the data and sort out into word documents immediacy to avoid missing important information.

In regard to the validity of this research, Mark, Philip & Adrian (2007, 150) presents that “Validity is concerned with whether the findings are really about what they appear to be about”. This research information is based on the current situation of AIESEC AALTO, the empirical study is about talent management in AIESEC AALTO, and it was conducted through several in-depth interviews. Therefore, the validity of this research is relying on the information interviewees provided and analysis from this empirical research. In addition, Gillham (2005, 127) insists that the validity of a research report of an interview is how faithfully it renders what happens in that interview. He also points out that whatever form the analysis takes, a process of data reduction is involved. This research use email interview, and do not need to transcript, and the interview results were sorted out immediately, so the validity of this research is relatively validity.

### 6.3 Implication for further research

This thesis work is in general level to analysis the talent management in nonprofit organizations. In addition, more different and detailed perspectives could be considered in the talent management development part, such as culture, competition, change management, human resource planning, etc. Furthermore, in order to get more accuracy information, further interviews could be taken and also it is possible to use questionnaire to collect more data. In addition, more interviews could be conducted in order to get accurate information.

Talent management is a vital part in every organization. Nonprofit organization is facing more serious problem in recruitment and retention talents due to the limitation of resources. The successful implementation of talent management is directly related to the organization effectiveness and performance. The further researches in the empirical part could be focus more on the relationship between talent management and organization effectiveness and it could be more study on how does talent management influence the organization effectiveness.

### 6.4 Sum up

Overall, the non-profit organization should consider the talents as important resources; provide a good environment for the talents, so that they can successfully follow their wishes to provide their services, which fundamentally conducive to the development and growth of non-profit organizations, thus enhancing the organization's effectiveness.

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## 8 Figures

Figure1 [Framework of thesis](#)

Figure2 [Talent Management](#)

Figure3 [Organizational effectiveness dimensions with talent management](#)

## 9 Appendices

### Interview Questions

#### Interview for people who are in talent management team

1. How long have you been working for AIESEC?
2. How well do you know about the talent management strategy in AIESEC and its application to practice?
3. What different level of talents do you have?
4. Do you think there is any problem about talent management in AIESEC AALTO?
4. Which process do you think it's the most difficult part? Attraction, developing or retain talents? Why?
6. What is the process for the recruitment?
7. Is there any clearly job description for every position?
8. What are the criteria used to select appropriate individuals?
9. Is there any way to assess the performance of the members?
10. Are there any talent development processes/practices?
11. How do you retain members? Are there any specific measures to take?
12. Are there any criteria to measure the people who performing well?

#### Interview for the people who are in the leader position

1. How long have you been working for AIESEC?
2. How would you describe organization's talent management strategy? what does talent management refers to within organization?
3. Do you think you get the right people in your team?
4. Are there any challenges with talents problem in your team?
5. What is the most difficulty you think in managing your members?
6. Are there any specific measures you take to retain your members?
7. Are there any criteria to measure the people who performing well?

#### Interview for members

Why you join AIESEC?

Do you think you get the appropriate position as you expect?

What is the most possible reason if you will leave this work?

Are you satisfied with current/previous job? Why?

Do you think you get developed during this work? Example(why, how)?