

Talent Management Strategies in Human Resource Management: Critical for Business- A Systematic Review

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Abstract

This paper employs systematic review to understand Talent Management Strategies critical for business organisations. The findings will be useful for researchers in this field and human resource manager and for business organisation. The important components of talent management are full scope of human resource processes, which include attract employees, develop the existing employees, motivate and retain and high-performing employees. All the components are related to each other. In specific it is a strategy which the human resource management focuses to reach their organisations' business goals. The business companies must focus on a strong talent management process to keep pace with the competitive business world. The human resource manager takes complete ownership of the talent management processes. They also have other additional responsibilities such as human resource administration, service delivery and manage the work force. The management of information system of the human resources of the organisation helps in a major way in talent management. It is a good practice to develop management of information systems even if the organisation is small. In this study, the author has conducted a systematic review of research articles on talent management strategies in the business world. The review was conducted to understand how Talent Management is critical for business. Methods used for the study include framing of review questions, search for relevant research articles, short listing of the articles for review and data extraction from 20 shortlisted articles and critical review was done and consensus. The research article documents the various experiences of the organisation in talent management, the experiences of the Human Resource Management team, Talent Management's role in organisational development, Human Resource Manager Skills in talent management, etc.

Key words: Talent Management, Human Resource Management, Information System.

Introduction

Talent Management is gaining more significance as an important component which helps in the competitive atmosphere of business (McDonnell et al., 2017). Talent management is highly crucial for businesses to sustain eventually. KPMG (2012) states that human talent is a precious resource for any organisation. In their survey with 418 international executives, they reported that strategies for talent management will become very important in the future. Sparrow et al., (2015) have the opinion that the concept of talent management is gaining precedence and organisations are introspecting on the design and role of talent management strategies and human resource skills required for execution. Festing et al., (2013) state that many organisations are laying emphasis on talent

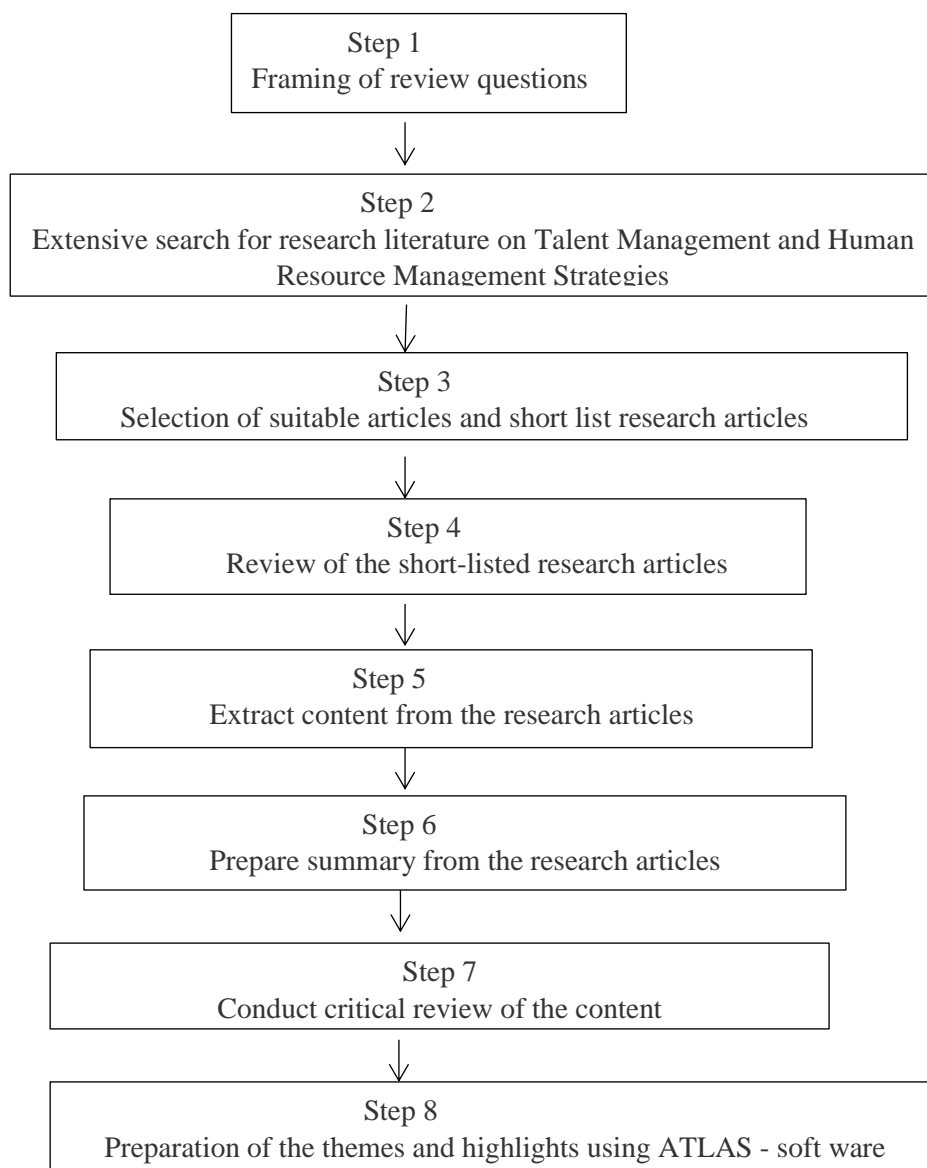
management strategies. However, it cannot be replicated in all settings with the same design. Sparrow et al., (2014) view that Talent Management is a bridge field that draws knowledge from human resource management practices.

Wright and McMahan (1992) have stated that the amalgamation of systems, procedures and practice of the organisation safely guards the effectiveness of talent management. It depends on human resource management's critical thinking to make the management of talent very valuable. Schiemann (2014) views that the capital is notable by the strengths and make them a valuable asset to the organisation. While talented employees are an organisation's asset, they are also manipulable resources of the organisation.

Talent Management is the process of attracting and retaining the right employee for the right job to meet the business requirements. It also includes ongoing motivation for attracted employees to perform well on the job. Human Resource Management plays a vital role in talent management. There is a transition in the priorities of the organisation from commodity based to knowledge-based wealth of the organisation. Frank and Taylor (2004) have stated that talent management has grown as the biggest challenge for organisations. The business world competes to hold on and board employees with talents. In this study, the author has conducted a systematic review of research articles published during the years 2005 to 2020 on talent management strategies in human resource management. The study has critically reviewed the significance of Talent Management in business.

Review Methodology: The main objective of the study was to systematically review the research articles published in the domain of Talent Management Strategies in business setting and its growing importance. A systematic review was done using the following procedures.

Framing of review questions to observe in the research articles, extensive search for research literature on talent management strategies in Human Resource Management (HRM) selection of suitable articles for the review, review of the short-listed research articles, extract content from the research articles, preparation of the summary of the articles, and conduct critical review of the content and finally the author has documented the systematic review highlights.



The author has reviewed 60 research articles and short listed 20 research articles for the critical review. The content of the research articles was extracted and analysed. Further

the content was analysed with software ATLAS and the various themes for the critical review were identified and detailed.

Table below shows the key information of the articles reviewed

S.No	Author(s)	Title of the Papers	Methods	Key findings
1	Liu et al., (2016)	Talent management and the HR functions in cross-cultural mergers and acquisitions: The role and impact of bi-cultural identity	Review	HRM and its interconnectedness with Merger and Acquisition situation were studied.
2	Gümüş et al., (2013)	An Application in Human Resources Management for Meeting Differentiation and Innovativeness Requirements of Business: Talent Management	Empirical	Talent management influence on the efficiency and commitment of employees.
3	Ansar and Baloch (2018)	Talent and Talent Management: Definition and Issues	Review	Challenges and issues in talent management were explored and the term talent in a corporate context
4	Kurgat (2016)	Talent Management and its Importance for Today's Organisations in Kenya Perspective; a Critical Review	Review	Importance of talent management with relevance to competition was studied
5	Ashif (2019)	Talent Management as a Source of Competitive Advantages: A Review	Review	Idea of talent inside the framework of the strategic capabilities of the organisation was studied
6	Rexhepi and Vladi (2015)	Talent Management and Organizational Quality Improvement	Review	Challenges of talent management were analysed
7	Rofaida (2016)	Competitive Advantage through Talent Management	Meta-analysis	Competitive advantage of talent management was studied.
8	Coculova et al., (2020)	Analysis of Factors Determining the Implementation of Talent Management	Empirical	Contributing factors to Talent Management were identified.
9	Ashton and Morton (2005)	Managing talent for competitive advantage	Review	The top ten priorities of a HR were listed.
10	Rathod (2014)	Talent Management: A strategy for competitive advantage	Review	Different strategies for gaining competitive advantage by effective use of human capital were developed.
11	Dries (2013)	The psychology of talent management: A review and research agenda	Review	Different streams of literature related to talent management were

				discussed
12	Boštjančič and Slana (2018)	The Role of Talent Management Comparing Medium-Sized and Large Companies-Major Challenges in Attracting and Retaining Talented Employees	Empirical	The role of talent management in medium and large companies were studied.
13	Hanif (2013)	Strategic Talent Management as Source of Competitive Advantage- Talent Competitiveness Framework	Review	Sustainable competitive advantage of generic strategy of Porter and the resource-based view of Barney was discussed.
14	Ibrahim and Daniel (2018)	Research article talent management and its effects on the competitive advantage in organisations	Review	Discussed the concept of talent management in-depth in relation to human management practices.
15	Mehdiabadi and Li (2016)	Understanding Talent Development and Implications for Human Resource Development: An Integrative Literature Review	Review	Examined to get clear understanding of talent management by reviewing literature
16	Gallardo et al., (2020)	Talent management: context matters	Review	Studied the importance of context when it comes to talent management.
17	McDonnell and et al., (2017)	Talent management: A systematic review and future prospects	Review	The main objective was to explore the talent management's evolution.
18	Cappelli and Keller (2014)	Talent Management: Conceptual Approaches and Practical Challenges	Review	The challenges associated with talent management in the modern labour market were analysed.
19	Chug and Bhatnagar (2006)	Talent Management as High Performance Work Practice: Emerging Strategic HRM Dimension	Review	The usage of strategic human resource management in organisations with high productivity was explored.
20	Tash et al., (2016)	The Effects of Talent Management on Employees Performance in Oil Jam Petrochemical Complex (Oil JPC): The Mediating Role of Job Satisfaction	Empirical	The impact of talent management on performance of employees in Oil Jam Petrochemical Complex with job satisfaction as mediator was discussed.

Summary of the Reviewed Articles

Liu et al., (2020) have examined the bi-cultural talent relating to HRM in cross-cultural merger and acquisitions. The authors have elaborated on the dominant characteristics of talent management. Different micro-aspects of individual employees are considered with the macro-aspects such as the firm's location and the firm's status in three different phases, namely pre-merger, during merger and post-merger. A deeper understanding of cross-cultural relations within the organisations is required in the context of merger and acquisition situations. The interconnected nature of HRM and Merger and Acquisition Situation is well studied. The authors have recommended that bi-cultural employees should never be underestimated and their potential should be utilised by the organisation effectively. The temporal dimensions are pre-merger, during merger and post-merger. The spatial dimensions are the country's culture, organisational culture and individual entity. The spatial-temporal continuum must be keenly observed. The temporal perspectives such as retention of bi-cultural employees and integration of their identity should be given importance. The spatial perspectives, such as micro-level practices of leveraging the positives of bi-cultural employees in the organisation, would help the organisation address other issues stemming from various directions.

Gümüş et al., (2013) have stated that Talent Management is a process that includes recruiting, educating, developing and making proper use of people in key roles in the organisation. In recent days, organisations are facing difficulties in attracting and retaining new talents. In addition, the management of the talent to meet the organisation's objectives and goals becomes tough. The efficiency of the employees improves and their commitment also increases if their talent is managed efficiently. The ever-changing nature of business has increased competition. Talent management leads to loyalty to the organisation and benefits such as education and career opportunities add on to the loyalty factor. New talent brings innovative ideas into the organisation and this will help the organisation prosper in the future.

Ansar and Baloch (2018) have explored the different challenges and issues in talent management. A critical review was conducted on the term "talent" and 'talent management' across different time periods. In the recent days Talent Management is considered as a high level of cognitive ability. The term "talent" is used by speakers of different languages is noted and its origin in different languages was also traced. This information was analysed and compared with the usage in the corporate world. The common pattern revealed were talent management identified with an individual who possess the talent. It can also be perceived that individual possess the value enhancing ability. The Human Resource Management policy specially focuses on hiring, retaining and developing the individuals who can work towards the organisations goals.

Kurgat (2016) has studied talent management's importance in various organisations in Kenya. The author has stated that to survive the competition in business, creativity and innovation have become inevitable. In the 21st century, organisations strive for efficiency, effectiveness and total quality. Talent management requires planning and must undertake surveys in the labour market, identify the right people with the right qualifications and these pose a great challenge for organisations in Kenya. In their country, it is observed that organisations have a mismatch between talents and the job. This has resulted in frustrations and dissatisfaction. Furthermore, the relationship between competitiveness, effectiveness and talent management has been explored in the study. Aligning talent management with the human resource strategy and organisation's objectives is the remedy to tackle the challenge.

Ashif (2019) has considered talent management as the platform to achieve competitive advantage for businesses. It encompasses the core issues of HRM, which are recruitment, selection, recognition and development. Effective talent management would aim to attract the best talent and make them get attached to the organisation. It helps in fostering loyalty among employees. Nowadays, organisations have started to focus on the capabilities of the individual for

organisational success. The author has comprehended the idea of talent inside the framework of the strategic capabilities of the organisation. Leaders of the organisation should have the framework in mind and work. This would ultimately energize the talents and would give psychological support. Skills such as organising and inspiring the workforce become inevitable.

Rexhepi and Vladi (2015) have analysed the challenges in talent management. They have stated that the organisational quality improvement differs in current times. The business world is changing every day and is facing huge competition. Hence, a significant amount of time must be invested in quality management and human resource development. Talent and Quality Management have become an important component in functional and strategic development. However, this process should be developed in a sustained way. The right talent would provide confidence and quality in business. It serves as competitive advantage and makes business profitable. The study was conducted among businessmen, CEOs and entrepreneurs in Kosova and Albania. It has been observed that talent management's importance is not recognised by several businesses. Globalisation has made businesses move across borders to other nations, leading to instability and uncertainty. Thus, prioritising the talent management strategies becomes the order of the day to improve quality and reduce turnovers.

Rofaida (2016) has studied the competitive advantage of talent management. The talent which cannot be replicated is always a competitive advantage for an organisation. Organisations should acquire and develop such unique talents to compete in the market. The main objective of talent management is to improve individual competency, which in turn improves the performance in the organisation. The talent of the employees is a distinctive feature of an organisation. The findings of the study were that talent management should be integrated with business strategy and company's strategy apart from integration with Human Resource Strategies- a) mind-set and commitment of the leaders contribute to the talent of an organisation, b) talent management

is a responsibility at all levels, c) talent management has an influence on the leadership style in the organisation, d) transformational leadership contributes to creativity and innovation, and e) organisational culture is also a contributing factor for enhanced talent management.

Coculova et al., (2020) have dealt with issues in talent management. Talent Management is prioritised because the entire organisations' competitive advantage and success depends on the talent. It has become an irreplaceable factor for an organisation to thrive in business. The secret to success in a business is the implementation of successful talent management practices. The study was conducted on fifty-eight Slovak business entities. Specific factors contributing to talent management were identified, such as the existence of suitable talent; succession and career development plan; remuneration related to performance; educational development; support for creativity and innovation in the organisation. Successful implementation of talent management has become a prerequisite for business. Making full use of talent's potential is necessary for the success of any business. The study concluded that flexibility in remuneration, succession planning, career planning, training, support for creativity would help implement talent management successfully.

Ashton and Morton (2005) in his article stated that the right talent at the right time in important roles would contribute to the long-term success of an organisation. The alignment of talent management strategies with business goals creates a talent mind-set. The article has outlined the top ten priorities of Human Resource Management should rethink about the definition of talent, business context and market trends; positioning of talent management strategically or tactically; integrating talent into business by aligning the new talents with the strategic management process; leading the talent through quality leadership; examining the culture and mind-set of talent in terms of language, cultural attributes, and other influences; assessing the capabilities and accountability, which is proper measures and evaluation of talent; process and design implementation, which includes people,

success rates, technology, and flaws; talent performance assessment and deployment

Rathod (2015) has developed different strategies for gaining competitive advantage by effective use of human capital. Human capital is a valuable asset to an organisation. Organisations have almost the same kind of resources and employees' talent differentiates the organisations. Talent represents people who are contributors to the organisation's strategic goals and has a high level of work engagement. Hiring the best talent into an organisation becomes crucial for differentiating from the competitors. In order to stay a step ahead of the competitors, a solid foundation is required. Competitive advantage through effective talent management helps to achieve this goal. Competence, commitment and contribution together are known as talent. A value proposition must be created to retain the younger generation. Gender diversity is crucial along with robust leadership. Organisations should keep in mind the economic climate and select the employees accordingly to gain a competitive advantage over rivals.

Dries (2013) has discussed the different streams of literature that is Human Resource Management, Industrial-Organisational Psychology, Educational psychology, Vocational psychology, Positive psychology, Social psychology. Several discrepancies were identified between academic interest and practitioner, talent management discourse and practice. Several theoretical perspectives such as talent as capital, individual differences in talent, talent as an identity, talent as strength, giftedness of talent, and perception of talent were identified. There is lot of demands for the right talent by the organisations and it is usual that right talent often gets stolen. Two risks are involved a) first one is oversupply of talent without experience, b) second is productivity risk due to the increased number of older employees. Different tensions related to talent were also explored object-subject, inclusive-exclusive, innate-acquire, input-output, and transferable-context-dependent. These tensions led to various implications in competence and knowledge management, career and succession planning, differentiation in work force, strength-based approach, selection and

identification of employees, developing a suitable learning experience, motivating to attain career ambitions, get the required output or performance, recruit the employee and identifying the organisational fitness. The author proposes that proper strategies should be framed to resolve these issues.

Boštjancic and Slana (2018) have studied the role of talent management in medium and large companies. High potential staff help the organisation to realize and achieve the organisation's vision. The study was conducted in Europe and the economic conditions were not conducive to attracting high-quality labour. The companies investing more in the war of talents are surely bound to reap greater benefits. The study identified the definition of talent management followed in companies and the development activities to improve performance. 21 Human Resource professionals were interviewed and their practices to attract and develop talent were identified. The qualities identified by the Human Resource professional were willingness to learn, acquiring new knowledge, motivation, desire to develop, ambitious spirit, initiative and self-motivated, proactive behaviour and curiosity. The major challenge is positioning the organisation in an effective manner based on their talent acquired.

Chug and Bhatnagar (2006) have explored the usage of strategic human resource management in organisations with high productivity. Talent management is a key differentiator in business and is a key function for human resource management. It has a direct impact on the company and so it should be carefully planned. Proactive talent management has challenges such as ranking, forces which affect the demographics, work-life balance, return on investment per employee, right performance management and appraisal, and finding the right talent. The talent should be effectively retained and they can be retained by managing different generations of employees, job sculpting, job location, job hopping and employer branding. The essence of talent management is to retain talent, manage the expectations of hired talent such as career growth, pay band, and so on,

plan a suitable replacement, and identify gaps in talent management for business growth.

Tash et al., (2016) have discussed the impact of talent management on the performance of employees in Oil Jam Petrochemical Complex with job satisfaction as mediator. Talent management increases employee satisfaction and this in turn gives huge benefits to the organisation. The focus of talent management is to attract and retain employees, maintain and align talents and develop talent. The dimensions of talent management are communication, development of job, reward and recognition and management of performance. The study's hypothesis is that new talent attracts affect job satisfaction, that aligning and retaining new talent affects job satisfaction, and that developing new talent affects job satisfaction. There is a positive and significant relationship between implementing policies and job satisfaction and talent management serves as a mediator. There should be a conducive environment for developing talent and this could be done by motivating the employees, giving opportunities to learn, good behaviour and respect towards employees. The competitive position of the company could be strengthened by giving pay raises and by aligning the right talent in the right job. Thus, efficient talent would increase the employee's satisfaction and employee's commitment.

Hanif et al., (2013) have conducted a systematic review to understand talent management as a source of cumulative benefits. The authors discussed talent management in three themes: resource-based view, strategic talent management, and strategic talent management. They have developed a talent competitiveness framework. Then they discussed strategic-talent selection, talent development, talent pool and talent architecture. The findings from the review have studied talent management as the capital for collective benefits. The article findings reinforce that much research has been conducted to prove the talent management source and its cumulative benefits. Business organisations have become conscious of the competitive environment around them, which has its own dynamics. In response to this increased awareness, business organisations

have started focussing on strategic talent management. Many studies have also shown how human resource management has shifted toward a strategic talent pool to assist their organizations. The organisation can evolve methodologies to utilise the source of talent in their organisation.

Ibrahim and Daniel (2018) have discussed the effects of talent management on human resource management. The concept of talent management is discussed in-depth in relation to human management practices. The concept of talent management has a long-lasting impact on organisations. The most crucial strategy should be identified to get a better understanding of its impact on the competitive nature of the organisations. The competitive advantage is highly influenced by the performance of the employees and this ultimately depends on their talent. The talent must be managed at reduced cost and they should be retained and motivated for better productivity. The employee's talent helps them to be innovative in their work and so this increases the competitive nature of the organisations. More emphasis should be given to the loyalty factor to prevent employees leaving the organisations. The repelling factor should be minimised and the talent factor should be enhanced for better productivity of the organisations.

Mehdiabadi and Li (2016) have reviewed talent management and its implications for human resource development. The need for talent management and the scope of talent management has increased in recent times. The issues of talent management were classified into four themes: i) career development issues ii) contextual factors influence iii) the relationship between talent development and attracting and retaining new talent iv) diversity related issues. The gaps in the literature were identified and the potential actions to address these issues were discussed. The major role of human resource development professionals is to identify the talent in individuals and help them develop their talent based on their needs and interests. Some of the concerns of talent management are the definition of talent, focus on technical or generic competencies, which talent is needed and who is responsible, traditional or

accelerated development, and the architecture of talent development. Talent development should be in line with the values of human resource development.

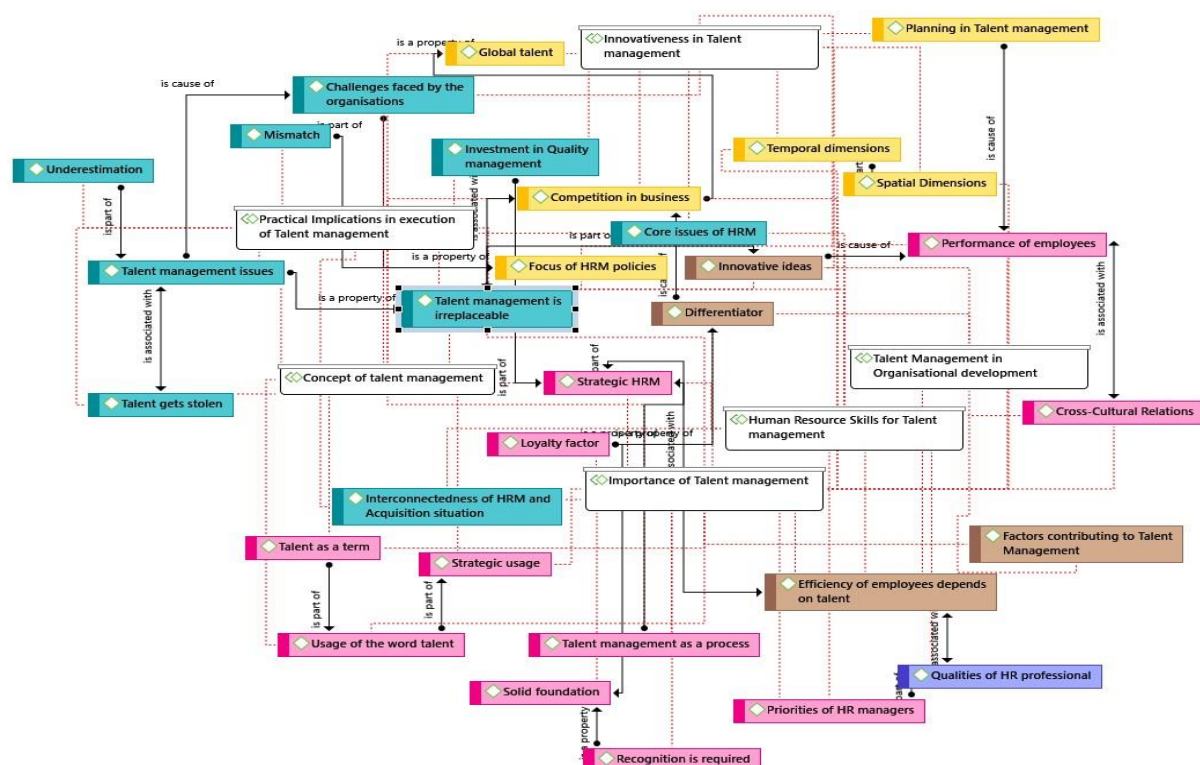
Gallardo et al., (2020) have studied the importance of talent management. Attracting, developing, and retaining employees are the most crucial challenges these days worldwide. Some of the important questions which are commonly asked about talent management are about the conception of talent management and its implementation in the organisation. The effectiveness of the outcomes is always a subject of interest. Several organisations have under-estimated research in the field of Human Resources, especially talent management. The conceptual factors affecting the implementation and effectiveness of talent management are explored in the study. Strategic Human resource management's outcomes are determined by external forces such as market forces, demands from relevant product-market combinations, suitable technology, effectiveness, quality, flexibility, speed and innovation. Internal mechanisms such as strategy, structure, culture and human capital also determine the efficiency of strategic human resource development policies. These external and internal factors would in turn have an effect on talent management. The authors reinforce that talent management experts should think critically and conduct research in this field in a critical manner on design, execution and analysis.

McDonnell et al., (2017) have conducted a comprehensive systematic critical review on talent management issues. The articles discuss in detail the precedence gained by the concept of talent management. The findings of the review have documented the large amount of research conducted on talent management and published in different journals. The research articles were empirical in nature. A huge gap was found in the conceptual and theoretical

research. Management of high performers and potential are the two major streams of literature considered. Talent management system and strategic positions were identified. Global talent management has grown significantly as a result of the incorporation of these two major streams. According to the authors, there is a significant need for comprehensive research in the field of talent management which has gained attention globally. Talent management is regarded as key source of competitive advantage. The authors have reinforced the importance of multidisciplinary and interdisciplinary research to gain great benefits in the field of talent management. Top management team and Human Resource Managers should get information from the middle level managers, consultants, agencies and employees and other representatives. To be specific, information should be collected from all stakeholders of the organisation.

Cappelli and Keller (2014) have analysed the challenges associated with talent management in the modern labour market. The themes in modern talent management approach focus on i) open labour market challenges ii) new mechanisms for shifting employees from one job to another, iii) investing strategically in jobs where there would be more return. The authors have examined the definition of talent management, inclusive and exclusive approaches to talent management, individuals and jobs as differentiator of the workforce, Strategic jobs, talent management in the past and present, new issues in talent management such as identifying the talent pool, assessment of performance and potential, communicating potential, talent-pool retention, employment contracts, proactive job design and career management, career lattice, developing global leaders, problems of external hiring, support for external hiring. Thus, the evolution of talent management across time was explored and its scope for the future is also discussed.

Findings



The main themes which have evolved in analysis of the content of the literature reviewed are Concept of talent management, Talent Management Practices and importance for managing Competitive Business, Human Resource Skills for Talent Management, Talent Management for Organisational Development and Talent Management for innovation.

Concept of Talent Management

Dooher and Marting (1957), state that talent management practice has been in existence since the year 1957. However, in the present days the emphasis on talent management has strikingly increased. The research on the concept of talent management was also gaining more focus and many millions of research articles are made available (Felix & Manuel, 2016). Schuler et al., (2011) state that globally there is dearth of skilled human resource and it has become an important need for the organisation to retain the talented employees. The Human Resource Management takes the responsibility to select and retain the talented employees for the organisation. Boštjancic and Slana (2018) have stated that staff with talents paves way for achieving organisations vision. In their study

they have identified the qualities of the Human Resource professionals who were involved in talent management strategies. The important qualities which are associated with talents are willingness to learn, high motivation, interest to increase knowledge on the subject, aspire to develop, self- motivated, ambitious, proactive behaviour and curiosity. In business organisation tough competition exists in boarding in staff with required talents. While the organisation is boarding staff with talents, they also require strategies for sustaining the existing talented human resource (Rathod, 2015). Talent management is more than recruiting the staff with talents. The human resource manager has the important responsibility and skill to explore the skills and qualities of the employees and nurture them with intensive efforts in their developmental programs. Therefore, it becomes a continuous effort by the organisation to achieve success in their business. The core need of the human resource manager is to place the staff with high talents in the right position in the organisation.

Talent Management Practices and importance for managing Competitive Business

Gardner (2002) views that talent management is the main challenge faced by organisations globally. Mohamed and Baqutayan (2014) state that talent management should be the priority of business organisations in the current business context since the employees can use the prevailing competitive advantage in favour of them. The authors define talent management as the organisations' management capacity to hold back their employees who have good skills. Organisations have to develop strategies for encouraging talented employees and develop plans and actions to place them in the right positions inside the organisation. The selected talent strategy should be in alignment with the business strategies and goals of the organisation (Ashton & Morton, 2005). According to Rabbi (2015), talent-based theories assert that talents are individual resources that enable organizations to gain and maintain competitive advantages. The main role of organisations in talent management is integration of the internal systems, which in turn helps in harmonisation and collaboration between the talented workers of the organisation. Davis et al., (2007) view that organisations will use teams which are talented to build teams which can bring success for the organisation. Each department should develop a team of talented staff to resolve the internal issues of the department. Lewis and Heckman (2006) state that the efficiency of talent management practices can be understood through three key streams. The stream is an investigative technique which bonds talent management to financial performance. The second one is the process which the organisation adopts for studying and enhancing the talent management system. The third one is the practice of analytics, which attracts talent retention and development. McDonnell et al., (2017) in their review recommend comprehensive research in talent management.

Human Resource Skills for Talent Management

Kamjula (2012) in her article states that there is a strong association between talent management and human resource management. Human resource managers require specific skills to increase the human resource skills in the organisation. The managers have to use the existing talents of

human resources to scale up. Management of relationships in the organization, title of the individual employee's job, employee's emotional connectivity with management, empowerment and participation of the employees in the various milestones of the organization, salary package and allowances, clear career and succession planning of the individual employee, dynamics of the work were some of the strategies stated by the author. Wuim-Pam (2014) has stated that many organisations sustain their productivity amidst the competition among the organisations. The organisation has the responsibility to create ways to strengthen the employee's competence. Acquiring talent to suit the organisations should be on the top of the agenda for any organisation. It would help secure their strategic goals. The human resource team should keep in mind the business priorities while recruiting the employees. Selecting the right employees has multiple benefits, which include boosting their competitive spirit, innovation, productivity of the team, reducing turnover, improving the employer's brand and serving as a strong source of motivation for other employees in the organisation to achieve in their career. Human Resource Management has to work on talent management very consciously to identify and retain employees with good skills. Mehdiabadi and Li (2016) have viewed that talent management has direct implications on human resource development. The authors state that there are four broad themes in talent management: i) career development issues ii) contextual factors influence iii) the relationship between talent development and attracting and retaining new talent iv) diversity related issues. Talent development should be in line with the values of human resource development. Ibrahim and Daniel (2018) have stated that when Human Resource Management focuses on talent management, it has a long-lasting impact on organisations.

Talent Management for Organisational Development

Nijveld (2010) has stated that talent management are not very different from each other. In execution of talent management, organisations have to design Human Resource policies giving importance to addressing the talent challenges. According to Krishnan and

Scullion (2017), the role of talent management in organizational development is gaining importance in many organizations and has become a challenging factor for organizational development. Rathod (2015) has stated that human capital is a valuable asset to the organisation. The talent of the employees makes the organisation differ from each other. Rathod (2015) has stated that human capital is a valuable asset to any organisation. A talented employee helps the organisation to achieve its strategic goal. Rathod reinforces that organisations have to board in the best talent since it becomes crucial for managing their competitors.

Talent Management for innovation

Developing a talent helps the recruited employees to face new challenges with confidence and will help in career growth. The Human Resource Management team of the organisation has to take care of the following things: increase the level of commitment of the employees, keep them engaged and free from bitterness inside the organisation. Next, the good will of the employees has to be taken care of by promoting collaboration among the teams. The individual employees have to believe that they belong to a bigger operation of the organisation. The Human Resource Managers have to design interesting and intelligent mentoring and development programs for the employees. The skills of the employees have to be periodically refined and updated. McDonnell et al., (2017) have stated that Human Resource Managers have to use a multidisciplinary and interdisciplinary approach to talent management. Information from the employees has to be collected by the managers to design the execution of talent management. Boštjancic and Slana (2018) have stated that Human Resource managers should have the following qualities: willingness to learn, acquire new knowledge, motivation, desire to develop, ambitious spirit, initiative and self-motivated, proactive behaviour and curiosity. The major challenge is positioning the organisation in an effective manner based on their talent acquired.

Conclusion

The systematic review on the subject Talent Management Strategies in Human Resource Management has helped to understand the

comprehensive concept of talent management, its importance for the development of the organisation, its importance in managing competitive business, the importance of skills used by the Human Resource for managing talent and the importance of innovation in talent management. In many organisations, talent management strategies have been in existence for many years. However, the concept has gained more attention since the business organisation has to focus on the competitive environment. Organisations have to have a vision for their talent management strategies. The responsibility of talent management of the organisation is with Human Resource managers. They require specific skills and innovative approaches. In addition to focussing on the talent of the existing employees, the Human Resource Managers have the responsibility to hire and recruit talent personnel for the organisation. In specific, the broad areas which have to be covered by Human Resource Management are career development issues, contextual factors influence, the relationship between talent development and attracting and retaining new talent and diversity related issues. Talented employees are a great asset to an organisation's success.

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