

Volume 5, Issue 9, September 2017

# International Journal of Advance Research in Computer Science and Management Studies

Research Article / Survey Paper / Case Study

Available online at: [www.ijarcsms.com](http://www.ijarcsms.com)

## *Talent Management: A Review of Literature*

**Deepika**

M.COM Student

Department of Commerce

Government PG College for Women

Rohtak, Haryana,

India.

---

*Abstract: Talent management means how employers attract and develop the workforce that is productive and retain in the organization for long term. The value of talent employees, talent retention and talent management has increased day by day in this competitive world. Talent management is important for the success of organisation. The hiring of right talented employees on a particular job is important for the organization. So it is important for organization to look talent in employees especially at the time of hiring and promotions. Organization also should identify the hidden talent of employees. The objective of this research is to review of literature related to the talent management in the context of different organizations and to know the concept of talent management, its process and factors.*

*Keywords: Talent Management, Business, Skills, Management*

---

### I. INTRODUCTION

Talent management is the process of managing different employees on the bases of their ability to contribute in achieving organization's goals. It is successfully placing the most qualified people in the appropriate positions. Today's Indian economy has become more complex and changing environment because of globalization in which every firms need to retain good talented people in their organization for achieving growth. Talent management is a part of human resource management but it is a more focused on talent. Chuai et.al. (2008) explained "Talent management emerges as being different from traditional HRM, incorporating new knowledge rather than being a simple repackaging of old techniques and ideas with new labels". It is a committed to hire, manage, trained and retained the most talented employees in the organization. Many of the firms facing challenges today's are directly related to human capital. So talent management is an important aspect which is concerned with the organisational management of employees to retain the talent in the organisation and their contribution in the organisation, which is itself a broader strategy aimed at generating competitive advantage through human capital. Mohaimen (2015) described "the term talent management is being used to describe sound and integrated human resources practices with the objectives of attracting and retaining the right individuals, for the right positions, at the right time". It is talent of employees that contributes increasing in the performance of an organization. The dynamic demographic, economic and social changes have made the concept of talent management to become one of the most important topics for every organization. By this way it's easy to place right people having required skill sets at right place where they can utilize those skills and perform their best.

### II. OBJECTIVE

The objective of this research is to review the literature of talent management and to know the concept of talent management, its process and factors.

### III. RESEARCH METHODOLOGY

This is a descriptive research. Secondary data is collected for the study which is obtained through websites, national and international conference, seminar and journals.

### IV. CONCEPT OF TALENT MANAGEMENT

Talent management is refers to management of talented employees for organization success. Talent management means successfully placing the most qualified person in the appropriate positions according to his ability. The employees will reap the full benefits of the company's talent. It focuses more on new knowledge of employees. It is the art of achieving business goals by way of talented employees. It can be said that talent management's main objective is to manage the employee's lifecycle in the organization and to find a substitute on his retirement. A talented staff in organisation is the backbone of every successful organisation.

### V. DEFINITION OF TALENT MANAGEMENT

Howard (2008) stated that "the purpose of talent management is to ensure that a supply of talent, to align the right people at the right time in the right job using measureable, predictable, and actionable skills that serve as a key to organizational success."

Barron (2008) explained that "Talent management refers to the process of developing and fostering new workers through interviewing, hiring, orienting and successfully integrating new hires into an organization's culture, and thereafter, developing and keeping current workers and attracting highly skilled workers to work for an organization."

### VI. REVIEW OF LITERATURE

**Kang & Sidhu (2011)** studied the concept of talent management at TCS (Tata Consultancy Services). Data was obtained by secondary sources. It was resulted that TCS has changed its hiring process and started focusing on the real time talent management. Academic Interface Programme have been started to build, maintain and improve the quality of talent pool. Many other different developmental programmes are also introduced. It was also revealed that two times in a year appraisal is conducted by TCS.

**Kumari & Bahuguna (2012)** determined the impact of talent management on employee behaviour in Oil and Natural Gas Industry in India. It was identified factors of talent management such as executive commitment and engagement, identification of talent pools, succession and retention of talent, performance management and reward, process control and measurement, key role or positions, attracting the talent, development the talent and talent management system. It was resulted that talent management has positive associated with employee behaviour. It was also revealed that all the dimensions of talent management are significantly predicted the outcome.

**Kehinde (2012)** examined the effect of talent management on organizational performance of top firms in Lagos Metropolis. Data was collected from top executive level of CEO or COO or Director and above. It was resulted that there is a positive impact of talent management on overall organizational performance. Talent management has significant and positive correlation with profitability of the organization as well as talent management has also significant and positive correlation with return on investment of the organization. It was recommended that talent management should be used for all types of employees within the organization.

**Deshpande (2012)** identified the challenges of talent management and also studied the ways to retain the best talented employees in IT companies. The present study examined the level of expectation of the employees from the HR professionals regarding talent management, problems faced by the employees in working in the companies as well the problems faced by the HR professionals in retaining the employees. It was resulted that 76 percent of the employees have a clear knowledge about the company's vision, mission and objectives. 85 percent of employees were clear about their role and responsibility. Majority of

the employees were satisfied by job description, salary review, health care benefits etc. 57 percent of employees wanted base pay and 53 percent of employees wanted job security as the top priority for the employees in coming year. 91 percent of the employees wanted more training from their job.

**Lyria (2013)** found that talent management represents involvement and positioning the right person in the right job. Talent management ensures that the employees are best using their talent for growth of the organization. It was concluded that on the basis of review of literature most of the talent management studies has done in other countries. It is a new area for both public and private sector organizations. Most of the organizations have prioritized it to ensure that they acquire, develop and retain the right employees in their organisation.

**Garg & Rani (2014)** explained the importance of talent management. Talented employees have potential for growth and development of organisation. It was also identified that the process of talent management which involves workforce planning, recruiting, onboarding, performance management, training and performance support, succession planning, compensation and benefits and critical skill gap analysis. Both organization and employees gets benefits from talent management. Benefits for organisation include Increase productivity and capability, commitment of valued employees, right fit between people and job skills, retaining employees, increased production and for employees it creates motivation, job satisfaction, career development, increase knowledge about the company goals.

**Sadri et.al. (2014)** aimed to understand the impact of talent management on performance of staff in banks. It was resulted that that talent management has a significant positive impact on the performance of staffs of banks. The present study classified talent management in to attraction, talent discovery, talent development and improvement, talent protection. Talent selection should be appropriate by utilizing both internal and external sources. Technical knowledge should be cultivated among the employees for better development and improvement. Employees can be retained by providing them both types of rewards such as monetary and non-monetary rewards. Talent management is part of human resource management, so talent management leads to good performance of employees.

**Shafieian (2014)** determined the components of talent management. It was revealed that four components such as attraction, evaluation, development and retention. All these four components are positively associated with the talent management. Corporate culture is one of the main factors, which are influencing the talent management components. It was suggested that creating a flexible environment according to the strengths and weaknesses of individuals and prediction of potential talent and shortening conversion of potential to actual talent.

**Mohammed (2015)** examined the association between talent management and employee engagement, retention, value addition and improved organizational performance. It was revealed that talent management helps the organization in achieving employee engagement, retention, value addition and organizational performance. Talent management initiatives will make employees more committed and engaged towards their job to produce maximum returns.

**Rabbi et.al. (2015)** highlighted the three components of talent management such as talent attraction and selection, talent retention and talent development. It was described that now in this competitive era the business organizations are facing challenges in talent management. Talent management of talented employees is becoming very important for every organization. The demand for talented employees is high in key position because these are the persons who take the business in success. This is the main reason why organizations give importance to talented employees. Talent management is very helpful for organizations to make winning teams in which all the employees are talented.

**Nafei (2015)** studied the effects of talent management on service quality at Egyptian Commercial Banks. Talent management dimensions such as planning, recruitment, compensation and rewards, performance management, employee empowerment, employee engagement and organizational culture were considered for study. It was resulted that all talent management dimensions has positive correlation with service quality and also has significant effect on service quality. Well

practiced talent management leads to high profit, so bank managers need to realize the importance of customer satisfaction and improve their service quality and improve customer satisfaction.

**Mary et.al. (2015)** determined the impact of talent management on employee performance in selected public sector firm in Delta State, Nigeria. It was resulted that there is a strong relationship between talent management and employee performance in the selected firms. It was recommended for the organizations to align their time management structure to match up with their business needs and that the management should be aware of the factors promoting problems in attraction and increasing the retention of employees in the organization.

**Rastgoo (2016)** analyzed the relationship between talent management and organizational development with job motivation of employees of Bushehr University of Medical Sciences and Health Services. 170 individuals were selected as the sample for the purpose of study. Sample was selected by using simple random sampling technique and analysed by using correlation. It was resulted that there is a significant and positive relationship between talent management and organizational development with job motivation of employees.

## VII. CONCLUSION

The review of literature concluded that talent management helps the organisation to maximize the value of employees. In fact, talent management plays an important role in the business for managing the human asset of the organization. Through the review of literature related to talent management, it is found that talent management is helpful in identification of the right talent, development and retaining the best talent in an organization. The process of talent management is such as workforce planning, recruiting, onboarding, performance management, training and performance support, succession planning, compensation and benefits and critical skill gap analysis. Review of literature also represents the different factors of talent management such as commitment and engagement, identification of talent pools, performance management and reward, succession and retention of talent, process control and measurement, attracting the talent, key role or positions, development the talent and talent management system. It can be concluded that talent management is important for success of organisation.

## References

1. Barron, P. (2008). Education and Talent Management: Implications for the Hospitality Industry. *International Journal of Contemporary Hospitality Management*, 20(7), 730-742.
2. Chuai, X., Preece, D., & Iles, P. (2008). Is Talent Management Just— Old Wine in New Bottles? The Case of Multinational Companies in Beijing. *Management Research News*, 31(12), 901-911.
3. Deshpande, M. N. (2012). An Empirical Study on Talent Management- A Outmost Opportunity for Organization Success. *International Journal of Research in Commerce and Management*, 3(8), 61-64.
4. Garg, D., & Rani, K. (2014). Talent Management: Empirical Research Results. *International Journal of Management and Commerce Innovations*, 2(1), 289-295.
5. Howard, S. (2008). Total Quality Management Now Applies to Managing Talent. *Journal of Qualitative Participation*, 31(2), 15-18.
6. Kang, L. S., & Sidhu, H. (2011). Talent Management at Tata Consultancy Services. *Global Business Review*, 12(3), 459-471.
7. Kumari, P., & Bhaguna, P. C. (2012). Measuring the Impact of Talent Management on Employee Behaviour: An Empirical Study on Oil and Natural Gas Industry in India. *Journal of Human Resource Management and Development*, 2(2), 65-85.
8. Kehinde, J. S. (2012). Talent Management: Effects on Organization Performance. *Journal of Management Research*, 4(2), 178-186.
9. Lyria, R.K. (2013). Role of Talent Management on Organization Performance in Companies Listed in Naibobi Security Exchange in Kenya: Literature Review. *International Journal of Humanities and Social Science*, 3(21), 285-290.
10. Mary, O. E., Enyinna, U. K., & Ezinne, K. M. (2015). The Relationship between Talent Management and Employees Performance in Nigerian Public Sector. *International Journal of Economics, Commerce and Management*, III(5), 1581-1592.
11. Mohaimen, M. A. (2015). Talent Management: Three new Perceptions Intended for Managing and Retaining Talent in Bangladesh. *Asian Business Review*, 3(3), 07-15.
12. Mohammed, A. (2015). The Impact of Talent Management on Employee Engagement, Retention and Value Addition in achieving Organizational Performance. *International Journal of Core Engineering & Management (IJCEM)*, 1(12), 142-152.
13. Nafei, W. (2015). The effects of Talent Management on Service Quality: A Study on Commercial Banks in Egypt. *International Business Research*, 8(4), 41-58.

14. Rabbi, F., Ahad, N., Kousar, T., & Ali, T. (2015). Talent Management as A Source of Competitive Advantage. *Journal of Asian Business Strategy*, 5(9), 208-214.
15. Rastgoo, P. (2016). The Relationship of Talent Management and Organizational Development with Job Motivation of Employees. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*, 64(2), 653-662.
16. Sadri, A., Pirouz, H., Sharifi, S., & Farhadi, M. (2014). Studying the Impact of Talent Management on Performance of Staffs. *International Academic Institute for Science and Technology*, 1(1), 1-10.
17. Shafieian, G. (2014). Defining Talent Management Components. *Advanced Computational Techniques in Electromagnetics*, 2014, 1-7.