A Systematic Review on Talent Management: Various Facets of Talent Management

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Abstract: *One of the most crucial strategic issues for managers in multinational corporations and enterprises in general is talent management (TM). Despite the significance of talent management, there are relatively few studies in the field, mostly conceptual studies. The goal of this article is to improve the reader's comprehension of the views, significance, and key practises in the field of talent management. Giving a general overview of the relationship with other HRM tasks while also referencing secondary data and talent management-related studies. The objective of this study was achieved by reviewing the body of prior research, which was selected based on its applicability to the problem of talent management. Additionally, the most recent articles in this field were used.*

Keywords: Talent management Workforce planning, recruitment, and development in human resources.

I. INTRODUCTION

Talent management is a relatively new idea that has just caught the attention of most scholars (Lewis and Heckman, 2006), firms must differentiate amongst their personnel based on their performances (Kontoghiorghes, 2016; Mensah, 2015). The combination of an employee's abilities, motivation, knowledge, experiences, and skills is known as their human capital. In order to improve productivity and performance of the business, it is crucial to understand how to manage and control the talented person. This can be done by investing in their skills, experience, and knowledge (Burbach and Royle, 2010; Máté et al., 2016).

The majority of growing businesses have long understood that the best talent management techniques are correlated with the culture and strategy of the organisation (Gamama et al., 2018). Talented employees are in high demand in firms in the current business climate (Cappelli, 2008). Even though talent management strategies are used by the majority of firms, there are still many unresolved difficulties (Van Zyl et al., 2017).

The nature of work and new forms of work have undergone many changes in the corporate environment, which result from new knowledge innovation, new skills, and increased competitiveness between enterprises (Bozionelos and Wang, 2006). (Garrow and Hirsh, 2008).

Because the corporate environment is marked by uncertainty, complexity, and unpredictability (Chuai et al., 2008; Dajnoki and Héder, 2017), firms have relied on their intangible assets, such as knowledge and talented personnel. By observing successful firms, one can see that they are employing, managing, and retaining highly talented and performing personnel. This helps to explain why there is an increase in the demand for and competition for competent workers on a worldwide scale (McDonnell et al., 2017).

It has become clear that human capital is the most important resource for a successful organisation since it is crucial to its competitiveness and expansion (Lockwood, 2006), placing human resources management in the forefront as a key business partner (Collings et al., 2019). The importance of human resources management (HRM) and human resources (HR) activities has led to their search for a solid foundation and an increase in the effectiveness of their methods (Collings and Mellahi, 2009).

The essay focused on identifying the key views that characterise talent management, the reasons for adopting talent management, and the most often used techniques based on the examined literature, which was chosen based on its relevance to the talent management issue. Because of this, a summary of best practises and how they are described in literature will be given to readers.

II. LITERATURE SURVEY

2.1 Definitions for Talent Management

Though opinions on the definition of talent management vary, it is acknowledged that the term first surfaced in the Mckinsey research studies on "talent war" (Michaels et al., 2001). The book was later developed and released in 2001 (Nilsson and Ellström, 2012). Since it has become an important component of commercial human resource strategies and has recently seen a growing interest in the field of human resources management investigations, it is not a novel concept as previously claimed, but there are still few studies on it (Brbach and Royle, 2010). (Capelli, 2008).

On the other hand, no consensus exists about the definition of talent, and there are also no distinct and distinct conceptual boundaries for talent management (Collings and Mellahi, 2009). However, the idea is still not clearly defined in the literature in terms of the process and available options for making decisions (Gallardo et al., 2013). Despite the fact that the notion appears to be closely related to others like human resource management, workforce planning, and employability (Lewis and Heckman, 2006). After reviewing the literature, Lewis and Heckman (2006) identified three basic approaches to the definition of talent management:

The first viewpoint on talent management views it as a collection of functions and activities that are typical of human resources management (Mucha, 2004). This viewpoint claims that it is connected to the same purpose as HRM procedures like planning, training, development, and retention (Iles et al., 2010; Schiemann, 2014). For instance, Creelman (2004) describes talent management (TM) as a process of talent acquisition, development, and maintenance, which is similar to the conventional definition of HRM. According to the second viewpoint, the company is creating talent pools of workers it refers to as "exclusive people," people who can significantly impact both the performance of the firms' current and future operations (Rothwell, 2011). The businesses can find these individuals by using procedures connected to workforce planning and development, therefore the procedures are related to employees (McCauley and Wakefield, 2006).

The third viewpoint made the supposition that talent management was connected to specific jobs, such as key positions in businesses or Exclusive positions (Anlesinya et al., 2019). This viewpoint is thought of as a technique that starts with defining essential tasks for those professions that require highly skilled and talented individuals (Tarique and Schuler, 2010; Sparrow et al., 2014).

Talent management, according to Ready and Conger (2007), is the process of organising human resources to satisfy organisational demands while retaining talented employees. It is necessary to have an effective reward system in place to accomplish that goal (Ready and Conger, 2007).

Every organisation in the world should strive to maximise earnings while also lowering expenditures (Allen, 2004). From this vantage point, we can view TM as a crucial instrument to reduce the expense of employing new personnel by retaining bright individuals and helping them advance their abilities; as a result, the talented employees become a key asset in any organisation (Nalbantian and Guzzo, 2009).

The main goal of TM is to plan the workforce, recruit and develop talented personnel, and keep those personnel (Rothwell, 2011).

Talent management has reportedly been seen from three different perspectives, according to Lewis and Heckman (2006). According to the first, TM is a human resources management department that forces all employees to stand on the same side of the ship without distinctions based on their talents (Snell, 2007). The second one calls for developing talent pools by retaining and advancing already talented employees (Creelman, 2004). The third one focuses on the performance of individual employees, and evaluation strategies are established to identify and retain class A and class B personnel while dismissing class C employees (Rothwell, 2011).

Additionally, it is described by Pillay et al. as "The sum of peoples" experiences, talents, attitudes, and behaviour that can be converted into organisational performance" (2008). A different definition of talent management is "a new corporate science that combines strategic discipline with workforce planning, acquisition, development, mobility, and measurement" (Stevens, 2008). Additionally, talent management is widely acknowledged to directly affect workforce planning, recruitment, human capital development, and diversity (Iles et al., 2010).

Another description of talent management is that it involves performing good deeds for your best employees, investing in their growth, unlocking their potential, and helping them to maximise their abilities (Garrow and Hirsh, 2008).

Based on prior attempts to define talent management, it is concluded that talent management is an integrated process that includes several specific procedures that significantly contribute to the success of the organisation. These procedures are workforce planning, acquiring talented employees, developing and training these talented employees, and maintaining them as assets of the organisation (Iles et al., 2010).

2.2 Need for Talent Management

The need for talented employees increases because of the impact that their knowledge and experience have on the performance of the organisation, as a competitive advantage is necessary for any organisation (Gelens et al., 2013) and talented employees are regarded as an essential asset of any organisation (Li and Devos, 2008). (Schuler et al., 2011). Additionally, an organization's productivity and profitability are directly impacted by its success in terms of business outcomes (Hills, 2009).

The costs associated with finding and hiring brilliant workers as well as the time, money, and resources required to develop these skills in accordance with organisational needs will all have an impact on the business. 2011 Rothwell. Additionally, the need for skilled personnel emerges from the depths of the ocean of failure, whether in times of uncertainty or prosperity (Brown and Tannock, 2009).

The significance is also implied by the definition of talent management, which is the systematic attraction, identification, development, engagement, retention, and deployment of people with high potential who add a specific value to a business (Krishnan and Scullion, 2017).

The impact of talent management on the entire business is significant (Stevens, 2008). Talent management improves organisational performance by lowering hiring process costs (Boon et al., 2011); it also boosts productivity of the company in addition to profitability and production (Collings and Mellahi, 2009). When a firm uses TM, it opens up a lot of possibilities for competitive advantages (Schuler et al., 2011). Additionally, an organization's standing in its sector is decided by its capacity to attract, retain, and develop talent, which has turned TM into a determinant of an organization's success or failure (Luna-Arocas and Morley, 2015).

2.3 Talent Management Techniques

As was already established, talent management and human resources management have many things in common. In addition, both fields use some of the same techniques that ultimately help a business succeed (Schuler et al., 2011). Due to unstable settings like ongoing skill shortages and employee demands for work-life balance, organisational talents nowadays require management and upgrades (Lewis and Heckman, 2006). The ability of a business to improve its recruitment, development, and retention methods, policies, and programmes demonstrates its mastery of management (Snell, 2007).

Finding out what the organisation requires in terms of either current skills or anticipated talents necessary might help achieve that (Ready, 2007). Starting with workforce planning and continuing through talent retention and passing attracting and developing outstanding personnel, the human resources department needs the support of the top management of that organisation to be extremely effective and fruitful (Cappelli, 2008; Shrimali and Gidwani,2012).

2.3.1 Planning a Skilled Workforce

It is a common adage in business that an organization's employees contribute the most to its value (Héder et al., 2018). According to workforce planning, managers must understand how their HR duties and the process of attracting, recruiting, developing, and retaining employees are directly related to the organization's primary goals (Creelman, 2004). This understanding prompts managers to make extra effort to complete their duties once they recognise the significance of their role for the sake of the excellence of the entire organisation (Schweyer, 2010). The final function of skilled workforce planning is to anticipate future business and environmental demands in order to satisfy the HR obligations imposed by these situations (Creelman, 2004).

The Talented Workforce Planning Activities (Schweyer, 2010):

- Talent Inventory: this lists the talents currently employed by the firm along with their functions.
- Workforce Forecast: This foresees potential talent requirements.
- Action Plans: the processes followed from the point of hiring a new employee until the stage of compensation.

- Control and Evaluation: By employing closed-loop feedback, it enables the HR department to keep an eye on the workforce planning process.

To sum up, talented workforce planning tries to assign certain workers with particular talents to specific professions at the appropriate moment with the practical skills necessary to perform these jobs (Dries, 2013). So, the organization's strategic workforce plan is implemented through talent management. Additionally, it serves as a method for the company to modify its talent pool in response to shifting business and organisational needs (Morgan and Jardin, 2010). Additionally, it is regarded as one of the analytical, forecasting, and planning processes that is linked to talent management initiatives to guarantee an organisation has the appropriate people in the right locations at the right times to execute its business strategy. (Sheehan and Anderson, 2015) (Tucker et al., 2005).

2.3.2 Talent Attraction

Recruiting and developing talented people is one of the most crucial talent management activities (Pruis, 2011). According to Shrimali and Giwani's (2012) study, a company's reputation plays a significant role in luring top talent. The study by Lyria et al. (2017) outlined the (financial and non-financial) elements that contributed to people's attraction to a certain organisation. These variables influenced people's decisions regarding employment opportunities within organisations as well as their choice of organisations (Jenkins, 2009).

Job-life balance, competitive salary, and difficult work are a few of the key elements that draw in employees (Pruis, 2011). Organizations should adhere to specific protocols to entice talented workers (Lockwood, 2006), which include developing a clear strategy to entice talented workers from outside the business and enhancing the abilities of the other brilliant workers already working there (Chuai et al., 2008).

Talent attraction is also influenced by an organization's branding, or how it is perceived in the market; for example, whether or not people are enthusiastic about working for the organisation and whether or not employers can be picky about how they approach the organization's culture (Moczydowska, 2012). All talented workers across all industries, according to Collings and Mellahi (2009), are searching for a company that offers thrilling challenges, fantastic development chances, and meaningful work in a successful organisation where outstanding leaders can lead them (Csordás, 2020). Although a sizable compensation is a major draw, bright people seem to be more drawn to the potential of meaningful work in a setting where there is openness, trust, and a focus on performance than by salary alone (Lewis and Heckman, 2006; Dajnoki and Kun, 2016).

The calibre of a company's personnel determines that company's quality. Talent at the bottom is the best approach to have talent at the top; for their development, they require career inspirations, strengths and weaknesses, abilities, and likes and dislikes. Therefore, it is simpler to ascertain what drives each individual, which greatly aids in the work enrichment process (Iles et al., 2010; Héder and Dajnoki, 2017a).

2.3.3 Talent Development

Hills (2009) estimated that there would have been five retirees for every new hire, therefore firms can prevent a talent shortage by fostering and enhancing their existing talent (Héder and Dajnoki, 2017b). Talent development may involve multiple phases, including management and subordinate development as well as certification. Since there are no universal standards that should be followed by all businesses, each one has its own talent development policy (Cheloha and Swain, 2005). (Lehmann, 2009). There are some shared ideas about how to handle workers who do better than expected, enabling the organisation to transform its hiring strategy from "hiring people to fill up seats" to "hiring people and developing them to service future opportunities and requirements" (Gandz, 2006).

According to Pruis (2011), a business would hire highly qualified and talented workers who were not immediately needed (Lockwood and Nancy, 2006), but who had the potential to fulfil impending strategic needs or who possessed necessary future skills that would give the business the advantage of acquiring a variety of talents (Khilji et al., 2015). However, many businesses fail to consider the element that may contribute to the other employees' substandard performance (Schweyer, 2010).

Additionally, businesses generally don't just hire professionals and skilled people; they also hire people who are below the level (Chuai et al., 2008). Additionally, these exceptionally bright workers will need to be standardised in accordance with the organization's norms (Pillay et al., 2008). Classifying employees into groups based on their skill

sets is one of the key goals of talent management (Thomas, 2009), in order to identify those who are highly qualified and those who are underperformers (Hills, 2009). The talent management method must be able to declare if it will take action after recognising poor performers.

III. CONCLUSION

With the increased inclination towards talent management in recent years, it is somewhat intolerable that it continues to be poorly defined and devoid of a theoretical foundation. The findings of the most recent corpus of theoretical literature serve as the foundation for this essay. The field of talent management is still in its infancy, therefore more theoretical advancement is still required.

This study makes two contributions: first, it develops a concise definition of talent management from the various angles indicated above. It was described in the first viewpoint as normal HRM procedures and duties. However, the second one pretended to create talent pools for select employees who could significantly alter the performance as a whole. The final viewpoint focuses on the critical positions that require people with exceptional talent. As a result, practitioners and managers may have a greater chance of understanding how talent management might be defined and applied to enhance performance.

Additionally, practitioners and managers have the ability to choose which of the three major methods discussed in this paper should be used because it will directly affect employees' performance and loyalty. Managers can create and enhance the company's strategy by using that.

As stated above, talent management has a significant impact on retaining people and performance; as a result, managers should pay attention to having organised programmes for nurturing and educating talented employees. to transform their innate knowledge and abilities into explicit knowledge that could be distributed throughout the entire crew.

This is widely acknowledged in the examined literature, from which we can infer that the significance of talent management resides in aiding the company to lower the cost of employing new employees through the retention and development of skilled people through targeted training programmes.

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