

Talent Management Practices: Literature Review

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Abstract

In the 21st century era of knowledge based economy, talent management plays a critical role in maintaining competitive advantage as the success or failure of organization depends on the ability to manage high performers. The main objective of this paper is to review literature related to talent management and to establish avenues for prospective studies on the topic. Comprehensive literature review was used in the paper to provide critical analysis on talent management. A theoretical and empirical review of the existing literature has been carefully analyzed using secondary data. The study reviewed journal articles published between 2010- 2021. The finding revealed that there is no fundamental consensus on the definition of talent management. It also indicated that talent management has a significant contribution on organizational success and employees' productivity. However, the major challenges of talent management practices are lack of government support, poor awareness, turnover, and compensation. Therefore, no doubt, there is a clear need to conduct an in-depth study in the area that will help academicians and practitioners to enrich the theoretical body of knowledge of talent management.

Key words: talent, talent management, human capital

1.1 Introduction

Talent has become a popular term among academicians and practitioners during the last two decades. "Talent consists of those individuals who can make a difference to organizational performance either through their immediate contribution or in the long term, by demonstrating the highest levels of potential" (CIPD, 2012). Talent in general refers to the capabilities, skills, or art of a particular person in a specific field. In other words, it refers to those people who have high potential, rare knowledge and skills, or who can successfully bring about transformation and change in the company (Kaur, 2013).

In today's rapidly moving, dynamic, uncertain, and highly competitive global market, firms worldwide are facing major decisions and challenges in global talent management (Schuler et al., 2011; Scullion et al., 2010). For organizations across the globe, talent management of knowledge workers and high potentials is of increasing strategic importance (Tyman *et al.*, 2010; Vaiman, 2010). Indeed, the term "talent" 'became a buzz word in the management of organizations when the consulting firm McKinsey (1999) coined the phrase "war for talent" to denote how the business world is pervaded by a shortage of talent and the battle of the firms to attract and retain human capital as their most important asset (McKinsey & Company, 2001), to emphasize the critical importance of employees to the success of top performing companies (Michaels et al., 2001). This led to a flurry of interest in talent management research and practices within organizations (Collings, 2014). Most companies worldwide, regardless of size, are confronting and/or will soon confront many talent management challenges; if left unmet, it will impact their global business strategies, both in the near term and long term.

Nowadays, almost all companies have started to use the concept of talent management and they know that they need to be more practical to deal with an employee with the right knowledge, skills, abilities, behaviors, and relationships to achieve strategic business objectives (Morgan and Jardin, 2010). Almost all organizations use talent management systems, but they may not be aware of what they do exactly in the talent system. Each of them defines talent management in a different way. Some define talent as high-performing employees or potential employees in the organization; others consider highly skilled and knowledgeable people to be talents; and yet another group believes that the organization can create talented people through succession planning. Talent management has been broadly defined as a specific bundle of human resource practices to attract, select, develop, and retain high performing or high-potential employees in pivotal organizational positions (Collings *et al.*, 2018; Silzer & Dowell, 2010).

Effective talent management is considered as a key driver of an organization's ability to outperform competitors (McKinsey, 2018). One of the most important roles of talent management is to effectively manage and retain an organizations most superior workforce which is the goal of human resource management. In recent years, talent management has attracted most of the researchers' attention but there are lots of issues that remain unknown. Therefore, the aim of this paper is to make comprehensive review on talent management and subsequently to identify research gap for prospective researchers.

1.2. Objective of the paper

The main objective of this paper is to review literature related to talent management and to establish the gaps for further studies on the topic.

1.3. Research Methodology

The paper used a thorough literature review to provide a critical analysis of talent management. Theoretical and empirical reviews of the existing literature have been carefully analyzed using secondary data. The study reviewed journal articles published between 2010- 2021. The keywords used in the search process were "talent", 'talent management' and 'human capital'. The primary inclusion and exclusion criteria were based on the principal aim of the review. Several criteria were determined and used to filter the articles. With respect to the criteria, the abstracts of articles were examined to check if they covered

one or more of the talent management topics. Finally, the content of each article was thoroughly reviewed to ensure that they fit into the context of talent management. Articles written in other languages were excluded from this review. The search was conducted in multiple popular research databases, specifically, Google scholar, Emerald Insight, Sage, Science Direct, and JSTOR databases, which are considered the most reliable sources. 176 articles in the field of talent management were accessed, but only 49 articles were found to be related to the study. This method enables us to offer the possibility of analyzing in-depth all of the relevant articles on the topic and also provides the opportunity to identify other under-researched areas

1.4. Literature Review

1.4.1. Definition of Talent

Although there are several rational definitions of talent management, nevertheless, there is a lack of clarity on what it basically means (Lewis and Heckman, 2006) and an accurate definition of talent management remains somewhat unclear (Hughes & Rog, 2008). Hence, many researchers have provided various definitions of the term "talent" from different perspectives. The definition adopted depends on the strategy that is used by the firm, the nature of the organization, the environment that the firm competes in and other elements (CIPD, 2007). As Tansely (2011) wrote in his article, there is no universally accepted definition of "talent" in all languages. The meaning of talent depends on the language that is shared in the organization. Many corporations do not even know what talent means, let alone manage it (The Economist, 2006). For example, Morton (2004) believed that talents are those individuals who are capable of making a major transformation to the function of a company. Goffee and Jones (2007) supported Morton's definition that talent is a handful of employees' knowledge, skills, and philosophies that have the capability to create unusual value for the organization from the existing resources. Stephenson & Pandit (2008) and several other researchers advise that having the right number of people at the right place at the right time with the right skill sets and levels of motivation is fundamental to talent management. Others believe that talent management embraces entirely the activities of an organization, amongst which are attracting, developing, selecting, and retaining the best workforce in suitable positions (Stahl *et al.*, 2007).

Talent is unique to an organization and is extremely influenced by factors like industry, its nature, individuals, and implications at a group level, and so is likely to change over time (Chartered Institute of Personnel and Development (CIPD), 2007). McKinsey defined talent as "the best and the brightest" (McKinsey, 2004). Ready and Conger (2007) defined talent as a group of employees who have above average knowledge and skills and are ready to be promoted to executive positions, and thus are the best people in an organization. CIPD has provided a useful definition of talented individuals: talent people are those who are capable of making the greatest difference in the firm, by representing their innate potential in the current and future performance of the organization (CIPD, 2007). From these definitions of talent, it can be concluded that talent represents the best people for the job in an organization and who would contribute most to the achievement of its strategic goals.

1.4. 2. Theories of Talent Management

1.4.2. 1. Talent-Based Theory

Talent based theory states that talent is the only resource that may help in gaining and maintaining a competitive advantage, and, therefore, organizations must put a focus on attracting and maintaining a talented work force (Wright *et al.*, 2009). Thus, an organization must evolve through talent integration approaches (Rukunga & Nzulwa, 2018). The theory further posits that talent resides in and with individual

people. As a result, firms merely integrate individually owned talent by establishing structural arrangements for the coordination and cooperation of specialized talent workers (Sunanda, 2018). Organizations rely on their structural capabilities to create, store, and deploy talent for their own benefit (Sunanda, 2018). Talent is, therefore, recognized as a means to sustaining competitive advantage because it is crucial corporate resource that supports the effective execution of organizational strategies. The "talent-based view of the firm" emphasizes the requirement of the organization to develop and increase the talent and learning capabilities of the employees through talent acquisition, talent sharing, and transfer, to achieve competitive advantage. With this view, talent is regarded as valuable, rare, imitable, and non-substitutable, which jointly positions organizations to achieve and sustain competitive advantage.

1.4.2. 2. Human Capital Theory

It suggests that fiscal advantages for both individuals and organizations can be gotten from investing in people (Sweet Land, 1996). Besides, talent management and its association to the outcomes of a business can be clarified through the resource-based theory that makes details of how organizations can create significance by supervising their resources and people available (Ngari, 2012). 'If you want a good job, get a good education.' This advice is often given to schoolchildren. Human capital theory specifies a particular mechanism through which education level is positively correlated with income: education increases skills, and these in turn increase productivity; higher productivity is then rewarded through higher earnings (Mincer, 1974). The foundation of the human capital theory lies in the fact that individuals and firms invest in human capital based not on present gains but on future pecuniary and non-pecuniary returns (Andersson & Aggerholm, 2011). Early contributors to the theory, such as (Becker (1964), concluded that individual earnings were largely an outcome of how much workers invested in developing their skills and knowledge. Therefore, individuals with higher levels of human capital can contribute at a higher level in organizations (Hunter et.al., 1990).

1.4.3. Approaches of Talent Management

1.4.3.1. Exclusive Approach

The exclusive approach is based on the notion of segmentation. Here, talent is viewed as a subset of the organization's population demonstrating superior performance and potential, and this is a more common approach (Cappelli and Keller, 2014; Ready et al., 2010). It has been adapted from the idea of 'war for talent'. Talent management was defined as a strategic operation to attract, develop, and retain the most talented individuals who can provide a significant competitive advantage over competitors (Michaels et al., 2001). Today, the exclusive approach assesses all individual employees within an organization and ranks them based on their talent; "1" being their most valuable and "3" being their least valued. Those employees ranked at the top would be given the most resources, as organizations want to target their most talented as part of their succession planning (Beardwell & Thompson, 2014). This approach, however, does incorporate many dangers, the most obvious being establishing talent correctly so that the individuals invested in produce what is expected and that individuals with potential haven't been overlooked within the talent pool (Beardwell & Thompson, 2014). Secondly, whenever you favor a minority group over the majority, the majority will feel un-wanted and de-motivated, and thus organizations run the risk of losing them to other competitors (Beardwell & Thompson, 2014).

1.4.3. 2 The Inclusive approach

The inclusive view takes the approach that all employees are talent, with the assumption that all employees can potentially add value (Lewis and Heckman, 2006). It is seen as essential to reach all employees' full potential (Beardwell & Claydon, 2014). It is classified as a 'whole workforce' approach

that aims to identify and manage all employees through HRM with a strong emphasis on recruitment, retention, engagement, career development, leadership, and workforce planning (Clake & Winkler, 2006). Investing resources in all employees is however, very expensive. Despite all employees receiving attention and notice, the benefits each individual receives could be very little as resources need to be spread amongst all employees (Clake & Winkler, 2006).

1.4.3.3. The Hybrid Approach

Thunnissen *et al.*, (2013) imply that both approaches to talent management have their positives and drawbacks. Their research came to the conclusion that an organization must understand all of the variances such as the different generations involved, the type of business they're in, and even the state of the business climate; all factors need to be considered (Thunnissen, *et al.* 2013). As such, there is never going to be one best fit approach that suits all organizations. A hybrid approach is sometimes instilled in order to run their talent management operations effectively. In reality, these approaches may be opposite ends of a spectrum, with practice in organizations lying somewhere along that line as appropriate to the needs of the organization (Tansley *et al.*, 2007). Taking this justification into consideration, since the exclusive and inclusive approaches have their own respective strengths and weaknesses, the hybrid approach is the best approach in which organizations should apply to manage their talents so as to maintain their competitive advantage

1.4.4. Main Arguments on Talent Management (Talent: Innate or Acquired?)

There are common arguments supporting the views that talent is either mainly innate, mainly acquired, or the result of nature-nurture interactions. They are stated hereunder on a continuum ranging from innate to acquired talent

1.4.4. 1. Main Arguments Supporting the Nature (innate) Perspective- This section deals with theories and evidence by researchers who advocate the innate nature of talent. Note, however, that none of these authors completely neglects the role of practice and development in becoming an excellent performer in a given domain. Lewis Terman, the first scholar who conducted extensive longitudinal studies on gifted children and their development, linked talent to intelligence in a complicated way by defining giftedness as belonging to the top one percent of intelligent children (Terman & Oden, 1959). More recent talent definitions often include multiple factors that contribute to superior performance, but intelligence is usually one of them (Ruthsatz *et al.*, 2008). There are children who demonstrate exceptional abilities in certain domains at very young ages. A common argument for the existence of innate talent stems from the field of giftedness research and refers to child prodigies Ruthsatz & Detterman (2003), and there are very few exceptional performers. The rare occurrence of talent has been illustrated within the literature on giftedness and work performance.

1.4. 4. 2. Main Arguments Supporting the Nurture (acquired) Perspective - In this section, the central arguments in favor of talent acquisition will be presented. Proponents of talent acquisition do not completely repudiate the notion of certain innate factors impacting ultimate performance levels. However, they still consider training, development, and experience to be the main reasons for achieving excellent performance. According to these researchers, nurture accounts for more than half of the variance in talent. Deliberate practice is the single most important predictor of performance, talent evolves from (early) experience; and almost everyone can become a 'genius.'

1.4.4. 3. Arguments Supporting Nature-Nurture Interactions- Many recent theories of giftedness and talent reason that talent is formed through interactions between nature and environment, but they fail to specify the exact amount to which each of them contributes (Gagné, 2010; Vinkhuyzen *et al.*, 2009). Several thoughts and theories brought forward by advocates of nature-nurture interactions as the basis of talent. Since all the arguments support the notion of nature-nurture interactions and hence stress the importance of both innate and acquired talent. Innate features are necessary but not sufficient for future

achievements, environmental factors exert influence, but they influence different people in different ways, talents are dependent on several contextual and individual factors and talent in one domain can be transferred to other domains through special training

Table 1. 1. Summary of Articles undertaken on the Talent Management

Authors	Title	Objective	Methodology	Key findings
Kumari and Bahuguna 2012	Measuring the Impact of TM on Employee Behavior:	To investigate the impact of talent management and its role in emitting desired employee behavior	Explanatory	Talent management is directly and positively associated with employee engagement
Salameh et al, 2017	Impact of talent management on Achieving Organizational Excellence	The impact of TM on Achieving Organizational Excellence	Descriptive	Recruiting talents and Succession strategy had a significant effect on organizational excellence
Jackline, 2012	The relationship between organizational culture and employee engagement	To investigate the relationship between TM, organization culture and employee engagement	Cross sectional survey design &	There is a significant relationship among talent management and employee engagement and organization culture
Maarvat et al., 2018	Talent Management and Its Effect on Organization Performance	To investigate the effect of talent management on organization performance among nurses	Descriptive correlational design	Talent management has significant contribution on the organizational performance
Nagia and Mohsin, 2020	Revising Talent Management Practices in a Pandemic Driven VUCA Environment	To explore the TM practices in organizations across IT Industry	literature review	Indian IT industry talent management practices has challenges (due to block out)
Al-hussaina et al., 2019	Impact of Talent Management Strategies on Employee Performance Behavior	The effect of TM strategies on employees performance behavior via TM	Descriptive	Talent management strategies significantly and positively affect employees' performance behavior

Mahfoozi., 2018	Developing a talent management model using government evidence from large industries	to construct a Talent Management model for the public sector from exclusive and inclusive approaches	Descriptive survey	The results revealed that Talent Management model is a multifaceted construct consisting of two main parts that affect the talent management practices in
Fatimah and Ilia's, 2020	Strengthening talent M in enhancing organizational commitment	To investigates the influence of talent management as a predictor of organizational commitment.	Descriptive survey	The results of the study shows that there is a significant effect of talent management
Hanif& Yunfei , 2013	The role of TM and HR generic strategies for talent retention	The impact of talent management on talent retention and organizational performance	Descriptive survey	The results of this work showed that talent management techniques are integral part of HR generic strategies
Isfahani and Boustani, 2014	Effects of talent management on employee retention: the mediating effect of organizational trust	effect of Talent management on employee Retention through organizational trust among staffs	correlational design	Indicate that there is a significant relationship between Talent management, employee Retention and organizational trust
Al-hammadi et al., 2019	The Role of Strategic Talent Management (STM) to Enhance Jobs Performances in Oil & Gas Companies in the	To present a conceptual framework to investigate the role of a strategic management to enhance the job performance of the local employees	Comprehensive literature review	The study is conceptualized the framework to measuring the level of implementation STM practices in the industry
Micheal and Abosede, 2019	Analysis of TM performance in money deposit bank	To assessed talent management on employee performance in money deposit bank	Survey research design	Talent management practices implementation have significant effect on employees' satisfaction in deposit money banks
Sareen and Mishra, 2016	Study of TM and Its Impact on Performance of Organizations	To examine the impact of TM on organizational performance for selected IT organizations	Descriptive research design	The findings show that there is partial impact of talent management on the Performance.
Al-hammadi et al., 2019	The Role of Strategic Talent Management (STM) to Enhance Jobs Performances	To present a conceptual framework to investigate the role of a strategic management to enhance job performance	Comprehensive literature review	The study is conceptualized the framework to measuring the level of implementation STM practices in the industry

1.5. Results and Discussion

Talent management is an international human resource strategy that seeks to identify, develop, deploy, and retain talented and high-potential employees within an organization (Dixit and Arrawatia, 2018). The area of talent management has become one of the fast growing areas of academic and practical work in the field of management over recent decades. The data from the years of publication shows there is an increasing trend in the number of studies, demonstrating the growing interest in the topic. To achieve their goals, these studies employed various research strategies. The majority of the articles are empirical, adopting a descriptive design, followed by others based on their findings from literature review only. The remaining were used in exploratory, mixed, and qualitative case study methods.

In terms of country of origin, (32 %) of the studies were conducted in Western countries, mainly in Europe, and 30.6% were carried out in Asia, largely in India, while 26 % were undertaken in the Middle East, and 16 % were conducted in Africa. Regarding the sectors, 20 % of them were carried out in higher educational institutions, followed by manufacturing and financial organizations, mainly banks, 12.4 % and 12.2 % respectively. While the remaining 10% were conducted in the health sector, predominantly in hospitals, 8% ICT and 6% multinational companies, and 4 % of them were in the telecommunication sector. From this, it safe to conclude that talent management is a growing trend mainly in private sector organizations as they realize that the effectiveness of the organizations depends on the talent attraction, development, and retention of skilled manpower to maintain competitive advantage over their rivals.

The review summary table in terms of thematic area shows that the goal of the majority of the articles was to investigate the effect of talent management on organizational success: organizational performance and organizational commitment (Salameh et al., 2017; Marvet et al., 2018; Fatimah and Ilia's, 2020; Al-hammadi et al., 2019; Mohammed et al., 2019; Ibrahim and Daniel, 2018; Neha, 2019). Others focus on the role of talent management on employees' aspects: employee performance, employee behavior, and employee satisfaction (Al-hussaina et al., 2019; Tash et al., 2016; Dixit and Arrawatia, 2018; Altindage et al, 2018; Michael and Abosede, 2019). Still, others addressed talent management practices and challenges (Dhanabhakyan and, 2014; Chandrahud and Athayale, 2015; Hejas et al., 2016; Janton et al., 2018; Nagia and Mohsin, 2020; Anguinis and Burgi-Tain, 2021).the remaining dealt with talent management definitions and concepts (Ansar and Baloch, 2018; Al-Amiri and Shawali, 2021).

Several issues are raised in these articles. Among other things, talent management definition and issues are one thematic area in which the studies were conducted. Despite the increased interest in talent among academics and practitioners over the last two decades, the construct of talent and talent management lack theoretical vigor and standardized definition (Ansar and Baloch, 2018). Most scholars attempt to define what talent management is, or distinguish it from traditional human resource management practice, but there is still little known about how and how well talent management really works in practice (Thunnissen 2016). According to (Staffan and Eilstrom, 2012; Tansley, 2012; and Gallardo *et al.*, 2013), there are no clear boundaries of talent management; rather, it is ill-defined in terms of outcomes, process, and decision alternatives. Different organizations perceive talent differently, and its meaning tends to be specific to an

organization and highly influenced by the nature of the work undertaken. However, the dominant approach used in the definitions of talent management was found to be an exclusive approach (Ansar and Baloch, 2018; Thunnissen and Gallardo Eva, 2016). From this, one can understand that there is a fundamental lack of consensus as to the meaning of talent in work.

With regard to the effect of talent management on organizational performance, several studies indicate that talent management has a significant contribution to the improvement of organizational performance (Salameh et al., 2017; Marvet *et al.*, 2018; Fatimah and Ilia's, 2020), organizational commitment ((Fatimah and Ilia's, 2015), organizational excellence (Salameh et al, 2017), competitive advantage (Ibrahim and denial, 2018), and talent management process has a positively significant influence on knowledge creation Mohammed *et al.*, (2019) and talent management has a significant effect on organizational trust, organizational efficiency Altinoz *et al.*, (2013) and sustainable organizational performance Atan & Al-Aina (2020) and retention strategy. This implies that if organizations are committed to implement a talent management strategy in their organization, it will enable them to use their un imitable human capital effectively in a way that can maintain their competitive advantage in this dynamic, ever changing and complex business world.

Multiple studies have revealed that talent management has significantly and positively contributes to the enhancement of employee productivity performance (Dixit and Arrawatia, 2018), employees' performance behavior (Al-hussaina *et al.*, 2019), employees' job satisfaction (Micheal and Abosedo, 2019; Tash *et al.*, 2016), talent retention motivates employees and leads to ultimate performance (Mangusho, 2015), and employee engagement (Kumari and Bahuguna, 2012). The study conducted by Weerakoon & Dilathi (2010) shows that talent management practices help to retain talented employees within the organization. It suggests that talent management is indispensable for the creation and utilization of skills, inherent abilities, and preeminence of talented employees. Employees feel fulfillment of reciprocal promises and expectations from their organization, when their organization offers them more opportunities to explore, utilize, and manage their talent through interventions, practices, and development programs. If organizations give their employees the chance to perform at their best, organizations can achieve what they want.

Regarding to the talent management practices and challenges, studies conducted by Chandrahud and Athavale (2015) shown that the USA and German universities have strategy structured approaches and policies supported by effective execution in contrast to Indian universities, whereas talent management practices are an emerging area in higher education in India. In a similar way, the study by Bo' Chenko (2015) indicated that most top British and American higher education institutions run talent development programs, and Canadian universities in human resource policy focus on professional development and faculty but do not have a special talent management program. Furthermore, a study conducted by Thunnissen and Gallardo Eva (2016) revealed that the Anglo-Saxon, in particular the European Union, has a great impact on empirical talent management research. Empirical TM research has predominantly an exclusive approach. The study also found that only 67.3% of the MNCs had implemented talent management in their organizations (Poorhosseinzadeh & Subramaniam,2012).

The talent needs of Africa have evolved, resulting in noticeable vacuums with businesses being unable to fill their employment vacancies with the appropriate talent. Firms in Africa do not effectively develop and maintain the unique talents of their workforce, even, when their potential is recognized. Studies in TM seem to have focused on other continents to the neglect of Africa Anlesinya *et al.*, (2019), which makes it impossible to apply the strategies of these studies in a developing country context (Gallardo-Gallardo, Thunnissen & Scullion, 2019). Furthermore, African firms that practice TM usually face organizational and macro level challenges (Anlesinya *et al.*, 2019). A study conducted by Barkhuizan (2014) indicated that talent management practices are not receiving sufficient attention in African public sector institutions. This implies that the studies on talent management were mostly conducted in developed countries. But there are a limited number of studies available in developing continents particularly in Ethiopia.

Global talent management studies reveal shortages of talent in underperforming business entities (Parry *et al.*, 2011). There is scarcity for talent and talent management practices differ across different levels and industries (Dhanakbhakym and Kokilamal, 2014). The study conducted by Schuler *et al.*, (2010) indicates that talent shortage, talent locates and relocates and compensation level of talent management becomes challenges of talent management. In relation to this, study conducted by Janton *et al.*, (2018) shown that high expenditure, lack of government support, poor awareness and shortage of skilled trainers are identified as a major challenges of talent management. Hejase *et al.*, (2016) in his study disclosed that talent acquisition, compensation and talent retention and turnover are the major challenges. Aguinis and Burgi-tain (2021) shown that the outbreak of COVID 19 has resulted in significant talent management challenges including hiring freeze, lay off, lack performance evaluation and review process (Aguinis and Burgi-tain (2021). The African Association for Public Administration and Management (AAPAM) found that African continent has not been able to recruit and retain well-trained and skilled personnel due to several challenges which include, among others, poor compensation and an uncompetitive working environment (AAPAM, 2008).

1.6. Conclusion

In this paper, the author explored the studies conducted on talent management. After analyzing the articles and their findings, it is evident that talent management is still in an evolutionary stage and is yet to be established as a separate construct in the business literature. So, academicians, authors, researchers, and practitioners develop a shared meaning of the term "talent management." In today's era of a highly competitive knowledge based economy, organizations should give due emphasis to talent attraction, development, and retention of talent employees as the success of every organization depends on talent employees. To reap the desired results from employees, organizations should invest more in all talent management components so as to develop and retain high potential employees who can contribute more to the achievement of organizational objectives. So far, little has been known about talent management practices in the context of Africa, mainly in Ethiopia. Therefore, no doubt, there is a clear need to conduct an in-depth study in the area that will help academicians and practitioners to enrich the theoretical body of knowledge of talent management.

1.7. Implications for Theory, Practices, Policy and Research

The study will contribute both theoretically and practically to the operations of private as well as public sector organizations. From a theoretical perspective, this review helps to enrich the body of literature in the field of talent management. The practical contribution it will help managers to

invest on talent management practices to minimize labor turnover and to retain high potential employees to realize organizational goals in this era of ‘war for talent’. In terms of policy implication, it will help policy makers to design sound human resource management policies that give due emphasis to talent management that can fit the nature of the organization in relation to their respective motives. It also has research implications as several issues need to be researched further as talent management is a growing area of interest based on the following conceptual and methodological limitations.

1.8. Limitation of the Study and Further Research Direction

The first limitation of these studies is all of them have adopted cross-sectional research in which the data were collected at a single point in time that didn’t show talent management change variation depending on the time of the collection of data. The second limitation of the study, concerns the persons involved in the analysis: in most of the empirical studies used a single source of information for the study i.e. either managers or employees or human resource experts which have no way to triangulate the results and didn’t offer opportunity from multiple perspectives. If they had collected information from multiple players (e.g. top management, line managers and employees) they would have had more sources of information which would have given different perspectives on the same theme. The third limitation concerns on the research contents: focusing on limited components of talent management could have limited the depth of understanding of the phenomenon, whereas a more strategic approach could have given a better description of the system. The fourth limitation of the study concerns the geographical areas of the study conducted: majority of the studies were conducted in western and Asian contexts which gives less emphases to Africa. The fifth limitation deals with sample size and number organizations: most of the empirical studies were conducted with small sample size based on limited number of organizations which hinders the generalizability of the findings to other organizations and contexts.

In the lights of these limitations there are promising avenues for further research areas. First, future research should be based on the longitudinal approach to examine the changes over time. Second, area of development is the analysis of talent management systems adopting a multi-stakeholder perspectives are needed to enlarge our understanding of the talent management to include the impact multiple actors in both research design as well as in theoretical frame works to compare different perspectives principally at organizational level explicitly. Thirdly, talent management research should incorporate holistic approach of investigation that includes talent identification, talent development and succession planning and talent management culture as important contribution to the talent management competency. Fourthly, other moderating variables like leadership, motivation, employee engagement, organizational commitment should be examined in order to build strong relationship between talent management and outcomes and lastly, research is suggested to compare private and public sector as well as across counties.

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