

## Review Literature of Talent Management

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### ABSTRACT

*Now a day there is no shortage of advice about finding and attracting the best people to work for an organization or even about scouring organization to identify performers within the ranks. It is important to look within the individual employees for their talents, especially at the time, when hiring and promotions are on hold. Therefore, identifying the hidden talent of employees is important for organizations. This study focuses on the various literature review of talent management in the context of manufacturing and Information Technology organizations.*

**Keywords:** Employees; Management; Organizations; Perception; Talent Management.

### INTRODUCTION:

A search for knowledge cannot yield something meaningful if its relationship with the existing knowledge has not been examined. A research study is never conducted in a vacuum. So attempt should be made as far as possible, to find out to what has already been done, what is still to be done and in what way the proposed study is going to search for the new. Review of literature is one of the most important early steps in a research study. It is designed to identify related research studies articles, to set the current research study within a conceptual and theoretical context. When looked at that way, almost no topic is so new or unique that you cannot locate relevant and informative related literature. Literature reviews are academic documents that researcher writes in order to provide a critique of an element of literary work. However, a literature review is an assignment in which research students not only need to read and understand a literary work but they also need to think critically about specific themes, ideas, and information presented in the work. Writing a literature review is an essential part of the research paper. A literature review requires the knowledge of some concrete piece of literature.

The available literature related to the Talent management activities in the organizations of various sectors have been reviewed by the research in the present study. The reviewed literature has been divided into the following segments.

- i) Review of literature pertaining to Talent management in service and manufacturing sectors.
- ii) Review of literature pertaining to Talent management in the IT sector.

### REVIEW OF LITERATURE :

Fang lee Cook, (2004). Through this the article he has focused mainly on the talent management strategy of organizations in the service sector. The author has stated that many services organizations are now realizing the advantages of a diverse workplace. In this context, author has pointed out that, as more and more organizations are going global in their market expansions either physically or virtually, there is a necessity to employ diverse talents to understand the various niches of the market and management should give an opportunity to their employee to show their hidden talents in this regard. The author has stated that, in every service rendering organizations, the management should have such a talent management strategy or programs which enhance the talent of the employees.

Amiri M. and Safariolyaei, N. (2017). Authors have discussed about talent management among employees.

They have explained that the talent management the hidden talent of employees and emphasized that the management should focused on the talent of employees for improving and increasing the productivity and performance of workers.

Douglas J. Novona, (2005). Through the study, the author has highlighted the factors which are responsible for the success of talent management activities. In this context, the author has stated that talent management activities, can seem intimidating and difficult to handle for managers and human resources in the organizations. However, while discussing 'talent' author has referred to the most valuable function in the organization. In the opinion of the author, organizations do not survive without people and when the management people of the organization think and plan for the development of these products of value; things can be complex and appear multiple. For the successful talent management system of any organization, the author has suggested five points implementing the plan.

These points are;

- i) Discover what you are talking about.
- ii) Describe what is all means is transparent
- iii) Discuss career aspirations with employees.
- iv) Determine who belongs where and
- v) Differentiated development.

P. Chatterjee. (2013). Through this study, the article author has highlighted the problems for valuing employees' talent. The author has critically stated that, in spite of leading contribution made by the employees, only a few organizations have taken initiative to show their value and contribution in the annual report of the organization. It is observed that, several studies have been made so far regarding the valuation of human resources, but in any study, no talented human resource has been considered as an asset of organization. In the opinion of the author the problems of valuing employee's talents are;

- i. Like other physical assets, human resources cannot be owned by the organization.
- ii. Human the resource is not recognized by the Income Tax department.
- iii. Some qualities of human resource cannot be measured into monetary terms such as leadership quality, praise, honesty, sincerity, motivation, mood, sentiment, loyalty, etc; and
- iv. No assurance of certain benefit given by human resources in the future time period.

Amiri, M. and Nobakht, A. (2016). It was found that, performance management is an essential way to improve the effectiveness of organization and achievement of organizational goals. However, the effect of talent management among HR professionals and managers is more essential for improving the circumstance of the organization for achieving the goals.

Amiri, M. and Chavan, B. (2016). It could be said, however, the computerization of higher education and higher educational institution changed the way of teaching as well as learning of students and finding a better solution for identifying the skills of students. Here also the role of talent management among teachers and students can play an important role in identifying their hidden talent and skills for changing the condition.

L. A. Berger and Dorothy Berger. (2008). Authors have presented a talent management model based on the practice of high performing organizations. It consists of three linked elements, i.e. a creed, strategy, and system. The presented model requires that the principles of the organization's creed are embedded into both its talent management strategy and in its talent management system by incorporating its doctrines into selection criteria, competency definitions, performance appraisal system for driving organizational success and also discussed on the integrating succession planning and career planning of employees.

Chattopadhyay. P, (2013). Author has stated that, it may be underscored that the return on talent is a calculable measure both- in quantitative and qualitative terms. In the opinion of the author, in typical organizational situations, this concept can wonder though it must be said in the organization, especially those belonging to the same ranks may create problems related to camaraderie. The author has further stated that, development of the right attitudes and enduring managers and people with required powers can bring forth result several times higher than the expenditure that may be incurred in finding talents, harnessing them and deploying them not only for the purposes of today but also tomorrow.

Amiri, M. (2015). According to the author, it is also increasingly recognized that wasted unused or hidden talent can literally shrink a person's brain. The author has raised the question that, how can a person develop more talent given the complexity of the brain to recognize such hidden or unused talent and the rigidity of some workplace to value unique capabilities of its workers?

Anat Arkin, (2006). Author has stated that, step into any high street bank, chain store or another customer-facing

business and the chances are that the people who serve you, will reflect all the rich diversity of the 21st century. The author has further stated that, enter these same company's headquarters and take the lift up to their executive suites and you are likely to find yourself in a mid- 20th century time warp.

Amiri, M. (2016). He has concluded that, for attracting customers, edible oil wholesalers have adopted various marketing strategies such as giving a free gift, advertising. But lack of talent management among wholesalers caused various challenges and problems. So talent management is vital for edible oil wholesalers.

Amiri, M. (2018). It observed that except for the management of stress among information technology employees in IT organizations for increasing productivity and decreasing the negative impact of stress on physical and psychological of employees, talent management is one the most important strategy for reducing stress by finding a better way to work in an organization.

K. R. Manjunath and K. Jalaja, (2013). Authors have stated that, what is important for the organization is not to acquire quality human resources, but it is important for them to realize optimal value for them which requires them to develop such strategies to appraise-develop-retain the intellectual resources for creating long term sustainable competitive positions in the competitive or highly fragmented market conditions. Acquiring the right talent and sustaining them for the long term would always ensure them with all the advantages of realizing strategic turnaround to the operations.

J. Bersin, (2006). In this study paper author, has discussed the critical issues. These issues are – i) Talent management requires integration and communication between existing HR and Research and Development activities. ii) Competency management, misunderstanding and difficult part of training and HR have become critical and iii) Vendor claims, there is no complete 'Talent management software solution yet. On these issues, the author has discussed critically in the study paper.

Sunita Chugh, (2006). This study is based on the survey. Through the study, the author has attempted to explore the use of strategic Human Resource Management as a context for talent management practices in high performing work organizations. Following a multiple case embedded research design, the author has investigated, how the talent management system has been successfully implemented at five high performing well-known organizations in the National Capital Region of India. The study paper also contents literature review, which highlights some testable propositions which are literal replication from the case studies support. Mapping of the Talent management system is attempted in the case studies. The author has discussed the core issues emerging in the case let and the linkage with high-performance work practices in this study paper. Implications drawing on the logical domain of talent management in HR practice and research are further addressed by the author.

Tobias. C. (2007). In the opinion of the author, organizations should aim to hire, develop and retain motivated capability people, who have the "Can do" (i.e. ability or capability) and the "Will do" (motivational) factors that relevant to the job. This study is based on the survey. Through the study, the author has observed that the greatest cause of job dissatisfaction is the underutilization of management talent. In the opinion of the author, talent has egoistic needs, which must be met, if they are to be fulfilled; and this forms the key content of talent management in a high performing work organizations.

The Chartered Institute of Personnel Development has published a survey report in 2008. This report shows that nearly a quarter of the organization has cut talent spending in the current economic downturn by the end of 2009. Through this report, experts have suggested that these cuts are being made across the board in a piecemeal way because HR functions are struggling to identify the talent activities that are adding the most value. This is turn in undermining the ability of organizations to retain and develop the talent, they need to weather unpredictable times ahead.

L. Overton, titled, (2008). Through this study, the article author has explained employee's perspectives regarding their untapped potential. The author has observed that employees were not only using e-learning provided as a part of their job but also using it to develop skills outside of their work. The study is based on a survey of 1950 employees. The author has found that 57 percent of employees were engaging with activities out of work, that their employers could use but they are not currently doing so. The author has also found that, if employees' untapped skills were used at work, they would feel more motivated, more empowered at work and would stay at their present company for a longer period of time. The author has concluded that tapping into hidden skills would also directly impact on the business and it would increase efficiency.

K. Donnell, (2008). In this study, the author has focused on the relationship of hidden talents and training programs. While expanding this relation, the author has stated that effective training is the key to unlocking the talents of employees and ensuring employees meet the day to day business objectives. In the opinion of the author, harnessing the hidden skills of potential employees, employers can transfer not only their business but also maximize their employee's full potential.

According to the Report of HR Community. (2008), there are three major stages to the Talent management process;

These are;

- i) preparation
- ii) identification of talent, and
- iii) management of talent.

A brief description has been given regarding these three stages in this report. About the preparation stage, it is described that the objective of the preparation stage is to ensure that community is ready to undertake the process and have the context of the appropriate resources and materials to do effectively. The objective of the second stage, that is the identification of talent of an employee is to capture a broad picture of the HR community by determining key or critical position within the HR community and identifying talent.

M. Goldsmith and Louis Carter. (2009). Authors have highlighted on the most up to date thinking, tools models, instruments and case studies which are important with a view to identify, lead and manage talent within the organization. Through the study, authors have provided a vast amount of thought-provoking ideas, tools, and models for formulating and implementing talent management strategies. Authors have also provided the case studies for planning and implementing on effective talent succession management strategy in the organization.

J. Smilansky. (2007). He has discussed the systematic and strategic process of talent management of executives, Author has opined that, the real turning point for a business is when the management realized that if the managerial population does not reflect client base and cannot understand the consumer and therefore, they cannot provide them good service that the client wants to. This book is based on the interviews of senior HR professionals in 20 leading organizations of UK. The author has defined that, talent management as an integrated set of corporate initiatives aimed at improving the caliber, availability, and flexibility utilization of exceptionally capable (high potential) employees who can have a disproportionate impact on business performance. The author has concluded that, while most organizations are now seen talent management as a priority, there is still widespread reluctance to conduct an objective assessment of senior executive's capability and makes sure only the most talented individuals occupy key corporate roles.

Singh, M. M., Amiri, M., & Sabbarwal, S. (2017). It observed that in Information Technology organizations various strategies like meditation, participation in programs for reducing stress among employees would be adopted. However, the identifying hidden talent of employees is not implementing properly by the managers. So talent management along with other strategies should be adopted in an organization.

R. Shukla. (2009). This book pertaining to talent management highlights that, how organizations can identify and get the most out of high potential people; by developing, improving and promoting them to important positions. Through this book author has highlighted on a system for integrating human resources building blocks and conditions of human resources, which are essential for any organizations' development and excellence, also focused on, how to link employee assessment process to career planning and improvement. In the opinion of the author, it is full of simple, efficient, easy to follow methods for assessing, planning and improving high talented people to meet the organization's current and future requirements. The author has further stated that it will helpful for the organizations to combine their diverse human resources functions into a single, cogent system.

Rath. T. (2011). In the opinions of authors, integrated talent management is an approach to building organization and capability and engagement by integrating talent acquisition; development and deployment across traditional HR silos. Authors have further opined that this process keeps all the aspects of talent management aligned with business objectives and goals. Through this book, authors have presented strategic and tactical guidelines for training and development professionals seeking to play key roles in the process.

## **CONCLUSION:**

The importance of talent management should not be neglected by the management of the organization. Management should always remember that talent management strategy will help to improve performance of an organization, through better identifying, sourcing, developing, rewarding, motivating and retaining the talent that keeps the organizations ahead of competitors.

Through the reviews of topic related literature, it is concluded that the majority of studies have been done with a very limited purpose, that is focusing only on the significance of talent management in the organization. There are many studies, in which the term talent management has not viewed as a core competence and therefore, organizational culture has overlooked and lopsided.

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