TalentAndTalent Management In Organizations

Mosayyeb Karami[1], Valeria Caggiano[2], Andrea Bellezza[3]

[1](PHD. Candidate in HRM at Aras International Campus/ Tehran University, Iran-Visiting Scholar in theROMATRE, Italy)
[2](University of ROMA TRE/ University of Education, Italy)
[3](PhD and Assistant - Work and Organizational Psychology / ROMA TRE University, Italy)
Corresponding author: Mosayyeb Karami

ABSTRACT: The main aim of this paper is to develop a conceptual framework for literature on the consequences of talented employees and talent management. Talent management is one of the most important issues in all organizations. It is very important to identify the talented employees and use them in strategic jobs. This article is to review near the past twenty years of the importance of using talents. At the result of this research, provide the necessary information and knowledge in the field of discovering and employing value-creation and talent management process in the all organizations.
KEYWORDS: Talent, Talent Management, Talent Pool, Employee

I.   INTRODUCTION AND STATEMENT OF PROBLEM

Development of human resource management movement provided mental roots of the talent management in 80s and early 90s [1]**.** This movement emphasizes on prediction of the employees' needs to fulfill business needs, planning and management of the employees' needs, succession planning and short-term management development. In the early 21th century, talent management was applied as a label and it was emphasized how organizations can create, protect and manage talent pool, enter the talent management mind in the organizational culture, adapt different processes and plans of human resource to talent needs and concurrently follow internal talent development and external employment [1]. In addition,Silzer& Dowell declared that organizations should regard talents as strategic sourced and as competitive advantage. This approach converted consequences such as total quality into an arrangement of management methods. How talent is sourced and identified, how it is rewarded, how it is developed and participated should be taken into account. If different people are exposed to equal conditions to acquire skill in an activity, we will find that different people show differences in the extent to which they acquire skill [2]. Some people show better efficiency and learning in one field which they will make progress faster while other people may show more efficiency, skill and speed of progress. In fact, such distinction is related to their different talents. All people have talent but only people who make decision for their talent and invest in developing them will be regarded as talented people and can show their qualification in their jobs by creating value [3].

Nowadays, regarding the global complex economic devices, organizations have found that they need the best talents and thus, attract, upgrade, and maintain them in order to achieve success and survival in the business environment. Organizations have realized that talents are a vital resource for achieving superior outcomes and require effective management and planning [4]. The key and value-creation people are very rare and their importance is gradually increasing [5]. The talented people are those who represent an exceptional ability from themselves and successfully act in a range of activities and posts or in a specialized field or a particular area of expertise. Further, they show a high degree of excellence in the areas of activity offered to them and present a high effectiveness in the situations that they are tested [6]. Therefore, talented people are those who can centralize knowledge, experience, leadership ability and teamwork and create value in the organization, due to having individual capabilities and abilities. Talent is a combination of competencies plus knowledge, networks, relationships, values, motivations, and potentials. The proper attraction of talent is considered to be a sustainable competitive advantage and includes a set of processes including the systematic identification of key organizational roles and aims at developing the talent pool of people with the highest potential and superior performance to play a role in the positions required by the organization [7]. Talent management is regarded as a comprehensive approach to human resources and a new strategy to achieve organizational effectiveness. Talent management develops the performance and ability of talented individuals who can make a significant distinction in the organization's present and future.

This makes it possible to improve performance among all levels of staff, regardless of their level of talent [8]. Talent is defined as a set of individual abilities and includes concepts such as skills, knowledge,

ability, instinct, and learning ability. Having talent is often interpreted as being above the average of abilities. Talent means employees with high potential and abilities and much interactions and motivations for succeeding in key job positions [9]. In other words, the concept of talent is introduced as a complex combination of skills, knowledge, cognitive abilities and high potential. Talent management is the process of recognizing and emphasizing the part of high-potential human resources, which focuses on how individuals enter the organization and their growth and promotion [4]. Various models have been developed for talent management, which mostly consisting of three steps of identification, development and maintenance of talents. These three steps are as follows [10].

- First step: talents identification: identifying types of talents and what roles and responsibilities are performed in the organization.
- Second step: talent development: determining the educational mechanisms, educational process and evaluation programs of trainees which are the most important tasks at this step.
- Third step: talent maintenance: Creating a sense of commitment and belonging of the staff, and providing an environment for the continuous learning of individuals.

Now, considering the key and value-creation people and the emergence of a talent management paradigm, the organization seems to be far away from the traditional view of human resources [11]. It is very difficult to attract and maintain talented individuals, and organizations emphasize attracting key individuals for sensitive businesses at the right time to achieve their goals [12]. The use of talented and capable individuals can be considered as a competitive advantage for the organization that compensates for the lack or defect of other resources. In the current competitive state and in an environment where successive changes and ongoing innovations are its main features, the organizations will success to achieve excellence that understand the strategic role of their human resources and have skilled, knowledge-base, competent, elite, and capable human resources. Hence, the war will be on attracting talented candidates [13]. Talent management focuses on key posts and key individuals, and human resource processes are developed, implemented and controlled for these jobs and individuals. In talent management, the integrity and coherence among human resource processes, as well as the logical and integrated relationship with business processes is of particular importance, which means that companies and organizations must ensure proper attraction, training, management, support and compensation for their talent services in their efforts to achieve their goals.

Therefore, it is very important to identify the talented people and put them in the talent pool of the organization. The identification process is not only the recognition of talented individuals, but also includes the basic assessment of the jobs and available roles and the talents needed to realize those roles.

By specifying the talent management approach and regarding the talented people and the key positions of the organization, one should pay attention to things that point to the incompatibility and failure of talent management in the organization. As the strategic decision of an organization focuses on introducing a talent management strategy in the organization, it is necessary to consider the factors that cause the failure of the project. There are numerous challenges and obstacles in the process of identifying and applying talent. The similar-to-me effect and the informal relationships in selecting talent are one of the most important challenges. The similar to me is one of the challenges that damages managerial stability. This effect refers to a phenomenon in which the chooser selects a person who has demographic characteristics and attitudes similar to himself.

In the process of creating the talent pool, which is carried out by individuals at two levels of cognitive and empirical, periodic evaluations and evaluators decisions are effective. These similarities can lead to incorrect choices and make the organization in the wrong direction. The organization cannot achieve the expected results as a result of inappropriate identification of the talent and placing it on the path of career development. Wrong decisions, performing things at an inappropriate time, low productivity, waste, and lack of motivation, lack of movement towards mission and long-term goals of the organization are all due to the lack of proper understanding of the individual's talents in the organization's work areas. Such a situation will lead to the breakdown of the organization and increase the likelihood of losing talented forces. Therefore, the present study aims to review past articles of the importance of using talents. Therefore, organizations must have the ability to identify talented individuals, provide them with the necessary training and maintain valuable employees for the long term. Considering the above-mentioned cases and the ominous results of choosing non-key people at strategic positions in the companies, which cause damaging effects, losing customers, reducing loyalty and dissatisfaction, it is possible to avoid this wrong choice, and resolve this big problem and reach the ideal conditions by reviewing, designing and presenting a model in the current situation. Thus, in the present study, we are seeking to collect evidence of talent management and talented staff. The results of this article provide the necessary information and knowledge in the field of discovering and employing value-creation and key individuals to reach goals in the all organizations.

II. THEORETICAL FRAMEWORK AND REVIEW OF THE RELATED RESEARCH

Talent managementmeans strategic management of talent flow in the organization. It aims to ensure desirable provision of talents to adapt suitable people to suitable jobs at suitable time based on strategic goals of the organization [14].

Talented employees to be included in the talent pool are the highly capable people who are distinguished from others and they can be substituted with difficulty. Talents are the employees who are highly capable and are improving in their current position, are irritable and have high potential and tendency to grow more in key positions. In this research, the talented employees mean those who can create value for the organization using their ability and creativity.

A more "global" dimension of talent management emerges (global talent management) concurrently with business internationalization. Researchers define global talent management as including organizational innovative actions which help employ, select, develop and retain the best employees in the most important jobs and at global level[15]. Cascio and Boudreau considered need for more clarification of words such as "important" and "sensitive" [16]. They introduced special application for segmentation and value of financial leverage and identified "critical role" in which qualitative and quantitative change of people leads to the great achievements in strategic implications. As a result, the first step in talent strategic management is identification of critical roles. This causes concentration on talent management and global talent management. Then, it identifies and develops characteristics of those who assume strategic roles and those whose participation is and will be necessary [17].

Michaels et al. [18], define talent as the most effective leaders and managers at all organizational levels which can help fulfill demands and desires and realize the performance. Talent management is a set of coordinated activities to ensure employment, preservation, motivation and development of the talented people in the organization which are required in the present and future [19]. In the book" talents war", talent is defined as a set of abilities of a person and talent war is introduced as a definite strategy for talent. Bawds on this definition, talent includes the concepts such as character, skill, knowledge, intelligence, judgment, experience, capability, tendencies, instinct and also learning ability. Talent constitutes three elements of skills, capabilities and opportunities. Skill means ability to perform work as result of learning or exercise. It means the inherent ability to use specific skill or perform affairs in special positions. Opportunity is talent of emergence which itself needs an opportunity.

Talent management usually focuses on a definite set of employees who are ranked in terms of capability and performance [20], therefore, they are considered as potential leaders whether in present or future. Decision about who is included in talent set is made in meetings which deal with talents. These can be conceptualized as the usually guided processes of selection based on experimental recognition in which obliged and logical deciders participate in assessment of performance appraisal data about nominees and the future potential predicted for him/her. While performance appraisal assessment is based on the previous achievements, the emphasis on process of talent management is more related to challenging duty of the competence assessment which can be related to the future or be in the positions which the required skill is different from the cases which led to success in the present and past roles. Differences between the individuals are the important justification for this distinction: performance appraisals are usually completed by the direct manager of the employee while talent management sessions are usually held by the senior and high-rank managers in the company or the main centers in which decisions are made and many of them don't have direct experience of the nominee. Figure 1 summarizes two-phased nature of decision-making process of talent set. This selection can be affected by prejudice affecting the decision makers' recognition.
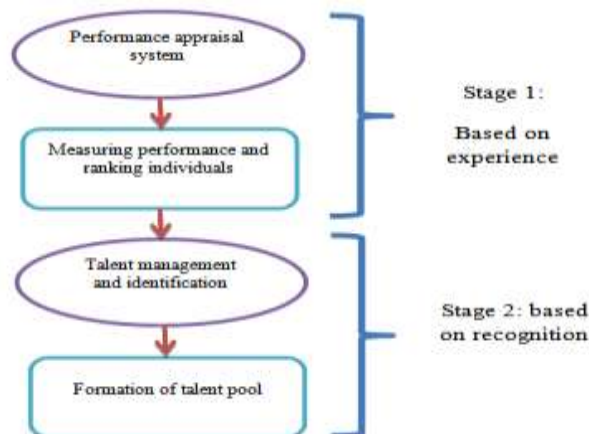

Figure 1: talent management process as a 2-phased process [21]

Research on talent management shows that different similarities between the evaluators and employees can form Halo Effect and since the extent of value creation in the organization depends on quality of talents and talented forces and talents rapidly produce value added, attention to proper selection of talented people turned into one of the most important strategic issues for leaders at global management level [22]. Roberson et al. [23] report that no demographic similarity such as gender, race and presuppositions can deviate expectations and understanding, processing and reminder of the evidence relating to the performance. Wood and Marshal [24] found that self-sufficiency of the evaluator at individual level and education and experience will affect accuracy of the assessment. In addition, Palmer andLoveland [25] showed that understandings of the group level can polarize good and bad evaluations through more positive Halo Effect in which positive evaluation can cause a fully positive understanding. In addition, common factors such as perceived importance of procedure and senior management support can affect the perceived accuracy and efficiency [21]. Other studies were conducted on role and importance of talent management and recruitment of talented people.

Festing and Schäfer in a research entitled Generational challenges to talent management: Aframework for talent retention based on the psychological-contractperspective. In this perceptual article, we use a social exchange theory to explain effect of talent management on the psychological contract and its consequences. This relation is supposed to be managed with the generational effects and differences in work priorities and values. A testable framework and statements are presented. As a result, we mention that in the context which there is struggle for talent, there is high tendency among generations X and Y in work progress, development and exercise of talent management activities, making participation more critical for retaining the talented people in relation to the so- called population explosion generation [26].

Sheehan et al. conducted a research entitled strategic talent management: macro and micro analysis of the current issues in hospitality and tourism. Aim of this article is to provide an academic attitude toward the contemporary factors related to talent management in hospitality and tourism. Effect of senior managers on talent management development was studied with emphasis on small and medium enterprises and samples of "the best practice" were specified in talent management. This article argues that organizations should manage talent more seriously than many organizations in the past. Coherent talent management practice particularly competitively reward and educational opportunities and development improve trade name of the employers and directly affect quality of the programs received by the organizations [27].

Ahammad et al. in another research entitled "strategic talent management in emerging markets". Today, talent management development is one of the most important factors of business and key components of the sustainable advantage retention in the organizations. The present research studied strategic talent management in emerging markets. The research results indicate that talent management strategy level is higher than the medium level and the employees selected component of "communication" as the highest score and the lowest score related to component of "reward and acknowledgement"[28].

Cui.W et al. in a research entitledStrategic Talent Management in Service SMEs of China. Aim of this article is to study strategic talent management among the SMEs of China and management and settlement strategies which the Chinese companies use in the service section [29]. Findings also indicate that workplace, advanced job opportunities and compensation were known as the best strategy for talent absorption.

Van den Broeket al conducted a research entitled cooperative innovation through a talent management pool: A qualitative study on coo petition in healthcare. The research was done in the Netherlands therapeutic section on four hospitals which use common talent pool. This study was done to increase perception of the jobs. At the end, competition and cooperation in innovation were studied [30].

McDonell et al. in a paper entitled "Talent management: a systematic review and future prospects" studied talent management process. This article was a systematic review for keeping track of talent management evolution and suggesting a research agenda for moving forward in this regard. Two main elements for dominating over this literature in high performance and high potential management research and identifying strategic position and talent management bodies were taken into account. The researcher investigated the conceptual borders of the talent management for more clarity. This analysis shows that many articles were not advanced. However, there is considerable need for more comprehensive and diversified methods in this field[31].

Tafti et al. in a research studied critical success factors of talent management, barriers and challenges. Aim of this article is to identify barriers and challenges of talent management and success factors in Iranian automotive industries [32].

Method: this research is of exploratory type with qualitative approach. Data collection was done through interview and sampling of 15 managers in automotive industries. Data analysis was done with programming method and concepts, major and partial fields were extracted and finally conceptual framework was formed.

Findings: based on findings of this research, framework, barriers and challenges in talent management were classified into four groups i.e. structural challenges and barriers, environmental challenges and barriers,

behavioral challenges and barriers and managerial challenges and finally barriers. In addition, framework of talent management success factors were classified into three main parts including structural success factors, environmental success factors and finally managerial success factors.

Significance: aim of this research is to find problem of talent management in automotive industry and identify barriers, challenges and success factors in talent management with qualitative approach through interview with experts of Iranian automotive industries.

Ribeiro& Machado in an article entitled "Global Talent Management: Reality or Utopia? A Special Glance through a Portuguese Multinational Organization" studied, identified and analyzed talent management system presented by a Portuguese multinational organization. Data collection method for this research was observation of qualitative data and personal semi- structured interview. Global talent management strategy, policies, models and global methods approved by the multinational organizations were used to follow the research goals. It was concluded that global talent management was currently a reality for this Portuguese organization and global talent management bodies of this company can be used as a model as far as it causes concern for strategy of talent and philosophy affected by a different plan played by the human resources and observation of global talent management principles. As a result of this research, success of each talent management body is dependent on special condition and organizational framework and also innovation and creativity of the policies and methods are necessary[33].

Ingram and Gold (2016)[34] conducted a research entitled talent Management in Healthcare Organizations-Qualitative Research Results. This research has been done based on 5 semi structured interviews in different healthcare organizations of Poland. In this research, the collected data was analyzed during the interviews as follows: The methodology makes conclusion which includes theoretical concepts as practical statements. Concepts were given as a list of suitable talent management methods for healthcare organizations and also for further studies.

Okoro has discussed about creating the right context for diverse talent to thrive. This article emphasizes that little number of women in project management has been underlined. In this article has been suggested strategy framework to achieve sustained change is proposed [35].

Figure 2:Okora's proposed strategy

Beamond et al. conducted a research entitled corporate talentmanagementstrategiesto subsidiaries in emerging MNE translation of corporate talent management strategies to subsidiaries in emerging economies. This study presented an exploratory framework derived from attitude based on resources and theory of innovation. In this research, it has been suggested that translation of corporate talent management strategies into the emerging economies is affected by institutional and cultural local differences. This framework includes an integrated theoretical framework of talent management strategies translation to the subsidiaries in the emerging economies and includes the following variables: TM (Talent management), CR (customer relation), emerging markets (EM), resource based view, innovation theory (NIT), direct investment (FDI)[36].

Cascio&Boudreau conducted a research entitled the search for global competence: From international HR to talent management. This article, with special emphasis on International Trade Journal, studies content of IHRM / TM between 1965 and 2014 [16].

Okoro conducted a research entitled diverse talent: Enhancing gender participation in project management. This article argues that prioritization of diverse talents is a key source for delivery of projects and plans. As a result of this article, common strategy framework has been suggested for achieving sustainable change. In this framework, five elements (culture, leadership, processes, innovation, and growth opportunities) are supported and if it is strategically adopted, it can affect absorption and retention of diverse talents [37].

Schein &Maanen conducted a research entitled career anchors and job/role planning: Tools for career and talent management. Special jobs which are observed as sets of roles are different from each other even when the job description is equal. There ids emphasis on motivation of key personnel [38].

Tajuddin et al. in an article have examined, Talent Management Crisis Model for Quality Life Employees. This study was done with 1413 bank employees in the Malaysian banking sector, which involved Commercial Banks, Development Financial Institutions, and Islamic Banks. As a result of this research it became clear that there has been a significant positive relationship between Talent Management and Quality Life Employees [39].

Schuler conducted a research entitled "The 5-C framework for managing talent". In this paper, has been introduced the 5 major Cs what is going on in companies managing talent. They include: Choices, Considerations, Challenges, Context/Contingencies and Consequences [40].

Khilji et al. worked on the macro view in global talent management. They've propounded a conceptual framework (Figure 3) for macro global talent management (MGTM), which includes a macro view and supports interdisciplinary research [41].
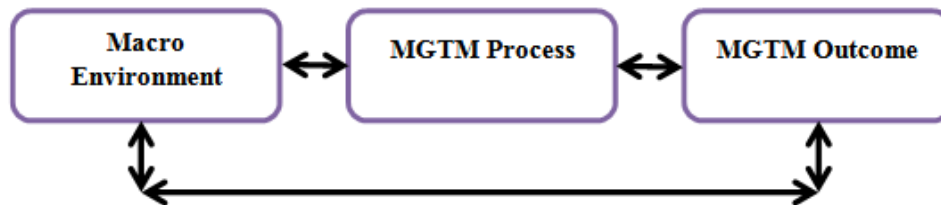

Figure 3: Khilji et al, conceptual framework, Macro global talent management (MGTM)

Lopezet al. presented "a new approach to talent management in legal companies. This article aimed to present a new approach to talent management which included average performance appraisal. This research was done on 61 lawyers in Portugal. To compare evaluation centers and performance evaluation ranks, t-test and Pearson correlation were used. Results of this research showed that evaluation centers were suitable predictors [42].

Karatop et al. conducted a research entitled "Talent management in manufacturing system using fuzzy logic approach". This paper aimed to present a model for studying competency level of employees and use this information for reaching an optimal level in terms of employees' feeling, mental capabilities and employees' experiences. This research was done with fuzzy logic[43].

Luna-Arocas conducted a research entitled" Talent management, talent mindset competency and job performance: the mediating role of job satisfaction" in Spain and found that talent management strategies affected organizational performance and this effect mediates the job satisfaction. Talent management can affect both variables of job satisfaction and organizational performance but this effect on job satisfaction is direct and effect on organizational performance is indirect [44].

Nijs et al. conducted a research entitled" A multidisciplinary review into the definition, operationalization, and measurement of talent". This article filled the gaps in the literature because talent management (from theoretical and disciplinary viewpoints) generally used diversity of attitudes, the related definitions or applicable ways and measured talent. The authors studied four fields (literature and human resources, literature and exceptional talents, literature and professional psychology and literature and positive psychology and received different attitudes. They reviewed more than 150 articles. As you know, these studies will lead to many results each of which can be combined to provide a very useful guidance for creation and prediction of theories. Undoubtedly, doing this will be effective in expediting studies or executing talent management. Based on distinctions between the exclusive and comprehensive methods on the one hand and also stable and developable methods on the other hand, Myerspresented four different methods for talentidentification (for example, exclusive –sustainable –comprehensive –developable). Each of these methods was considered as main basis for talent management. In collection of their papers, the title of "effect of philosophy on talent management "was raised. They designed each of four philosophies and included some cases such as main hypotheses, methods, opportunities and challenges related to talent management. Using these attitudes can show effect of the main hypotheses of each approach and inform them of this subject. This will be

applicable when they change their approaches (for example, from exclusive to comprehensive). Researchers can utilize the given statements for each approach (by the authors) and take advantage of them[45].

Festing& Schafer conducted a research entitled" New generational challenges to talent management: Aframework for talent retention based on the psychological-contractperspective. They studied new aspects of talent management plans i.e. difference of generations in reaction to them. They expanded many theoretical frameworks and theories and used it for design and production of generations X and Y in education, development and progress of job. Realization of this case can be effective in expansion of talent management and also talented people retention (from child and children generation). In addition, authors presented a rich list for the future studies in this region [26].

Sonnenberget al. conducted a research entitled" The role of talent-perception incongruence in effective talent management. It finds whether a person is included in the talented people exclusive group or not and even finds its outcome. Authors of this article used a relatively suitable sample (constituting 20 organizations) to study talent-perception incongruence. This subject is related to the time when managers understood the person's talent well and the person himself/herself doesn't know such talent. Understanding incongruent talent plays an important role in execution of the psychological contract or its defect. For this reason, talent management methods were considered as communication methods which will express organization's expectations of the employees. Organizations should ensure that they have sent message to the desired group and also received it properly. It is necessary to note that it will be possible to ensure correct receipt and submission of message only through talent management methods. Based on their experimental results, exclusive and special strategies for talent management are more suitable for congruency of talent perception while comprehensive strategies will not be so effective [46].

Collins also studied the above issues. He argued that global dynamism indicated an important element in talent management bodies of many multinational companies (the world's multinational companies). Global dynamism function can increase its stability in the multinational companies. On the other hand, key criteria such as financial turnover costs among the returnees can show strategic value of global mobility and dynamism. Collins believes that early intervention dependent on global mobility and dynamism in international allocation process can lead to development of the most suitable human resource architecture [47].

Cooke et al. in a research entitled "comparing management perceptions and human resources specifications with talent management in China and India". The statistical sample of this research included 173 managers of the companies which worked in two countries. In this research, emphasis was on different perception of talent in these two countries. They show that there is material value system in relation between employee and employer. They also identified requirements for building capacity related to human resources based on each country [48].

Gallardo et al. have mentioned one question, "What is the meaning of 'talent' in the world of work?" their aim was to fund to the literature on talent management and recommending a framework about process in work. Finally, they collected difference idea about meaning of talent and absolutely managing that. The result of this article is shown framework for the conceptualization of talent within the world of work [49].

Vural et al. have examined the effects of using talent management with performance evaluation system over employee commitment. The required research data was collected on 123 middle and senior managers. As a result of this article, it was shown that talent management integrated human resources procedures and performance systems have positive impact on employee commitment [50].

Aguinis et al. believed that all organizations is involved in talent war. They debate how implementing a performance management system can help organizations win this fight. They have suggested that using performance management to create and maintain individualized developmental plans; ensure that work is challenging, interesting; provide clear advancement opportunities; and implement contingent rewards [51].

Jeou-Shyan et al. in a research entitled "Competency analysis of top managers in the Taiwanese hotel industry" to identify managerial competencies of senior managers using Analytical Hierarchy process and **Delphi**fuzzy method determined and then prioritized competencies. In their study, quantitative and qualitative data collection including interview and questionnaire for 25 hotel managers was done with Snowball sampling method. Their research results included presentation of the competency framework including 18 competencies in two main dimensions of general competency and technical competency which generally included 107 sub-branches. The most important three competencies are leadership competency, crisis management competency and problem solving competency [52]. In addition, other studies on correct section of talent have been conducted.

III.   COLLECTTHE EVIDENCE

- Talent management is regarded as a sustained competitive advantage and involves a set of activities and processes including systematic identification of key roles of organization and aims to develop a talent pool full of high potential and high performance persons for playing role in the required positions of the

organization. Talent management means process of recognition and emphasis on high potential human resources and focuses on entrance of the people in the organization and their growth and promotion.

- Talent management is done as integrated implementation of human resource management with special focus on human resource planning including employment of staff, retention , development and succession planning for all personnel particularly on human resource planning including employment , retention, development and succession planning for all personnel particularly high potential persons. Talent management means efforts of organization to employ, select, develop and retain key talented employees as higher priority of organizations.
- Talent management which occurs in stages of employment, development and process of human resource management can be applied more optimally for talents.
- Talent management guarantees that suitable persons with suitable skills were employed I suitable workplace and the focus will be placed on suitable activities for achieving the expected goals of the organization.
- Talent management is an attitude for employing, developing and retaining creative and elite persons to achieve the present and future of the organization. Talent management is a global approach which compiles goals of the organization in the field of human resource management and improves performance of the organization.
- Talent management mentions that all people have talents which should be recognized and released. Using Talent management, it can be assured that each of the employees with special talents and abilities will be recruited in suitable job.
- Talent management is a new approach which can change human capital management and remove weaknesses and problems of traditional approaches.

Considering the above observations, talent management can be summarized in four approaches. First approach introduces talent management as new manifestations of human resource management. Second approach has partial attitude toward talent management and considers talent management as a plan based on succession planning. A key duty in this approach is development of the talent-based attitude in the organization for employment of the suitable persons in organization. Third approach introduces talent management as management of highly talented persons and employees which focuses only on small part of talented employees. Fourth approach introduces talent management as strategic management based on roles. This approach focuses on roles and position of people in organization.

Figure 4: Collect the evidence in four approaches

IV.   ARGUMENT AND CONCLUSION

In present era, changes are perceived as a necessary factor for the future progress. Therefore, it is necessary to change organizations concurrently with changes and direct their personnel in line with changes to achieve goals of organization. Since organizations need more proper and effective modern managers, therefore, talent management and succession planning in forward looking organizations will be highly important. Effective

talent management will cause successful exploration and retention of talents and these highly talented employees will be elected for the future positions. Talent management implementation can be useful not only for organization but for employees because it will encourage the employees act more creatively which lead to their job promotion, on the one hand and increased productivity of organization , on the other hand. For this reason, it can be proposed as a suitable tool beside traditional human resource management in organizations.

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