

A Critical Review of Literature on Talent Management Practices

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Abstract

Talent management practices is one of the greatest inspiring aspects in ultra-modern phase's HRM practices. Although the concept "talent management practices" is growing popularity over a decade with the debating nature, it had conceptual confusions due to the ambiguity nature of the underlying concepts. Effective talent management practices involve driving of business goals successfully while having a rewarding "talent pool". Global HR specialists discovered talent management practices related to diverse industries. There is a tendency to be a discrepancy between intended and actual talent management practices. With this view, there are four key objectives in this exploratory study. The first objective is to resolve the existing conceptual confusions to the variable "Talent Management Practices" and to establish the definitions for the underlining concepts called, "Talent" and "Talent Management". Afterward, the second objective is to explore the different "Talent Management Practices" operated in numerous global contexts including both manufacturing and service sectors. The third objective is to establish a definition for "Talent Management Practices". The fourth objective is to identify the key dimensions of Talent Management Practices. The archival method was adopted by the researchers. The systematic reviewing process has covered empirical research on talent, talent management and talent management practices which have been published between 1990 and 2019 in academic journals and published books.

Global manufacturing industries namely, cement manufacturing, steel case manufacturing, coal and mining, energy, automotive and service sectors namely, healthcare, hospitality, fast food service, banking, education, telecommunication and IT services are operating numerous talent

management practices in attracting, acquiring, developing and retaining high performing talents. This research study is extremely imperative for future researchers in exploring avenues

for context specific talent management practices relevant to various global industries. Further, resolving of conceptual confusions could significant in determining more aspects and perspectives towards talent management and its practices.

Keywords: Talent, Talent Management, Talent Management Practices, Global Contexts

INTRODUCTION

The concept termed “Talent Management Practices” is one of the inspiring aspects in ultra-modern stage’s Human Resource Management (HRM) practices and a blistering fresh topic for Human Resource (HR) practitioners in their extreme involvement in organizational HR activities. Global business entities are critically trying to hire the employees who can be reflected as an organizational asset, especially dealing with the effective talent management practices (Maurya and Agarwal, 2017). The concept of “Talent Management Practices” is established principally consisting with two noteworthy underlying concepts called “Talent” and “Talent Management”. However, prevailing conceptual confusions can be observed throughout the literature, due to having existing ambiguities to the underlying concepts called “Talent” and “Talent Management”. Though the concept of talent management was increasing popularity over a decade of time period with the debating nature, the construct of talent management had conceptual confusion and there was a severe deficiency of clarity on its definition, the scope as well as the overall goal (Lewis & Heckman, 2006; Tansley et al., 2007; Gallardo-Gallardo et al., 2013). An inherent ambiguity to the concept of talent management can be observed, because of the insufficient operationalization of the underlying construct of talent (Garrow and Hirsh, 2008; Lewis and Heckman, 2006; Reilly, 2008; Tansley et al., 2007; Gallardo-Gallardo et al., 2013). Moreover, in the numerous research articles on talent management (such as, Collings & Mellahi, 2009; O’Reilly & Pfeffer, 2000) and numerous books (such as Cappelli, 2008; Lawler, 2008) the “Talent” as a fundamental construct is taken for approved and hence is not defined openly (Gallardo-Gallardo et al., 2013).

Effective talent management involves driving of the business goals and objectives successfully while having a rewarding organizational “talent pool”. In the world, business entities are trying their level best to hire the people who can be reflected as an asset for them, precisely dealing with the talent management practices (Maurya and Agarwal, 2017). Further, the significance of talent management practices has been extensively accredited by both the scholars and HR practitioners in the world (Bjorkman and Makela, 2013; Hartmann et al., 2010; Thunnissen,

2016; Khoreva et al., 2016). Correspondingly, academics and HR practitioners agree that, talent management continues to be one of the top priorities for global organizations, as talent management can represent a basis of sustainable competitive advantage in this extremely dynamic and frequently uncertain 21st century global market environment (Khoreva et al., 2017).

Throughout the research history HR specialists and academics from several regions throughout worldwide explored the talent management practices related to diverse industries. However, there is a tendency to be a discrepancy between the intended and actual talent management practices and enormously experienced particularly in Small and Medium Enterprises (SME) of the hospitality industry where there is a lack of resources, time and HR initiatives (Chung and Annunzio-Green, 2018). Presently, diverse talent management practices are operated by the HR practitioners in numerous business industries in different manner and different levels. According to Sutherland et al. (2002) in this extremely competitive market, only attracting and recruiting talents to the business establishments are not enough, because there is a high risk of losing them to the competitors, which is reflected as a severe threat to the progress of the organizations. Nevertheless, every single establishment is practicing numerous set of strategies in ending this greatly challenging condition. After having an intense exploration of the prevailing literature, it was recognized that, different global manufacturing and service industries are operating numerous talent management practices in attracting, acquiring, developing and retaining high performing talents specifically in achieving the organizational goals and objectives in fruitful mode. For example, the service sectors namely, healthcare, banking, education, hospitality, fast food service, telecommunication and IT services have been identified of functioning diverse talent management practices. In conjunction with, the manufacturing industries namely, cement manufacturing, coal and mining industry, steel case manufacturing, energy and automotive also have been identified of operating diverse industry specific talent management practices in achieving the business goals and objectives in successful manner.

With this view, there are four key objectives in this exploratory study. The first objective is to resolve the existing conceptual confusions to the variable “Talent Management Practices” and to establish the definitions for the underlying concepts called, “Talent” and “Talent Management”. Afterward, the second objective is to explore the different “Talent Management

Practices” operated in numerous global contexts including both manufacturing and service sectors. The third objective is to establish a definition for “Talent Management Practices”. The fourth objective is to identify the key dimensions of Talent Management Practices.

LITERATURE REVIEW

In the exploration history of talent management in year 1997, McKinsey and Company, which is a leading consultancy firm in United States of America (USA) invented the term titled “War for Talent” in response to the shortage of the skilled workers in the market place (Chambers et al., 1998). In view of that, the concept called, talent management was initially invented within USA as a finding of McKinsey and Company’s 1997 survey study (Chambers et al., 1998). According to Collings and Mellahi (2009), talent management practices accomplish the necessity for organizations to encounter the future desires specifically for the high-potential organizational human capital. Bjorkman and Makela (2013) revealed that, talent management practices can be defined as the demanding assignments which enlarge the capacity of the organizational high-potential employees in performing the universal leadership roles in future. However, the deficiency of effective talent management practices could lead to unsuccessful assignments and noteworthy financial costs (Yan et al., 2002), or else this leads to high-potential employees organization shying away from the developmental high-risk activities (Bjorkman and Makela, 2013). Numerous research displays that, the business establishments normally practice roughly the convergent, nevertheless divergent, talent management practices (Stahl et al., 2012). Accordingly, although the HR managers are not particularly aware of the talent management terminology, in truth most of them have already “talent management practices” in their place (Valverde et al., 2013). Likewise, the talent management practices are considered as the priority practices extensively used by many business entities particularly for the development of the high-potential employees (Hartmann et al., 2010; Khoreva and Vaiman, 2015; Thunnissen, 2016; Khoreva et al., 2016). According to Kuvaas (2008) talent management practices may fulfill the needs of high-potential employees and generate the satisfactory attitudes and behaviors which can result in the superior performance. Not only that, but also the organizational talent management practices permit high-potential employees of the organization in becoming more agile, which is required to complete in a modern and unpredictable world of business, as well as to expand the capacity of high potential employees of the organization (Khoreva et al., 2016).

METHODOLOGY

In achieving the key objectives of the research study, the archival method was adopted by the researchers. Similar methodological approaches were used linked to the field of talent management throughout the prior research history (Gallardo-Gallardo and Thunnissen, 2015; Lewis and Heckman, 2006). Under the archival method the systematic reviewing process has covered the empirical research on talent, talent management, talent management practices and related areas which have been published between 1990 and 2019 in academic journals and published books. The data bases and search engines such as Emerald, Taylor and Francis, Willey Online, Science Direct and Google Scholar have been utilized during the systematic reviewing process. A total of 146 research articles were scrutinized in order to check the applicability of them for the research phenomenon, then 114 research articles were selected and reviewed finally in identifying the three key concepts named, “talent”, “talent management” and “talent management practices”, the scholarly definitions of each concepts and various currently practicing talent management practices in different global contexts. This research study comprises in identifying the existing conceptual confusions towards the concepts called, “talent”, “talent management” and “talent management practices”, establishing definitions for them, exploring various currently operating talent management practices in different global contexts and identifying the key dimensions for the variable “Talent Management Practices”.

RESULTS AND FINDINGS

This section provides a brief explanation on prevailing conceptual confusions to the concept “talent management practices”. Further, this section delivers the establishment of definitions for the concepts called, “Talent”, “Talent Management” and “Talent Management Practices” while identifying the key dimensions for the variable “Talent Management Practices”. Finally, this section provides a comprehensive exploration on different “Talent Management Practices” operated in numerous global contexts including both manufacturing and service sectors.

Resolving the Existing Conceptual Confusions to the Concept “Talent Management Practices”

The concept termed “Talent Management Practices” is established principally consisting with two important underlying concepts termed “Talent” and “Talent Management”. Although, the concept of “Talent Management” is growing popular among both researchers and practitioners over a decade of time, it had conceptual confusions and there was a severe deficiency of clarity on its definition, the scope and the overall goal (Lewis & Heckman, 2006; Tansley et al., 2007; Gallardo-Gallardo et al., 2013). In prevailing literature, the concept termed “Talent” has not been visibly defined. In evidencing that, in the numerous research articles on talent management (such as, Collings and Mellahi, 2009; O'Reilly and Pfeffer, 2000) and numerous books (such as Cappelli, 2008; Lawler, 2008) the “Talent” as a fundamental construct is taken for approved and hence is not defined openly (Gallardo-Gallardo et al., 2013). Further, there is an insufficient operationalization of the underlying construct of “Talent” (Garrow and Hirsh, 2008; Lewis and Heckman, 2006; Reilly, 2008; Tansley et al., 2007; Gallardo-Gallardo et al., 2013) and accordingly, the conceptual confusions towards the concept “Talent Management” has been risen.

The “Talent” Concept and Reviewing Its Definitions

The term “Talent” was originated long ago throughout the ancient history. According to Tansley (2011) the term “talent”, is around thousands of years old and further specified that, lexicologists have recognized as how it has diverse highly with time, people and locality. The foremost dictionary definition of the term “talent” denotes to “a denomination of weight, which was used by the Assyrians, Babylonians, Greek, Romans, and other prehistoric people in the world” (Tansley, 2011). Subsequently, with the time edge, the “talent” was used as a measure of money. When the talent is used as a measure of money, it denotes to a talent weight of gold or silver. However, the talent became a monetary unit, when the value was endorsed to one talent of silver (Tansley, 2011). The term “talent” was entered to the English Viathe Bible. Accordingly, in Matthew 25:14, a reference was mentioned as, “a man who, about to go on a journey, entrusts his property to his servants, giving each five talents, two and one respectively “according to his ability” (Tansley, 2011). In the thirteenth century, the term “talent”, was highly focused on “inclination” (the feeling that create an individual to do somewhat) or “disposition” (the natural qualities of an individual’s character) (Gallardo-Gallardo et al., 2013). In the fifteenth century, talent was related to treasure, riches, mental endowment and natural ability (Tansley, 2011; Gallardo-Gallardo et al., 2013). However, when it comes to the seventeenth century, the “talent” was related to a special natural ability or aptitudes and faculties of different kinds such as; mental orders of a superior order, mental power or abilities

(Tansley, 2011). Ultimately, in the nineteenth century, the talent was considered as embodied in the talented, henceforth, an individual of talent and capability. Subsequently, with the time frame from the ancient history, the term “talent” and its meaning was developed step by step. As the first underlying concept “Talent” has been defined by several researchers under different perspectives (Table 1).

Table 1: The Comprehensive Definitions for the Term “Talent”

Author (s)	Year	Definitions	Comments
Lunn	1992	Talent is defined as an individual who can use their capacity to achieve a near perfect performance (p. 25)	-Only considered high performers -Subjective exclusive approach
Huselid et al.	2005	Talent is defined as a players or high performers who engage in work that’s essential to company strategy. (p. 112)	-Subjective exclusive approach
Tansley, Harris, Stewart, and Turner	2006	Talent is defined as a complex amalgam of employees' skills, knowledge, cognitive ability and potential. Employees' values and work preferences are also of major importance. (p. 2)	-Subjective exclusive approach
Lewis and Heckman	2006	Talent is essentially a euphemism for “people”. (p. 141)	-Considered all the people/ employees as “Talent” -Subjective inclusive approach
Tansley et al.	2007	Talent consists of those individuals who can make a difference to organizational performance, either through their immediate contribution or in the longer-term by demonstrating the highest levels of potential. (p. 8)	-Subjective exclusive approach
Lehmann	2009	Workers not only possess formal qualifications obtained from education but also hold a set of competencies, which are highly personal and	-Objective approach

		difficult to describe precisely. In other words, they have talent – talent to bring needed expertise and ideas to corporations, and talent to learn and execute new processes to prepare for changes. (p. 157)	
Ulrich and Smallwood	2012	Talent is defined according to the below equation; Talent = competence * commitment * contribution <ul style="list-style-type: none"> • Competency means; knowledge, skills and values required for today's and tomorrow's job; right skills, right place, right job, right time • Commitment means; willing to do the job • Contribution means; finding meaning and purpose in their job <p>(p. 60)</p>	-Objective approach
Gallardo-Gallardo et al.	2013	Talent is defined as in two key approaches called as object approach and subject approach. According to the object approach talent is considered as characteristics of people such as; talent as natural ability, talent as mastery, talent as commitment and talent as fit. On the other hand, according to the subject approach, talent is considered as people and this exclusive vs. inclusive. According to the exclusive approach talent is considered as high performers or high potentials. According to the inclusive approach talent is considered as all employees of an organization. (p. 297)	-Based on the definition three main approaches can be established in defining "Talent" such as; Objective approach Subjective approach: exclusive Subjective approach: inclusive

Source: Developed by the researcher based on the previous literature

Among the given definitions, based on the definitions given by Gallardo-Gallardo et al. (2013) and Ulrich and Smallwood (2012) a definition for the concept "Talent" can be established as follows;

Based on the two key approaches called objective approach (talent as characteristics of people) and subjective approach (talent as people) “Talent” can be defined in two ways or combination of both the ways according to the organization and the organizational situation. According to the objective approach “Talent” is the multiplication of three main characteristics of the people; competence, commitment and contribution. According to the subjective approach “Talent” is exclusive (an elite subset of employee population) or inclusive (entire employee population) or combination of both.

The “Talent Management” Concept and Reviewing Its Definitions

The concept called, “Talent Management” is one of the greatest inspirational aspects in the ultra-modern era of HRM practices. According to Ashton and Morton (2005), “Talent Management” is beyond a fresh language for long standing HR work, otherwise just the subsequent “hot novel entity” for both HR managers and practitioners. Ever since the emergence of the profession of HR in the business world, numerous identifiers have been employed in describing the duties and responsibilities of the cluster performs from the beginning to present as in different eras such as, personnel management, HRM, strategic HRM and Talent Management (Chuai et al., 2008). Furthermore, in this current context the academic community also more slow in talking theoretical and practical gaps, with narrow considering field of training and development in HRM (Tansely, 2011). As the second underlying concept “Talent Management” has been defined by numerous scholars under different perspectives (Table 2).

Table 2: Definitions for the Concept “Talent Management”

Author (s)	Year	Definition	Comments
Schweyer	2004	Talent Management is encompassing all HR processes, administration and technologies. It commonly refers to the sourcing, screening, selection, on-boarding, retention, development, deployment and renewal of the workforce with	-Talent management is considered as the HR activities specially sourcing, screening, selection, on-boarding, retention, development, deployment and

		analysis and planning as the adhesive, overarching ingredient. In other words, talent management is what occurs at the nexus of the hiring, development and workforce management processes and can be described alternatively as talent optimization (p. 38).	renewal of the workforce.
Creelman	2004	Talent Management is the best seen not as a set of topics, but as a perspective or a mindset. Talent management perspective presumes talented individuals play a central role in the success of the firm. All corporate issues are seen from the perspective of ‘how will this affect our critical talent?’ and ‘what role does talent play in this issue?’ (p. 3).	-Discusses on talent mindset -Specifically concerned on “talented individuals”
Society for Human Resources Management (SHRM)	2006	Talent Management is a collection of usual HR department functions, practices, activities or else specialist areas for instance recruiting, selection, development, career management and succession management.	-Considered as a collection of HR department activities -Specifically focuses on recruiting, selection, development, career management and succession management
Lewis and Heckman	2006	First thought: Talent Management is a collection of usual HR department functions, practices, activities or else specialist areas for instance recruiting, selection, development, career	-Three key thoughts have been identified -Considered as a collection of HR department activities - Specifically focuses on recruiting, selection,

		<p>management and succession management.</p> <p>Second thought: Focuses primarily on the “talent pool” concept and defines as a set of processes intended in ensuring a satisfactory flow of employees into jobs throughout the business organization.</p> <p>Third thought: It focuses on talent generically, that is without concern for organizational boundaries otherwise precise positions (p. 140).</p>	<p>development, career management and succession management</p> <p>-Focuses on “talent pool”</p> <p>-Focuses on “talent generically”</p>
Chartered Institute of Personnel and Development (CIPD)	2007	<p>Talent Management is the organized attraction, development, deployment and retention of high potential employees who are considered as a certain value for the organization.</p>	<p>-Considered as the organized set of activities; attraction, development, deployment and retention</p> <p>-Focuses on “high potential employees</p>
Collings and Mellahi	2009	<p>Talent Management is the activities and processes that involve the systematic identification of key positions which differentially contribute to the organization’s sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated</p>	<p>-Discusses on identification of key positions of the organizations</p> <p>-Focuses on development of a “talent pool” of high potential employees in filling the identified key roles</p>

		<p>human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organization (p. 305).</p>	
Iles et al.	2010	<p>First thought: Talent management is similar to HRM and re-labeling or re-branding exercise of HRM.</p> <p>Second thought: Talent management is the integrated HRM with a selective focus upon “talented” employees.</p> <p>Third thought: Talent management is organizationally focused competence development through managing flows of talent to the organization with focusing on talent pipelines rather than talent pools (p. 181).</p>	<p>-Three key thoughts have been identified</p> <p>-Considered as similar to HRM</p> <p>-Focuses on “talented” employees</p> <p>-Focuses on talent pipelines</p>
Tafti et al.	2017	<p>Talent Management is a complete set of processes which is used to identify, employ and manage employees in implementing business strategies in fruitful mode and these processes are categorized into talent acquisition, talent development and talent retention (p. 19).</p>	<p>-Focuses on processes mainly, talent acquisition, talent development and talent retention</p>

Source: Developed by the researcher based on the previous literature

Amongst the given definitions, based on the definitions given by Lewis and Heckman (2006), SHRM (2006) and Tafti et al. (2017) a definition for the concept “Talent Management” can be established as follows;

“Talent Management” is a collection of functions, practices and activities categorized into talent acquisition, talent development, talent retention, career management and succession management of talent pool and talent generically in implementing the business strategies in fruitful mode.

Talent Management Practices in Different Global Contexts

Through this exploratory review it was recognized that, different global manufacturing and service industries are operating numerous talent management practices in attracting, acquiring, developing and retaining high performing talents specifically in achieving the organizational goals and objectives in fruitful mode. The service sectors namely, healthcare, hospitality, fast food service, banking, education, telecommunication and IT services have been identified of functioning diverse talent management practices in prior literature. Along with, the manufacturing industries namely, cement manufacturing, steel case manufacturing, coal and mining industry, energy and automotive also have been identified of operating varied industry specific talent management practices in achieving the business goals and objectives in successful manner.

Initially, focusing on to the global healthcare service sector, a “model of talent management best practices” which contains six key talent management phases has been explored with enriching the prevailing pool of literature on talent management (Groves, 2011). In view of that, the six talent management phases are establishing the business case for talent management, defining high-potential health care leaders, identifying and codifying high-potential leaders, communicating high-potential designations, developing high-potential leaders as well as evaluating and embedding talent management practices (Groves, 2011). According to the Groves’s (2011) elaborations, specifically focusing on acquiring, identifying, developing and retaining of the high-potential leaders is merely inherent to the global health care service sector.

Afterward, the hospitality sector especially SMEs in United Kingdom (UK) operate four main industry specific talent management practices in winning the war for talent in fruitful manner

(Chung and Annunzio-Green, 2018). Consequently, implementation of the inclusive approach, making strategies for growing within the organization itself, cultivating the emotional connection and managing the alumni networks are considered as the four vital talent management practices functioned in the hospitality service sector, UK. Difference from other industries, due to the industry specific nature of the hospitality industry ad hoc talent management practices are commonly implemented, which is extremely influenced by daily business pressures (Chung and Annunzio-Green, 2018).

Once focusing on the educational service sector, investigation about the operated talent management practices is concentrated only for very fewer number of research in the pool of talent management literature. In year 2015, Rudhumbu and Maphosa discovered the talent management practices functioned in higher educational sector in Bostwana. The only responsible talent management practice which is functioned in the selected public business schools in Upper Egypt is the unbiased systematic mechanisms in recruiting the academic staff by “appointing the first in rank in the graduating class” (Mousa and Ayoubi, 2019). Accordingly, it is vibrant that, Egyptian higher educational sector specifically focuses only on the talent recruitment instead of talent development and talent retaining, which are key steps in the talent management process. Guerci and Solari (2012) explored the managerial practices executed for managing talents through their exploratory case studies, while focusing on banking industry in Italy. Hence, five key talent management practices namely, training and development, career planning, performance assessment and management, offering non-monetary benefits for talents as well as measuring the employee satisfaction have been identified related to the banking sector in Italy.

Afterward, once focusing on the global manufacturing industry, different manufacturing industries such as cement manufacturing industry, steel case manufacturing industry, coal and mining industry, energy and automotive manufacturing industry are presently operating various talent management practices in managing their organizational talents. In early time, Piansoongnern et al. (2011) explored diverse talent management practices functioned in the cement manufacturing industry, Thailand. Thus, five main talent management practices which are identical to the traditional HR processes have been explored namely, talent recruitment, talent screening, talent identification, talent training and development and talent retention. With focusing specially on the Malaysian Steelcase manufacturing industry, Othman and Sumardi (2014) discovered the existing talent management practices operated in the industry. The

prevailing talent management practices at Steelcase manufacturing, Malaysia is integrated into the Steelcase's global system (Othman and Sumardi, 2014). Maurya and Agarwal (2018) explored the prevailing talent management practices operated in the coal and mining industry, India through their exploratory study. Based on the results of the multicollinearity test performed in the research, Maurya and Agarwal (2018) concluded that, among the eight dimensions of organizational talent management practices for the current sample of 197 Indian coal and mining industry middle managerial and executive employees' population, the most parsimonious sub variables namely, remuneration and reward fairly, attracting and recruiting talent and managing work-life balance have emerged as the significant factors which play a vital role in determining the perceived employer branding in comparison with other talent management practices.

In conclusion, the prevailing talent management practices explored throughout the time line related to the numerous global manufacturing and service industries are descriptively revealed (Table 3).

Table 3: Different Talent Management Practices Explored throughout the Literature

Author & Year	Context	Identified Talent Management Practices	
Oehley (2007)	ICT industry, South Africa	1)	Displaying a talent management mindset
		2)	Attracting and recruiting talent
		3)	Identifying and differentiating talented employees
		4)	Developing others
		5)	Building and maintaining a relationship
		6)	Providing meaningful and challenging work
		7)	Remuneration and reward fairly
		8)	Managing work-life balance
Groves (2011)	Global healthcare industry	1)	Establishing the business case for talent management
		2)	Defining high-potential health care leaders
		3)	Identifying and codifying high-potential leaders
		4)	Communicating high-potential designations
		5)	Developing high-potential leaders

		6) Evaluating and embedding talent management practices
Sumardi and Othman (2011)	Telekom Berhad, Malaysia	Talent management process with four stages; 1) Talent Spotting (E.g.: performance management system) 2) Talent Assessment and Endorsement (E.g.: Leadership Potential Inventory (LPI)) 3) Formulation of Individual Development Plan (E.g.: 70:20:10 model) 4) Readiness Level Assessment (E.g.: Talent pool)
Piansoon gner et al. (2011)	Cement manufacturing industry, Thailand	1) Talent recruitment: Campus recruitment 2) Talent screening: Career Camp mechanism 3) Talent identification: Classified into four key levels; star, youngster, performer, need improvement 4) Talent training and development: in-house training, institutional training, Management Development Committee (MDC) 5) Talent retention: performance based pay, career development, give before demand
Chapke (2011)	IT industry, India	1) Talent attraction 2) Talent retention 3) Training and development 4) Corporate culture 5) Internal and external communication 6) Collaboration with the academia and universities
Othman and Sumardi (2014)	Steelcase manufacturing industry, Malaysia	1) Measurable annual performance plan 2) Succession management consist of five steps: examining key strategic issues, identifying pivotal roles, conducting talent reviews, identifying candidates for leadership pipeline and talent development
Latukha and Selivanov	IT Industry, Russia	1) Attracting talents: hunting of interns and graduated from leading IT universities, IT champion winners and hi-tech forums

skikh (2016)	<ol style="list-style-type: none"> 2) Talent selection through special tracks with partner universities” and “IT specific events 3) Talent development: own corporate universities, institutional partnerships with universities
IT Industry, India	<ol style="list-style-type: none"> 1) Attracting talents: hunting of interns and graduated from leading IT universities, IT champion winners and hi-tech forums 2) Talent development: own corporate universities, institutional partnerships with universities 3) Talent retention: work place diversity 4) Social programmes: job security, health care, maternity leave, inclusive programmes for employees’ families 5) Special compensation package for talents
IT Industry, China	<ol style="list-style-type: none"> 1) Attracting talents: hunting of interns and graduated from leading IT universities, IT champion winners and hi-tech forums 2) Talent development: institutional partnerships with universities, sending the best employees to foreign universities. 3) Talent retention: work place diversity 4) Social programmes: job security, health care, maternity leave, inclusive programmes for employees’ families 5) Special compensation package for talents
Naim and Lenka (2017)	<ol style="list-style-type: none"> 1) Recruitment 2) Talent Development 3) Knowledge Management 4) Performance Management 5) Rewards And Recognition 6) Social Media

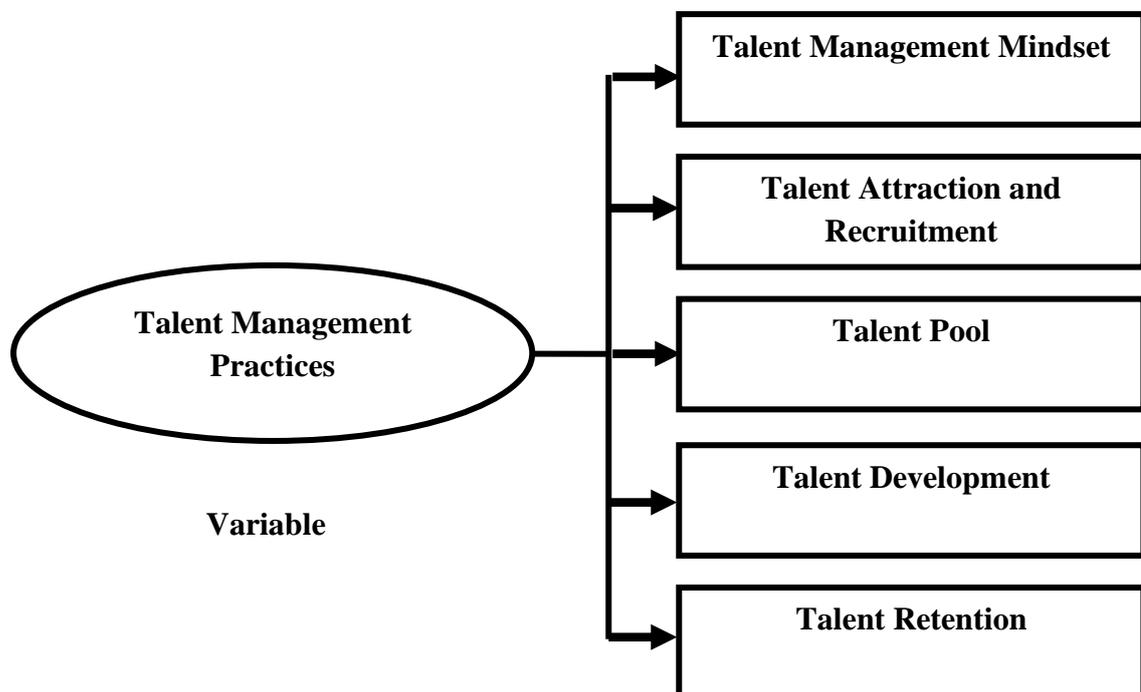
Bolander et al. (2017)	Different industries, Sweden	<ol style="list-style-type: none"> 1) Recruitment 2) Talent identification 3) Talent development 4) Career management and succession planning 5) Retention management
Maurya and Agarwal (2018)	Coal and mining industry, India	<ol style="list-style-type: none"> 1) Remuneration and reward fairly 2) Attracting and recruiting talent 3) Managing work-life balance

Source: Developed by the researcher based on the literature.

Identifying the Key Dimensions for the Variable “Talent Management Practices”

Based on the diverse talent management practices identified in various global business contexts, five main talent management practices had been identified as the key talent management practices in managing talents in business establishments namely, talent management mindset, talent attraction and recruitment, talent pool, talent development and talent retention (Figure 1). Accordingly, a definition for “Talent Management Practices” was established as follows;

“Talent Management Practices is a collection of practices in managing talents namely, talent management mindset, talent attraction and recruitment, talent pool, talent development and talent retention in implementing the organizational business strategies in fruitful mode”.



Dimensions

Figure 1: Five Key Dimensions of Talent Management Practices

CONCLUSION

This research anticipates in resolving the conceptual ambiguities of the underlying concepts called, “Talent” and “Talent Management”. Further, the research antedates in establishing the definitions for the key terms namely, “Talent” and “Talent Management”. Based on the two key approaches called objective approach (talent as characteristics of people) and subjective approach (talent as people) “Talent” can be defined in two ways or combination of both the ways according to the organization and the organizational situation. According to the objective approach “Talent” is the multiplication of three main characteristics of the people; competence, commitment and contribution. According to the subjective approach “Talent” is exclusive (an elite subset of employee population) or inclusive (entire employee population) or combination of both.

“Talent Management” can be defined as a collection of functions, practices and activities categorized into talent acquisition, talent development, talent retention, career management and succession management of talent pool and talent generically in implementing the business strategies in fruitful mode. The global manufacturing industries namely, cement manufacturing, steel case manufacturing, coal and mining industry, energy, automotive and service sectors namely, healthcare, hospitality, fast food service, banking, education, telecommunication and IT services are operating numerous talent management practices in attracting, acquiring, developing and retaining high performing talents. Talent acquisition, talent development, talent retention, career management and succession management are the key identified talent management practices in global contexts. Finally, based on the established definition the identified key dimensions for the variable “Talent Management Practices” are talent management mindset, talent attraction and recruitment, talent pool, talent development and talent retention.

ACKNOWLEDGMENT

We immensely thank to all the researchers in the fields of HRM, Organizational Behaviour and Psychology who contributed greatly to enhance the pool of literature, which helped us in order to succeed our creation.

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