1. Abstract and Introduction

Talent Management is often seen and discussed in relation to human resource and strategic human resource management. This makes it difficult to practice talent management theories and models separately to human resource and strategic human resource management. This further signifies the need for examining those aspects of talent management which makes it a separate field of management science. The contribution of this work is to analyse talent management in comparison with human resources and strategic human resource management. The findings of this work recommend utilization of talent management concepts as separate fields and not as a part of human resource and strategic resource management. It can understand that such an approach will provide an opportunity to validate previously propose talent management theories. Moreover, the same can be used to develop new models or to modify some existing ones. The rest of this work has been organized as follows. In section 2, an explanation of talent, human resources, and strategic human resource management are given. The focus of section 3 is to examine each of the concepts from literature review together so as to understand their unique and individual features whilst conclusion and future work is covered in section 4.
2. Literature Review

This section has been organized as follows. In section 2.1, 2.2 and 2.3, talent management, human resource management and strategic human resource management are being analysed respectively.

2.1. Talent Management

Lewis and Heckman (2006) have stated that “practitioners in the field of human resources are now primarily in the business of talent management. However, as mentioned by Collings and Mellahi (2009) that talent management lacks a consistent definition and clear conceptual boundaries. Therefore, the terms “talent management”, “talent strategy”, “succession management”, and “human resource planning” are often used interchangeably (Lewis and Heckman, 2006). TM, to Kesler, G. C. (2002), is a set of processes designed to ensure an adequate flow of employees into jobs throughout the organization. In this context, this section focuses on discussing the “talent management” specifically in relation with Human resource management leading towards the formation of strategic talent management. It is noteworthy to mention that this work will form the basis for the development of a novel theoretical model of strategic talent development.

With the emergence of industrial revaluation in late fifties, the idea of internal talent development becomes un-surfaced (P Cappelli, 2008). Despite having well defined management development practices, internal talent development was failed in mid seventies as business forecasting had not been successful in predicting the economic downturn during that decade. Thus, and talent pipelines continued to shake under unrealistic assumptions of growth. It is due to the same reasons that
many firms in different parts of the world were forced to eliminate many practices and staffs that developed talent.

Talent management is about understanding the need for intelligent human workforce and setting a plan to acquire it. Currently, organizations addressing talent management are adopting two ways i.e. to pay no attention to the need of having talented human capital; following a complex model which was proposed in 1950’s. In the former option the term talent management becomes meaningless and in the later the advancement in the legacy systems with time is often neglected. Moreover, business environment and talent management in which such practices were developed are no longer existed. Therefore, even in places where appropriate strategies are taken for talent management desire results are not achieved as expected. This further requires development of new approaches for talent management which are capable of considering business uncertainties.

It is known that many of the firms has not yet grasp the effectiveness and benefits of talent management, thus, still relaying on information recruitment process. Kuratko (1990) said that the firms of all sizes use informal recruitment and selection techniques (mainly employee referrals and the interview), even among small firms recruitment and selection processes are often sophisticated than they are expected. Fiegener et al (1996) said that past research has confirmed a negative relationship between family ownership and management and professional HRM practices like recruitment and selection and training, while non-family firms emphasize more on outside work experience during their recruitment and selection process.

In traditional approaches to succession planning, when an important vacancy arise, it’s not normal for companies to conclude that the candidates identified by the
succession plan no longer meet the needs of the job (P Cappelli, 2008). Such an outcome is not beneficial both for the candidate and the companies. It may result in losing consider amount of time and energy since, most companies update succession plans annually upon jobs changing and when individuals leave. It raises an obvious question about the reliability of a succession plan especially if it needs to change every year. This further explains the importance of talent management in the functional structure of organizations. Despite the fact that Talent management activities occupy a significant amount of organizational resources, Talent management is not related to creating succession plans or achieving expected profit rather it supports the organization's overall objectives. One of the core objectives of a business is to generate profit. Thus, to achieve expected profit requires an understanding of the costs and associated benefits with the talent management choices. Thus, the abilities and skills of managers and employees attain a crucial role for the prosperity of Firms. There is extensive evidence showing a positive impact management and employee training and development firm's performance. Williams and Reilly (2000), claim that the provision of management training enhances long term strategies and managerial competence of firms. Roa and Drazin (2002) argue that the recruitment of managers from the external labour market is an important means through which newly established and poorly connected firms can reduce the constraints on product innovation.

The drawback of following organization development model lies in the fact that it was proposed in a time where companies who did not develop in house talent and often ending having not at all. However, time has changed, therefore with the presence of so many competitors makes the 'develop from within approach' too slow.
and risky. Thus, hiring from with models is too expensive to the organizations. Therefore as mentioned by Mabey and Salaman (1995) that “various types of activities have been developed to provide competitive advantage to organizations”. Barney (2001) argues that sustained competitive advantage accrues to firms that develop resources that are valuable, rare, and hard to imitate.

Some other practices like minimum wages. Non-wage compensation and job security are not performing well in Firms. Holden et al (1998) said that high minimum wages indirectly increase transactions costs for Firms, particularly, where it encourage informality or temporary hiring. Minimum wages can be a subject of disputes between business owners, workers and government departments dealing with labor issues thereby increasing transaction cost of Firms. Holden et al (1998) said about all these compensation costs that these are extra accounting and administrative burden and therefore Firms remain informal about these costs. Job security is also a big problem for Firms.

A second perspective on talent management focuses primarily on the concept of talent pools. Companies can also create a talent pool which can be allocated on demand to different business units. As Arthur (1994) argues “organizational effectiveness can be enhanced by career movements across organizational boundaries” This may be particularly relevant in some specific circumstances. Hackman et al’s (1975) research demonstrates that where jobs are more complex employees tend to be more motivated, more satisfied and even more productive. In order to reduce costs of employee’s development, they can be asked to participate various companies’ assignments on a voluntary to meet the training or development cost. Training and development, learning and other measurements may lead to better performance of employee at the firm level. Many studies propose a positive
impact of training and development on employee wage growth and productivity (John, 1994).

It is also important to maintain relationship with the past employees in case if they could come back with the skills they develop through a company investment during their employment in the past. Storey (1992) said that employees are resources that should be managed in an efficient and effective way. Motivation and well-being of employees may be relevant, but only to the extent that they influence employee and organizational performance. One final factor is the preservation of a company investment through creating strong binding between an employer and employees. Competitive advantage comes not primarily from designing and implementing best practices but rather from the proper internal alignment of various elements of a company’s talent management system Günter et al (2012).

2.2. Human Resource Management (HRM)

Today’s business environment due to market competition is totally different from the old traditional style. Academics have started thinking about the improvement of organizational development in order to address this type of competitive environment. HRM is about the management of an organization’s workforce. According to Boselie and Wiele (2002) “Human resource management involves management decisions related to policies and practices which together shape the employment relationship and are aimed at achieving individual, organizational, and social goals.”

Human Resources are also a very important source to generate and sustained competitive advantage. Lado and Wilson (1994) have stated that “human resource systems can contribute to sustain competitive advantage through facilitating the development of competencies that are firm-specific and generate tacit
organizational knowledge." Maintaining a competitive advantage require the human resources to stay competitive as Koch and McGrath (1996) argued that "certain human resource strategies-namely, the accurate projection of human capital needs, the identification of individuals best suited to meet organizational objectives, and the development of employees are expected to be positively associated with superior workforce performance."

To explain the behavioral perspective of HRM Naylor et al (1980) said that it focuses on the use of personnel practices as tools for shaping patterns of behavior that help to achieve organizational goals and objectives. Snell (1992) said that different goals and objectives require different strategies and behaviors, and therefore different HRM practices.

Some people believe that HRM and personnel management are same things but there are some differences between these two terms. Storey (1992) has compared HRM and Personnel Management theories on four dimensions: beliefs and assumptions, strategic aspects, line management and key levers. Within these four dimensions, 27 different items were distinguished on which HRM and Personnel Management theories were compared. He concluded that HRM theories are more customers oriented, more central to the corporate plan and focus on a wider range of employment relationship related issues such as managing climate and culture. But on the other hand Leggs (1995) has a different idea about HRM and Personnel Management. He compares the normative models of HRM and Personnel Management and concluded that both have much in common.

According to the later definitions, HRM is only concerned with organizational goals, while the former definitions explicitly individual and social goals as well. These differences reflect different normative views regarding the objectives of HRM.
These definitional differences actually refer to discussions on two different levels. The first discussion primarily takes place at the level of individual firms. Here, the stakeholders of each firm determine to which extent the goals of the HRM policy includes only organizational goals, or explicitly includes the interests of other stakeholders as well. The second discussion takes place at a scientific level, where researchers examine the choices that are made by individual organizations and the consequences of those choices. In the past Human Resource Management was not regarded an important part but now it is an important part for many companies in the development of their business strategies. Human Resources become very important for firms and organizations if they are skillful.

2.3. Strategic Talent Management

In business, a strategy fills the gap between policy and tactics. Mintzberg (1990) has categorized the field of strategy into three separate parts. Perspective school aims to control strategy process through analysis; the descriptive school observes how strategies arise. Learning, power, Cognitive, Entrepreneurial, Cultural; and environmental schools are subtypes of the descriptive group. Strategic talent management (STM) connects human resource policies and strategic management process of different organizations and also to integrate the workforce in organization to achieve the goals. In other words, STM of a firm is related to the available resources.

The link between STM and business strategies is important because it will keep the workforce motivated which help in achieving the organization objectives. Similarly, STM and human resources are connected with each other since they have a greater impact in the over development of a firm and therefore, should be utilized according to the need and business plan. Legge (1978) stated that in order to
achieve goals and objectives organizations need to use human resource effectively. Therefore, for successful operation of firms, STM and business strategies should be linked with each other. Strategic HRM researchers consistently focus on organization-level variables but have not pursued research examining the impact of managing across multiple levels of talent within an organization, Lewis and Heckman (2006). Michigan approach has stated that, HRM should only be concerned with maximizing organizational goals. Therefore Human Resource Management will have the same affect on a firm strategy as other resources.

Collings and Mellahi (2009) has defined strategic talent management "as 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 human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organization". It can be summarized in view of the above that people at a level other than the top management can also be holder of key positions in an organization. Moreover, in the above given explanation of STM, the most important role which can be performed through STM is the development of talent pool to fill vital positions of an organization.


The issue of talent management is thus of interest to a wide range of stakeholders beyond human resource (HR) academics and professionals (Collings and Mellahi, 2009). It is known that the failures in talent management are an ongoing issue which has resulted in leading corporations from surpluses of talent to shortfalls (P
Cappelli, 2008). In view of the past experiences and resulted drawbacks companies have now started taking interest in talent management. In the Economist Intelligence Unit (2006) it was stated that most CEOs explicitly argued that talent management was too important to be left to HR alone. De Nijs (1999) however, said that the main objective of HRM is to organize and utilize the functions of personal management (selection, appraisal, reward and development) in such a way, that there impact on organizational performance is maximized.

Talent management is connected with risks in estimating demands and makes and buys to manage risk. A bench of talent is expensive, so companies should makes an estimation of their requirements and a plan to hire from outside to address any short coming. Likewise, there are positions which could be filled easily from outside therefore companies should pay full attention to the resources used in such development as talent management is an investment itself. Boston Consulting Group (2007) report identified talent management as one of five critical challenges for HR in the European context. Boselie (2002) stated that the success of HRM practices depends on the horizontal and vertical fit of an organization's HRM. Horizontal fit refers to the necessary integration of individual HRM practices, while vertical fit implicates the necessary match between human resource policy as a whole and the organizational strategy. Lewis and Heckman (2006) have concluded that “research is needed to pursue development of models and analytical approaches that permit a systems analysis of talent decisions throughout the organization”.

Recruitment and selection process is part of human resource management process to hire right people for small and large organization. Aldrich and Langton (1997) stated that empirical research confirms that in general small firms make less use
of professional human resource management practices than large firms. This in turn connected with how the talent management is handled. In essence talent management could be managed in an efficient manner if the firms pay specific attention to the formation of STM. Researchers to some extent have also viewed STM serving the same purpose as SHRM. However, it is important to mention that STM is used only as a strategy to aid talent management whilst SHRM provides a wider picture in overall human resources utilization of firms. Despite both STM and SHRM are necessary in order to acquire set objectives and thereby attain the expected profitable turn over. It can be well understood in view of the explanation of TL, HRM and STM that STM forms a direct link between TL and HRM without which it may not be possible to avoid unnecessary expenses in creating annual succession plan or for similar purposes.

4. Conclusion and Future Work
The contribution of this work is to analyse the concept of talent management in relation to human resource and strategic human resource management. The findings of this work show that certain aspects of talent management establish it as a separate field in comparison with human resource and strategic human resource management. This work, therefore, recommends theories related to talent management to be applied and practice not as a part of human resource and strategic human resource management. Future research may expand this work through further justification of the presented findings in view of the reported literature in this area.
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