TALENT MANAGEMENT; A CRITICAL REVIEW OF LITERATURE

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ABSTRACT

The world is moving towards the highly competitive environment. The field of Talent Management has caught the attention of practitioners and professionals. Despite the fact that there exists a lot of literature available to blend the existing knowledge about the talent management and retention issues, there seems to be no point of convergence especially with regards to how Talent management issues should be approached in the organizations. The aim of this paper was to consolidate the existing findings about the relationship between talent management and retention and present it systematically. The paper adapted the method given by Lage Junior et al. (2010); Jabbour (2013); Seuring (2013), and analyzed the articles published on the subject up to 2020. The results indicated that research is growing positively towards creating a new perspective and adding new dimensions to the study, More empirical studies are required in order to test the conceptual frameworks as given by researchers and new models. The findings further revealed that greater focus on manufacturing industries; developed countries and research using quantitative studies are required in order to fill the existing gap in literature in talent management and retention related studies to test the conceptual work and new concepts.

***Keywords:** Talent, Talent management and Talent Frameworks*

INTRODUCTION

The field of talent management (TM) began to capture interest in the early 2000s. The need for managing talent aroused as organizations were exposed to global, complex, dynamic, competitive and volatile business environment conditions (Bhatia & Baruah, 2020; Tarique & Schuler, 2010). Baruah and Bhattia (2020) assert that with the gaining interest of academicians in the field and dispersal of theoretical knowledge about TM, Thunnissen *et al.* (2013) posit that though the field of TM is moving from infancy to adolescence, employees have largely remained out of the research population in building the theories of TM. In order to bring more efficiency in implementing TM practices, employees' attitude towards TM must be given due recognition. The exclusive approach of TM where the focus is on the selective group of employees is supposed to be very critical for the effectiveness of TM. There is, however, lack of research which takes into account the perception of employees' regarding the exclusive TM practices (Meyer *et al.,* 2014). Academicians and researchers in the field of TM have mostly focused on three themes, i.e. defining talent and talent management, talent management and organisational performance and practices followed under talent management process (Naulleau, 2015).

An Overview of Literature

Talent and talent management

The theoretical underpinning of talent management practices is to clearly define the concept of talent. Zhang & Bright (2012) assert that Defining talent is prerequisite and critical for identifying adequate talent as well as implementing TM strategies. A host of academicians and scholars have defined talent mostly in the characteristics personified in the individuals. Talent has been defined as the ability to learn and grow along with the intrinsic gifts, skills, knowledge, experience, intelligence, judgment, attitude, character and drive (Michaels *et al.,* 2001). Talent has also been considered euphemism for people (Lewis & Heckman, 2006). In other words, talent has been elaborated as a complex fusion of

employees' skill, knowledge, cognitive ability and potential (Tansley, *et al*, 2007). In an organisational setting, only the top 3–5% of employees out performs their peer's consistently in different situations and can be referred to as talent (Ready *et al*., 2010). Employees are considered talent when they exhibit competence, commitment and contribution to the organisation (Ulrich and Smallwood, 2011). Moreover, according to Hoglund (2012) talent is considered to be those employees whose behaviour and qualities are of greatest importance to the organisation in achieving its existing and upcoming goals. However, according to De Vos and Dries (2013) only valuable and unique human resources are called talents in an organisation. In some organizations, highly educated and qualified people are regarded as talents (Cooke, Saini & Wang, 2014). Talent possess the expertise and take decisions which help them progress in their career by thinking out of the box and adopting themselves to various circumstances with a customer-driven personality approach which fits the organisational culture (Marinakou & Giousmpasoglou, 2019).

It is therefore apparent that there is a difference of opinion on what talent really is and the debate on the exact definition of talent is still on. It is clear that there still is no consensus of the acceptable definition, as different academicians and practitioners have defined the concept of talent differently, and there is no consensus regarding the definition. This is because every organisation derives the concept of talent according to their business strategy, type of thefirm, overall environment (Iles, Chuai & Preece, 2010) and other factors like socio-culture (Barab and Plucker, 2002).

For effective implementation of TM strategies, organizations must have their own meaning of talent, and whom they consider as talented in their organisation must be carefully assessed (Schuler, 2015). Despite the growing popularity and importance of talent management, the concept remained unclear for a long time. However, with the due course of time, the definition of TMhas

evolved for more clarity, coherence and rigor. Initially Lewis and Heckman (2006) illustrated three thoughts about TM. First, TM is exactly similar to human resource practices but functions at a faster pace and across the enterprise. Second, TM focuses on the concept of talent pools which is similar to succession planning and HR planning and involves typical HR practices and processes like recruitment and selection. But TM projects the staffing needs and manages the positions. Third, TM focuses on talent generically without taking into account the organisational boundaries or specific positions.

Taking this concept, a step further, Collings and Mellahi (2009) added a new thought and emphasized the notion of identifying critical key positions in the organizations that leads to the competitive advantage for an organisation. According to Collings and Mellahi (2009), TM involves those activities and processes which helps to identify critical key positions that contributes in achieving sustainable competitive advantage and thereby creating a pool of talent with high potential and high-performing employees who can take up these critical key positions in the organisation and finally applying differentiated HR practices to ensure that these key positions are always filled up and generate continued commitment from the employees. This definition is widely accepted across the field of TM, and there is no criticism till date.

Different definitions of Talent Management (TM) indicate different approaches to study talent. These definitions are academic in nature but few studies have also identified that organizations also develop their own definitions of talent. For example, the 2004 Towers Perrins' survey showed that 80 percent of the companies surveyed used an official standardized talent definition throughout the organization. However, none of these companies used the same talent definition demonstrating that the talent definition is adopted depending on the organizations' business strategy, the type of the firm, the overall competitive environment and other factors (Iles, et al., 2010a; CIPD, 2007) (CIPD refers to Chartered Institute of Personnel and

Development based in United Kingdom). Knowing different ways that the term "Talent" can be defined or operationalized helps to increase the understanding of how it can be used and can provide new directions for the future research. In practice, how firms define "Talent" impacts their TM strategy and practices directly (Meyers, *et al.,* 2013).

Ansar and Baloch (2018) state that the subject of Talent Management (TM) is an established field with growing importance; however, there is no convergence of scholarly opinions regarding its objective definition. The very concept of managing the desired talent poses theoretical challenges and lacks clarity. A broad overview of the available literature reveals that existing definition in the current literature have not succeeded in developing a clear distinction between Talent Management (TM) and other sub-functions of Human Resource Management. A number of different related terms (as discussed above in the section on related terms) are frequently used to denote talent, and this raises additional conceptual problems (Iles, Chuai, and Preece (2010), and Cappelli (2008). The definition of TM must not focus on just one HR process but over a range of activities, and therefore, Silzer and Dowell (2010) define TM as the combination of various processes, programs and cultural norms in order to attract, develop, deploy and retain talent so that organisation can achieve strategic objectives and meet future business needs. The components that shape talent management forms a process so as to identify, acquire, deploy, develop and manage the employees needed to successfully gain a competitive edge (Oladapo, 2014).

In a study, Dhanahakyam and Kokilambal (2014) identified common talent management practices as recruiting and staffing, training and development and retention management. Moreover, Vaiman et al. (2015) describe TM as a process that is designed to attract, develop, mobilize and retain key people. In the words of Gallardo-Gallardo and Thunnissen (2016), TM contributes towards sustainable competitive advantage by systematically attracting,

identifying, developing, retaining and deploying high potential and high-performing employees in the key positions.

TM practices follow two different approaches to the management of talent, i.e. inclusive and exclusive. Iles, Chuai & Preece (2010) defines inclusive approach as a practice where all people in an organisation are considered talented and exclusive approach where some people are inherently more talented. Although the organizations which follow inclusive approach promote the view that all employees are talented, they all make a distinction between the employees (Sonnenberg et al. 2013). Designating some as talented in the organisation automatically render others as untalented or inferior in some ways (Painter-Morland, Kirk, Deslandes & Tansley, 2019).

Mwanzi, Wamitu, and Kiama (2017) contended that talent management comprises of mechanisms that firms put in place for identification, attraction, retention, and development of talented ones. What then is talent management? (Management Study Guide, 2019) posited that talent management in firms is not just limited to attracting the best people from the industry but it is a continuous process that involves sourcing, hiring, developing, retaining and promoting them while meeting the organization's requirements simultaneously. (Personal Today, 2019) describes talent management as the processes used by employers to attract applicants, identify them, develop them, engage them and retain those that add value to their firm. Meanwhile, (Personal Today, 2019) opined that successful talent management leads to an increased ability to attract people that are performers, reduce recruitment costs. Supporting the above argument, CIPD (2018) added that one of the aims of talent management is to attract talented individuals, identify them, develop them, engage them, retain them and deploy them to their respective job areas. Chitsaz-Isfahani and Boustani (2014) perceived talent management as a systematic and dynamic process of discovering, developing and sustaining talent. Bhatnagar as cited in Ahmadi et al. (2012)

contended that "talent management includes such areas as recruiting employees, sorting out employees, mentoring, performance management, career path management, and succession diagnostic reward. Blass (2007) elucidated that talent management is the additional management processes and opportunities that are made available to people in the organization who are considered to be 'talent'.

A study by Edeh and Mhlangah (2019), however, sees talent management as a process of attracting talents, developing talents, utilizing talents and retaining talents by the human resource department in the organization. Mäkelä, Björkman, and Ehrnrooth (2010) in their view contended that talent management is the firm's effort to attract people, select them, develop them and retain them. Cascio (2006) contended that talent management is concerned with the practices of human resource management such as recruitment, retention, development, rewarding, motivation as and strategic workforce planning. But Vance (2006) has another view. Vance stressed that talent management is the anticipation of actual required human capital the firm needs at and then set plans to meet the needs. On another hand, Armstrong and Taylor (2014) elucidated that talent management is the process of identifying, developing, recruiting, retaining and deploying those talented people.

Hanif and Yunfei (2013) examined the role of talent management and human resource generic strategies for talent retention. The result of the study showed that talent management techniques are an integral part of human resource generic strategies. Rana and Abbasi (2013) examined the impact of talent management and employee turnover intention on organizational efficiency- a case of the telecommunication sector of Pakistan. The findings of the study revealed that talent management dimensions reflect a negative relationship with organizational efficiency in the telecommunication sector of Pakistan. Shirkhani and Nazari (2014) examined the effect of talent

management on organizational entrepreneurship, a case study: Oil Products Company of the province of Ilam in Iran. Pearson test was used for measuring the relationship. The findings of their study show that talent management and its dimensions have a significant effect on organizational entrepreneurship in the oil products company of Ilam in Iran. Vivas-López (2014) carried out a study on talent management and teamwork interaction in Spanish companies. The result of the study shows that there is a significant relationship between autonomous and creative team dynamics and individual-team learning processes. (Eketu, 2015) examined talent management and sustainable enterprise resilience among travel agencies in Port Harcourt. The study found that travel agencies' resilient capacity is largely associated with their talent management practices. Onwuka *et al.* (2015) examined the association between talent management and employees performance in selected public sector firms in Delta State, Nigeria and found that there is an existence of a strong relationship.

Global View of Talent Management

Global interest in TM has spurned research work on the subject and studies have been published in several countries such as Pakistan (Bano, Khan, Rehman, & Humayoun, 2011; Rana & Abbasi, 2013) , India (Anand, 2011; Tymon, Stumpf, & Doh, 2010), South Africa (Koketso & Rust, 2012) , Thailand(Piansoongnern, Anurit, & Kuiyawattananonta, 2011), and China (Preece, Iles, & Chuai, 2011). Review of the literature reveals that in all these countries TM is a recent entrant into the HR field and is being dealt by the practitioners in many different ways much the same as their counterparts in USA or elsewhere.

A study by Musambai (2018) on Influence of Talent Management Practices On Employee retention in Telecommunication Companies notes that the overall attitude toward TM practices differs from country to country, while findings on TM in emerging-market firms show that at different levels TM challenges in all of these countries are to a

larger extent influenced by the country's cultural, its organizational, institutional, industrial, and other individual factors (Musambai, 2018; Cooke *et al.*, 2010). The study continues to note that, effective implementation of TM practices in organizations has a number of country-level consequences that can be measured by different economic development or competitiveness indicators (Musambai, 2018; Morley *et al.*, 2015)

In a study by the Talent Management and Rewards Survey (2013), which studied 1,605 employers across the globe, reported that organizations are having difficulties in the attraction and retention of the high potentials and critical-skilled employees that were necessary to their increase in their global competitiveness. Three out four organizations reported difficulties in attracting critical-skill employees while more than half reported difficulties in the retention of the same. Almost six in 10 companies reported difficulty retaining critical-skill employees; similar proportions had difficulty retaining high-potential employees and top performers (Kimunge, 2014).

Globally, 48 per cent of employees in organizations feel that existing TM programs should be broadened, of the 48 per cent the Americas report 44 per cent Europe 46 per cent while 59 per cent of employees in Asia Pacific are of the opinion that organizations should make efforts to broaden the TMPs currently existing in the organisation (ABP, 2015). 34 per cent feel that existing TMPs should be maintained. Of this, 29 per cent accounts for the opinion of organizations in Europe, 43 per cent Americas, and 25 per cent Asia Pacific. Finally, 18 per cent of employees globally are of the opinion that organizations must seek alternative TMPs- 12 per cent from the Americas, 25 per cent from Europe and 16 per cent from Asia Pacific are in agreement that, organizations must seek alternative TMPs to guarantee success and eventual retention of critical talent in their respective organisation (ABP, 2015).

In the USA, Caterpillar Inc.General Mills Inc.IBM Corp.Lockheed Martin Corp., Strategic Missiles and

Defense Systems and Schlumberger Ltd are organizations known to have the best talent management strategy (Kim *et al.,* 2014). These companies realize the importance of talent management and indeed have adopted a strategic and systematic management of talent by streamlining the functions and activities of HR to align with their organizations' strategies. This has created effective development and management of talent to meet short- and long-term organizational workforce needs (Kim *et al.,* 2014).

Firms like Microsoft, Southwest Airlines, and SAS Institute in the USA are exemplary in the way they nurture and manage their talent, especially talent which is considered critical to their operations (Hejase Hussin, Eid, Alain, Hamdar, Bassam, & Haddad, Ziad, 2016). They continue to say, these companies go to surprising lengths to help these employees tap into their core skills and passions. There's an expectation of continuous growth and learning and reckon the fact that the most important lessons do not take place in a classroom set-up but while on the job. They also understand that positive relationships raise the performance of critical talent to new levels (Hejase *et al.,* 2016).

In Sweden, a survey called the "Talent Management Barometer" conducted by Tidskriften Personal and Ledarskap, Sveriges Human Resource Förening and Stardust Consulting in 2012 revealed that very few (16 per cent of employees) are pleased with their present talent management, and agree that more resources need to be placed on this in the future. Over half of the respondents agreed that talent management is one of the most important issues today, while 81 per cent think it will be a growing concern in the future. At the same time, only 33 per cent believe that their organization has come to an agreement on what talent management is, and only 23 per cent have a clear definition of "talent" in their organization. This leads to the conclusion that even though companies in Sweden are aware of talent management and value it, the first steps in adopting talent management have been adopted by very few organizations, and at the same time, very few organizations have a narrow and closed perception of talent management (Yllner, 2013)

In India, there have been great concerns expressed over the availability and retention of knowledge workers (Bhatnagar 2007), a challenge that persists after the global financial crisis (Doh, Tymon & Stumpf, 2011). They further highlight that organizations in India have been quite enthusiastic in adopting talent management practices, particularly those employed by successful foreign MNEs; consequently, they view them as 'best practice'. In addition, Budhwar and Bhatnagar (2009) indicate that a majority of foreign organizations and a sizeable number of domestic ones are in a struggle in the implementation of a formal talent management system in India.

Research on 11500 Asia Pacific employers by Manpower in 2009 suggested that it was organizations in Taiwan, Japan, Australia, and New Zealand that were having the greatest difficulty in attracting the right talent for jobs (Musambai, 2018; Manpower Australia 2009). This is mainly due to the reluctance of many organizations to incorporate a formal TM strategy to their business strategy. As Rothwell (2011) cautions that; talent management at the organizational level should not stand alone, organizations in the mentioned countries have retention problems with their talent.

A study by Iles, Chuai and Preece (2010) about TM in China's Multi-National Corporations (MNCs) reveals that the MNCs in China were interested in identifying, developing, and retaining their talented employees but they did not do so in a structured manner. This however is at the backdrop of the looming managerial talent shortage and the fierce competition that these MNCs. Musambai (2018), Cooke *et al,* (2014) and Hartman *et al.,* (2010) say that the level of concept of TM in India and China can be evaluated as medium. They say, firms in this countries show a high level of interest in TM and even sometimes have governmental support (Musambai, 2018; Cooke *et al.,* 2014) as cited by Jyoti (2014).

Russia on the contrary is not seen anywhere. In the 2013 Global Talent Competitive Index (GTCI) out of 93 countries in GTCI survey, Russia is ranked 78, China 55 and India 44 (GTCI, 2013). These rankings show the relative positions of these countries to others in terms of overall condition of TM. Although quite low, they reflect a true picture of different levels of firms' involvement in TM.

A survey by Hejase, *et al.,* (2016) on Talent Management Challenges: an Exploratory Assessment from Lebanon indicate that majority of organizations in Lebanon have specific TM strategies in place. However, there are varying degrees as to the success of the implementation of these strategies. 67 per cent of organizations in Lebanon have TM initiatives while 33 per cent do not have. According to Hejasse *et al.,* (2016), the IT, telecom, banking sector, and NGOs were found to be the organizations that have the highest percentages of TM initiatives. 70 per cent of the organizations with TM initiatives indicate that TM is a top priority for them (Musambai, 2018; Hejasse *et al.,* 2016).

Dimensions of Talent Management

Scholars such as (Anwar, Nisar, Khan, & Sana, 2014; Hajikaimisari et al., 2010) identified talent identification, talent development and talent engagement as indicators of talent management. Varying the above indicators, (Koltapeh, Forotageh, Afruz, & Hossein, 2015; Oladapo, 2014; Shirkhani & Nazari, 2014) identifies talent attraction, talent development, and talent retention. In another development, Hamidi, Saberi, and Safari (2014) pointed out talent identification, talent selection, talent utilization, talent development. But Beheshtifar, Nasab, and Moghadam (2012) came up with talent attraction, talent evaluation, talent development, and talent retention. Nonetheless, Chitsaz-Isfahani and Boustani (2014) established job experience, coaching, mentoring, training, succession planning, and career management as a dimension of talent management. This study focuses on talent attraction, talent development and talent retention as dimensions of talent

management. Other scholars on TM took a similar view and included attraction, identification, deployment, development and engagement of the work force as the key elements of Strategic Talent Management. (Bish & Jorgensen, 2016; Blass, 2009; Cheese, 2010; Uren, 2007).

Talent Attraction: Armstrong and Taylor (2014) affirmed that talent attraction covers recruitment, selection, employer branding, and employee value proposition. Firms recruit talent from internal and external sources. David, Hall, and Toole (2000) contended that the best way to pool potential talent is through internal sources because the workers already have the required knowledge on how business activities operate. On another hand, Mangusho et al. (2015) argued that if the enterprises want to embark on radical changes or organizational culture renewal, external sources of recruitment are recommended.

Talent development: (Noe, 2016) affirmed that development is concerned with formal education, experiences on the job, relationships, and assessments of personality as well as abilities that help workers perform effectively in their current or future job and enterprise. He admitted that development activities help firms reduce turnover by showing employees that the firm is investing in their skill development, and also enhancing managers skills that can create a conducive work environment that makes workers want to come to work and contribute to firm goals. However, in this study talent development refers to all the approaches of improving, enhancing talent skills, abilities and knowledge.

Talent Retention: Talent retention refers to all the human resource management policies that encourage workers to stay and discourage them from leaving to another firm. Vaiman and Vance (2010) added that one of the essential tool used in retaining talent is a monetary reward. Lockwood (2006) also affirmed that compensation packages such as life insurance, disability insurance, holiday allowance, medical allowance are very significant in retaining talents. The aim of talent retention is to

encourage workers to stay in the firm for a maximum period of time (Lyria, Namusonge, & Karanja, 2017). Direct compensation such as salaries, weekly cosmetics allowances, transport allowance, accommodation allowance, and safety allowances engineered talents to stay with their employers. Oil and gas industry is known for compensating workers very well especially when it comes to financial incentives. Therefore, for potential talents to remain, human resource managers need to be abreast with the changing compensation strategies available in the same industry to avoid incessant strike and turnover. Survey carried by CIPD (2015) revealed that firms retain talented employees through; improving pay by 50 percent); increasing learning and development opportunities by 49 per cent; improving line management people skills by 45 per cent; improving selection techniques by 40 per cent; improving induction process by 39 per cent; improving employee involvement by 38 per cent; improving benefits by 38 per cent; and improving work-life balance by 36 per cent.

Emerging Issues in Talent Management

In a systematic review of literatures from 2007 to 2019, Anlesinya, Dartey-Baah and Amponsah-Tawiah (2019) explored the under researched theories and themes in the field of talent management and found just two papers concerning the ethical and sustainability aspect of talent management practices. Down & Swailes (2013) first raised the concern for ethics in talent management practices on the grounds of agency theory. They argued that the notion of selecting minority on the basis of their contribution is a dehumanizing act and may lead to lower self-efficacy among the excluded ones. Nishii et al. (2008) stated that certain HR practices have to be implemented that focus on controlling cost and exploiting employees. Certain TM practices seek control for better management of talent, but this in turn leads to biasness against those who are not identified as talented. Workforce differentiation or segmentation refers to the division of workforce

into parts that are treated differently. Ledford and Kochanski (2004) stated that such discrimination is fundamental to talent management. This practice bifurcates the entire workforce into two groups, i.e. one identified as high potential group and other as nonhigh potentials (Gelens et al., 2013), although workforce differentiation makes sense in exploring the strategic objectives of an organisation but imposes serious implications on the perception of fairness in the minds of employees (Gelens et al., 2013). This practice indeed violates the equity theory, stakeholder theory and organisational justice theory. Equity theory proposed by Adam Smith conveys that individuals tend to evaluate their relationship with others and the greater the inequality the individual perceives, the more distress the individual feels (Huseman, Hatfield & Miles, 1987). The notion of practicing differentiated HR practices may evoke resentment among those employees who are not considered talented. Moreover, social exchange theory implies that the actions are contingent upon the reactions of other, which provide mutual and rewarding transaction and relationships (Cropanzano & Mitchell, 2005). As a result, talented employees may have positive reaction because the organisation implements best practices for them, but the majority of the workforce may perceive distrust and dissatisfaction. As the non-talented employees represent the majority of the workforce, the net result of the workforce discrimination which is followed under exclusive approach to TM may be negative (Gelens et al., 2013). According to stakeholder theory, leaders must ensure that organisation maintain a cordial relationship with different stakeholders including employees (Maak and Pless, 2006). Leaders must strive to provide organisational justice and workplace equity for sustainability of the firm. The theory of organisational justice highlights the importance of fairness in an organisation. Distributive justice and procedural justice are the important dimensions of organisational justice (Greenberg, 1990). Distributive justice refers to the fairness of the end results achieved, whereas procedural justice refers to fairness of the means

used to achieve those ends (Greenberg, 1990). Few studies focus on the influence of organisational justice on employee's attitude. The concept of workforce differentiation and perceived organisational justice evolved while exploring employees' differential reaction to exclusive TM practices.

The conceptual and non-empirical study by Gelens *et.al.* (2013) proposed that talented employees in an organisation tend to perceive higher distributive justice as additional resources are invested on them, they therefore exhibit positive reactions as compared to non-talented employees. Gelens *et al.* (2014) study aimed to establish how perceived distributive and procedural justice affect job satisfaction and work effort when employees are identified as high potential. The findings of this study revealed that higher distributive justice was perceived by high potential employees.

Consequently they put more effort in their work when they perceive the workforce differentiation procedures to be fair and less effort when they perceive them to be unfair. Nonetheless, the results cannot be generalised because the sample size is deemed too low. A conceptual paper by O'Connor and Crowley-Henry (2017) on the other hand explored the relationship between employees' perceptions of the fairness and employee engagement with organisation's exclusive TM practices. The findings suggest that talented employees tend to have a more favourable perception of distributive justice and I exhibit higher level of engagement as compared to those who are not identified as talented. However, the researcher suggestthat, the findings have to be tested empirically through employee survey.

In advancing the theoretical notion, Narayanan, Rajithakumar and Menon (2019) aim to explore the role played by organisational justice in relationship between talent management and employee retention. The study proposed that the different dimensions (distributive, procedural, informational and interpersonal) of organisational justice havea bearing on employee's retention practiced under

exclusive TM. The study points out the need to further validate the proposition through empirical studies as to whether organizational justice has any mediating role between TalentManagement and employee retention.

According to the Relational signalling theory by Lindenberg follows the twin assumption that human behaviour is goal directed and context dependent (Six, 2007). This implies that what employees receive from the organisation is reflected back into the organisation through their actions. It is therefore apparent that, employeeswill revert signals through their actions and intentions commensurate to the support received from the organisation as well as the supervisor. Perceived organisational support refers to the principle that the organisation will assist and help employees to effectively carry out job and tackle unwanted situations (Rhoades & Eisenberger, 2002). Dries *et al.* (2012) posits that, when talented employees receive greater organisational support, promotions and organisational commitment, they also experience greater career satisfaction. Furthermore, employers/supervisors act as agents between organisation and employees. It is no doubt that employees tend to develop a perception that supervisors will value their work and care about their well-being, andhence supervisor support (Eisenberger, *et al.,* 2002). A study by Kuvaas & Dysvik, (2010) established that perceived supervisor support moderated the perceived investment in employee development and the resultant work performance such as work effort, work quality and organisational citizenship behaviour.

Similarly, In a study conducted by Du Plessis et al. (2015), the causal relationship between management support towards talent management and its impact on the turnover intentions were validated. The results show that perceived organisational support is significantly related to talent management practices, perceived supervisor support and intention to quit, whereas perceived supervisor support is also significantly related to talent management practices and intention to quit.

To determine the relationship between perceived organisational support and the level of affective commitment of the talented employees, Gelens, J., Dries, N., Hofmans, J., and Pepermans, R. (2015) undertook two studies in different 'talent' populations. The findings from both the studies revealed that talented employees perceived higher organisational support, and it mediates the relationship between an employee's status of talent and affective commitment. However, the study notedthat there is a need to investigate how perceived support can affect other attitudes such as psychological contract fulfillment, engagement and identity struggle.

The workforce discrimination and differentiated HR practices based on the status of talent in an organisation may lead to the formation of negative attitude such as higher absenteeism, turnover, stress, insecurity, psychological breach of contract and lower levels of commitment, satisfaction, engagement, motivation, work effort etc. The manifestation of such attitude may be due the perception of organizational injustice and perception of lower support from organisation as well as supervisor. The violation of business ethics in providing equality and justice to all the employees is a major concern. Therefore, there is a need to validate empirically whether exclusive approach to TM hampers workplace equity and fairness.

CONCLUSIONS AND RECOMMENDATIONS

This paper revolves around relationship between talent management and retention practices. There are any opportunities for to researchers to work on gaps further. The article from Web of sciences database indicates that the concern related to talent management is growing as retention is becoming very difficult. It is imperative for the companies to implement practices which suits to young generations. Our method of study primarily followed the method given by Lage junior and Godinho Filho (2010) but little variation was made by us as we selected a complete database instead of one journal. The analysis was done under 9 different categories, which highlighted 8 gaps in the literature. We noticed that there are still some untouched aspects of talent management which needs to be addressed. Further the relationship between talent management and retention also requires to be studied using more quantitative methods.

The author of the study concludes that "Talent" is still in evolutionary stages and is yet to be established as a separate construct in the business literature so that other terms are not used in its place and vice-e-versa. It is critical for Talent to be accepted as an independent concept so that academicians, authors, researchers, practitioners and readers develop shared meaning of the term. Without this shared meaning, the phenomena of Talent and Talent Management would advance towards becoming a discipline with better theoretically grounded

Contributions and future research directions

By exploring the ethical aspect of exclusive TM, this study adds to the existing literature by channelising thinking towards the issue of business ethics, justice andTM practices. The study suggests new insights into the field of TM which can befurther enhanced by developing the propositions. Moreover, from the context of Asiancountries, the concept of ethics in exclusive approach of TM is an under researchedtopic. Although firms in China and India heavily rely on exclusive TM practices, research on the same is very limited. Moreover, the research on the consequences arising from the practice of exclusive approach also remain very limited. This providesimmense scope and opportunity for further research to take place in Asian countries.This research paper is certainly based on the review of literature from limiteddatabase, and the lack of exhaustive review of literature may ignore some of the otherconcerns of exclusive approach of TM. There is little knowledge about the positive andnegative consequences of exclusive TM on employee's attitude and behaviour. Research lack in examining the positive as well as negative impact of such discrimination on employees. The future

research must focus on exploring the black box linking talentmanagement practices to employee's attitude. As a result, there is a need for furtherconceptual validation that would lead to more concrete perspectives about ethicalconsideration and subsequently employee's reaction to it. Moreover, future empiricalstudies are also required to test the propositions put forward. This is because studies concerning employees' attitude towards TM are mostly conceptual and theoretical. Toavoid arriving at misleading conclusions, the implementation of TM and its impact onemployee outcomes call for greater empirical investigation (Gallardo-Gallardo &Thunnissen, 2019). Although qualitative and quantitative studies have been conducted, this study notes that the number of studies is limited. For the first proposition put forward, mix of bothqualitative and quantitative research approach is highly recommended. Interviews, focused group discussions, case studies and surveys can be conducted. However, toexplore the mediating role of perceived justice and support in the relationship betweenexclusive TM and employee's attitude, quantitative measures of analysis such asmoderation/mediation analysis and hierarchical regression analysis will be quite appropriate.For measuring variables such as perceived justice, perceived support and variouscomponents of attitude, there exists standardized scale, and collection of data through questionnaire will be suitable.

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