



ISSN Print: 2394-7500
ISSN Online: 2394-5869
Impact Factor: 5.2
IJAR 2015; 1(11): 1036-1043
www.allresearchjournal.com
Received: 17-08-2015
Accepted: 20-09-2015

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Talent management in twenty - first century: theory and practically

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Abstract

This study aims to shed light on the concept of talent management as one of the new subject matter that has entered the field of Human Resources Management in this modern era. The study seeks to focus on the impact that talent management can have on organizations and companies that adopt such approach as well as the impact it can have on culture. Besides it will also identify the most important talent management strategies because of the competitive advantage and the direct impact it can have on performance levels. Additionally, this study aims to recognize the importance of investment in talent management due to its direct impact in reducing the physical and economic cost of the organization by keeping these talents and stimulating them to implement the overall strategy of the organization. The researcher conducted this research in the manner of desktop induction that includes literature review in addition to the discussion of the concept of human talent management in the Arab and foreign environments. Finally, the researcher analyses the available literature in a theoretical manner in order to understand the strengths and weakness of these strategies and how they can be improved for future purposes.

Keywords: Talent Management, Talent Management Strategies, Human Resource Management, Talent development strategy, Talent.

Introduction

Rapid developments in technology and the global economic system has led to the diversity of organizations both in the public and private sectors in order for them to survive, grow or develop in the midst of intense competition and growing demand. The recent developments and changes in various fields of life have actually led to the emergence of new issues of complex nature, with many dimensions and ramifications that can be studied from many angles. These challenges issues cannot be effectively be addressed without investment in human resource development and capacity building. This investment is reflected in what is known as talent management in organizations. We have witnessed what is known as talent management at the beginning of the nineties when fierce competition raged between the big companies. Sometimes we find some companies trying to attract people with highly qualifications and the other trying to maintain and develop its efficient human resources. Therefore, this concept has become an important part of modern management systems and one of development and organizational change strategies. In addition to the above, owing to the fact that the twenty first century is characterized by fast and high competitiveness, talent has become the most important pillar on which the companies and organizations are based to achieve their strategic vision. The emphasis placed on talent is evident right from the recruitment of new staff where talents are discovered, and then developed and maintained to enable organizations to achieve their aspirations.

It should be noted that the first task for the management of human resources in modern organizations is to search for and discover the talent, work to develop, and maintain them. Therefore, many organizations adopt special talent management strategies. However, these strategies cannot achieve the desired results without working to properly integrate the workers in the organizations (Jain *et al.*, 2012 Rowland, 2011) ^[20, 32].

In view of the public and private sector organizations in the Arab world, we find that leadership of these organizations want to pay formal attention to human resources and focus on its traditional roles without regard to the strategic dimension of the role of human resources in the formulation steps of success and excellence.

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On other hand, we see that although expressing the interest in human resources, organizations adopted the normal framework of attracting the talented human resources and paying fictional compensation somewhat, while the most important thing is how to attract these talents, preserve, and develop them to ensure the maintenance of good investment, which is beneficial to those organizations and thus contribute to achieve their economic and strategic visions. When the organizations discover the decline of their performance levels and the poor quality of services or products offered, they return to address these shortcomings through guidance and training programs and they return to follow the appropriate stimulation method in order to avoid the growing gap between the actual weak performance of their workers and the performance expected from them.

Literature Review

The Concept of Talent and Talent Management

Talent has become a hot topic in human resources management, and has aroused the interest of many researchers and writers on this concept. McKinsey company sparked such concern on year (1997) via providing study that formulated the term (war on talent) to rethink the actions to be taken to attract the talented and their retention. In spite of the ramifications of the concept of talent, there was no clear definition of talent. Many studies that have addressed the issue of talent and talented people have tried to determine a clear meaning to the term talent and the talented, but there are clear differences between specialists and researchers regarding this field.

In theory, there is a group of researchers and experts who believe that some people are considered talented as they maintain exceptional and potential capabilities through which they can influence the efficiency and effectiveness of the organization, in which they work (Vlădescu, 2012) [38]. While others argue that in practice, anyone who can have an influence in achieving the organization's objectives may be called a talented. Thus, the administration shall not focus only on a small group of those who possess exceptional capabilities as each individual has the capabilities and the possibilities that shall be motivated and cared to achieve a competitive advantage for the organization. Therefore, talented can be explained as any more committed and motivated body with genuine performance that achieves the objectives of the organization efficiently and effectively. Linguists agree that the linguistic concept of talent is innate readiness for ingenuity in the art or so on. However, specialists and psychologists differ in the definition of talent. Some of them define it as the ability to belong to the upper segment of society which is characterized by high level of intelligence, while others define it as the ability or the potentiality to show the level of High-performance or achieve high levels of achievement. Many of the behavioral and psychological studies in the field of personal characteristics are for the gifted and has shown that the difference between talented are represented in the difference in thinking, skills, personality, abilities, knowledge, experience that they own, and the degree of influence of each of them on the work performed by each individual within the organization in line with the strategy of the organization (Anisa Fakhro, 2015) [1].

The Talented are persons with many characteristics that contribute to the advancement of his organization or their nation. In convention, talent is formative capabilities that are

not linked to individual intelligence (Cappelli, 2008a) [5], the ability in a specific field or natural ability with major efficiency (Collings and Mellahi, 2009) [9], a group of employees who have ideas, knowledge, and skills, so we shall give them the potential to produce value from available the resources" (Goffee and Jones, 2007) [13].

A complex mix of staff, skills, knowledge, cognitive potential, and capabilities" (Tansley *et al.* 2006; Tansley, 2011) [36, 35]. Scarce values, which are difficult to imitate, but have specific characteristics but it is not always clear (Lewis and Heckman, 2006) [24]. In light of the above definitions, the researcher can define the talent as a set of distinctive capabilities, experience, knowledge, skills, and attitudes possessed by workers in order to achieve the organization's goals.

The term of talent management has emerged at the end of the last century and there are a number of its special definitions. Researchers differed in the definition of talent management as a set of organizations activities, which means own, develop, motivate, and sustain the talented employees to achieve the current and future objectives of the organization" (Horváthová, 2011) [16]. "Using a range of overlapping and interrelated activities, by which the organization attract, sustain, and develop talented individuals who need them at the organization currently and in the future to achieve a competitive advantage" (Câmpeanu-Sonea *et al.*, 2011) [4].

Administrative system based on identifying the most important and sensitivity jobs that contributes to the achievement of organization sustainable and competitive advantage by receiving the labor force appropriate to perform effectively and efficiently" (Waheed, *et al.*, 2012) [39]. "A series of good steps of identifying talent, attract, and develop them." (Uren and Samuel, 2007) [37] "Implementation of integrated strategies, or systems designed to improve the recruitment and development of people and retain people with the required skills and a willingness to meet current and future organizational needs." (Li and Wang, 2010) [25]

Creativity and Talent Management

Creator is defined as a person who creates the thing from nothingness or the person who is characterized by creation not simulation. In spite of linguistic agreement on the meaning of creativity, recent studies indicate that there are some differences between the two terms in the modern era, and in spite of these differences, the Scientists agree that the majority of creative properties found at the talented. Creativity will be shown in the form of creative thinking based on the scientific method in the search, including the sense of the problems faced by organizations or community, the ability to note, develop hypotheses, test such hypotheses, validate the results and their usefulness and ability to disseminate them or the ability to create product or make a new discovery (Downe *et al.*, 2012) [10].

Intelligence and Talent Management

There are numerous and various definitions of intelligence. In some of them, it is known as the speed severity of understanding, the ability to learn, the ability to adapt to the environment, and the ability to acquire the knowledge, experience and willingness to learn, and benefit from this experience and knowledge in solving problems. Some refer to inelegance as the ability to think. It is worth to mention that early scientific studies of the talent and creativity may be

directly associated with intelligence theory. After that, the evolution of the concept of talent came to reflect the individual differences and the degree of talent (Adel A. 2009) ^[3].

Here we can say that talented individuals are originally having the intelligence characteristics, which qualify them to deal with, make ways solve, and overcome problems. There is a trend tends to connect talented individuals or latent talent within the administrations and the emotional intelligence or emotional feeling that can be developed to stimulate their talents towards achieving the strategic aspirations of the organization via following employees engagement method in drawing general strategies of the organization. That gives them the incentive to show their strength, abilities, talents, potentials, and loyalty to the organization and to their work.

Classification of Talent within the Organization

- 1) Leadership talents: This category came at the top of the pyramid of talent as they classified as talented leaders who have responsibility for the development, preparation, delivery, and implementation of the strategy at the corporate level (Osinga, 2009) ^[30].
- 2) Basic talents: The second type includes individuals with a strong sense of competition. They are considered as valued and important talent for the organization because of their capabilities, vision, and perception of the future (Osinga, 2009) ^[30].
- 3) Substantial talents: Members of this type are a superpower in the work. They are production staff responsible for the final product delivery to the consumer. (Osinga, 2009) ^[30].
- 4) Supportive talents: The implementation of the activities is done through the support of the supporting talent to non-core business. Often, these activities represent, for example, in administrative activities that may be suitable for automation (Osinga, 2009) ^[30].

Talent Management in Human Resources Strategy

Main reason for the failure to reach an integrated system for the management of the talent represents in that the most organizations use a bureaucratic manner stationed around the organizational structure, in the sense that they try to derive competitive privileges through the operation of their respective entities (administrative units of different administrative levels) instead of using the human talents inside the organizations. Organizations in the United States rely on paying attention to the human resources and especially gifted human resources, to achieve their goals. Organizations invest in human resource so that such organizations can translate the competencies and capabilities that are able to transform competitive advantages into the determinants and skills to be integrated with recruitment and performance evaluation (Cappelli, 2008b; Fardale *et al.*, 2010) ^[6, 11]. Many people are confused regarding the human resources management and talent management. It is very important to integrate the talent management system with all aspects of human resources management. There is a clear overlap between talent, recruitment, development, diversification, and conservation practices of professional succession planning. However, there is one important difference, which is that human resource management activities are public administration, while talent management is a continuous process that connect the optimum human resources to the real place of work (Snell, 2007) ^[34].

Organization's future strategy depends upon the efficient and effective human resources strategy. The human resources management strategy shall provide and meet the needs of all other departments and divisions inside the organization with efficient, appropriate, trained, and qualified human resource that have the capacity, skills, experience, and knowledge of cope easily with the current situation of the organization can and thus achieve the strategic objectives of the organization. Thus, the human resources management must harmonize between its effective strategy and the organization's strategies in general and it must provide truly talented individuals who are able to meet and to achieve immediate and future goals of the organization. Human resources management shall adapt their strategies and practices with variables and challenges in internal and external environment that may affect the organization strategy as a whole (Isa. 2007) ^[42].

Because the human resources management strategy looks forward to the integration and interdependence with the overall organization strategy, it also shall support the strategies of other departments by providing them with individuals who are characterized by capacities, abilities and high competencies. Therefore, the human resources management plays a big role in how to develop an appropriate plan based by meeting the needs of departments of talented individuals in a timely manner. The human resources management shall work on integration of its strategy with the organization's strategy through taking into consideration during performing their functions or strategies, to focus on talents who can contribute effectively in achieving the overall organization strategy. It shall perform job analysis strategy (job description), not only to determine the nature of jobs and the degree of skills, knowledge, and abilities that should be available in persons, but also to work on the re-position and job engineering in order to provide jobs occupants with the elements of enthusiasm and a sense of responsibility they have in the exercise of their functions within the organization. That is for stimulating excitation energies and creativity to optimize their energy.

Regarding the function of (HR Planning), the planning processes of the labor force shall be integrated with an organization long-term strategy so that the strategic objectives of the organization are taken into account when planning for the workforce in order to work on providing them with those competencies, abilities. But it shall be known that there is an intense competition for talent or as he called by McKinsey "war on talent". Hence, the organization shall give great interest of this talent to maintain and sustain them because they are considered a financial, cognitive, and influential element in achieving the current strategies or those that could arise in the future as a result of developments in all aspects.

If we considered the employment strategy, which includes the recruitment and selection, we can find that the modern strategies in recruitment, selection are based on the choice of the human element of a talent, skills, abilities and, multiple possibilities that make him able to perform multiple functions within the organization. The method of recruitment was different from that had been followed in the past. The base was to pick the right individual, regardless of his talent or his or her potentiality to perform the functions and duties assigned to him. Due to the changes that have taken place especially in the knowledge, the focus of today is on talents, competencies, knowledge, and experience of the individual,

who later became as the human capital in which most organizations are investing today. Therefore, the human resources management sought to get a large base of talent (Talent Pool). In some organizations, those are classified into two groups of senior staff and new comers to different jobs. Some organizations identifies them into group of individuals as gifted in order to make use of them to achieve the organizations goals in a timely manner, whether or in the future as required by the Human Resource Management, which represents the implementation of the overall organization strategy (Poorhosseinzadeh and Subramaniam, 2013) [26].

The followed work style may be changed from individual to collective work and thus, the individuals in spite of their abilities, capabilities, knowledge, and skills may need to be motivated by the management that returns to give them training courses in how to deal or to perform the new work in light of the changes that has been happened in organization strategy in order to achieve the new one. The human (knowledge) capital shall be maintained preserved and sustained through conferences, training courses and allowed to play a role that can generate a sense of confidence in the organization and in the individual capacity to perform this role. The administration may resort to give them the administrative empowerment that achieves human resources strategy, which is part of the actual organization strategy. In addition, it became necessary to rely on ways of assessment that are different from the previously used one because of the nature of collective action, which are different from the individual performance. There has become a new standard in the evaluation process; such as time, cost, quality, customer service and after-sales service, and customer satisfaction, is which linked to the incentive systems in a lot of Organizations.

The talent management and human resources management are linked with each other in theory, but differ in the analysis as the following:

- A. Talent management does not differ substantially from the human resources management. It includes all human resources management activities, and therefore it can be said that talent management reflect the new term, through which the Human Resources Management, can be renamed. The new name of the human resources management focused on how to manage talent strategically. (Iles *et al.*, 2010a, 2010b) [17, 18].
- B. Talent management strategies include many human resource Management strategies (jobs) with a special focus on how to manage talents and the talented. According to this view, talent management is an essential point of internal and external environment of the organization (Cappelli, 2008a) [5].
- C. Talent management focuses on the development efficiency through the management of sustainability, reserving, and development of new talents who are already existed within organization (Cappelli, 2008a) [5].

Talent Management Strategies

After the global financial crisis (2008), which invaded the entire the world and directly influenced the organizations, individuals, and governments, all of those parties returned to think of a new mechanism to enable them to overcome the economic consequences of such crisis. The organizations returned to perform their business and activities based on costs reduction and focus on competencies and skills in order

to become a leader in their own field of activity. Therefore, many organizations began investing in long-term strategies based on the set and to develop management skills in addition to using integration in talent management strategies because the good planning strategies will enable the organizations to overcome the difficulties that face them in order to orient them towards true aspired success. (Cannon and McGee, 2011) [21]. In addition, the talent management can provide significant benefits to the organization and increase its ability to manage knowledge (Whelan and Caracary, 2011) [40]. The knowledge is among the assets that the organization is seeking to own and maintain. It is considered an implicit within the individual. Therefore, it is a competitive advantage that is difficult to replicated, formed, and circulated to other organizations. It should be noted that talented individuals are those with the tacit knowledge and experience value that lead the organization to retain them as real intangible competitive advantage to all other organizations.

Many researchers and specialists in the field of management and education science indicate that there are many factors, which help in the success of talent management. Nevertheless, others named these factors as strategies to deal with talent management inside the organizations in the modern era. It is the responsibility of human resources management to provide all departments and units of the organization with it to achieve the strategic objectives of the organization as a whole.

1. Strategy of Attractions

The talent management strategy returned to base on attraction of the most talented individuals (those people of competencies, appropriate capacity, and suitable for the nature and culture of the organization and who can achieve the organization's strategy). Those persons shall be the most suitable for the needs of present and future employment and who are able to adapt and cope and high productivity within the organization. This strategy has become one of the main features for organizations to making organizational competencies to achieve continuous competitive advantage. Therefore, the organization should invest in resources that can be attracted, employed, preserved, and developed as a talent and competitive advantage.

The process of attracting the foreign talents depends on the values of the organization and the potential employees' point of view. The brand is one of the most important things that can attract foreign talent easily. It is clear that all the talent is seeking the growth, progress, and looking for reputable companies. Recruiting the right people requires a human resources strategic thinking of drafting of private and intelligent conditions to choose the real talent rather than the regular employment conditions (Pruis, 2011) [31].

2. Talent Development Strategy

In order to achieve high potentialities in organizations, it is required to achieve talent potentialities. This means that the process of talent attraction and recruitment shall be accompanied by further development of their capabilities, skills, and knowledge through continuing education plans (courses, conferences, and seminars). In order to develop the talented, organizations need both to formal and non-formal education and learning programs in addition to the skills and knowledge (Areiqat *et al.*, 2010) [2].

Talent development depends on variables in either performance behavior, or understanding. So, it is necessary to rely on a strategy for the development of talent continuously to achieve high performance levels that commensurate the potential job and trying to know the gaps in the knowledge possessed by the employee, in order to implement initiatives to enhance efficiencies (Charan *et al.*, 2001) ^[7]. Despite the development, training, rehabilitation, and evaluation programs adopted by the organization, the most talented individuals are still unknown or not detected within organizations. Therefore, organizations need to implement effective strategies of evaluation that may lead to identification of opportunities as the main ingredient in talent management to achieve mission (Williamson, 2011) ^[41].

3. Strategy to Maintain the Talents

Because of the economic downturn, reduction of the workforce, as well in addition to the global financial crisis, turning or contraction of consumer preferences, and difference of generations, the talented returned to looking for other opportunities because of economic difficulties and offers that they receive from other competitive organizations. Thus, it is necessary for organizations to follow strategies to maintain and retain the talents they possess already in light of fierce competition for talents. Many factors contribute in the retention of talents. There are many factors such as privileges, benefits, direct, and indirect compensation, and work place that has a direct impact on career success, while career success depends on the implicit rewards that reduces the loss of talent indirectly.

Here we have to say that strategies to attract talent and retain them are necessary for the management of talents. The talented must have the training and development to create the feeling of loyalty to the organization and to let them feel that the leaders of the organization give them the adequate care. Therefore, the organization will not have to pay a considerable attention of retention. Here, the leaders directly feel of investment return in talent. Many international organizations in developed countries adopt strategies to retain and develop talents either based on stimulate the passion such as Brazil, France and the Netherlands, application of the law firmly with giving trust and respect, such as Japan, rely on Performance evaluation procedures such as Italy, or satisfaction of talent and methods of stimulation, benefits, long-term replacement as in such as Canada (Poorhosseinzadeh, and Subramaniam, 2012) ^[26].

4. Succession Strategy or Career Replacement Planning

There are different views about how to plan for career replacement but they all have common roots. In some points of view, succession planning or replacement is a process in which the team of senior staff for the next period will be elected, while others see it as a plan to provide a large base of appropriate talents used by the organization for employment within the Organization.

(Hills, 2009) ^[15] and (McDonnell *et al.*, 2010) ^[27] and (Hartmann *et al.*, 2010) ^[14] and (Charan *et al.*, 2001) ^[7] and (Kasmi, 2011) ^[23] The career replacement strategy is limited to the development and classification of internal workforce that has a high potentialities and are a vital source of some sites or leadership positions in the organization. It gives real opportunity to assign the basic functions to the talented staff who possess the abilities, skills and knowledge to perform their jobs perfectly.

The goal of the organizations that apply the career or succession replacement strategy is to predict with the organizational needs of talent or efficient human resource in the future and working to protect the needs of human resources so as to ensure stability and achieve strategic visions. Those organizations do not aim to discover who will occupy the leadership positions. Mainly they are interested in rating the human potentialities of each individual in terms of training, experience, skills and knowledge they need to become talented managers. This means that the organization will attract, select, appoint, and develop human resources, especially the talented who are considered the best candidates for leadership positions, this way they can develop their talents own without any trouble.

But the effective planning for career replacement depends on some vital features; such as leadership competencies, system for measuring the performance of individuals on the basis of the principle of leadership competencies model, and the process of development planning not only helps to identify the gap between the talent and the current and future performance but also helps to identify and develop possibilities to fill jobs in the future (Cappelli, 2008b) ^[6]. Building a model of leadership competencies is a fundamental step towards the success of career planning to bring in advanced leadership positions (Areiqat *et al.*, 2010) ^[2].

Through the review of the above theoretical framework, we can see that there are a lot of studies that focused on talent management through building strategies to deal with them. The followed strategies in talent management may vary according to the nature of the strategic objectives of the organization. However, the goals of each of the strategic human resource management and talent and strategies management poured in pot namely putting the right person in the right position. At the right time, the word right person means the talent that could be available as an individual candidate for the vacant post at the Organization. This means the focusing on the importance of integrating the consistent personnel policies and goals with the objectives of the organization. The difference that lies between strategic human resources management and talent management represents in the focus on the high potential of talented people, and this leads us to strategic thinking about the human resources and its impact on the organization and management of human resources in the future.

There are a number of visions about the strategy followed in talent management (Iles *et al.*, 2010a and 2010b) ^[17, 18]:

1. Operational perspective: This perspective depends on the fact that they include all necessary measures to improve the individuals within the organization processes. This perspective believes that the future success of the organization depends on having the right talent and that talent management and its care is part of the daily process in the life of the organization.

2. Cultural Perspective: The cultural perspective is based on the fact that talent management is part of the nature of the culture of the organization, and it must be believed that there is a need for talent success.

3. Competitive Perspective: The pioneers of this perspective suggest that the paths of talent management developing should be accelerated for employees with high potential in the organization.

4. Human Resources Planning Perspective: The pioneers of this perspective see that the administration of talent means to find the right person for the right job at the right time to do the work properly.

5. Change Management Perspective: This perspective uses a talent management process as a driver for the processes of change in the organization, and using the talent management system as part of a wider strategic human resources initiative to manage organizational change.

Study Methodology

The researcher used the descriptive approach, with an emphasis on documentary analysis approach (content analysis approach or desk research as some scientists call it). The description of the prestigious approaches in the study of contemporary phenomena, as it contributes in providing an honest view of the status of the issue under study. Accordingly, the study was divided into two parts; the first is the theoretical framework, and the second means the analysis via results based on the accurate induction.

Discussion

After in-depth induction studies, the researcher reached that most of the studies have focused on the definition of talent management and the objective is to clarify the confusion associated with this concept, which has been adopted by many organizations as the strategic component human resources management. There is a lack of clarity regarding the concept and total strategic objectives of management of talents (Lewis and Heckman, 2006) ^[24]. The organization's policy and strategy play a prominent role in building the concept of talent management as the talent differs from one organization to the other depending on the nature of the activity. Many organizations focus on the physical aspect and profits without the appropriate investment in human resources that can achieve the organizational and strategic objectives at the lowest cost when compared to long-term revenue due to follow of talent management strategy and retain, and develop their abilities, their knowledge and their behavior in order to achieve the objectives of the organization (Jain *et al.*, 2012) ^[20]. Although many studies have examined the subject of talent management, they have focused on the impact of talent management at the institution or individual performance or both of them. It was better for these studies to link the talent management in the organization strategies with organizational success by focusing on the practical application and benefit from the experiences of others in this regard.

Many organizations seek continued smart growth via increasing the revenues and profitability. Therefore, most organizations focus on finding innovative ways to increase sales, reduce costs, and raise the efficiency of the workforce. Many studies found that executives believe they need to improve the performance ratio by 20% of the current levels in order to achieve their business goals. They need an extra day of equivalent productivity a week from their employees. So, the organizations proceeded to assess the capabilities and potential of existing staff. It is an essential element to enable them to achieve performance in the new work environment. Global Studies also found that organizations led by the most talented were able almost to double its revenue growth compared to peers that rely on weaker leaders. Given the fact that the individual has a current potentiality, in which

leadership can invest, because the individual has the potential possibilities beyond the current one. Usually, the potentialities used to indicate the individual with characteristics (such as motivation, skills, abilities, expertise, and competencies) that can be nurtured and developed to achieve effective performance and contribute in broader and different roles in the organization in sometime and in the future according to the view of many scientists (Adel A 2009) ^[3].

In other words, the talented person has the potentialities and capabilities in his work that may outweigh his peers. Thus the leaders shall pay attention to such individuals and work to attract them and develop their abilities, knowledge, talent and different methods in performing their daily business. If their talents and abilities were developed, this may become one of the most important competitive tools that organizations seek to get because of the confidence that they are able to achieve high performance, and that their high potentialities can achieve what others were unable to achieve (Gallardo-Gallardo, 2013; Chikumbi, 2011) ^[12, 8].

At the summary of the discussion, we can see that the confusion between the concepts of talent and human as strategic resources in the business environment may impede the process of building the theories as well as the practical and scientific practices to manage the talents on a large scale. The leader's ignorance of the potentialities and aspirations of talented individuals within the organization could expel them from market of competition as they would lack the competitive advantage to cope with the speed of change in the ever changing business environment, so as to achieve the lasting success sought by organizations.

Conclusion

Despite the concentration by companies around the world on the concept of talent attraction and management, this perception is absent among Arab companies. Nevertheless, few of them recently are interested in applying this concept of talent management as it is a key to success of companies in modern era. Many human resource specialists, experts, even senior leadership confirm that they were unable till now to decipher all icons related to talent management. However, it differs from one individual to another and it is reflected on the behavior of individuals within organizations. They also acknowledge that the concept is still in the stage of growth and development. Therefore, it must be treated with caution and organizations must study all aspects of it in order to fully benefit from it. Leaders must take a precautionary approach in dealing with the gifted and talent management strategies (Noori and Bezanaj, 2013) ^[28]. Companies can invest in individuals on the basis that they are talented and they represent the source of development, innovation and progress for both parties involved, the community and the public at large. The successful organizations must measure and assess the real value of its investment in talent and they should work to ensure the interaction of all talents management components in order to maximize the potential of the talented employees and to get the best quality for their investment. So, the talent management strategy will be successful according to all standards of organizations that seek the availability of long-term commitment by talented individuals who are characterizes with creative competencies, and capabilities (Oppong, 2013) ^[29]. The concept of talent management shall be accompanied with the ability of these organizations to meet the development of aspirations and

dreams of the talented individuals who can be relied upon to achieve the strategic objectives of organizations in the short, medium or long term.

There is a difference between the talent management and traditional management of human resources due to the introduction of new concepts such as the intellectual or cognitive capital, high performance work systems, and the concept of talent management. So it is necessary to adopt the new culture that supports the concept of Talent Localization that works on to dissolve the barriers and cultural differences between border transient labor (expatriates) and local labor for the overall economic benefit of the organizations (Li and Wang, 2010) [25]. Additionally, organizations should work on using new standards based on the new indicators that the gifted are an intellectual and cognitive capital and they are a competitive advantage and intangible assets that can be benefited clearly with the nature of the variables that affect the organization and force them to develop strategies to conform with the subsequent periods.

The Lack of interest in gifted people and lack of proper measurement tools to identify the gifted for nurture through training, career development, and career replacement if possible to achieve the strategic vision of the organizations, especially in the governmental sector is a serious drawback that requires attention. The researcher supports the vision of (Kamil *et al.*, 2013; Ingram, 2013) [22, 19] about the most important basics of the success of the talent that lies in a deep understanding of all the relationships related to the concept. Management strategies must be developed for assessment and evaluation of the process of talent management in organizations. In order to succeed, it must involve the employees and talented alongside with maintaining them to ensure the success of the organization and to increase the effectiveness of performance in light of fierce competition in the domestic and international market.

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