



TALENT MANAGEMENT: REVIEW ARTICLE

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Article history:	Abstract:
<p>Received: 17th January 2022 Accepted: 18th February 2022 Published: 30th March 2022</p>	<p>Talent management is one of the modern concepts that has attracted the attention of many researchers and writers, whether in the theoretical or applied fields, because of its great impact on the organization's ability to attract scarce human resources and manage its performance, development and retention, which is an important factor in its success and for the purpose of identifying the content of Talent management will address the following paragraphs:</p> <ul style="list-style-type: none"> • Previous studies <p>The concept of talent The historical development of talent management</p> <ul style="list-style-type: none"> • Entrances to talent management <p>The importance of talent management</p>
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A study (Hewitt Associates, 2008) ((The Case of Talent Management: Today's Challenges and Tomorrow's Opportunities))

"The State of Talent Management :Today's Challenges, Tomorrow's Opportunities"

This study attempts to identify the strengths in talent management practices and to know the challenges they face and to what extent the practices in the organization are developed as they can be implemented well. The study is as follows:

- Innovative practices in the selected companies are caused by the development in talent management.

The quality of talent is a sustainable competitive advantage.

The study also recommended that managers and leaders play a great role for talents, and that there is a direct need to develop talents among leaders and managers through working in two directions, the first of which is providing support and training by companies, and the second is building capabilities and skills from the manager himself.

Lessons learned: framing the theory of talent management

A study (Iles at el, 2010): ((Talent management and human resource management in multinational companies in Beijing: definitions, differences and supplies))

"Talent Management and HRM in Multinational companies in Beijing: Definitions, differences and drivers"

This study started from a question based on the text on "Is talent management just traditional human resource management practices, or is it a distinct and new approach to managing human resources in the

organization?" For a sample of seven international companies in Beijing, this study reached the following results:

- Talent management is a new category that did not exist before in human resource management, despite the clear similarity between human resource management and talent management in performing the same functions (recruitment, selection, training and development, compensation management and performance evaluation).

Most organizations work to improve their organizational capabilities to attract and retain talent.

Lessons learned: Understand the concept of talent management talent concept

The term talent goes back to the history of antiquity in the civilization of the Babylonians, Romans and Greek civilization, where this concept developed through time at the time when it was referring to a unit of measurement of weight, and refers to a concept in the Middle Ages to denote a monetary unit, to reach what it has now to express Natural and Innate Abilities (Brunila, 2013:11, Slizer&Dowell, 2010: 13 Kabwe, 2011:13),

To define the concept of gifted and talented on the basis of high IQ (mental abilities), as the talented person is defined as "that person who has a high degree of intelligence".

While other researchers focused on the basis of high and distinguished performance (physical abilities), including (Witty, 1977), and in the same perspective he defined it (Morton, 2004:3), as "those individuals who can make a significant difference in the performance of the organization now and in the future", While it was defined by Blass, 2007:7), they are the individuals who



are able to make a change in the performance of the organization by exploiting their latent capabilities through their current and future contribution to the success of their organizations.

In the opinion of the two researchers, the points of view that have been reviewed are not free of variance with regard to the definition of the concept of talent, and this variance and diversity resulted in the lack of a unified definition, because it is the result of the different interests of writers and researchers and the different angle from which the concept of talent is viewed.

The historical development of the concept of talent management

The idea of talent management began in the research that was published in the (McKinsey) Consulting Group, and tagged (the war on talent), the war of talent in the late nineties (Iles et al, 2010:5, Whelan & Carcary, 2011:676), and talent management has gone through a number of stages before it reached the stage it is in now, as this development occurred as a natural result of the organizations' increasing awareness of the importance of the human element and its contribution to achieving excellence and high performance. A business partner and finally business integration, and these stages are: (Bersin, 2006: 2)

1 .Personnel Section: For the period from 1960 to 1980, the activity responsible for personnel was called the Personnel Section, and its role was characterized by the appointment of individuals and the provision of wages to them, while ensuring that they received the necessary compensation from the organization, in which the Personnel Division became a business function.

2 .Human Resources Management: For the period from 1980 to 1990, in which organizations realized that the human resource function is more important than the past, which has emerged as the role of people management more, and this role was embodied in attracting the right individuals, training them, and the name of the Personnel Manager was changed to the Director of Human Resources , Where he has a more important role in drawing up the general strategy of the organization and a partner, and then it has evolved from a business function to a business partner.

3 .Talent management: This stage started from the beginning of the twenty-first century until now, and it is an extension and integration of strategic human resources management and includes new and integrated human resources operations, and then it turned from a business partner to a business integration.

In the same regard, Fang & Doves, 2008:14 confirms that talent management has evolved from efficiency and effectiveness to the strength of talent.

The concept of talent management has several interpretations due to the difference between researchers, writers and the vision in which they view talent. Clearly separated (Blass & April, 2008:49), and (Fang & Doves, 2008:34), believes that it should be uniformly for each person and at all levels at the top of the organization's priorities. As for (Sweem, 2008:24-25), she believes that talent management It takes a comprehensive approach by carrying out the following tasks-:

- 1 -Integrating human resources and systems to include all departments and levels and cooperation among all employees from the highest level to the lowest level.
- 2- Integrating talent with the organization's strategy.
- 3- Being proactive in terms of future growth and survival.
- 4- Improving talent management development processes.
- 5- Interdependence in the culture between all levels of employees and managers in the organization.

talent management entrances

There are several approaches to talent management that have been addressed by a number of researchers, the most important of which are: - (Fang & Devos, 2008: 35, Awamleh, 2009: 16, Baublyte, 2010: 11-12, Blass, 2009: 4-5)

1 -The Process Approach:

The focus of this approach is that talent management includes the ideal operations needs of people and organizations, as the organization must use process systems that enable it to make individuals talented, in order to show the successful potential of the organization.

2 -The Cultural Approach:

According to this approach, talent management is a focus of thought within a group of activities, as the proponents of this approach believe that individuals succeed only when they have sufficient talent, and that the success of work will follow their personal success.

3 -The HR planning approach:

Talent management according to this approach aims to put the right people in the right work sites at the right time and do the right things.

As talent management is represented in two things: planning people in line with roles and planning roles in line with people, the first: focuses on the assumption that there are agreed roles and the goal is to prepare people for these roles, and the second: focuses on counting people as something fixed and adjusting the factors that exist in the context of the organization.

4 -The Competitive Approach:



This approach is based on the belief that talent management is to identify talented people and know what they want and provide them with, being an important source for achieving competitive advantage.

5 -The Development Approach

This approach assumes that talent management is the methods of accelerated development of high-performing employees in the organization.

6 -The Change Management Approach:

This entry sees the talent management process as a driver of change in the organization through the use of the talent management system as part of human resource management for organizational change to make it a means as part of a broader change process for the organization.

7 -The Strategic Approach:

Although talent management is still new, a number of researchers have presented frameworks to provide the necessary strategic understanding for talent management, as this approach begins with identifying talent needs based on a clear understanding of the business strategy by unifying all potential resources to discover talent, develop it and employ it in a way right and at the right time.

The importance of talent management

Its importance can be summarized in the following points:

1 -It represents one of the influential departments in the organization and society, as it deals with the most important valuable resources for any organization in the world today, regardless of their position in the organizations, starting with the current and future leaders and ending with the employees. Ashton & Morton, 2005: 28((

3 -It is part of a comprehensive strategy for organizations and takes in terms of the number of organizations that can compete with the best available resources to achieve the highest organizational effectiveness. (Sweem, 2008: 19-20).

4 -Stimulate high performance and develop the next generation of talented individuals so that their creative activities grow and continue (2012: 32, Powell, Grobler & Diedericks, 2009:3).

6 -It represents a competitive advantage for organizations through the following factors: access to funds and financing, the creation of trends in information technology, the increasing needs for advanced technical knowledge, flexible applications and organizations at work, and an increase in the method of paid services. Lawler, 2008:3-4((

8 -Adding value to the reputation of the organization and its contribution to diversity management. (Dukett, 2010: 11)

RECOMMENDATIONS:

- 1 .Disseminate the organizational culture necessary to enhance the desire of human resources with talents to retain them within the organizations.
- 2 .Forming research teams for existing talents within organizations to benefit from them in developing the work of organizations
3. Reducing the limitations of talented individuals and giving them an adequate role to generate and adopt new ideas.

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