

Talent Management and Employee Performance: Growing Young Colleges to Well Established Organization

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ABSTRACT

With the increasing competition for highly skilled talent, creating an open and innovative culture, aligned with what matters most to employees, will provide the organisation with the competitive edge to retain and attract the talent necessary to achieve organizational goals. The best practices critical to retaining talent include providing career development opportunities, leadership who can articulate core messages and live them every day, trust-based relationships with managers founded on open communication and feedback, and giving employees a voice in the business along. For organizations to succeed in today's rapidly changing and increasingly competitive marketplace, intense focus must be applied to aligning human capital with corporate strategy and objectives. The study adopted a comparative research design to enable the researcher describe certain features that he is likely to be interested in. The main focus was on growing young Colleges to well established organization with the aim of investigating the relationship that exists between talent management and employee performance. The objective of the study was to explore whether there exist a correlation between talent management and employees performance in the organization. This study will be useful to the various stakeholders in the human resource department in establishing a clear criterion in dealing with workforce in the organization. The research will be conducted using a survey design approach due to the benefits occurred from it, like easy of evaluation, it saves time and resources which makes it cheap to adopt. The research will also adopt a probability sampling method where simple random sampling technique will be instituted. The data collection methods will include use of interviews and questionnaires. The data collected will be analyzed and presented in a way of table and pie charts. Highly demanding business environment makes it imperative for the organizations to build competence in the form of superior intellectual capital. The talent has to be spotted, carefully nurtured and most importantly preserved.

KEYWORDS: Competition, Talent Management and Employee performance

1. INTRODUCTION

This new age economy, with its attendant paradigm shifts in relation to the human capital, in terms of its acquisition, utilization, development and retention, has placed a heavy demand on today's HR professionals. Today HR is expected to identify potential talent and also comprehend, conceptualize and implement relevant strategies to contribute effectively to achieve organizational objectives. Hence a serious concern of every HR manager in order to survive this 'War for Talent', is to fight against a limited and diminishing pool of qualified available candidates to replace valuable employees when they leave, dramatically underscoring the difficulty to attract, motivate and retain the best employees in an organization (Hieronimus *et al* (2005); Tulgan, 2001). According to Branham (2001), a talent is not rare and precious. Everyone has talent – too many to possibly name all. Talent is behavior; things we do more easily than the next person. We speak of "natural born talent" but those with a gift, knack, ability or flair for something can refine and develop that talent through experience. Talent, however, cannot be taught.

Talent management describes the process through which employers of all kinds – firms, government, and non-profits – anticipate their human capital needs and set about meeting them. Getting the right people with the right skills into the right jobs, a common definition of talent management is the basic people management challenge in

organizations. While the focus of talent management tends to be on management and executive positions, the issues apply to all jobs that are hard to fill. One of the major topics of research in global talent management has been around the notion of talent shortages (*Manpower Group Talent Shortage Survey*, 2011), and the implications of talent shortages on the practice of human resource management in multinational organizations (Collings & Mellahi, 2009; Farndale, Scullion, & Sparrow, 2010; Scullion, et al., 2010; Stahl, et al., 2012; Vaiman, et al., 2012). Ironically the topic of global talent management is prevalent in times of economic prosperity as well as in times of economic uncertainty and economic and financial recession (Tarique & Schuler, 2010). There is considerable evidence that shows even in recent poor economic conditions organizations worldwide are having difficulty managing talent across a wide range of positions (McCauley & Wakefield, 2006). It found out that organizations were aggressively competing for talented people in the context of the favorable economic climate and that what made most different was a deep belief held by leaders that competitive advantage could be achieved from employing the best talent. The challenge was to manage the talent effectively. Since the research was published, academic interest in the subject has grown and many organizations have sought to adopt talent management strategies. It is therefore to my interest as a researcher to investigate the relationship between effective talent management strategies and employee productivity.

2. LITERATURE REVIEW

According to Gomez-Mejia, *et al.*, (2004) management is a process involving certain functions and work activities that a manager must perform to achieve the goals of an enterprise. Managers use principles in managing that guide them in this process. Thus, Talent management is a process of ensuring that organization attract, retain, motivate and develop the talented people it needs. All people in the organization have different talents which can be used on different activities (Sandeep, 2010).

2.1 TALENT MANAGEMENT

The importance of global talent management is evidenced by academics and HR practitioners alike. Similar to the results from the Manpower Talent Shortage Survey (2011), the general consensus is that organizations face intense competition for talent worldwide and confront major challenges in attracting, retaining, and developing people they need in many positions. This new age economy, with its attendant paradigm shifts in relation to the human capital, in terms of its acquisition, utilization, development and retention, has placed a heavy demand on today's HR professionals. Today HR is expected to identify potential talent and also comprehend, conceptualize and implement relevant strategies to contribute effectively to achieve organizational objectives. Hence a serious concern of every HR manager in order to survive this 'War for Talent', is to fight against a limited and diminishing pool of qualified available candidates to replace valuable employees when they leave, dramatically underscoring the difficulty to attract, motivate and retain the best employees in an organization (Michaels, et al., 2001).

People have different views and definitions. According to Branham (2001) talent is behavior; things we do more easily than the next person. We speak of "natural born talent" but those with a gift, knack, ability or flair for something can refine and develop that talent through experience. Talent, however, cannot be taught. As someone once said, "you can teach a turkey to climb a tree, but it is easier to hire a squirrel". Today, companies have become fiercely competitive when it comes to attracting and retaining talent. According to Collings *et al.*, (2009), 75 per cent of the senior executives admit that employee retention is a major concern today, the obvious reason being the 'increasing rate of turnover'. This dynamically changing and volatile demand-supply equation with such erratic attrition trends and cut throat competition has led organizations to focus on mechanisms pertaining to attracting and retaining talent. It is an accepted truth that turnover will happen and companies need to devise a strategy to curb unprecedented turnover from affecting organizational success.

2.2 MANAGING THE MOST IMPORTANT ASSETS

More and more companies today are taking a holistic approach to talent management – from attracting and selecting wisely, to retaining and developing leaders, to helping employees transition out of the company. Talent management is viewed as a strategic approach to managing human capital throughout the career cycle: planning, developing, retaining and acquiring your most important assets.

- a) Planning
- b) Developing
- c) Retaining
- d) Acquiring

2.2.1 PROGRAM FOR A STRATEGIC TALENT MANAGEMENT PLANNING

The following four stages in the creation of a strategic talent management program will help develop the five areas. They operate as a cascade down the organization, from senior management, to talent managers and onto the people identified as talent themselves.

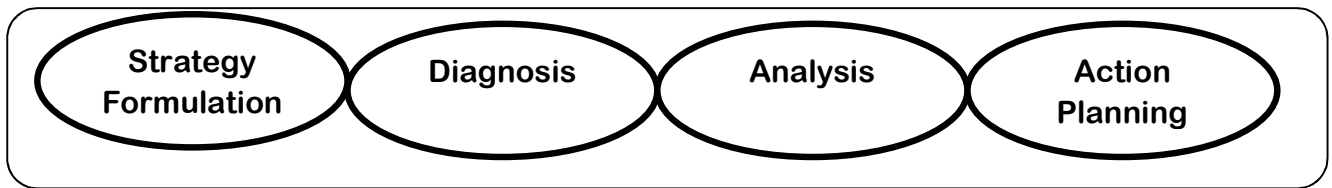


Figure 2. 1 stages in the creation of a strategic talent management program (McKinsey, 1997)

Stage 1. Strategy formulation

This stage involves understanding the current business context and its challenges followed by developing objectives and processes for the talent program. Meetings with senior management are used to elicit their views and experiences of existing methods for recruiting, developing and engaging talent and to understand demands for change. Further supporting input can be provided through reviews of competitor activities and benchmarked practices in other leading organizations.

Stage 2. Diagnosis

The next step is to hold interviews and focus groups with current managers of those identified as talent. The main focus of the diagnosis understands how well talent management is working in providing them with what they need to run the business, and in particular, what attributes they believe talent needs to exhibit. These attributes can be documented in a high-level talent framework. The diagnosis stage may also include an assessment of talent against the framework. By including head-hunters in this process, internal talent can be compared to people outside the organization who might also display the attributes identified in the talent framework. This comparison can provide information on internal talent's strengths, weaknesses and further development or replacement needs.

Stage 3. Analysis

Based upon the results of the diagnosis, the future talent management program can be mapped out. This involves workshops and interviews with those people identified as talent. The understanding of what talent needs (moderated by what the organization believes it can provide) developed from this analysis can be documented as an organizational-level EVP.

Stage 4. Action planning

Recommendations to build upon existing talent management processes can be made based on the above data. Examples of strategic, value-adding actions that might arise at this stage in talent program development and that could excite business leaders and help close the strategy/implementation gap fall into three categories:

- a. Pre-recruitment actions.
- b. In employment actions.
- c. Departure-related actions.

A. Pre-recruitment actions

Organizations have an opportunity to ensure they're recruiting the very best people (rather than just those who are available when an organization wants to recruit) by proactively searching for external talent. The benchmarking conducted in the diagnosis stage of talent program development has an additional benefit here in enabling organizations to pinpoint existing external talent. Organizations can then engage the external talent early on, finding out how they are being looked after and identifying their career drivers. This helps potential employers of choice to identify who to target when the time is right, but also to recruit internally with knowledge of all options and to succession plan externally as well as internally, transforming the level and quality of talent that can be made available.

B .In employment actions

During employment, it's the personalized relationships between talent managers and the individuals identified as talent that is the key. This relationship needs to be based on discussion around the organizational and adapted individual EVP, supported by the enhanced manager capabilities described earlier on. With this support, management of performance extends into management of the "deal" – clarifying both organizational and individual needs and providing a two way review of whether, and how well, needs are being met. However, even more important than the discussion, is effective delivery of the deal that has been agreed.

C. Departure-related actions

Most leading organizations already maintain ongoing contact with departing talent for six months or more following their exit, in case their career move proves not to be a success. Another common approach involves developing alumni networks to encourage talent with further appropriate development experiences outside of the organization back in again at a later date. However, a more strategic approach to either response would be to develop an ongoing relationship with those who have been identified as talent rather than focusing on just one

short, transactional contract of employment. This approach recognizes that talent will always be in high demand and will also be attracted by the prospect of short periods of employment with a large number of employers.

2.2.2 DEVELOPING TALENT

From a talent management perspective the general consensus is that the structure of work will continue to change creating more challenges for organizations to retain talent. Recent studies provide interesting trends with respect to the future of work (Gratton, 2010, 2011b; Levit, 2009). According to Levenson, (2011) developing Talent, i.e. the learning and performance improvement of high performers, is an essential part of Talent Management. Firms can protect their human capital from being eroded by making knowledge, skills and capabilities more unique and/or valuable by a so called “make system”, or internal system of HRM, which comprises of comprehensive training, promotion-from within, developmental performance appraisal process, and skill based pay. Building on performance management systems, it is predicted that in the future, employees will receive custom made responses to task or skill weaknesses continuously.

Although everyone cannot become organizational superstars they can push the limits of what they can accomplish. Therefore, organizations which embed development into their very core can attract more Talent, retain it longer and have better performance over the long run. There is, however, a divergence from this academic truth. Most companies deliver poor development possibilities, but new approaches on development will simplify this by using already available tools i.e. job experience, coaching and mentoring (Michaels, Handfield-Jones, & Axelrod, 2001; Lazarova & Tarique, 2005)).

Old Approach to Development	New Approach to Development
Development just happens	Development is woven into the fabric of the organization
Development means training	Development primarily means challenging experiences, coaching, feedback, and mentoring
The unit owns the Talent; people don't move across units	The company owns the Talent; people move easily around the company
Only poor performers have development needs	Everyone has development needs and receives coaching
A few lucky people find mentors	Mentors are assigned to every high-potential person

Table 2. 2: The change of mindset regarding development by McKinsey (Michaels, Handfield-Jones, & Axelrod, 2001)

2.2.3 TALENT RETENTION

The greatest challenge faced today by organizations the world over is retaining talented employees in the organization. A debate raging since many decades has been as to whether to retain them is more important than finding a successor to the vacant position. Whilst the argument continues, let us examine the causes, consequences and control of employee turnover in an organization. By employee turnover, we mean that employees of an organization cease to remain in the services of that organization and leave for reasons best known to them (Schuler, et al., 2011).

2.2.4 TALENT ACQUISITION

According to Tarique & Schuler, (2010) companies realize that if they can attract and hire top talent, they will have a competitive advantage. In essence, companies are competing on the basis of their intellectual capital. Their ability to acquire top employees is critical due to the "war for talent," in which organizations are always looking to lure the "best and the brightest." These talented individuals tend to have several choices as to where they can work because they are in high demand. Knowing that they can no longer rely on - nor desire - lifetime employment, these talented individuals are seeking something else: lifetime employability.

These increased capabilities help ensure their employability throughout their career, thus giving them even more job choices. For today's talented candidate, lifetime employability is the mantra. Companies with poor training and development opportunities are at a severe disadvantage in attracting star employees. Candidates see a lack of learning opportunities, or minimal tuition-assistance benefits, as a sign that an organization is not truly committed to employee growth, making job offers from such firms less attractive.

3. RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

The design of the study is aiming at elaborating the impact of talent management procedures and employees performance. This research guided by the defined objectives the research will analyze the organizations under study, collect data using the required methods, analyze and make recommendations of the same.

3.2 SCOPE AND SAMPLE SIZE

The research was conducted within, Nairobi Central Business District. It covered two organizations targeting fifty respondents in one organization and 10 in the other organization. Staff targets included top management, supervisors. And also support staff.

3.3 SAMPLING TECHNIQUE

Systematic, stratified and simple random sampling techniques are relevant to the study and therefore the researcher applied the above methods to sample the right size of the study. These methods are easy and convenient to use and therefore they are preferred by the researcher to help him get the right sample size to the study.

3.4 DATA COLLECTION INSTRUMENTS

In order to come up with accurate and complete information the researcher employed different methods in his study to collect the required data. Instruments like questionnaires, notebooks, and handset were used in this study

3.4.1 QUESTIONNAIRES

These are structured standard list of questions arranged in a logical sequence and a formal manner of which were presented to the employees to fill them. This method was preferred because it is convenient and easy to analyze.

3.4.2 INTERVIEW GUIDE

A set of professionally structured questions were asked face to face. The researcher being the interviewer and respondent interviewee. This method was advantageous because the researcher was able to get clarifications where the point is not clear.

3.4.3 NOTE BOOK

The researcher put down relevant information in his handbook. This information was sourced from observation and the interview conducted.

3.4.4 HANDSET

This method can be convenient if the respondents are willing to give information. The researcher made calls to ask for information from respondents.

3.5 DATA COLLECTION PROCEDURE

3.5.1 OBSERVATION

One collects data by looking at something and writing down what he sees. This method removes error in market research.

3.5.2 PERSONAL INTERVIEWS

This involves the report between interviewer and interviewee. And the interviewer records down the feedback.

3.5.3 TELEPHONE INTERVIEWS

Telephone conversation will help the researcher get the required information. This method is cheap and easy to administer.

3.5.4 DROP AND PICK

Questionnaires were sent by the researcher to the identified personnel, they answered the questions therein and then the researcher picked them filled up with the information.

3.6 DATA ANALYSIS TECHNIQUES

Both qualitative and quantitative methods of analyzing data were used to make research complete.

3.6.1 QUALITATIVE METHODS

This method of analysis that uses pie charts, graphs, tables and other qualitative methods to analyze the collected data.

3.6.2 QUANTITATIVE METHODS

Statistical methods were used to analyze data. This method gives definite results of the data collected because it involves the use of formulas. Measures of central tendency like mean, mode and median, and correlation were used to analyze the data.

4. FINDINGS

A total of 54 questionnaires were delivered to respondents but by the time they were collected, 5 questionnaires were not yet ready and therefore, the analysis is based on 49 questionnaires against 13 questionnaires of the second institution though 3 questionnaires were unfilled so the analysis is based on 10 questionnaires. 69.4 % of the total interviewed employees said they were aware of a career growth policy in the organization while 30.6 % said were not aware of such a policy while in the second organization 70% agreed there to be a career growth policy whereas 30% were not aware of its existence. 89.8 % of all the employees agreed that there is an existing and active training policy for the workers whereas 10.2 % were found not to be aware of such a policy in place in contrast with the other organization whereby 80% consented on the existence of a training policy whereas 20% seemed to be unaware whether it is there or not. 77.6% of the respondents said that there is career progression programmes to help in developing the individual employees and 22.4 % said that there are no career progression programmes in comparison with the second company whereby only 60% said that career progression programmes and 40% disputed this statement. 69.4% of the respondents stated that the level of performance in their organization is high, 30.6% of them said it was medium and none stated that it was low in contrast with the other organization whereby 70% responded for higher performance while only 30% were found to be having minor problems as regards performance. In the first organization performance was said to be raging at 77.6 %

high, 18.4% medium performance and low performance was rated at 4.1% while in the other institution high performance was recorded at 70%, medium at 20% while low performance rated at 10%

Data gathered from the first organization showed that almost of all the attributes were put in practice in boosting workers performance whereas in comparison with second institution we find that technology, work flexibility and good remuneration is not a key determinant of good performance but training, talent management and motivation tooled the analysis as the key drives towards better performance of workers in that organization. A significant number of responses proved that if talent management is adopted, performance will improve, 77% in organization 1 and 70% in organization 2. At average 75.5% of responses said Yes and only 24.5% said No. Those individual who said Yes, stated that performance will improve because they will be motivated to work and deliver accordingly as they will have the necessary required skills and some of them argued that it makes them efficient in their work thereby reducing wastages and scraps hence performing better. Some of them who said Yes stated that if talent management was instilled especially on the part of management supervision, there will be free co-ordination and open communication allowing feedback throughout the organization which improves efficiency. In yet another seen support of the same findings is the 70% respondents who voted in support of talent management programmes in the organization only 30% who seemed to oppose.

5. CONCLUSION AND RECOMMENDATION

5.1 CONCLUSION

The HR department is a very traditional function that is slow to change. Professionals in recruiting are no different: they seem to like their independence and they often loathe working closely with generalists, compensation, or development professionals. But companies like Wal-Mart that have championed integrated processes like supply chain management have demonstrated the dramatic impact that coordination and integration can have on company's success and profitability. A successful talent management process starts with the foundation built by supply chain management, Six Sigma, CRM, and lean manufacturing, and adapts it to HR. Unfortunately, its strength and integration are also the primary roadblock within HR because getting HR people to coordinate their efforts is about as easy as herding cats.

Highly demanding business environment makes it imperative for the organizations to build competence in the form of superior intellectual capital. It is agreed by almost all CEOs of big companies that it is the human resource - a talented one - that can provide them competitiveness in the long run. So it is the duty of the HR department to nurture a brigade of talented workforce, which can win them the war in the business field. The talent has to be spotted, carefully nurtured and most importantly preserved. As organizations continue to pursue high performance and improved results through TM practices, they are taking a holistic approach to talent management—from attracting and selecting wisely, to retaining and developing leaders, to placing employees in positions of greatest impact. The mandate is clear: for organizations to succeed in today's rapidly changing and increasingly competitive marketplace, intense focus must be applied to aligning human capital with corporate strategy and objectives. It starts with recruiting and retaining talented people and continues by sustaining the knowledge and competencies across the entire workforce. With rapidly changing skill sets and job requirements, this becomes an increasingly difficult challenge for organizations. Meeting this organizational supply and demand requires the right "Talent DNA" and supporting technology solutions. By implementing an effective talent management strategy, including integrated data, processes, and analytics, organizations can help ensure that the right people are in the right place at the right time, as well as organizational readiness for the future.

Right person for the right job - is the new mantra.

5.2 RECOMMENDATION AND SUGGESTIONS

- ✓ Organizations must have meaningful descriptions of the capabilities (skills, behaviors, abilities and knowledge) required throughout the organization.
- ✓ Organizations must be able to relate those skills and capabilities to a role or a center of demand, such as a job position, project or leadership role.
- ✓ Talent management processes must create a comprehensive profile of their talent. They must be able to track meaningful talent related information about all of their people - employees, contractors, or candidates.
- ✓ The working culture of the organization should be improved and maintained to retain talent in long run.
- ✓ More certified training should be given to the employee to boost their effectiveness and efficiency. It should be used as a tool of motivation.
- ✓ The organization should identify the crucial talent initiative to attract and retain the employee. They should know which talent management elements can have the greatest impact on the business and therefore provide a better basis for prioritization and implementation.

To create a sophisticated talent management environment, organizations must:

- Define a clear vision for talent management

- Develop a roadmap for technology and process integration
- Integrate and optimize processes
- Apply robust technology to enable processes
- Prepare the workforce for changes associated with the new environment

If a climate that is characterized by an open culture is created, the groundwork set for an environment consistent with what most employees want would be the result. Maximum use should be made out of this engaging climate to attract new talent as well as retaining current talent. Articulate this employment brand in the form of an employee value proposition, that is, what employees in your organization get for what they give. An employee value proposition can be developed by interviewing top performers in your organization, targeted talent in the marketplace, and the clients and customers, asking questions to gain insights about what is most important to them when choosing a company as an employer or as a service provider.

This should be followed by examining the competitors' employee value propositions. It is essential to get differentiated among the other organizations in the industry. Then, based on a compilation of this data, an employee value proposition can be articulated. An intensive training and communication effort then needs to unfold in the organization to be sure there is continuity of expression. Having ensured that the employee value proposition accurately reflects the reality of working in the organization, one then communicate, communicate, communicate, as well as publicize, publicize, publicize.

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