



## International Journal of Organizational Analysis

Strategies for talent management: a study of select organizations in the UAE

Abhilasha Singh Jyoti Sharma

### Article information:

To cite this document:

Abhilasha Singh Jyoti Sharma , (2015), "Strategies for talent management: a study of select organizations in the UAE", International Journal of Organizational Analysis, Vol. 23 Iss 3 pp. 337 - 347

Permanent link to this document:

<http://dx.doi.org/10.1108/IJOA-11-2014-0823>

Downloaded on: 10 November 2016, At: 02:41 (PT)

References: this document contains references to 36 other documents.

To copy this document: [permissions@emeraldinsight.com](mailto:permissions@emeraldinsight.com)

The fulltext of this document has been downloaded 496 times since 2015\*

### Users who downloaded this article also downloaded:

(2015), "Revisiting talent management, work-life balance and retention strategies", International Journal of Contemporary Hospitality Management, Vol. 27 Iss 3 pp. 453-472 <http://dx.doi.org/10.1108/IJCHM-12-2013-0538>

(2008), "Talent management: A strategy for improving employee recruitment, retention and engagement within hospitality organizations", International Journal of Contemporary Hospitality Management, Vol. 20 Iss 7 pp. 743-757 <http://dx.doi.org/10.1108/09596110810899086>

Access to this document was granted through an Emerald subscription provided by emerald-srm:563821 []

### For Authors

If you would like to write for this, or any other Emerald publication, then please use our Emerald for Authors service information about how to choose which publication to write for and submission guidelines are available for all. Please visit [www.emeraldinsight.com/authors](http://www.emeraldinsight.com/authors) for more information.

### About Emerald [www.emeraldinsight.com](http://www.emeraldinsight.com)

Emerald is a global publisher linking research and practice to the benefit of society. The company manages a portfolio of more than 290 journals and over 2,350 books and book series volumes, as well as providing an extensive range of online products and additional customer resources and services.

Emerald is both COUNTER 4 and TRANSFER compliant. The organization is a partner of the Committee on Publication Ethics (COPE) and also works with Portico and the LOCKSS initiative for digital archive preservation.

\*Related content and download information correct at time of download.

# Strategies for talent management: a study of select organizations in the UAE

Strategies for  
talent  
management

337

Abhilasha Singh

*Department of Business Administration,  
American University in the Emirates, Dubai, United Arab Emirates, and*

Jyoti Sharma

*School of Business, Shri Mata Vaishno Devi University, Katra, India*

## Abstract

**Purpose** – This paper aims at finding out strategies adopted by the organizations to reduce the employee turnover as well as to how to effectively manage human capital for competitive edge over the rivals in the UAE business environment.

**Design/methodology/approach** – It was a quantitative research enquiry wherein the 255 respondents employed with over a dozen private sector organizations in the UAE were administered a questionnaire to register their responses.

**Findings** – The findings of the study say that the strategies adopted by organizations in the UAE are two-pronged: short-term and long-term strategies. In the short term, the organization provides monetary benefits to their employees for their performance. In the long term, employees are more interested in the growth of their organization, because it gives them a sense of job security, as when an organization is growing, there are less chances of it cutting down on the workforce.

**Practical implications** – The findings of the study are valuable to the organizations in the UAE that are engaged in designing and implementing strategies to reduce employee turnover.

**Originality/value** – It has been found that the employee turnover is one of the key human resource issues faced by the organizations across the industry in the UAE, and this research inquiry tries to address those business concerns.

**Keywords** HRM, USA, Employee turnover, Employee retention, HR strategies

**Paper type** Research paper

## 1. Introduction

Talent has become the key differentiator for human capital management and for leveraging competitive advantage. Talent management is fast gaining and has become top priority for organizations across the world. Trends for talent management, talent wars, talent raids and talent shortage, talent metrics retention and concerns for talent strategy are expressed in the literature, across various countries like the USA, the UK, Australia, Japan, China, India and across Asia (Yeung, 2006; Ruppe, 2006; Dunn, 2006; Chugh and Bhatnagar, 2006; Branham, 2005; Bennett and Bell, 2004). This is primary because competition and the lack of availability of highly talented and skilled employees have made finding and retaining talented employees major priorities for organizations (Fegley, 2006). To attract and retain the best talent anywhere in the world, an

The authors would like to thank the esteemed reviewers for their constructive suggestions.



organization must have a strong and positive employer brand (Brewster *et al.*, 2005). Employer brand interventions in recent research indicate talent management as a key driver for this strategy, and is on the agenda for human resource (HR) executives in 2007 and beyond (HR Focus, 2006; HR Focus, 2007). Grounded within strategic human resource management (HRM; Becker *et al.*, 2001), the management of talent seems to be one of the key functions that HRM is playing strategically in organizations (Bhatnagar, 2004).

Recent research has indicated that the war for talent is intense due to labour market shortages (Branham, 2005; Brewster *et al.*, 2005; Lawler, 2005; Boudreau and Ramstad, 2005; Cappelli, 2000; Nybo, 2004; Sparrow, 2004), yet very little research attention has been aimed at competitive talent management strategies. Some companies have come-up with quite innovative strategies to increase employee engagement and make them feel they are part of the organization. These include "Employee stock option" introduced by some companies to increase the affective commitment of employees towards the organization, which was never heard of in the UAE.

With this background, the present contribution aims to identify the various strategies adopted by the organizations in the UAE to retain their employees.

## 2. Background of the study

The various aspects of talent management including recruitment, selection, on-boarding, mentoring, performance management, career development, leadership development, replacement planning, career planning, recognition and reward have been discussed by Heinen and O'Neill (2004) and Scheweyer (2004). Similarly, Lockwood (2006) emphasized that organization culture, employee engagement and leadership development may have a significant impact on talent retention in view of the changes taking place in workforce trends. On the similar notion, Haid (2012) while reinforcing it pointed out that leadership development has emerged as the central idea of a talent management strategy. Besides, Cappelli (2008) accentuated the role of creation of internal opportunities focusing on development avenues for employees as the strategies for talent management in organizations. Moreover, engaging employees with the organization through practices like organizational culture, career planning and incentives organizational support has been found to show strong relationship with the talent management of the organizations (Bhatnagar, 2007).

Further, CIPD (2010) emphasized the importance of usage of a wide range of organization-specific techniques for identification of talent and development of potential in the organizations. Mathias (2012) in his research indicated that HRM practices are positively related to employee-perceived talent inducements which fully mediate the direct relationship between skill-enhancing HRM and human capital. He, further, stated that differential treatment of employees based on criteria constituting talent can have positive effects on employee motivation and felt obligations to develop skills and apply these in service of the organization.

The research publication of Deloitte discussed a strategy practised by companies to embrace new generations and strike a life balance for employees (Deloitte, 2012). Companies like Deloitte undertook a benchmarking exercise that compares their company with the competition. It emphasizes more on culture-building programmes aimed at enhancing employee commitment and engagement. Further, companies have

focused on finding new roles for existing staff within the organization, providing employees with more temporary and more flexible work (North, 2011).

Supervisors play the largest role in a team member's development and ultimate success within an organization. The quality of the supervision an employee receives is critical to employee retention. In this context, study published by Ernst & Young's Office of Workforce Retention estimated that in some organizations, ineffective supervisors – "bad bosses" – are the largest single factor driving employee turnover (78-86 per cent). So, extraordinary leadership style-quality of supervision and mentorship is valuable for company's sustainability.

Further, Benest (2008) explained how companies have restructured benefits package to reflect the values for the next generation. Companies modified their compensation and benefit programmes to resonate better with next-generation employees. O'Berry (2012) specified in his study about replacement planning as the recent development to talent and succession planning.

Hence, the following are some of the cardinal threads which were found to run through all the research literature which has been depicted so far in this research paper. So, here are some of the illustrative list of employee retention strategies as found in the above-mentioned research literature:

- launching employee stock options to retain talent for a long term;
- improving work conditions and increasing organizational identity;
- providing extensive trainings and valuing employees;
- providing onsite opportunities and a global exposure;
- providing clear career path and opportunities to progress;
- providing mentoring and coaching programmes;
- providing positive feedback and fair appraisals;
- providing strong social security and employee welfare;
- offering salaries that are above the market rate; and
- offering performance-driven rewards.

### 3. Design of the study

The present study is an exploratory study with a key purpose of assessing phenomena of employee turnover across the industry in the UAE. The study intends to identify the various strategies adopted by organizations in the UAE from the employees' perspective to retain talent in their units. Hence, employee has been considered as the sampling element for the study. For the purpose of analysis, a five-point Likert scale to identify the kind of talent management strategies adopted by organizations was developed based on the inputs from primary and secondary data collected through two sources: the literature review, and the experience survey of 20 relevant HR professionals working across different organization in the UAE. A number of discreet literature, including the research work by Benest (2008), Heinen and O'Neill (2004), Scheweyer (2004), Haid (2012), Collings and Mellahi (2009), Bhatnagar (2007), Wellins *et al.* (nd), Morton and Ashton (2005), Iles *et al.* (2010), etc., were referred for designing of questionnaires for employees. Besides, experiences shared by 20 HR professionals relating to implementation of varied talent management strategies to retain the

employees were also considered while designing the questionnaire. On the basis of the commonality among the inputs collected from these two sources, the researchers developed a questionnaire which consisted of 20 items to be rated on a five-point Likert-type scale. The questionnaire with 20 items was then presented to another 10 HR professionals to judge the relevance of the items for the present study, and the item with 75 per cent agreement among these HR professionals was retained for the final survey, leading to the selection of 10 items meeting this criterion that were finally selected. The employees were asked to indicate their level of agreement with respect to each talent retention strategy by putting a tick mark against the relevant category, which ranges from strongly disagree to strongly agree. These statements were sequenced in a way to avoid response bias to the extent possible. The final statements designed to identify the talent management strategies adopted by the organizations have been delineated in [Table I](#).

Further, based on a quantitative research enquiry, 295 respondents were provided with the questionnaire in a sealed envelope, but only 255 returned the filled-in questionnaire. These 255 respondents were employed at the time of the study in private sector organizations (12 in number), mainly in the service sector, including hotels, exchange houses, hospitals and educational institutes in the UAE. The sample of the study belonged to the lower-middle management bracket, with 53 per cent male and 47 per cent female managerial workforce. The study has targeted employees working in private sector organizations because retaining employees in the private sector is an increasingly intense battle in the UAE.

#### 4. Results and discussion

The descriptive results, as presented in [Table I](#), show that the mean of responses recorded against each variable was found to be in the range of 3.43 to 3.81. It clearly implies that all the answers were fairly distributed along the Likert scale. The standard deviation is around 1.5, which means that the survey has been conducted on a wide range of sample population who have given varied responses.

Furthermore, the correlational analysis was conducted to investigate about the relationships among different variables of the talent retention strategies. The results

Variable no.	Talent management strategies	Mean	SD
V1	Launching employee stock option scheme (ESOPS) to retain talent	3.81	1.497
V2	Improving work conditions and increasing organizational identity	3.69	1.543
V3	By providing extensive trainings and valuing employees	3.66	1.519
V4	By providing onsite opportunities and a global exposure	3.45	1.701
V5	By providing clear career path and opportunities to progress	3.59	1.363
V6	By providing mentoring and coaching programmes	3.55	1.374
V7	By providing positive feedback and fair appraisals	3.87	1.547
V8	By providing strong social security and employee welfare	3.70	1.530
V9	By offering salaries that are above the market rate	3.75	1.464
V10	By offering performance-driven rewards	3.43	1.796

**Table I.**  
Descriptive statistics of talent management strategies

have been depicted in Table II, which shows that majority of the correlation values as obtained have been found to be significant and positive. As a result, such a high percentage of positively significant correlation coefficients indicates about the relevance of the variables selected for the study as part of the talent management strategies.

#### 4.1 Data adequacy test

The 10-item scale was first of all subjected to factor analysis using the principal component method with varimax rotation to bring out the important talent management strategies used by the organizations. Beforehand, data adequacy tests for factor analysis were carried out on the basis of the following considerations:

- The value of KMO statistic 0.895, is very large (Table III).
- The mean correlation was found to be 0.534 and it varied from 0.030 to 0.898, which revealed that there were enough correlations to go ahead with factor analysis (Table II).
- Bartlett's test of sphericity value  $\chi^2 = 1,242.55$  was highly significant ( $p < 0.001$ ), indicating that data were appropriate for factor analysis (Table III).

All this indicates that factor analysis may be considered an appropriate technique for analysing the given data.

Talent management strategies	V1	V2	V3	V4	V5	V6	V7	V8	V9	V10
V1	1.00	–	–	–	–	–	–	–	–	–
V2	0.87a	1.00	–	–	–	–	–	–	–	–
V3	0.64a	0.73a	1.00	–	–	–	–	–	–	–
V4	0.62a	0.64a	0.62a	1.00	–	–	–	–	–	–
V5	0.72a	0.76a	0.70a	0.61a	1.00	–	–	–	–	–
V6	0.65a	0.62a	0.61a	0.57a	0.75a	1.00	–	–	–	–
V7	0.71a	0.75a	0.63a	0.56a	0.76a	0.64a	1.00	–	–	–
V8	0.69a	0.72a	0.64a	0.58a	0.80a	0.64a	0.89a	1.00	–	–
V9	0.47a	0.44a	0.43a	0.50a	0.52a	0.48a	0.46a	0.48a	1.00	–
V10	0.56a	0.04a	0.16a	0.16a	0.11a	0.14a	0.03a	0.49a	0.41a	1.00
	Mean	Minimum	Maximum	Range	Variance	No. of items				
Inter-item correlations	0.534	0.030	0.898	0.868	29.920	10				

**Note:** \*Significant at 1% level of significance

**Table II.**  
Correlation analysis matrix

Kaiser-Meyer-Olkin measure of sampling adequacy	0.895
Bartlett's test of sphericity	Approx. chi-square df
	1242.55 <sup>a</sup> 0.45

**Table III.**  
KMO and Bartlett's test

**Note:** <sup>a</sup>Significant at 1 per cent level of significance

4.2 Factor analysis results

Principal component analysis was used for extracting factors, and number of factors to be retained was based on latent root criterion, i.e. eigenvalues greater than 1. Besides, the number of factors to be extracted is also validated by observing the scree plot (Figure 1), which holds up the results of root criterion and makes it clear that 10 strategies can be more appropriately grouped into two factors after the application of factor analysis.

The items were classified into a particular factor referring to the guidelines given by Hair, *et al.*, (2011), i.e. factor loading greater than 0.70 are considered highly significant. Accordingly, all factor loadings obtained through orthogonal rotation with varimax having loadings greater than 0.70 (ignoring the signs) were retained. Applying exploratory factor analysis (Table IV) shows that 10 strategies have been grouped to form two factors or components. Notice that the first factor accounts for 58.71 per cent of the total variance and the second accounts for 15.16 per cent of the total variance. Cumulatively both the factors account to 73.88 per cent of variance, which is a significant contribution. This indicates that 73.88 per cent of the total variance is represented by the information contained in the factor matrix. The factors composed of statements with respective factor loadings are summarized in Table IV. Communalities indicate the amount of variance a variable shares with all the other variables being considered. Large value of communalities indicates that a large amount of variance has been accounted for by the extracted factors. Communalities greater than 0.50 are considered as acceptable for the retention of the variables (Hair *et al.*, 2011). For instance, over 76.2 per cent of the variance is accounted by variable “Launching ESTOCK”. While,

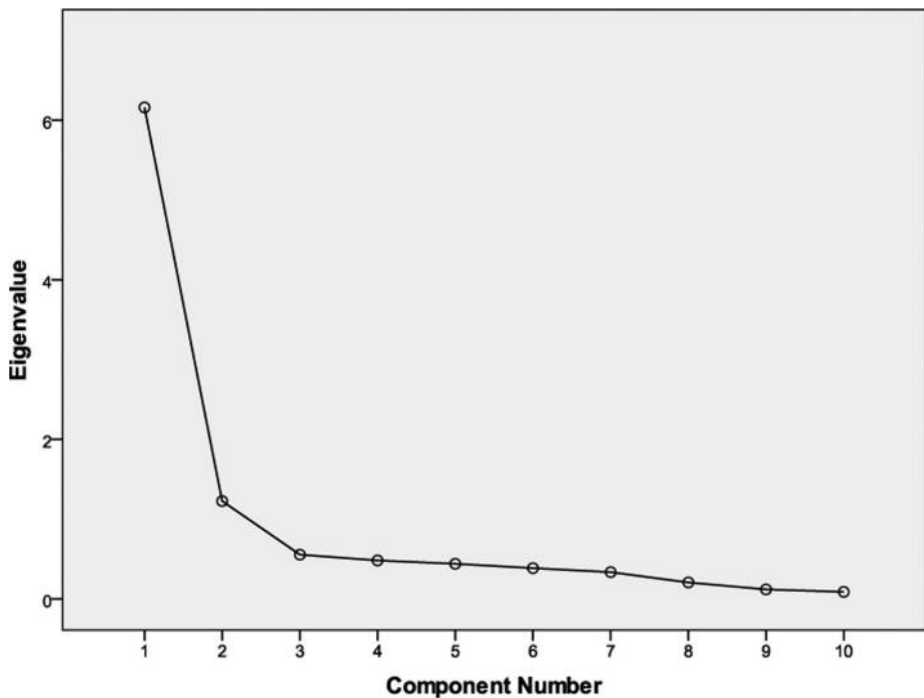


Figure 1.  
Scree plot



Factor	Variables	Factors loadings	Communalities	% variance explained	Cronbach alpha coefficient	Rank
F1: Long-term strategies	Improving work conditions and increasing organizational identity	0.90	0.81	58.71	0.81	I
	By providing strong social security and employee welfare	0.87	0.79			
	By providing positive feedback and fair appraisals	0.89	0.77			
	By providing clear career path and opportunities to progress	0.89	0.80			
	Launching employee stock option scheme to retain talent for a long term	0.88	0.76			
	By providing extensive trainings and valuing employees	0.80	0.66			
	By providing mentoring and coaching programmes	0.77	0.65			
	By providing onsite opportunities and a global exposure	0.75	0.59			
	By offering performance-driven rewards	0.93	0.86			
	By offering salaries that are above the market rate	0.67	0.68			
F2: Short-term strategies				15.16	0.76	II

**Table IV.**  
Factor loading and description



85.6 per cent of the variance has been accounted for by "Performance driven Rewards". This further shows that the strategy of sending employees for "Onsite and Global Exposure" is least accounted for by the employees in the UAE region (59.3 per cent). The values describing retention strategy should be considered as the candidate for deletion purpose. The relationship between each item of the construct and its factor is shown by the factor loading. The signs are interpreted just like any other correlation coefficients.

Further, the rotated factor analysis results show that only strategies of talent management can be grouped into two dimensions: "Performance driven by rewards" and "offering Salaries higher than Market" fall under Factor 2, while the rest falls under Factor 1. The first factor can be named as "Long Term Strategies" and the second one as "Short Term Strategies". The "Long Term Strategies" accounts for 58.71 per cent of the variance, therefore has been identified as most important talent management strategies to overcome the problem of employee turnover by the employees. The ESTOCK option, trainings, mentoring and global exposure have an effect in the long run on the career path of the employees, while salary and rewards give them short-term benefits. From our survey, the long-term benefits are ranked to be the most important, followed by the short-term strategies, this is done based on the measure of the means recorded from the descriptive table. We have listed the variables for each factor in ascending order for showing order of importance. In long-term strategies, "Improving Work Conditions" have the highest importance and "Onsite Opportunities" the least.

Talented employees are the foundation of any healthy – and successful – organization. Creating the right environment, developing leadership skills among management team members and gathering feedback from employees are the keys to retaining the existing talent in the organization. Besides, "Short Term Strategies" for talent management explain 15.16 per cent of the total variance and, therefore, carry lesser weightage to overcome the problem of employee turnover according to employees' perspective.

## 5. Discussions and implications

The research proves that the strategies adopted by organizations in the UAE are two-pronged: short-term and long-term strategies. The undeniable fact noticed was that the most powerful workplace motivator is our natural tendency to measure our own performance against the performance of others. In the age of social networking, employees are more likely than ever to share salary information with each other. Employers need to keep this fact in mind while designing compensation plans. In the short term, the organization provides monetary benefits to their employees for their performance. In the long term, employees are more interested in the growth of their organization, because it gives them a sense of job security, as when an organization is growing, there are less chances of it cutting down on the workforce. Companies make employees realize that they are the most valuable asset of the organization. Companies showed their interest in their employees by training them and providing them with employee stock options. From our research, we also conclude that in the short run, organizations look for continuous commitment from their employees by providing them with higher salaries as compared to other organizations in the same industry and giving them performance-driven rewards. While in the long run, companies look for affective commitment from their employees by providing them extensive trainings and valuing employees and by providing mentoring and coaching programmes. Companies adopt

various strategies to retain their key talent, but still dissatisfaction prevails among the employees. Organizations can make use of this research as an example to better understand the behaviour of employees and take remedial measures.

The study is very important as far as HR retention is concerned in organizations across industries in the UAE. The talent retention HR practices are the buzzword these days. Hence, the findings of the study are valuable to the organizations in the UAE that are engaged in designing and implementing HR strategies to reduce employee turnover. The findings of the study depict two-pronged strategies – long-term and short-term strategies – being adopted by the organizations in this part of the globe. However, the usage of either of these two types of employee retention strategies is dependent on the challenges thrown by both the general and operating business environment. Moreover, the managers should prefer to use a kind of HR retention strategy which is firmly linked with the overall organizational strategy of the company.

## 6. Conclusions, limitations and recommendations for future research

To conclude, among the greatest challenges in a highly competitive environment is the retention of qualified talent in the UAE. It can be said that the UAE organizations which aim to retain employees in the organizations should focus more on designing of long-term strategies, as these strategies appeal more to the employees, including the implementation of employee value propositions that are lacking in the UAE. In a bid to retain valued employees, the companies usually are using blunt instruments such as pay increases and incentive awards. Voluntary turnover represents a significant expense that can go well beyond the hard costs of recruiting, hiring and training each new employee. However, better talent management strategies and more efficient processes aimed at supporting personal growth, developing leadership skills and succession planning are needed. Further, any academic research cannot be free from limitations and the same is true for this present study. Though the sample size of 255 is relatively large if looked at from statistical viewpoints, however, it should be increased in future research inquiry for the purpose of solid generalization of the findings of the study. Secondly, the future academic research in this field should also include some organizational as well as individual-level variables to investigate their relative impact on talent retention strategies in organizations across the industry in the UAE.

## References

- Becker, B.E., Huselid, M.A. and Ulrich, D. (2001), *The HR Scorecard – Linking People, Strategy and Performance*, Harvard Business School Press, Boston, MA.
- Benest, F. (2008), “Retaining and growing talent: strategies to create organizational”, *Stickiness*, Vol. 90 No. 9, pp. 1-8, available at: [www.frankbenest.com/ICMA%20article.pdf](http://www.frankbenest.com/ICMA%20article.pdf) (accessed 10 June 2014).
- Bennett, M. and Bell, A. (2004), *Leadership & Talent in Asia*, Wiley, Singapore.
- Bhatnagar, J. (2004), “New dimensions of strategic HRM: HRIS managed talent management and application of HR Six Sigma”, in Padaki, R., Agrawal, N.M., Balaji, C. and Mahapatra, G. (Eds), *Emerging Asia: An HR Agenda*, Tata McGraw-Hill, New Delhi.
- Bhatnagar, J. (2007), “Talent management strategy of employee engagement in Indian ITES employees: key to retention”, *Employee Relations*, Vol. 29 No. 6, pp. 640-663.

- Boudreau, J.W. and Ramstad, P.M. (2005), "Talentship, talent segmentation, and sustainability: a new HR decision science paradigm for a new strategy definition", *Human Resource Management*, Vol. 44 No. 2, pp. 129-136.
- Branham, L. (2005), "Planning to become an employer of choice", *Journal of Organizational Excellence*, Vol. 24 No. 3, pp. 57-68.
- Brewster, C., Sparrow, P. and Harris, H. (2005), "Towards a new model of globalizing HRM", *International Journal of Human Resource Management*, Vol. 16 No. 6, pp. 949-970.
- Cappelli, P. (2000), "A market-driven approach to retaining talent", *Harvard Business Review*, Vol. 78 No. 1, pp. 103-111.
- Cappelli, P. (2008), *Talent on Demand – Managing Talent in an Age of Uncertainty*, Harvard Business Press.
- Chugh, S. and Bhatnagar, J. (2006), "Talent management as high performance work practice: emerging strategic HRM dimension", *Management and Labour Studies*, Vol. 31 No. 3, pp. 228-253.
- CIPD (2010), *The Talent Perspective: What does it Feel Like to be Talent-Managed?*, CIPD, London, available at: [www.cipd.co.uk/NR/rdonlyres/95D2D604-36C6-450A-996A-01F45F0B17C5/0/5262\\_Talent\\_Perspective.pdf](http://www.cipd.co.uk/NR/rdonlyres/95D2D604-36C6-450A-996A-01F45F0B17C5/0/5262_Talent_Perspective.pdf) (accessed 18 May 2014).
- Collings, D.G. and Mellahi, K. (2009), "Strategic talent management: a review and research agenda", *Human Resource Management Review*, Vol. 19 No. 4, pp. 304-313.
- Deloitte (2012), "The talent paradox: a 21st century talent and leadership agenda", available at: [www.deloitte.com/assets/Dcom-UnitedStates/Local%20Content/Articles/Deloitte%20University/ONTalent\\_Selected\\_Articles\\_From\\_DeloitteReview.pdf](http://www.deloitte.com/assets/Dcom-UnitedStates/Local%20Content/Articles/Deloitte%20University/ONTalent_Selected_Articles_From_DeloitteReview.pdf) (accessed 20 June 2014).
- Dunn, M.W. (2006), "Motorola's program to recruit and develop new talent at its automotive electronics business", *Employment Relations Today*, Vol. 33 No. 2, pp. 19-24.
- Fegley, S. (2006), *Talent Management Survey Report*, Society for Human Resource Management, Alexandria, VA.
- Haid, M. (2012), "Benchmark your organisation's talent management strategy", available at: [www.rightmanagement.ie/thought-leadership/articles-and-publications/benchmark-your-organisations-talent-strategy.pdf](http://www.rightmanagement.ie/thought-leadership/articles-and-publications/benchmark-your-organisations-talent-strategy.pdf) (accessed 30 August 2014).
- Hair, J.F., Anderson, R.E., Tatham, R.L. and Black, W.C. (2011), *Multivariate Data Analysis*, 4th ed., Prentice Hall, Englewood Cliffs, NJ.
- Heinen, S.J. and O'Neill, C. (2004), "Managing talent to maximize performance", *Employment Relations Today*, Vol. 31, p. 2, available at: [http://humanresources.about.com/od/retention/a/more\\_retention\\_2.htm](http://humanresources.about.com/od/retention/a/more_retention_2.htm) (accessed 20 July 2014).
- HR Focus (2006), "Critical issues in HR drive 2006 priorities: number 1 is talent management", *HR Focus*, Vol. 83 No. 8, pp. 8-9.
- HR Focus (2007), "Talent management is on HR agenda for 2007 and beyond", *HR Focus*, Vol. 84 No. 4, p. 8.
- Iles, P., Chuai, X. and Preece, D. (2010), "Talent management and HRM in multinational companies in Beijing: definitions, differences and drivers", *Journal of World Business*, Vol. 45 No. 2, pp. 179-189.
- Lawler, E.E. III (2005), "From human resource management to organizational effectiveness", *Human Resource Management*, Vol. 44 No. 2, pp. 165-169.
- Lockwood, N.R. (2006), "Talent management: driver for organizational success", *SHRM Quarterly Review*, pp. 1-11, available at: [www.shrm.org/Research/Articles/Articles/Documents/0606RQuartpdf.pdf](http://www.shrm.org/Research/Articles/Articles/Documents/0606RQuartpdf.pdf), (accessed 30 September 2014).

- Morton, L. and Ashton, C. (2005), "Managing talent for competitive advantage, taking a systemic approach to talent management", *Strategic HR Review*, Vol. 4 No. 5, pp. 28-31.
- North, S. (2011), "Finding new roles for existing staff within your organization", *Human Resource Management International Digest*, Vol. 19 No. 5, pp. 3-5.
- Nybo, G. (2004), "Personnel development for dissolving jobs: towards a competency based approach?", *The International Journal of Human Resource Management*, Vol. 15 No. 3, pp. 549-564.
- O'Berry, D. (2012), "Succession planning or replacement planning? What's the difference? Ask team doc, unknown", available at: [www.askteamdoc.com/succession-planning-or-replacement-planning-whats-the-difference/](http://www.askteamdoc.com/succession-planning-or-replacement-planning-whats-the-difference/) (accessed 3 June 2014).
- Ruppe, L. (2006), "Tools and dialogue set the stage for talent management at John Manville", *Journal of Organizational Excellence*, Vol. 25 No. 3, pp. 37-48.
- Scheweyer, A. (2004), *Talent Management System: Best Practices in Technology Solutions for Recruitment, Retention and Workforce Planning*, Wiley, New York, NY.
- Sparrow, S. (2004), "Alpine trek leads Sony bosses to revamp talent management", *Personnel Today*, 13 July.
- Wellins, R.S., Smith, A.B. and Erker, S. (nd), "Nine best practices for effective talent management", available at: [www.ddiworld.com/DDIWorld/media/white-papers/ninebestpracticetalentmanagement\\_wp\\_ddi.pdf](http://www.ddiworld.com/DDIWorld/media/white-papers/ninebestpracticetalentmanagement_wp_ddi.pdf) (accessed 20 July 2014).
- Yeung, A. (2006), "Setting People up for Success—how the Portman Ritz-Carlton hotel gets the best from its people", *Human Resource Management*, Vol. 45 No. 2, pp. 267-275.

### Further reading

- Allen, D.G. (nd) "Retaining talent", available at: [www.shrm.org/india/hr-topics-and-strategy/talent-development-engagement-andretention/documents/www.shrmindia.org/sites/default/files/retaining%20talent-%20final.pdf](http://www.shrm.org/india/hr-topics-and-strategy/talent-development-engagement-andretention/documents/www.shrmindia.org/sites/default/files/retaining%20talent-%20final.pdf) (accessed 4 May 2014).
- Heathfield, S.M. (nd), *6 More Ways to Retain Your Great Employees*, available at: [http://humanresources.about.com/od/retention/a/more\\_retention\\_2.htm](http://humanresources.about.com/od/retention/a/more_retention_2.htm) (accessed 30 June 2001).
- Höglund, M. (2012), "Quid pro quo? Examining talent management through the lens of psychological contracts", *Personnel Review*, Vol. 41 No. 2, pp. 126-142.

### Corresponding author

Jyoti Sharma can be contacted at: [2jyotisharma@gmail.com](mailto:2jyotisharma@gmail.com)

For instructions on how to order reprints of this article, please visit our website:

[www.emeraldgroupublishing.com/licensing/reprints.htm](http://www.emeraldgroupublishing.com/licensing/reprints.htm)

Or contact us for further details: [permissions@emeraldinsight.com](mailto:permissions@emeraldinsight.com)