CHAPTER-TWO

REVIEW

OF

LITERATURE

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DETAILED CONTENT AT A GLANCE

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2.0: INTRODUCTION:

An attempt has been made by the researcher to put forward a bird eye-view on the review of literature. A well-structured review of literature is characterized by a logical flow of ideas; current and relevant references with consistent and appropriate referencing style; proper use of terminology; and an unbiased and comprehensive view of the previous research on the topic (Cooper, 2010). This chapter is an outcome of browsing, classification, compilation and critical examination of theses, research reports, dissertations, as well as scholarly published articles, research papers, empirical studies, reference books and publication of the proceedings of the seminars, conferences, workshops relating to the chosen area of the research study.

2.1: REVIEW OF LITERATURE ON COMPETENCY:

Competencies are essential for the sustainable advantage of the organizations. An attempt has been made by the researcher to outline studies on history of Competency, origin of different Competencies from Competency framework and Competency & Human Resource functions (Competency Management) to demonstrate how competencies build competitive advantage by building on the resource-based perspective, which is as follows:

A Brief Review of Worldwide Research Studies Conducted on Competency:

2.1.1: History of Competency:

In 1959, Robert W. White introduced a ground-breaking theoretical concept known as "effecting motivation." White defined "effecting" as the inclination to actively explore and exert control over one's environment. He argued that the primary driving force behind human behavior is the inherent desire for competence. Competence, as defined by White, is the ability to interact effectively and efficiently with one's environment in a productive manner. Unlike biologically driven motivations such as hunger or thirst, competence motivation aims to improve an individual's skills rather than regulate physiological functions. The Drive theory by Hull, as proposed in 1952, supports the idea that competence is not solely reliant on biological deprivation but is rather about individual growth and advancement. People engage in various activities with the goal of achieving a sense of competence (White, 1959).

According to Boyatzis in 1982, competencies are attributes causally related to effective or superior job performance. Klemp in 2001 defined competencies as inherent qualities that lead to proficient or exceptional job performance. Additionally, Lyle M. Spencer, Jr. in 1993 referred to competency as an inherent attribute linked to achieving effective and superior performance based on objective criteria.

The Spencer's also identified five attributes associated with competency: motives, traits, self-concept, knowledge, and skill (Lyle M. Spencer, Jr., 1993).

Prahlad emphasized the significance of innovation and competencies at the organizational level in 1989. His research revealed that organizations and managers put considerable effort into aligning with the competitive advantage of global counterparts. Companies often resort to imitating practices, which leads to minimal or no profitability. Prahlad suggested that organizations should possess strategic intent, indicating substantial expansion. In situations where existing capabilities and resources are limited, organizations must prioritize innovation to optimize the use of their constrained resources by leveraging their competencies (Prahlad, 1989).

McClelland's research in 1998 emphasized that competency assessment holds greater significance compared to evaluating intelligence. Psychologists had been using aptitude tests to assess performance, but McClelland found them ineffective. He proposed competency analysis as an alternative method for evaluating performance, using criterion samples and behavioral incidental interviews. McClelland predicted that competency analysis would become a prominent instrument for evaluating performance in the future (McClelland, 1998).

In 1995, Von Krogh and Roos considered competencies as the fundamental source of sustainable competitive advantage for organizations. They utilized theories from the sociology of knowledge to augment the resource-based perspective of competencies. The emerging "competence-based perspective of the firm" has significant implications for strategic management and personnel management (von Krogh &Roos, 1995).

Johannessen and Olsen in 2003 defined competency as an inherent capability within an organization that has not been developed or utilized. They emphasized the importance of knowledge and competencies in promoting sustainable development and attaining a competitive advantage. Their theoretical framework provided an overview of personnel management, discussing evolving dynamics between employees and employers, challenges in human resources, and the influence of competency development on organizational performance (Johannessen & Olsen, 2003).

In 1995, McNerney conducted a research study titled "Competency Assessment," distinguishing between Competency and Task. Task-centred training emphasizes specific actions and behaviours, while competency-focused training focuses on identifying characteristics and attributes of high-performing individuals. McNerney concluded that competency holds greater significance in management, focusing on the methodology or approach employed in executing tasks rather than the specifics of the task itself (McNerney, 1995).

2.1.2: Review of Literature on Competency Frameworks:

In 2001, Klemp conducted a study to identify "Core Competencies for future success," targeting two audiences: research practitioners responsible for identifying essential competencies in the professional realm and individuals tasked with developing these competencies in higher education students.

The study aimed to discern the skills needed to thrive in future work environments, going beyond traditional competencies to achieve success. Klemp defined "core competencies" as foundational and transferable abilities necessary for baseline performance in various domains, differentiating exceptional individuals from average performers across professions. These competencies were determined based on task demands and broader organizational, social, and environmental contexts. By understanding these requirements, individuals could acquire the knowledge and skills needed for successful performance(Klemp, 2001)

The objective of another study was to demonstrate that effective managerial and leadership competencies require prioritizing learning in program designs and teaching methodologies. The study explored competencies in emotional, social, and cognitive intelligence as significant predictors of effectiveness in professional, management, and leadership roles across different sectors. The research identified clusters of foundational skills and competencies that differentiate exceptional performance, including expertise, knowledge, and basic cognitive abilities. Competencies were seen as cultivable and vital for talent development in adulthood(Emmerling& Boyatzis, 2012)

In a knowledge-driven economy, an organization's success relies on the competence of its human capital. Competency mapping helps organizations formulate strategies for enhancing workforce competencies and achieving high employee performance. Proficiency in contemporary competencies has become essential in personal and organizational approaches. Chouhan & Srivastava's study provided an in-depth analysis of the concept of competency, exploring its historical development and significance in the modern context(Chouhan & Srivastava, 2014).

Several institutions, such as Harvard University and the Canada Mortgage and Housing Corporation, have developed competency dictionaries with various essential competencies for effective performance in different positions. These lists have been valuable resources for practitioners and researchers in developing their competency frameworks. (Harvard, 2014) (Mortgage & Corporation, 2017). The concept of competency involves a multi-layered approach, with attributes existing at different levels of awareness, like an iceberg. Understanding motivations and latent attributes is crucial for effective leadership(Reed & Langford, 2021).

ATD 2014 developed a competency framework for talent development in organizations, categorizing competencies into foundational/core and proficiency levels. These competencies encompass essential skills, industry knowledge, interpersonal skills, and more, significantly impacting professionals in talent management(Association of Talent Development, 2014).

UNESCO also created a comprehensive competency framework outlining core values, core competencies, and managerial competencies necessary for fulfilling the organization's mission. These competencies serve as a guiding framework for personnel at all levels within the organization(Al-Mahrooqi et al., 2016).

An investigation into managerial competencies led to the creation of a leadership questionnaire with strong psychometric properties. The research identified 82 distinct competency clusters, and factor analysis revealed eight core competencies, including value, analysis, decision-making, and communication. The resulting Managerial Competencies Questionnaire (MCQ) holds potential value for various stakeholders(Khoshouei et al., 2013).

Over the past four decades, psychologists and human resources professionals in developed economies have extensively utilized and created behavioural competency frameworks. These frameworks have been widely acknowledged and appreciated by employers and employees in diverse domains. While there has been substantial research on behavioural aspects of competencies, there remains a gap in the formal development of technical competencies. Most examples of technical competencies are either specific to certain professions or tailored to particular organizations. This presents an opportunity to establish a comprehensive technical competency framework that can be universally applied. This paper focuses on formulating such a framework applicable to various business and industry occupations, emphasizing the interrelationship between technical and behavioural competencies in hiring and performance evaluation systems (Siddiqui et al., 2016).

McClelland's (1973) novel approach of using behavioural-event interviews for assessing competencies has shown high reliability and validity in predicting executive success. These assessments are not influenced by the duration of the protocol or the individual's past performance. To mitigate bias, it is recommended that both the interviewer and coder remain unaware of the executive's level of success. Unlike traditional psychometric approaches, an algorithm incorporating competency scores has proven effective in predicting managerial success and improving performance across different samples. This algorithm identifies individuals with exceptional performance by identifying specific tipping points within competency clusters. However, there is only moderate agreement between experts' assessments of competencies required for different executive roles and those identified through behavioural-event interviews(McClelland, 1973).

Wijaya and Irianto's study on managerial technical and strategic competence in the electro-engineering sector revealed the crucial role of this industry in the era of globalization. Increased competition in the global market led to declining profits, prompting firms to implement cost-cutting measures. Competitive advantage is tied to individual competencies, such as managerial competence, technical competence, and strategic competence, which influence firm performance.

A questionnaire based on firm performance, managerial competence, technical competence, and strategic competence dimensions was analyzed using partial least squares. The study found a negative relationship between managerial competence and firm performance with weak ties. On the other hand, technical competence and strategic competence had a positive but moderate impact on firm performance (Wijaya &Irianto, 2018).

A meta-analysis of 29 validation studies was conducted, using the Great Eight competency factors proposed by Kurz et al. (1999) as the criterion measurement framework. The study found moderate to strong correlations between personality scales and line-manager ratings for the Great Eight competencies. Ability tests showed correlations with four out of eight competencies, but when combined with personality data, operational validities for the eight competencies ranged from 0.20 to 0.44. Aggregated predictors with aggregated criteria had estimated operational validities of 0.53. The SHL Universal Competency Framework by Bartram (2005) provides comprehensive definitions for each Great Eight competency at the component level(Bartram, 2012 & Bartram 2005).

A significant advancement in the measurement and study of competence and capability in management science was achieved by operationalizing and assessing technical competencies in the global semiconductor industry. The study developed and validated inquiries for examining additional proficiencies. Measurement of technical competencies demonstrated high reliability, indicating a single trait. While content validity was established through prior research, construct validity was partially addressed through strong correlations between individual items and the overall scale. The assessment methodology allowed for timely analysis of technical competencies across various industries. (Walsh & Linton, 2002)

A framework was established for defining the preferred conduct, knowledge, competencies, and aptitudes of employees in the United Arab Emirates Federal Government. Competency was defined as a range of attributes encompassing behavior, knowledge, skills, abilities, and other characteristics that enable employees to effectively fulfill their duties and responsibilities. Competencies are observable and quantifiable, allowing for enhanced performance expectations, development plans, and recruitment strategies. The Employee Performance Management System facilitates the measurement of competencies for all employees. This initiative aims to improve human resources management, employees' understanding of competency, and their professional development(Federal Government, 2016)

"Mettl" (2015), an online talent assessment company, holds the copyright to "Behavioural Competencies at Work," a comprehensive framework for recruitment utilizing a competency framework. It includes behavioral types, indicators, and recommended questions for assessing competencies at different employment levels.The framework helps organizations find culturally

compatible candidates by assessing knowledge, attitude, and actions within a business environment. (Mettl, 2015).

Identifying and developing competencies have become crucial for organizational change, providing a foundation for selection, promotion, training, and reassignment of personnel. This study focused on a significant organizational unit and involved a comprehensive survey, face validation, and development of distinct sets of supervisory/managerial and technical competencies.

Different competencies were identified for specific roles, and data from smaller units played a significant role in reorganizing skills and competencies for various considerations(Lofaro, 1998).

A competency framework provides a comprehensive description of performance excellence in an organizational context. Core competencies define expected behaviors for all staff members, while functional competencies apply to specific job roles. The goal is to standardize human resources management and convey desired behaviors effectively(International Atomic Energy Agency, 2016).

The SHL Universal Competency Framework (UCF) is a cutting-edge approach to understanding competencies and serves as the foundation for SHL's products and services. It defines the relationships between competency potential, competency requirements, and actual competencies in the workplace. Supported by the UCF Database (UCFD), it offers a comprehensive and user-friendly resource for developing and analyzing competency models across various industries and locations. The framework sheds light on the interaction between people and their work environment and has implications for managing workplace performance effectively. Over the years, it has been utilized by numerous consultants and organizations worldwide to create customized competency models, reducing dependency on individual expertise and ensuring consistent, high-quality outcomes (Dave Bartram, 2016).

The research article by Cockerill, Hunt, and Schroder (1995) presents a unique examination of competencies. They categorized competencies into threshold competencies, which are commonly used by employees within an organization, but not necessarily linked to exceptional performance. On the other hand, high-performance competencies are associated with individuals who demonstrate exceptional performance in their professional responsibilities. The study critically analyzedbehaviors that deviated from accepted norms, shedding light on the complexity of competencies.

In Patricia Marshall's study (1996), the ICEBERG Model of Managerial Competencies was reviewed. It compared managerial competencies to an iceberg, where visible skills and knowledge represent only a small part, while less observable factors like social roles, self-image, traits, and motives significantly influence managerial performance. The study emphasized the importance of understanding these hidden elements to improve managerial effectiveness.

Manxhari et al. (2017) conducted a comprehensive review of various managerial competency models proposed by different authors. Their study highlighted how managerial competencies are vital for organizational success, contributing to the fulfilment of the company's mission and vision, and fostering employee growth and development. The research resulted in a competency model that integrated knowledge, skills, and personality traits essential for effective managerial performance in organizations.

2.1.3: Review of Literature on Competency & Human Resource Management:

In today's highly competitive and globalized landscape, organizations face a critical need to retain skilled employees in order to thrive. The success of an organization hinges on optimizing human capabilities and fostering employee commitment. Employee commitment, coupled with a proficient workforce, is crucial for an organization's ability to compete in terms of quality and adapt to changes. However, there is a lack of research on competency-based management in Indian organizations. This paper aims to bridge that gap by providing a comprehensive analysis of existing scholarly literature on competency-based management, defining the concept, exploring motivating factors for its adoption, examining its applications, and suggesting future research directions for Indian organizations. Competency-based management serves as a strategic tool for organizations to enhance their overall success. It has been utilized in various human resource practices such as recruitment, training, performance management, career development, and compensation. The implementation of this framework aims to improve both organizational and employee performance (Tripathi & Agrawal, 2014).

The use of behavioral competencies to inform decision-making in human resource management is becoming increasingly prevalent in business organizations. This study aims to identify the essential skills and abilities associated with construction management roles and develop a predictive model for guiding decision-making in selecting and developing human resources within large construction organizations. Through behavioral event interviews with construction managers, significant management incidents were recalled to identify core competencies. The study found that "self-control" and "team leadership" behaviors had the highest predictive power for effective project management performance. The paper explores the potential role of this framework in recruitment, performance management, succession planning, and resource allocation in human resource management decision-making (Dainty et al., 2005).

In their seminal research article titled "The Core Competence of Corporations," Prahalad and Hamel (1994) argue that core competencies are the foundation for the emergence of new business ventures. They discuss the theoretical construct of competencies, the process of identifying core competencies, and the importance of prioritizing them within organizations.

The authors emphasize that top-level executives' evaluation should depend on their ability to identify, nurture, and leverage the fundamental capabilities of the organization. The article primarily focuses on cultivating core competencies in corporate-level strategy (Prahalad & Hamel, 1994).

According to Tovey (1993) in his publication "Competency Assessment – A Strategic Approach – Part I for Executive Development," competencies play a significant role in connecting strategy and organizational development. The author examines competency as a vital tool for enhancing organizational performance.

Tovey also highlights the importance of prioritizing competence in performance management, development, succession planning, and recruitment to achieve organizational success (Tovey, 1993).

The objective of a study was to analyze the impact of commitment- and control-based approaches on the implementation of competency management. The research also aimed to explore the mediating role of attitude, subjective norm, and perceived behavioral control in these effects. The first study collected data from employees through surveys to assess their organization's adoption of commitment- or control-based approaches to competency management. The participants also evaluated their attitudes, subjective norms, perceived behavioral control, and behavior. In the second study, a scenario experiment manipulated the commitment- and control-based approaches to establish causal relationships. The findings consistently showed that organizations adopting a commitment approach were more likely to use competency management. Attitude and perceived behavioral control mediated the relationship between the commitment approach and the utilization of competency management. The study suggests that future research should involve other organizational members, such as managers, to gain a more comprehensive understanding of the impact of commitment- and control-based approaches on the utilization of competency management. The findings highlight the importance of adopting a commitment-oriented approach, fostering positive employee attitudes, and promoting perceived behavioral control to increase the implementation of competency management (Heinsman et al., 2008).

Research Project on Competency-Based Management in the EU Public Administrations: During the Portuguese European Union Presidency, a research project aimed to investigate the current status and future potential of competency-based management (CBM) within the European Union's public administrations. The study analyzed survey responses from 24 member states and concluded that CBM revolves around recognizing work as the environment to demonstrate competencies and acknowledging multiple types of competencies. Key aspects of CBM include focusing on individuals over specific roles, emphasizing performance, and requiring observable behavioral evidence. The primary challenge addressed by CBM was the selection, development, assessment, and rewarding of individuals. European public administrations displayed a strong inclination towards CBM, utilizing job-related and organizational factors as foundations for competency development.

Although countries implementing CBM expressed high satisfaction, the study highlighted a lack of methodological rigor in CBM programs, particularly in identifying specific competencies from both individual and organizational perspectives. (Nunes et al., 2007)

Competency Management Systems for Organizational Success: Competencies play a crucial role in ensuring the competitiveness of organizations and the success of their employees. To facilitate systematic competency development, Competency Management Systems (CMS) are employed, supporting processes such as identifying competency needs, planning interventions, and evaluating outcomes. However, designing CMS faces various technical and organizational challenges.

A research paper presented comprehensive design recommendations for CMS to address these obstacles systematically. The recommendations covered aspects like organizational structure, user engagement, resource management, and competency management software. By effectively managing attention and engaging stakeholders through appropriate structures and values, organizations can overcome these challenges and enhance their competency development efforts(Simon, 2010).

Managerial Competencies and Competency Models in Industrial Enterprises: This study focused on managerial competencies and competency models in industrial enterprises. Managerial competencies were deemed essential for achieving the company's mission, vision, and generating added value while enhancing employee growth and business performance. Managerial competency goes beyond knowledge and skills, encompassing the capacity to address complex requirements by utilizing psychosocial resources within a specific context. Assessing managerial competencies involves measuring quantifiable skills and knowledge, while intangible assets like effective communication and teamwork pose challenges for evaluation. The study also discussed competency models, which serve as frameworks for organizing the necessary competencies for successful performance in various work contexts, such as specific jobs, occupations, or industries(Krajcovicova et al., 2012).

Historical Roots and Practical Applications of Competency: This paper aimed to bridge the gap between theoretical concepts of competency and their practical application in business settings. It explored historical roots and analyzed diverse definitions and conceptualizations of competency proposed by scholars. Additionally, the study emphasized the methodologies, principles, and strategies employed for developing competencies for specific occupations or professions. Competency-based evaluation's significance in contemporary human resource management practices in organizations was also highlighted (Chouhan & Srivastava, 2014). The comprehensive literature review provided valuable insights to aid practitioners and researchers in their exploration of these topics. It emphasized the systematic approach of Human Resource Management (HRM) to foster a harmonious relationship between individuals and organizations, ultimately enhancing organizational competitiveness and performance in the modern work environment through competency development and assessment(Wong, 2020).

The aim of this study was to explore essential managerial effectiveness required for successful business cooperation, with a specific focus on competencies necessary for leveraging a firm's resources in the international marketplace. The study centered on managers in small-to-medium-sized firms in Central Europe and integrated existing research from Western countries. Employing a grounded theory approach, the researchers conducted interviews with 142 managers from private firms in Poland to identify and analyze core competencies. The findings revealed the emergence of competency categories within an entrepreneurial competency framework, with a prominent emphasis on conceptual and relationship competencies.

These competencies were attributed to a willingness to engage with and adapt to the external environment. This study contributes valuable foundational material and a point of reference for future research and practical applications (Dobrowolski et al., 2021).

Jones et al. conducted a study to examine the significance of Competency Management in organizations, particularly regarding the implementation of employee-oriented skills within the management system. The study identified the Acceptance Strategy as a crucial factor, which includes elements such as involving motivated pilot groups, integrating the workers' council, obtaining management support, and ensuring transparency regarding the system's objectives. The research emphasized the importance of collaboration with the workers' council and adequate allocation of personnel and resources to the project. Strategic Competence Management was highlighted as crucial for an organization's future growth and success (Jones et al., 2019).

This study critically analyzed the cultural politics surrounding the OECD's global competence framework, specifically focusing on the 'affective ideology' that underlies it. The paper explored how emotions were strategically employed to shape subjectivities and moral values among students. It revealed two methods through which this phenomenon occurs: using global and intercultural competencies as self-oriented emotional abilities to promote policy concepts and resources, and utilizing specific emotions as ethical obligations to shape global competence in intercultural communication education. The study highlighted the prevailing cognitive and rational perspectives in the OECD framework, which tend to overlook emotional and non-Western perspectives, promoting a neoliberal and Western-centric ideology (Zembylas, 2023).

Mohan examined the potential consequences of high employee attrition rates on organizations in the rapidly evolving and competitive global landscape. The study emphasized the risk of losing core competencies and compromising competitive advantage. Competency was viewed as a fundamental strategy to align internal behavior and skills with the organization's strategic direction. A competency framework was identified as a bridge connecting organizational objectives with individual goals (Mohan, 2019).

In 1996, Kevin Cook and Paul Bernthal developed a Competency model aimed at enhancing HR systems, overall performance, and driving long-term business impact. A subsequent survey in 1998 among the HR Benchmark group showed that integrating the competency approach with three or more HR subsystems significantly improved various business parameters, including employee retention, customer satisfaction, employee satisfaction, product and service quality, productivity, and financial performance (Bernthal et al., 2001).

The primary goal of strategic management is to assist organizations in effectively adapting to changes in their external environment and achieving sustainable competitive advantage in the highly competitive business landscape.

This paper conducted a comprehensive review of existing literature on management competence, performance, and related phenomena. It aimed to identify gaps, detect emerging trends, and propose a new theoretical model to enhance understanding of these constructs and their outcomes. The review focused on attributes associated with strategic thinking, network building, collaboration, organizational learning, and entrepreneurial competencies. The study also highlighted the lack of a universally accepted definition for managerial competence and a scarcity of research on the topic (Ngumo, 2021).

In their publication titled "The Changing Face of People Management in India," Budhwar and Bhatnagar (2008) recognized India as a significant emerging market and emphasized the importance of a competency-based culture in addressing human resource management across diverse processes. Indian organizations increasingly prioritize the development, motivation, and retention of their workforce (Pawan S Budhwar and Bhatnagar, 2008).

Brockbank and Ulrich (2008) are recognized as early pioneers in developing a conceptual framework for an HR competency model. They consistently updated the competency framework over the years, conducting analyses of competency roles such as change agent, administrative expert, strategic partner, and employee champion. The HR competency model can be delineated through two primary approaches: perspectives of senior managers and internal stakeholders or an empirically validated conceptual framework. The model underwent updates in 1987, 1992, 1997, 2002, 2007, 2012, and finally, the ultimate model was presented by Ulrich in 2016. This model includes competencies such as Human Capital Curator, Total Reward Steward, Credible Activist, Technology and Media Integrator, Analytics Designer and Interpreter, Compliance Manager, Strategic Practitioner, and Culture and Change Champion (Ulrich, 2016).

According to Losey (1999), the conversion of human resource capital has the potential to yield sustained competitive advantages. Proficient HR professionals recognize the importance of competencies and invest optimistically in enhancing and preserving their knowledge and abilities amid changing circumstances.

Losey also highlights the fundamental elements involved in assessing competencies, including intelligence, education, experience, ethics, and interests, and emphasizes their significance in the field of human resource management. Implementing such practices in HRM could contribute to positive outcomes (Losey, 1999).

Kaur and Kumar (2013) emphasized the significance of competencies in designing organizations that enhance the training of human resources for continuous and sustainable value addition. The Competency Analysis approach has proven highly effective in various HR functions, including recruitment, training and development, performance management, career management, and leadership development.

In the study conducted by Johannessen & Olsen (2003), the objective was to analyse the role of training in developing competence as a means to achieve sustainable competitive advantages. The study emphasized the significance of knowledge and competence in establishing long-term competitive advantage and adopted a strategic approach to develop competencies that contribute to this goal.

2.2: REVIEW OF LITERATURE ON TALENT MANAGEMENT:

Meyers & van Woerkom (2014) explored how talent management could enhance a firm's enduring competitive advantage by examining different talent philosophies and their impact on HR practices and employee outcomes. This paper represented one of the initial attempts to formulate hypotheses that could be empirically tested regarding various talent philosophies. It also explored the potential impact of these philosophies on talent management practices, the potential outcomes that may arise from their implementation, and the difficulties they may present. Therefore, it had the potential to make a significant contribution to the existing body of knowledge on talent management theory and may serve as a catalyst for further research endeavours (Meyers & van Woerkom, 2014).

Bhatt & Shah (2015) conducted an empirical study on talent management strategies in a private sector insurance company. The findings of this study indicated that the implementation of a talent management system not only contributes to the retention of intellectual assets but also plays a crucial role in the maintenance and sustainability of employees(Bhatt & Shah, 2015)

Agrawal (2010) examined talent management concerns in business and technical schools and identified factors contributing to an effective talent management system in educational institutions. This study was grounded in a comprehensive survey among faculty members from diverse management schools. The study's findings suggested the factors contributing to establishing an effective talent management system in these institutions (Agrawal, 2010).

Darcy et al. (2014) emphasized the significance of Strategic Human Resource Management (SHRM) and introduced the "Talentship" framework, which illustrated the interconnectedness between Human Resource management, talent acquisition, and the achievement of competitive and financial strategic objectives (Darcy et al., 2014).

Farndale et al. (2010) studied the role of talent management in organizations, particularly in identifying talent gaps, setting goals, and driving organizational performance through effective human capital processes(Farndale et al., 2010).

Collings &Mellahi (2009) define "talent" as individuals possessing specialized skills and knowledge in high demand, exhibiting exceptional performance in roles crucial to an organization's success, or having the potential to cultivate necessary skills for important positions within the organization (Collings & Mellahi, 2009).

A fierce global "war for talent" is currently underway due to a decline in the availability of skilled individuals. The Korn Ferry Institute (2014) predicts a severe global talent shortage, which could lead to a financial impact exceeding US$8tn by 2030 (Dai et al., 2014). Retaining talent is critical for organizations to thrive, and talent management has emerged as a pivotal focal point. It involves a systematic approach to attract, develop, and retain individuals with exceptional competencies (Ott et al., 2018).

The topic of talent management remains a subject of debate as effective strategies for retaining and developing talent in organizations are not universally understood or implemented. Examining talent from the human resource management (HRM) perspective is valuable, as it contributes to sustained professional development and helps employees progress within the organization. Despite various talent retention initiatives, Indian organizations are facing a rapid increase in attrition rates. Employees' confidence and commitment towards their organizations are declining, with many seeking alternative employment opportunities due to difficulties in achieving work-life balance (Gupta & Haque, 2015).

To address the competition for attracting and retaining personnel in the financial sector, a study in South Africa explored variations in reward strategy perceptions among different generations within a prominent financial institution. The research involved a quantitative survey of 6316 employees and revealed significant variations in reward preferences among different generations. This finding emphasizes the need for dynamic and tailored reward strategies to enhance staff retention and recruitment, particularly in emerging economies facing unique challenges like high unemployment and limited skilled labour (Bussin& Van Rooy, 2014).

Talent management has become a crucial concern for multinational corporations and businesses. However, the existing research in this area remains limited, primarily consisting of conceptual investigations. This article aims to enhance comprehension of talent management, its significance, and primary practices, while also exploring its interrelation with other HRM functions.

The paper provides a comprehensive definition of talent management, ranging from customary HRM practices to identifying and nurturing high-potential employees. The implementation of talent management practices is vital for employee retention and performance, as it helps organizations mitigate costs associated with turnover and fosters the growth of skilled individuals through targeted training initiatives (Al- Dalahmeh, 2020).

A study focusing on South African public universities aimed to construct a conceptual framework for talent management in higher education. The research employed both quantitative and qualitative methodologies, revealing deficiencies in talent management procedures and strategies within the university. The areas of workforce planning, compensation and rewards, recruitment and selection, performance management, succession planning, training and development, and talent retention require a strategic approach to attract and retain qualified academic personnel.

The proposed framework provides guidance for talent management processes and practices in South African public institutions to enhance the efficiency and effectiveness of attracting and retaining academic staff (Musakuro, 2022).

The aim of this study was to develop a framework examining the relationship between talent management, organizational commitment, and employee turnover intention within a government department in South Africa. The research addressed a gap in the existing literature, as previous studies on these topics have predominantly focused on the private sector. The study surveyed 372 participants, utilizing a non-probability sampling technique, and employed a quantitative research methodology with structural equation modeling for data analysis. The findings indicated that talent management played a mediating role between organizational commitment and employee turnover intention. As a result, incorporating talent management as a strategic component to attract and retain talent within the government department was recommended (Mokoena et al., 2022).

McKinsey Company conducted a comprehensive analysis of 77 large corporations spanning various industries to examine challenges related to talent acquisition. The companies were divided into high-performing and average-performing categories based on their 10-year total return to shareholders. Through surveys and interviews involving 359 corporate executives, including CEOs, the study explored the efficacy of the companies' talent pools and identified the difficulties they faced in attracting and retaining high-quality individuals. The research emphasized the growing demand for exceptional skills and the increasing scarcity of qualified personnel in leadership positions (Michaels et al., 1998).

Cheryl Farley's 2005 study highlighted the increasing demand for effective talent management, requiring a shift in cognitive processes and greater engagement from top-level management. Aligning corporate objectives with workforce requirements, establishing connections between individuals and financial gains, and efficiently managing talent acquisition and development were crucial for enhancing business performance (Farley, 2005).

A joint study by Hewitt Associates and the Human Capital Institute aimed to evaluate the current state of talent management practices in organizations facing significant talent-related challenges in the contemporary business landscape. By combining quantitative survey data and qualitative interview responses from approximately 700 senior-level talent leaders, the research identified strengths and challenges in talent management and emphasized the importance of competencies, productivity, involvement, flexibility, and consistency in achieving a competitive edge and long-term financial prosperity . (Hewitt Associates & Human Capital Institute, 2008).This study attempted to clarify the concept of strategic talent management and its impact on organizational performance. It involved an archival method, reviewing and collating extant literature to develop propositions. Despite talent management's increasing reputation and over a decade of discussion, the concept remains ambiguous and lacking clarity.

The paper advocates continuous training of personnel to enhance workforce capacity, highlighting the need to dispel misunderstandings and doubts surrounding talent management's effectiveness on organizational outcomes (Ejovwokeoghene et al., 2018).

The book on Talent Management by Tutorial Points emphasizes the significance of talent management in an organization's recruitment, administration, development, and retention of skilled employees. It targets HR professionals and managers seeking insights into effective talent management strategies. The book assumes a foundational understanding of talent management intricacies and aims to enhance readers' comprehension and implementation of talent management within their specific organizational contexts (Tutorials Point, 2015).

Talent management has become a crucial driver of competitive advantage in today's global business landscape, adding value to organizations across industries. As a result, leaders put significant effort into attracting, recruiting, developing, and retaining skilled individuals. It is widely believed that human resources play a vital role in driving innovation within an organization, which, in turn, is essential for sustained long-term performance. Effective talent management offers several benefits to organizations, including workforce growth, optimized employee alignment, and market diversification. Consequently, organizations must allocate substantial resources to talent management and consider its psychological implications to enhance employee performance. In light of this, talent management is not limited to specific individuals but can manifest in anyone, including oneself and others. Since individuals collectively manage organizations, their actions and decisions significantly

influence overall effectiveness and achievements. Talent management involves strategically managing individuals within an organization to retain suitable personnel for appropriate roles at the optimal juncture (Baqutayan, 2014).

In the contemporary era of international trade, global trade plays a vital role in ensuring the prosperity and superiority of organizations, particularly in acquiring skilled human capital, especially at the managerial level. However, organizations face various challenges in attracting, evaluating, developing, and retaining talent.

This study aims to outline the elements of talent management, identify strategies to mitigate challenges, and explore avenues for enhancing employee performance. The research utilized data collected from the entire workforce of the University of Chaloos in August 2013, with a sample size of 198 individuals. A set of 28 questions was employed to assess various facets of talent management. The study successfully established the delineation of talent management components within the University of Chaloos. The focus of this discussion is talent management, particularly in evaluation systems and the identification of individuals with exceptional abilities.

The study highlights the significance of functional competencies in planning a meritocracy system, including creating a flexible environment, identifying strengths and weaknesses, predicting potential talent, and facilitating the conversion of potential talent into actual talent. By incorporating these competencies, organizations can effectively manage and reward individuals based on their abilities and performance (Shafieian, 2014).

Bersin's evaluation traces the evolution of HR functions over the years. In the 1970s and 1980s, the personnel department was primarily responsible for recruitment, selection, remuneration administration, and providing essential employee benefits. The systems developed during this period were batch payroll systems. As time progressed, organizations recognized the greater significance of the HR function, leading to the emergence of "Strategic HR" during the 1980s and 1990s. The Vice President of Human Resources assumed broader responsibilities, taking on a more significant role in formulating and implementing business strategies. Finally, Talent Management systems were developed, encompassing recruitment, training, job role formulation, organization design, comprehensive compensation packages, and employee health and well-being communication. The HR department evolved from a standalone business function to a strategic business partner, actively engaging with and supporting various lines of business (Bersin, 2006).

Development Dimensions International (DDI) has been a global partner for organizations for over four decades, helping them achieve exceptional business outcomes by attracting, developing, and retaining top-notch employees. Through empirical observations and extensive research, DDI has identified a set of optimal strategies that form the core of their talent management system.

These best practices have been integrated into a holistic talent management approach, successfully implemented in various organizations. The approach involves a comprehensive set of steps, processes, and activities to systematically manage an organization's talent. Workforce effectiveness is measured through various lead indicators, including engagement scores, cost of hire, time to productivity, internal promotions, and leadership skills enhancement. Business impact measures focus on evaluating the effectiveness of talent management systems. Assessing talent capacity gaps involves evaluating both the quantity and quality of talent within the organization. Many organizations create a "talent balance sheet" to monitor the competencies and development areas of their leaders and key contributors (Wellins et al., 2008).

The objective of this report was to conduct a benchmarking analysis on talent management to support and guide the 37 organizations within NHS Yorkshire and Humber in their talent management strategies. However, due to limited empirical evidence demonstrating the practical impact of talent management strategies, conducting the benchmarking exercise was not feasible. Management consultancy firms often offer recommendations based on their own research, but such research may lack rigorous guidelines. The existing academic literature in this field is relatively scarce and sometimes lacks a solid foundation in empirical research.

A "contingent" approach to talent management, advocated by the Chartered Institute of Personnel and Development (CIPD), suggests tailoring talent management programs to specific organizational circumstances. While several guidelines are available, their actual effectiveness remains unverified. Nevertheless, there is a consensus on key components for a talent management program, including senior management endorsement, HR function enhancement, future-oriented strategies, and a meticulous methodology for talent identification and development (CIPD, 2007).

The framework's objective was to critically examine talent management practices in Swiss companies operating in China. The study achieved this by understanding talent management intricacies, exploring the cultural impact on talent management in China, and offering practical recommendations for effective talent management strategies in the Chinese context. The methodology involved interviews with ten Swiss companies and an online survey with Georg Fischer AG, a Swiss company operating in the MEM industry with production sites in China. The findings indicated that establishing a well-organized HR department as a cultural interface is essential for effective talent management in China. An individual with expertise in talent management from China, understanding both Western and Asian perspectives, can facilitate their integration. Differences in talent management practices between China and Switzerland were evident, emphasizing the importance of considering external factors such as the labor market and political decisions during planning (Rutishauser et al., 2018).

The United States federal government has a unique opportunity to reshape its workforce and capabilities while bringing in the next generation of public servants. In 2010, the Office of Personnel Management (OPM) and the Office of Management and Budget (OMB) recognized the need for change in the federal hiring process and agencies responded positively, surpassing prescribed directives to foster innovation in recruitment and hiring. However, enhancing the initial recruitment phase is only part of a comprehensive talent management initiative. To maximize the benefits of improved hiring practices, agencies must adopt a broader perspective on talent management beyond recruitment and hiring. This article explores various approaches that federal agencies can adopt to address talent management challenges and enhance performance (Smith, 2012).

Talent Management, a concept involving proactive identification and strategic planning of human resources to meet organizational needs, gained popularity after McKinsey's research in 1997 and the book "The War for Talent" in 2001.In this context, it does not refer to managing individuals in the entertainment industry but rather to the systematic application of strategic HR practices to enhance business value and achieve organizational objectives. This includes attracting, retaining, nurturing, incentivizing, and optimizing performance, all aligned with the business strategy (Collings et al., 2017).

The Talent Management Strategy of the County of Peterborough outlines a comprehensive approach to managing human resources across departments. It emphasizes employee growth, ongoing performance feedback, and leadership development at all levels. This strategy aligns with the County's long-term priorities and considers demographic trends and related issues, as highlighted in the Strategic Plan for 2015-2019. The public sector faces challenges in managing resources, remuneration, and service provision, making a strategic talent management approach crucial for attracting skilled individuals and retaining existing talent. The strategy spans 3 to 5 years, aiming to optimize employee skills and adapt to changing priorities and contexts (Peterborough County, 2015).

This article aims to clarify talent management's fundamental aspects and its significance within the HR management strategy of contemporary organizations. It defines talent and talent management, examines various theoretical models, and establishes the role of talent management in the broader organizational context. In today's world, skilled employee shortages make talent acquisition, retention, and development vital for maintaining a competitive advantage. Successful talent management requires consistent and ongoing implementation, with strong support from executives and managers acting as change leaders. The alignment between talent management, corporate strategy, and HR management is crucial for overall success (Niedzwiecka, 2016).

This article explores the concept of "talent management" through various perspectives, aiming to understand individuals' motivations and underlying subtleties. Employing a mind map and a fishbone diagram, it presents the current state of talent management and encourages future research in this area. Scholars and practitioners often have overlapping interpretations of talent management, and this study seeks to stimulate innovative thinking to advance its development. By using a mind map, accomplishments and potential research avenues can be identified, fostering creative solutions in contemporary people management that balance stakeholders' interests. Talent management is seen as comprehensive, collaborative efforts that extend beyond the organization to create sustainable value (Dimitrov, 2015).

The concept of the "employer learning circle" pertains to a collaborative and interactive approach to employee development and education within an organization. This initiative offers participating employers access to up-to-date resources aimed at addressing the challenges posed by an ageing workforce. By providing information on emerging practices and innovative approaches being implemented, employers can better comprehend how workplaces are adapting to the changing age demographics of their employees.

To facilitate this, a research study requested four prominent employers to assess their organizations and analyze their talent management strategies and programs from an age-related perspective. Each employer then selected a promising "age-responsive" talent management practice, which was examined through an interview conducted by the Centre (Series, 2010).

Talent management is a strategic process that aims to align individuals with suitable roles and responsibilities in order to fully utilize their talents for the organization's success. Recently, talent management has gained prominence in both public and private sector entities, driving them to prioritize the acquisition, development, and retention of suitable personnel. To explore the influence of talent management on organizational performance, a comprehensive literature review was conducted. However, most of the research in this area has been conducted in foreign countries, leaving a gap in the understanding of talent management's impact within the local context. Therefore, a localized study focusing on companies listed in the Nairobi Security Exchange in Kenya is necessary to establish a direct correlation between talent management and organizational performance (Kagwiria, 2013).

Talent management holds significant strategic value for organizations worldwide, but implementing integrated talent management practices in developing markets like India lacks sufficient research. To address this, a study aimed to create an Integrated Talent Management Scale (ITMS) by analyzing existing measurement scales for talent management processes.

Through exploratory and confirmatory factor analyses with a sample of 506 employees from 17 organizations spanning three industries, the study validated the dimensions of talent management, including identifying critical positions (ICP), providing competence training (CT), facilitating development (D), and implementing reward management (RM). The ITMS offers a comprehensive tool for researchers and practitioners to assess talent management and its associated outcomes effectively (Jayaraman et al., 2018).

The study focuses on the relationship between behaviors and rewards within an organization. Effective reward programs require clarity on the individuals involved, underlying motivations, and methods employed. Merely increasing financial resources may not capture individuals' attention effectively. Instead, enhancing the personal significance of rewards, linking them to performance and contributions, and aligning them with the organization's strategy and individual roles increases the impact of compensation. Superkeepers, who play a crucial role in fostering the organization's magnetic culture, engage in behaviors aligned with the organization's objectives and responsibilities. By strategically calibrating and aligning the rewards system with demonstrated talent, organizations can achieve significant returns, such as increased revenues, customer retention, productivity, IT capabilities, quality standards, responsiveness to change, and reduced employee turnover. These factors contribute to improved financial performance and shareholder value (Berger & Berger, 2003).

The main aim of this thesis was to advance the existing empirical research on Talent Management by creating a comprehensive conceptual framework. To achieve this goal, a multiple case study methodology was employed, investigating 11 companies from diverse industries, sizes, and backgrounds. This approach was chosen to gain a thorough understanding of the research topic. Data collection followed qualitative research principles, with interviews conducted with Human Resources (HR) professionals from each case company.

The empirical evidence indicated a correlation between an organization's strategy and its perspective on talent. It was also found that this relationship influenced the prioritization of Talent Management initiatives. Interestingly, most companies did not explicitly mention Talent or Talent Management, despite its strategic significance. Nevertheless, the findings showed that companies understood their specific human resource requirements that aligned with their strategies. This included identifying necessary competencies and recognizing individuals with talent to drive current and future success. Hence, companies highly valued talent identification as a key determinant of their future achievements, highlighting the need for Talent Management practices aligned with strategic demands. It is crucial for management to involve talent in the decision-making process when formulating strategic directions. (Kimber, 2016).

This study aimed to provide organizations with insights into their current position in the talent management journey and the necessary steps to develop a comprehensive perspective on talent, aligning with the demands of the contemporary business landscape. The analysis revolved around the four stages of talent management maturity and outlining the future trajectory of talent management. Considerable literature exists on talent management, particularly the well-discussed concept of the "war for talent." Advancements in supporting applications, enabling technologies, and business processes have tackled the complex challenges associated with talent management. The current talent management tools and their usage are progressing through four distinct stages of development and implementation. In the initial stage, companies implement automated core HR systems along with manual and disparate human capital management (HCM) systems and processes. The second stage involves initiating automation for certain HCM processes. The third stage sees the integration of HCM systems and the emergence of talent management suites. Finally, stage 4 represents the implementation of a consolidated talent management and application delivery platform, indicating the envisioned future state for talent management. Organizations adopting a comprehensive perspective on talent management throughout the talent lifecycle enhance their ability to identify, oversee, evaluate, retain, and incentivize employees, ultimately boosting business performance through strategic talent management (Oracle, 2012).

Dr. Trish Holliday, Assistant Commissioner, and Chief Learning Officer at Tennessee's Department of Human Resources conducted a study on the utilization of talent management tools and resources in organizations.

The study encompassed various talent management practices, including competency management, performance management, succession planning, recruitment, professional development, identifying mission-critical competencies, preparing individuals for leadership roles, implementing employee learning programs, strategic investment in employees' leadership skills, skills acquisition, and creating an environment conducive to attracting high-potential individuals.

The study revealed that integrating these talent management practices can lead to achieving an organization's desired results (Holliday, 2011).The article provides a comprehensive exploration of talent management practices, which have gained increasing importance in contemporary organizations. The study's objective was to examine the ethical implications, both positive and negative, of implementing specific organizational practices on individuals identified as "talent" within the organizational context. By analysing the conceptualization of talent and its impact on ethical reasoning, the study uncovers the ethical complexities inherent in talent management. It highlights instances of adverse outcomes associated with talent management while also examining favourable counterexamples.

To harness the potential of talent management positively, the article suggests establishing a constructive association between talent management and ethics, focusing on (1) recognizing ambiguity and personal challenges and (2) adopting qualitative methodologies for performance evaluation to better understand and appreciate the broader organizational environment. The analysis reveals inherent risks in talent management discourse and practices, but it also underscores the opportunities that organizations can seize. However, perceiving talent solely as resources for profit generation reflects an instrumental nature that contradicts fundamental ethical principles of respect, dignity, and equality. Organizational narratives underpinning talent management practices can have adverse effects on individual identity development over time and hinder introspection and ethical decision-making opportunities. Emphasizing talent management practices that prioritize social and political identity, along with identity control, can uphold ethical standards within organizations. Some organizations already implement talent management strategies that value self-critical attributes, social conscience, and contextual sensitivity, allowing talent to engage ethically with themselves, others, and society at large (Painter-Morland et al., 2019).

The University of Pennsylvania places a high priority on talent management, particularly in recruiting and retaining highly skilled individuals. The university achieves this goal by providing numerous opportunities for professional advancement within its expansive and decentralized structure. However, active engagement in professional growth and development by the university staff is essential. To support and encourage their endeavours, the university offers various initiatives, as detailed in the article (Butterfield, 2008).

American businesses face a formidable challenge of replenishing their workforce with 70 million skilled employees due to the retirement of the Baby Boomer generation. This challenge coincides with significant changes in the ethnic makeup of the American labour force, global economic stagnation, high unemployment rates in the United States, and global security risks. To maintain a competitive edge, executive management must formulate lasting talent management strategies encompassing attraction, recruitment, development, and retention of skilled individuals. The study aimed to explore the obstacles and achievements associated with talent management programs and why certain companies abstain from implementing them.

Additionally, the study examined how factors like job security, compensation, and opportunities predict retention rates. The findings revealed that 69% of the organizations in the sample had implemented talent management programs, acknowledging their strategic importance despite facing implementation challenges. Among the remaining 31% without such programs, the majority of HR managers endorsed talent management, but the principal reason for not implementing it was the lack of support from executive management (Oladapo, 2014).

According to Lockwood (2006), it is crucial for companies to consistently invest in the development and enhancement of their human capital. Human resource leaders, as business partners, closely collaborate with senior management to acquire, recruit, develop, and retain a skilled workforce effectively. However, the scarcity of skills poses significant socioeconomic and cultural barriers to the mobility of talented individuals across national boundaries. In light of workforce trends like changing demographics, global supply chains, an aging workforce, and increased global mobility, proactive organizations must reconsider their talent management strategies to leverage talent effectively. Adopting this approach enhances individuals' chances of success in a fiercely competitive business environment. Moreover, talent retention is influenced by factors such as organizational culture, employee engagement, and leadership development. Considering these factors, an integrated talent management approach becomes a viable strategy for achieving exceptional business outcomes (Lockwood, 2006).

In a study conducted by Garrow and Hirsh in 2008, the authors emphasize the importance of "focus" and "fit" as crucial dimensions that require careful examination in talent management. The success of a talent management strategy depends on its well-defined approach in contributing to organizational objectives. This involves identifying specific areas and job roles within the organization targeted for talent acquisition. Additionally, the concept of "fit" entails aligning talent management processes with strategic objectives and the organizational culture. This includes considering the psychological contract between employers and employees and ensuring compatibility with existing human resource processes to implement effective talent management practices (Garrow & Hirsh, 2008).

In 2008, Peter Cheese explored the significance of talent management in achieving strategic success. He identified challenges in cultivating talent power and proposed strategies to address them. These strategies include prioritizing talent management through prominent leadership, incentivizing and acknowledging line managers for fostering talent, and updating human resource and training functions to identify, cultivate, and utilize talent effectively. Talent management plays a crucial role in achieving strategic success and overcoming obstacles associated with nurturing a talented workforce (Cheese et al., 2008).

Gaye Karacay-Aydin conducted a study examining the impacts of mentoring on talent management, specifically focusing on female employees and those from disadvantaged backgrounds.

The research found that mentoring had beneficial effects on women and individuals from disadvantaged backgrounds, providing effective strategies for attracting, retaining, motivating, and developing talented individuals within these groups. This study laid the foundation for connecting mentoring applications with talent management programs designed for specific employee groups (Karacay, 2009).

Sabuncu and Karacay (2016) conducted exploratory research to understand talent management practices in the Turkish hospitality and food sectors. The study involved face-to-face interviews with employees from small and medium-sized companies operating in these industries. Through content analysis, the study aimed to discern strategic talent attributes within the Turkish hospitality and food sector, serving as a basis for future quantitative research to develop a competence scale specific to this industry.

Maria Yapp (2009) evaluated the Return on Investment (ROI) associated with talent management initiatives. The study analysed financial resources allocated to recruitment, development, and succession management, as well as the resulting benefits for the organization. It also examined strategies to identify and nurture potential leaders within the current employee pool and methods to evaluate the effectiveness of talent management initiatives. The study provided valuable insights into ROI trends and practical strategies for assessing talent investments' value.

Stumpf (2010) described talent management as a process encompassing attraction, onboarding, development, retention, and redeployment or counselling of professional and managerial employees. The case study emphasized the importance of a high-quality talent management program to attract, cultivate, and retain exceptional individuals critical for the organization's long-term success. The success is measured through positive outcomes with customers, employees, and investors, which requires leaders capable of achieving individual and organizational objectives.

In 2019, approximately 200 CEOs signed a document titled "Statement on the Purpose of a Corporation," advocating for a shift towards prioritizing employee investment over exclusively focusing on shareholder value. Organizations started demonstrating empathy to attract and retain their workforce, promoting internal career advancement, and celebrating the strengths of individuals in a multigenerational workforce. Internal recruiting was seen as advantageous in enhancing employee retention, promoting a favourable work environment, and mitigating costs associated with reinvention .(Dye et al., 2020).

The Institute for Employment Studies (IES) conducted a comprehensive study analysing talent management issues and practices within 23 member organizations across various sectors. The study led to the development of a Four-Step model of talent management, which covers the definition of talent management in the organization, its focus on specific jobs and employee groups, the practical process of talent management, and the actionable outcomes of talent management.

Talent management is vital for organizational success, contributing to various practical outcomes and overall performance. This inquiry explores the results achieved through talent management implementation, considering various factors associated with talent management in a business context (Campbell & Hirsh, 2012).

This paper series aims to explore the concept of talent development, its scope, and the challenges associated with formulating talent development strategies within organizations. The study primarily focuses on the limited and fragmented literature on talent development processes, commonly analyzed within the broader context of talent management. It addresses various concerns related to identifying individuals with talent, determining the competencies to be nurtured, identifying key stakeholders responsible for the development process, determining the optimal pace of development, and establishing the necessary infrastructure for sustainable growth (Garavan et al., 2012).

In today's business landscape, organizations must proactively chart a path for transformation to adapt, grow, and meet higher standards effectively. To achieve this, they need to constantly assess their current methods, offerings, and resources while encouraging innovative ideas to pioneer new approaches. The success of organizations in achieving sustainable growth and competitive advantage relies on having a workforce capable of generating creative initiatives (Recruiter.com Group, 2019).

Two critical concepts in management and organization that have emerged are talent management and organizational trust. Talent management, a strategically relevant process, focuses on human resources, helping organizations address challenges by bridging the gap between required and available talents. A study on talent management's impact on organizational trust, efficiency, and performance contributes significantly to theoretical research in the field (Altınöz et al., 2013).

Globalization, with its integration of economies and cultures through extensive communication and trade networks, has intensified competition for skilled individuals since the 1990s. High-performing organizations recognize the value of talent and focus on individuals rather than just strategic approaches. The scarcity of critical talent is expected to worsen due to factors such as the retirement of the "Baby Boom Generation," widening skills gap, and rapidly changing lifestyles. Despite this, many organizations lack comprehensive strategies for identifying, recruiting, developing, deploying, and retaining top talent (Serrat, 2010).

Human Resources (HR) departments in organizations, particularly small to medium enterprises, have often been neglected, leading to limited progress. Many HR employees end up performing monotonous tasks instead of fulfilling their role in fostering collaboration and cohesion among individuals. Implementing automation for time-consuming HR tasks can free up resources to focus on impactful matters, promoting organizational functioning and culture. Prioritizing the human aspect of organizations and investing in HR software aligned with talent management is crucial (Keka, 2015).

Research findings from the ManpowerGroup Talent Shortage Survey 2014 indicate that around 36% of employers faced challenges in filling job vacancies due to a lack of qualified candidates. Talent shortages have significant effects on employers' capacity to serve clients.

To understand talent and talent management better, a study was conducted among senior leaders and HR executives from various countries and industries. The study explored the implications of inclusive and exclusive talent management approaches, emphasizing equality, diversity, and organizational development (Rutherford, 2014).

Contemporary organizations face fierce competition for skilled individuals and the challenge of managing a diverse employee base. To gain a competitive edge and enhance organizational agility, novel talent strategies are required. However, existing research shows that most companies lack comprehensive global talent management solutions to effectively respond to evolving business circumstances and align with future market requirements. The SAP SuccessFactors Talent Management Suite stands out as a comprehensive software solution that covers all talent-related processes, from recruitment to retirement. With an extensive and inclusive talent content library of nearly 20,000 items, it encompasses skill and competency libraries, job descriptions, goal catalogues, coaching suggestions, and legal guidance. By using SAP SuccessFactors, organizations can better manage talent acquisition, development, and retention processes, align strategic objectives with operational implementation, enhance employee performance, and optimize engagement and productivity(SAP, 2019).

Talent management is an emerging phenomenon in commerce, domestically and internationally. This article provides a comprehensive examination of talent management literature and explores its potential applications in higher education and libraries. While the United States experiences significant HRM trends, such as rising insurance costs and healthcare legislation, international HRM trends also deserve attention. Talent management involves various elements, including employee engagement, starting from the hiring phase and continuing through induction, socialization, empowerment, recognition, intentional work design facilitated by leaders, and creating a trusting and respectful environment. Prioritizing talent management, leadership development, and employee engagement is crucial for organizations(O'Bryan & Casey, 2017).

The School of Business and Enterprise at the University of the West of Scotland, the Business School at Edinburgh Napier University, and the Improvement Service conducted collaborative research on talent management in the public services sector in Scotland. This research gains importance due to the evolution of the public service reform environment, triggered by the release of the report by the Commission on the Future Delivery of Public Services (The Christie Commission) in 2011. The Public Bodies (Joint Working) (Scotland) Act 2014 established a system for integrating adult health and social care services through Integration Authorities.

These authorities are responsible for coordinating local health and social care services and require effective workforce planning and development. The implementation of this policy demands collaboration and resource allocation by public services to support individuals and communities in utilizing their talents for improved outcomes. (Gadsden, Sarah, Dot McLaughlin, 2017).

Talent management poses a significant global challenge for organizations worldwide due to a limited supply of skilled individuals. This study examines the impact of talent management on organizational performance in Shebin El-Kom hospitals. The research was conducted in Menoufia University Hospital and Shebin El-Kom Teaching Hospital, using a descriptive correlational research design with 273 nurses as subjects. The study employed two standard questionnaires: the Talent Management questionnaire and the Organization Performance questionnaire. Results showed that nurses at Menoufia University Hospital reported higher satisfaction levels than those at Shebin El-Kom Teaching Hospital regarding talent attraction, retention, and organizational performance. The study concludes that talent management positively correlates with organizational performance and effectively facilitates talent attraction, retention, motivation, and development within hospitals. Nurses expressed significant satisfaction with talent management processes and overall organizational performance. (Mervat E. A. El Dahshan, 2018).

The Mauritian economy is undergoing a significant transition from an industrial and labor-intensive sector to a services and knowledge-based economy. In this context, establishing a strong connection between leadership and talent management becomes crucial.

Local managers must enhance their leadership capabilities to foster talent within their organizations, upon which the organizations can rely. The importance lies not only in acquiring leadership knowledge and skills but also in effectively cultivating talent through innovative leadership strategies. This research article focuses on the significance of the correlation between leadership and talent in Mauritius. It explores how specific Mauritian companies incorporate their core values and business principles into talent management procedures such as recruitment strategies, leadership development initiatives, performance evaluation systems, and compensation programs. The primary objective of this study was to examine the relationship between leadership development and talent development in Mauritius, particularly during its transition to a new economic phase (Betchoo, 2014).

Talent management is a strategic approach used by organizations to retain skilled employees and enhance overall performance. It involves strategic activities such as recruiting suitable individuals, developing them for key leadership roles, evaluating their performance, and implementing measures to reduce attrition. The performance of an organization depends on the performance of its employees, and having distinct competencies gives a competitive advantage.

To manage this human capital effectively, organizations are prioritizing the development of efficient talent management systems and processes.

This study examines the influence of talent management on the performance of IT organizations in the NCR region. The findings indicate a positive correlation between talent management and overall organizational performance. However, there is room for improvement, particularly by focusing on learning and development initiatives and retention strategies to enhance talent management, performance, and productivity in organizations. Integrating talent management into business plans can lead to improved performance, productivity, profitability, and a competitive advantage in the dynamic business environment (Sareen& Mishra, 2016).

This study emphasizes the significance of talented employees as crucial internal resources within organizations. Investing in talented employees not only leads to sustainable competitive advantage but also enhances long-term performance. The study aims to address the existing knowledge gap by developing a measurement tool for talent management. The study employed a comprehensive scale encompassing six dimensions of talent management and collected data from owners or executives within textile apparel companies. The results show a lack of consensus on a universally accepted measurement tool for talent management. The study introduces a novel talent management scale and assesses its validity and reliability through statistical analyses. The findings emphasize that individuals with high energy and talent significantly influence organizational culture, and fostering relationships with talented individuals is crucial. Talent management practices differ between global companies and middle-sized export companies, with global companies exhibiting more comprehensive practices (Gurbuz et al., 2017).

The primary objective of a talent management system is to attract, develop, and retain highly skilled individuals in areas that are essential and in short supply. This study investigates the obstacles hindering the successful implementation of talent management within a public electricity utility company in Southern Africa. Using qualitative research, the study captures participants' subjective experiences, perceptions, and emotions. The study emphasizes the significance of effective implementation strategies and strong leadership commitment for successful talent management (Mtshali et al., 2018).

Contemporary organizations prioritize talent acquisition and development through Experience-Driven Talent Management. The study highlights the need for a talent strategy aligned with the company's business strategy. This includes implementing new organizational structures to leverage synergies from mergers and identifying individual skill sets and organizational competencies. The study also emphasizes establishing a cultural framework based on guiding principles for the conduct of individuals. Efforts are made to involve members of the organization in identifying, testing, and cultivating leadership principles within the talent strategy (Gurvis et al., 2016).

Leading companies not only adhere to shared talent management principles but also implement various talent-related practices. Survey findings indicate that multinational corporations are increasingly adopting sophisticated human resource management systems aligned with their cultures and strategic goals. This trend towards convergence is driven by factors such as competing for talent from the same pool, global integration, and the need for alignment with strategy and culture. However, while companies are adopting similar practices, they should customize their talent management to fit their unique strategies and circumstances, differentiating themselves from competitors. Exceptional talent management capabilities give multinational corporations a competitive advantage (Stahl et al., 2012).

In today's highly competitive business environments, talent management plays a crucial role in the survival of firms. Workforce planning, which involves identifying and acquiring the necessary personnel and integrating their knowledge, skills, and attitudes, is vital. A study in Jordan's banking industry explored the influence of talent management strategies on the performance of commercial banks. The study, using a quantitative approach, found a positive correlation between attracting, developing, and retaining talented individuals and overall bank performance. Recommendations included enhancing attraction mechanisms, motivation systems, and focusing on rewards for talent retention (Mohammed, 2020).

Talent management is closely connected to sustainable development, leading to enhanced organizational performance. Competent employees play a crucial role in facilitating organizational development and gaining a competitive advantage. Nurturing talent and implementing proficient talent management strategies can establish robust leadership teams, contributing to overall success.

Talent management focuses on enhancing individual capacities, achieving high performance, and aligning individuals with suitable roles. The dynamic nature of job requirements poses challenges, but talent management ensures organizational preparedness (Machado & Paulo Davim, 2016).

The talent lifecycle is a comprehensive approach to talent management, covering recruitment, assessment, hiring, onboarding, training, development, performance management, and succession planning. It emphasizes the importance of identifying and retaining high-performing individuals throughout their employment journey (Warren & Edwards-adrian, 2018).

Talent management involves implementing comprehensive human resource strategies to strategically plan for, attract, motivate, and retain highly skilled employees, aligned with the organization's business goals. The talent management plan, overseen by the manager or supervisor, concludes upon achieving the desired outcomes or determining its relevance. Throughout the plan, both the manager and the employee record significant details, and upon conclusion, feedback is provided on the efficacy of talent management initiatives in supporting the employee's career advancement (Corrie, 2020).

This study focuses on the crucial role of employees' competencies and management's adeptness in harnessing their potential, recognizing their impact on an organization's performance and success. Specifically, it explores the nurturing of talented employees within Czech organizations, a pivotal factor in organizational effectiveness. The research involves two quantitative studies: one from the organizations' standpoint, with a sample of 100 organizations from various economic sectors, and another from the employees' standpoint. The findings reveal the implementation of various talent management philosophies, with approximately 50% adhering to an inclusive and stable philosophy, 11% following an inclusive and developable philosophy, and nearly 10% adhering to an exclusive and developable philosophy. However, employee development often lacks personalization, neglecting individual characteristics and unique opportunities. The study contributes by presenting talent management approaches and their classification, clarifying key terms, and laying the foundation for further investigations (Urbancova&Vnouckova, 2015).

The management of talent in contemporary labor markets is a subject of ongoing discussion among scholars and professionals. Existing literature on talent management is somewhat disorganized and limited. This paper provides a comprehensive review of talent management literature across various academic disciplines and offers a precise definition of talent management. It identifies three main themes in contemporary talent management trends: addressing challenges in open labor markets, facilitating employee mobility within organizations, and identifying strategic positions for talent investment. The study also delves into the historical development of talent management and suggests potential areas for future scholarly inquiry (Cappelli & Keller, 2014).

In the emerging Indian market, multinational organizations (MNOs) are common, and IT professionals are valuable assets within such organizations. Retaining highly competent employees in this context becomes challenging due to the abundance of job prospects in the IT industry. A case study on a mobile network operator (MNO) in Chennai, India, examined the role of talent management practices in employee retention, focusing on commitment, job satisfaction, and career development. The findings highlight the importance of organizational identification, commitment, job satisfaction, and career development in retaining employees. The TSSK Company, for instance, emphasizes being "The best place to work and grow" and has developed effective talent management programs to attract and retain skilled experts (Egerová et al., 2013).

This paper investigates the effectiveness of talent and quality management strategies in international organizations, emphasizing their importance regardless of an organization's profitability. The study aims to understand the significance of these strategies in Albanian and Kosovar companies within the context of globalization. The findings contribute to a deeper comprehension of quality and talent management's impact on organizational performance in the modern business landscape (Rexhepi&Vladi, 2015).

This critical examination of existing studies on talent management emphasizes the need for a conceptual framework to address empirical and contextual deficiencies in the literature. While talent management is recognized as critical for organizational sustainability and performance, the study suggests that incorporating additional variables like organizational strategies, structures, policies, leadership styles, and beliefs could enhance understanding of the relationships under investigation (WanjiraMuriithi, 2017).

This research examines talent management principles and their influence on competitive advantage within cellular communications companies in Jordan. The study population comprises three telecom companies, and the results show a statistically significant relationship between talent management principles and the attainment of competitive advantage in these companies (Almaaitah et al., 2015).

The objective of this article is to provide a comprehensive understanding of Talent Management and its impact on Employee Engagement and Organizational outcomes. The study highlights human resources as a primary driver of an organization's competitive advantage and how successful talent management impacts employee engagement, ultimately influencing organizational performance (Dhanalakshmi&BalanaGurunathan, 2014).

This research investigates the correlation between talent management, organizational development, and job motivation among employees in educational, research, student, and cultural departments at Bushehr University of Medical Sciences and Health Services. The findings demonstrate a statistically significant and positive correlation between talent management, organizational development, and teacher job motivation (Rastgoo, 2016).

Study on Talent Management Perspectives: The objective of this research is to conduct a comprehensive analysis of scholarly literature on talent management to identify alternative viewpoints. Three dominant themes emerged: exploring the concept of talent and its definitions, understanding the intended outcomes of talent management, and examining various practices associated with talent management. These themes are further scrutinized to discuss potential constraints linked to the prevailing perspectives on talent management. The primary finding reveals that the existing literature on talent management adopts a limited and one-dimensional perspective. It is characterized as managerialist and unitarist, focusing narrowly on human resources practices. To enhance this perspective, the study incorporates additional viewpoints, such as stakeholder theory, multiple objectives, and a more extensive examination of practices. Integrating these new perspectives is crucial for advancing talent management as a field, leading to a comprehensive theoretical framework that accounts for diverse contexts (Thunnissen, 2016).

Correlation between Talent Identification and Development: This study aims to contribute to the existing knowledge on talent management by investigating the correlation between talent identification and development tools.

The research involved 112 companies in Argentina, and an online survey was conducted, covering a comprehensive set of identification and development practices. The data collected were analyzed using SPSS 19. The findings indicate that companies implementing more talent identification processes, such as performance management and potential identification, tend to utilize a greater variety of development tools. Notable disparities were observed in the utilization of all examined development tools, except for formal education and job rotation. Unlike most talent management literature, which is normative in nature, this study provides empirical insights into the relationship between talent identification processes and the implementation of development tools. The results suggest a positive correlation between an extensive talent identification process and the effective implementation of talent development initiatives (Natacha Golik& Rita Blanco, 2014).

Talent Management Architectures and Theory of Value: This study adopts two conceptual frameworks to structure talent management literature: talent philosophies and a theory of value. It introduces the concept of talent management architectures and evaluates four talent management philosophies based on their perspectives on individual talent and talent management architectures. The analysis highlights the inadequacies of human capital theory in comprehensively capturing contemporary advancements in talent management. The study further consolidates these insights into a comprehensive theory of value, centered around four processes that generate value: value creation, value capture, value leverage, and value protection. This framework incorporates non-HR literatures, such as value creation, the resource-based view (RBV) perspective, dynamic capabilities, and global knowledge management, aiming to guide the development of talent management systems or architectures. The study proposes 14 research propositions requiring empirical validation and suggests potential avenues for future research to explore and address these propositions.

Overall, the study emphasizes the need to critically assess implicit value claims associated with talent management before discussing its worth (Sparrow &Makram, 2015).

Talent Management in the Knowledge Economy and Public Sector: Over the past three decades, the concept of the "war for talent," the rise of the knowledge economy, and the aging of the Baby Boomer generation have elevated the significance of talent management in professional literature. However, academic research in this area has been relatively slow to develop. This study seeks to address gaps in the talent management literature, particularly concerning knowledge sharing within public sector organizations. It integrates social capital theory, the process of knowledge transfer, and the concept of talent management to propose six propositions related to the obstacles and enabling practices of knowledge sharing. By considering these aspects, the study aims to expand the scope of talent management research to better adapt to the ever-changing contemporary work environment (Cross Walker, 2020).

2.3: A BRIEF REVIEW OF LITERATURE ON COMPETENCY AND TALENT MANAGEMENT:

In the book "Corporate India and Human Resource Management" by Rohini Anand (2010), the author delves into the importance of establishing talent pipelines and leadership competencies in Indian organizations across various sectors. Anand's research and interviews with prominent Indian companies highlight the influence of Indian corporate culture and community on the country's business environment. Given the complexities of the current economic conditions, Anand emphasizes the need for diverse talent pools, sustainable leadership capabilities, and employer branding as crucial imperatives for both Indian enterprises and multinational corporations managing Indian workforces.

"Talent management" is often associated with competency-based management practices. Decisions regarding talent management are shaped by core competencies within the organization and competencies specific to particular positions. These competencies include knowledge, skills, experience, and personal traits, demonstrated through defined behaviors. However, traditional competency models may include factors like education and length of employment that have limited predictive value for success and may be considered unethical or prohibited by law in assessing job performance. Modern approaches focus on developing a comprehensive competency framework and a competency dictionary within the organizational structure to construct more effective job descriptions (Collings et al., 2017).

The study by Klett and Wang (2013) aims to explore innovative and systematic human capital management approaches in career development, assessment, and recruitment through competencies. The goal is to foster innovation and sustainable competitive advantage in academia and business amid the evolving global employment market and the challenges posed by the War for Talent.The study highlights the importance of talent identification as a catalyst for innovation and maximizing ROI in human resources and technology for both academia and businesses.

Research investigating talent management strategies within organizations emphasizes the implementation of competency-based human resource practices. By using job descriptions and competency frameworks to set clear expectations, competency-based talent management can enhance productivity and performance. The study focuses on identifying attributes exhibited by high-performing individuals to develop a fundamental set of competencies that contribute to a successful workforce. It also explores the effects of competency mapping on training, development, motivation, reward systems, and career planning in talent management within organizations (Mathew &Brindha, 2014).

The article discusses the University of Utah's J. Willard Marriott Library's implementation of a competency-based talent management system. While the approach effectively translated organizational values and goals into tangible outcomes, it was not deemed sustainable over the long term. Utilizing core competencies in departmental goals, staff guidance, and onboarding processes demonstrated positive outcomes within middle management (Rutledge et al., 2016).

The paper focuses on talent management efforts by management executives and the field of Human Resource Management. It highlights the significance of acquiring, recruiting, and retaining highly skilled employees aligned with the organization's strategic objectives. The study emphasizes competency profiling's impact on key operational areas and how it contributes to the organization's growth (Madhavi & Mehrotra, 2019).

In the oil and gas industry, there has been limited research on innovative strategies like talent management despite its socio-economic significance. This study examines the relationship between talent management and organizational innovativeness, as well as competency development, within the Indian oil and gas industry. The empirical research involving 598 managers from five Indian oil and gas firms provides evidence that talent management significantly influences human resources outcomes, especially in employee creativity, innovativeness, and competency (Chaturvedi et al., 2022).

The purpose of this study is to establish a comprehensive framework, both in theory and practice, to explore how social intelligence impacts the enhancement of supply chain and talent management competencies, using the Golman model. The study focuses on Al-Salam Private Hospital/Kirkuk as a service organization, aiming to improve its performance through extensive research. Talent management competency, particularly in harnessing individuals' creative potential, is a key focus. The study uses a questionnaire to assess the correlation between social intelligence dimensions and talent management competencies. The findings show a significant relationship, leading to recommendations for improving talent management within the organization. (Al-Shalmh et al., 2020)

This study investigates the correlation between problem-solving aptitude and the socialization process among first-year university students. It aims to propose talent management strategies for university management, instructors, and administrators. The research identifies three distinct student clusters using a Simulated Work Experience methodology and associates them with talent management and curriculum design strategies. The study provides practical implications for managing business schools, course administrators, and instructors in terms of competency mapping, talent management, and curriculum design. However, its scope is limited to first-year business students and their problem-solving abilities. (Ábrahám et al., 2023)

This paper introduces a novel methodology for implementing knowledge management in a Cognitive University, impacting graduates' competencies and their alignment with the digital economy's demands. The study employs a talent management approach, analyzing students' professional and qualification skills from a socio-psychological perspective.

It distinguishes between highly professional (HiPro) and high-potential (HiPo) graduates and investigates staff involvement in forming the personnel reserve. The research focuses on HR technologies hindering high-potential graduates' competency development and its implications for organizational innovation. (Kozhuhova, 2021)

This study explores the challenges of integrating competency modeling (CM) into talent management (TM) and presents a framework for achieving this integration. The research uses a multiple cross-case study design, involving organizations implementing competency modeling strategies. In-depth interviews with HR managers reveal the challenges, leading to the development of a comprehensive integration framework covering functionality, information system, capability, governance, and contextual integration. The study provides valuable insights for researchers and practitioners in the field. (Shet& Bajpai, 2023)

This research aims to evaluate the correlation between talent mindset competency, job satisfaction, and job performance through four interconnected hypotheses. The talent mindset competency is conceptualized through five dimensions. Path analyses conducted on a sample of 198 employees show that talent management strategies significantly influence job performance, with job satisfaction mediating this relationship. The study suggests that a comprehensive talent system can directly impact job satisfaction and indirectly affect job performance. (Luna-Arocas& Morley, 2015)

In today's highly competitive business environment, organizations often struggle to retain talented and young employees from Generation Y. Therefore, it is essential for organizations to implement strategies that focus on employee development to retain Generation Y employees. This study aimed to investigate the impact of various talent management practices, such as mentoring, strategic leadership, social media, and knowledge sharing, on the intention of Generation Y employees to stay with their current employer. Additionally, the research explored whether competency development plays a mediating role in strengthening this relationship. The study included 372 employed individuals from Generation Y, and data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with smartPLS-3 software. The results revealed that mentoring, strategic leadership, and social media positively influenced the intention of Generation Y employees to stay in their current organization. However, knowledge sharing did not have a significant effect on the intention to stay. The study also found that competency development played a mediating role in the relationships between strategic leadership, social media, knowledge sharing, and intention to stay, but not in the relationship between mentoring and intention to stay (Younas & Bari, 2020).

This paper presents the evolutionary trajectory of talent management in the context of higher education institutions. The primary objective of the study was to identify clusters of leadership competencies that align with the respective institutions' leadership competency framework.

The researchers adopted a qualitative methodology, conducting focus group discussions with the Leadership Competency and Instrument Committee in AKEPT and interviews with academics from public universities. Through these discussions and interviews, the study identified five distinct clusters of leadership competency skills: personnel effectiveness, cognition, leading, impact and influence, and achievement and action. These clusters shed light on important considerations for selecting future leaders in higher education institutions. The study's findings also offer a set of attributes that effective leaders in higher education institutions should possess, aiming to enhance their institutions' sustainability performance in the future (Mohamed Jais et al., 2021).

Identifying key talents within a company is crucial across all sectors of the economy. This study aimed to determine the essential factors contributing to talent identification and internalization through competency modeling. The research focused on specific job positions within 101 agriculture companies. Data was collected through surveys conducted with managers, with each manager representing a company. The analysis utilized both one-dimensional and multi-dimensional statistics, revealing five factors characterizing key employee and team development: inclusive approach, management support, strategic development, leadership development, and integrity. These factors provided valuable insights for companies operating in the primary sector, enabling them to effectively identify and cultivate employees, talents, and teams using competency models (Vnoucková et al., 2016).

The use of a competency model for selecting contemporary business management talents can help organizations identify personnel who align with the organization's values. This article examined the process of selecting modern business management talents using a competency model. The study involved analysing classification dictionaries and characteristics of the competency model through the Analytic Hierarchy Process (AHP). Additionally, a fuzzy evaluation was conducted to assess modern business management personnel selection. The findings highlighted that implementing human resource management practices and utilizing effective personnel selection competencies can significantly enhance organizational performance within enterprises (Rui, 2017).

This study investigated the impact of competence, motivation, and talent management on employee engagement in Small and Medium Enterprises (SMEs) operating in the Tour & Travel sector in Malang. The research utilized a quantitative approach with a survey method, gathering data from a sample of 101 individuals. A questionnaire with a five-point Likert scale was used for data collection. Generalized Structured Component Analysis (GSCA) was employed for data analysis.

The study found direct and positive relationships between Competence, Motivation, Talent Management, and Employee Engagement. Specifically, Competence, Motivation, and Talent Management directly influenced Employee Engagement. Moreover, Competence and Motivation were found to have direct and positive effects on Talent Management.

The study also revealed that Competence indirectly influenced Employee Engagement through the mediating role of Talent Management, similarly to Motivation's impact on Employee Engagement (Nawangsari&Sutawidjaya, 2019).

The objective of this research was to create a comprehensive competency model for senior managerial talent in Shanghai's health service sector. The study used a methodological approach that involved conducting expert interviews based on McClelland's Competency Dictionary to identify characteristic clusters. A questionnaire was then administered to 220 managerial talents in the health service sector, resulting in the collection of characteristic competency data. The study obtained 178 completed questionnaires, yielding an 80.9% response rate. The resulting senior managerial talent competency model in the health service sector comprises eight distinct characteristic clusters, encompassing 26 individual characteristic items with corresponding behavior descriptions. These clusters include personal character, success orientation, social role, self-concept, knowledge management, communication and coordination, cost management, and business management. Although the model provides a well-defined and comprehensive set of indicators, further enhancements are necessary to improve its practical application within the health service domain. (Cai et al., 2011)

This paper explores the significance of developing a talent management strategy based on competency profiling and its implications in strategic human resource management. The study presents a case study of a pharmaceutical organization in India, analysing its organizational environment and talent management challenges. By adopting a talent mindset, the organization successfully attracted highly competent individuals from top pharmaceutical companies and reduced attrition among top talent. The implementation of succession planning also facilitated filling key positions. The study highlights the importance of effective communication in talent segmentation decisions, whether to cultivate talent internally or acquire externally. Strategies for talent cultivation and employee retention in a limited labour market are discussed, offering valuable insights to human resource professionals on attracting, recruiting, and managing talent effectively. The study contributes empirical evidence and theoretical insights to the strategic human resource management literature on talent management. (Sharma & Bhatnagar, 2009)

In the context of the Faculty of Distance Studies, this study proposes a Human Talent Management (HTM) model. The development of the GTH model was driven by a faculty diagnosis, investigating various human talent management approaches to identify the most suitable one aligning with their needs.

The competency model is utilized as a management tool, enhancing flexibility by integrating different organizational dimensions and emphasizing the significance of human management in the change process. The model aids in identifying suitable individuals for specific roles, monitoring their progress, assessing performance, and ensuring capable personnel are present to achieve organizational goals effectively. (Avella-Forero et al., 2019).

2.4 RESEARCH GAP

According to a report from the Ministry of Human Resource Development in India, in 2019, more than 2.9 million students were enrolled in engineering and management institutions across over 6000 such institutions. Additionally, approximately 1.5 million students successfully completed their studies and entered the workforce annually. The report found that only 30% of individuals were employable, while a mere 7% demonstrated proficiency in relevant skills (Singar et al., 2022).

For a long time, the job-based approach has dominated the fields of organizational behavior and human resource management, but due to various factors, a competency-based approach is now considered more appropriate. Globalization, consolidation, and cultural diversity in the present-day industry have raised the bar for performance standards in organizations. Professionals must possess the necessary knowledge, skills, and abilities (KSAs) to address these challenges and ensure success. Thus, it is essential to reevaluate the skill sets required for managers to thrive in the modern business landscape. Organizations expanding globally face unpredictable and unstable environments, making adaptability a crucial skill for individuals. There is a growing demand for new payment and selection systems, along with improved career development strategies (Lawler III, 1994).

Research conducted by Kay and Moncarz (2004) reveals that creating an employee's competence profile can effectively address organizational challenges. However, adopting a competency-based approach also presents various challenges and opportunities in research, theory, and practice (Morozevich et al., 2022).

The COVID-19 pandemic has accelerated digitalization in many industries, leading to dynamic work environments and uncertainty. A significant barrier to digital transformation is the lack of personnel with the required skills and competencies. Remote work has added complexity to the responsibilities of human resource managers across various sectors, necessitating transferable competencies for adapting to new circumstances and expanding employment opportunities (Kay &Moncarz, 2004).

In the intensely competitive global landscape, large organizations must prioritize a competency-based approach and invest in individual capabilities. This requires adjustments to reward systems, career tracks, selection processes, and organizational structures. Organizations must establish systems to assess and improve employee performance based on clearly defined and measurable criteria to achieve optimal performance (Özçelik&Ferman, 2006).

While competencies play a crucial role, the relationship between competencies and performance lacks sufficient empirical evidence, leading to misconceptions and limited practical applications (Chouhan & Srivastava, 2014). The integration of competencies within the business domain remains incomplete, resulting in a gap between theoretical concepts and practical implementation (Nunes et al., 2007). Additionally, there is a shortage of skilled personnel for key positions in various regions, particularly in the Asia Pacific region and India, posing significant challenges for employers (Group, 2014).

Talent management has become a strategic concern for managers in multinational corporations, but the existing research in this area primarily consists of conceptual investigations, and empirical evidence is scarce (Kagwiria, 2013; Al-Dalahmeh, 2020).

Overall, while competencies are vital for success in the modern business world, there is a need for more empirical research and a better understanding of their practical implications in talent management and organizational settings.

2.4.1 Research Gap in Nutshell:

The researcher has identified several gaps in the existing literature pertaining to the review of Competency, Competency & Human Resource Management, and Talent Management. Several significant points are outlined below:

- The identification of a competency-based approach is imperative for the organisation's survival within the global context. However, there is still a dearth of Literature on the functioning of this mechanism.

- Competencies, which are considered valuable for attaining organisational success.

- The significance of competencies can be understated; however, there remains a deficiency in establishing a connection between these competencies and the field of human resources.

- There is a significant body of Literature on talent management; however, the concept continues to encounter numerous ambiguities due to the lack of empirical evidence-based studies.

- The concept of talent management has become globalised; however, there remains a dearth of knowledge regarding effectively implementing this concept to achieve desired outcomes.

- The need for a proper List of Competencies which can be used to achieve the organizational overall objectives were required.

- The need of Identifying the techniques which imply the proper Talent Management Practices is required.

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