

TALENT MANAGEMENT AND THE GROWTH OF FIRMS IN AN EMERGING ECONOMY (A STUDY OF UNIVERSITY OF CROSS RIVER STATE (UNICROSS))

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ABSTRACT

The paper focused on Talent Management and how it affect Organizational Growth with a consideration of University of Cross River State (UNICROSS). Key objective of the study include: To determine the effect of Talent Management on Organizational growth. The researcher hypothesized that, Talent Management does not have a significant effect on organizational growth. The researcher adopted an interpretivist research philosophy and a descriptive research design on grounds that both primary and secondary data that is presented in the study are subject to subjective interpretations. The population of study comprised of 1416 academic and non-academic staff of the University. The sample size is 312 respondents arrived at through the application of the Taro Yamane formula. The simple random sampling technique was adopted in administering the closed-ended questionnaire of the study. Statistically, linear regression technique was used to test the hypotheses in the study. Key finding revealed that there is a significant effect of talent management on organizational growth. The study concluded that the recipe for a five star talent management includes a potent blend of content, expertise, and technology. The researcher recommends that Organizations should carefully set up succession management plans that will help in replacing their skilled and talented workforce.

Key words: *Globalization, Management, Organization, Talent Management and Sustainability*

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The globalization of business environment has made business operations very competitive. Organizations are under intense pressure to perform in such a way that will keep them afloat (Islam, Rahman, Hamid, Mahmud & Hoque, 2018). Companies see employees as their major assets and therefore depend heavily on their expert input in all sphere of the organization ranging from decision making, organizational expansion options, New product development and competitive management (Islam et.al; 2018). Judging from the above, if employees do not have updated knowledge and pragmatic experience, there will virtually find it difficult to significantly contribute to the organization (Hejase, Hejase, Mikdashi & Bazeih, 2016). Responding to today's diverse workforce environment demands creativity, retaining and conserving talented labour resources by employing strategic options that goes beyond pay checks (Hejase et.al; 2016).

Over the years, talent management has witness increasing attention. It has progress from being a mere administrative process to a continuous practice and engagement as a pivotal driver of organizational outcome (Ansorr & Baloch, 2018). Mucha (2004) posited that "the ability to execute business strategy is rooted in the ability to attract, retain, and develop key talents. Any organization that successfully manages its talents successfully creates an enduring business competitive advantage over its rival (Meyers, Woerkom, & Dries, 2019). Lockwood (2005) opined that in the contemporal world of business, the management of Talents has become a key

challenge for human resource management. Thus, successful management of organizational talents involve the alignment of human capital resources with the goals and aspiration of the organization in terms of business strategies that support other goals of the organization such as financial goals which enhances the chances of meeting the expectations of stakeholders.

Historically, Talent Management is traceable to the wake of 1990s and it has remain a subject for consideration as organizations are increasingly understanding the need to manage the skills and innate abilities of their employees that drives their venture successes (Agbaeze, Monyei & Agu, 2017). It was observed that the word Talent Management was coined by David Watkin of soft cape, in 1998, where he referred to Talent Management "as the process of attracting and retaining profitable employees". Because of the competitive advantage of TM between business organizations and of the strategic relevance, it has known as "war for talents" (Agbaeze, Monyei & Agu, 2017).

Talent management sustains organizational growth by providing essential knowledge and strategies for improvement and change, it helps organizations to recognize the most talented employees to become the potential future leaders, whenever there is a vacant position. Talent is every organisation's supreme revenue generator in terms of innovation, sales and customer relations. The cost of attrition is directly related to the organisation's disability to consider the welfare and personal goals of the talent.

University of Cross River State (UNICROSS) is one of the State own

universities located in South-South Nigeria at the heart of Calabar South in Cross River State. The university operates a multi campus system with her main campus situated at Ekpo Abasi Calabar and other campuses at Obubra, Ogoja and Okuku. The main Campus houses six faculties which are; Biological and Physical Sciences, Engineering, Mass Communication, Environmental Sciences, Education, and General Studies, while Obubra campus houses the faculty of Agriculture, Ogoja Campus houses the faculty of Management Sciences, and Okuku Campus houses the Faculty of Basic Medical Sciences.

Like every other Nigerian University, UNICROSS is blessed with lot of talents cutting across all disciplines. This talents over the years has been harnessed for the developmental needs of the university but there are still challenges noticeable at different areas. It is worthy to note that UNICROSS has massively enjoyed great inputs from her talents which has competitively position the university among one of fastest growing state university in the country. In the past decade, the university has been operating a talent retaining policy where she absorb all her best brains in all the departments. But, owing to her inability to train her manpower, it has been noticed that there have been massive exodus of young talented scholars across the various faculties of the university to other universities in search of greener pasture.

The talent management practices of UNICROSS has negatively impacted on the growth of the university. For instance, many UNICROSS products and some established staff have all been engaged in University of Calabar a neighbouring university owing to the training opportunities that exist in the

institution. The chances of staff to attract talent development opportunities such as Tertiary Education Trust Fund (TETFUND) sponsorship for career development and capacity building programmes are slim in UNICROSS.

Furthermore, it has become almost impossible for UNICROSS to retain her already trained staff owing to the surrounding challenges which demotivate employees thus creating quest for better working conditions. This experience which is command across states universities in Nigeria where talented employees are under paid, the tendencies for talents to outsource to other viable options are eminent.

1.2 Statement of the Problem

It has become mandatory without any iota of doubt for organizations to integrate their operational plans with its human resources. The search for the best set of employees with the right skill set has remain an illusion for so many organizations who merely resort to trial and error method of attracting assumed competent workforce. Owing to the expectations of globalizes entities in the area of market share, profitability, productive and sustainable development, emphasis has remained tilted towards attracting the best set of human asset to the organization. Managing diverse workforce innate qualities have remain significantly challenging to human resource managers especially in the area of meeting company's required need assessment for the right personnel. This has created the limitation of consistent reliance on outsourcing of company's operations. With the growing trend of workforce turnover, financial down turn in firms, unstable organizational climate, frequent changes in government labour policies/ legislation, worrisome capital

fluctuations, it has become increasingly difficult to pay employees with the right skill sets and competences. For some organizations which has attempted in paying rap attention to the management of its talent, their effort has sometimes yielded limited results as a result of their application of wrong operational strategies, bias etc.

1.3 Objectives Of The Study

The general objective of this study is to determine the need for talent management in modern day organizations while the specific objectives of the study are:

1. To determine the effect of talent management on organizational growth
2. To ascertain the extend talent management contributes to organizational efficiency.
3. To determine the demands associated with talent management in the new world of work.

1.4 Research Questions

1. What are the effects of talent management on organizational growth?
2. To what extend does talent management contribute to organizational efficiency?
3. What are the demands associated with talent management in the new world of work?

1.5 Hypotheses Of The Study

The researcher formulated the following hypotheses in line with the objectives of the study;

- H₀₁ -- Talent Management does not have a significant effect on organizational growth.
- H₀₂ -- Organizational efficiency is not significantly influence by talent management.

H₀₃ -- Organizational operational demands does not influence the need for talent management in the new world of work.

Conceptual Review

2.1.1. The Concept of Talent Management

The concept of talent management has been asserted not to have any precise definition so far. Scholars defined the term base on their perceptions of the construct as “the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs”. From the above definition, it is obvious that because every organization wants to have a larger share of the market, there have been a sort of aggressive competition for human capital resources. Islam et.al;(2018) opined that talent management enhances the attraction of talented employees, improving employees productivity, increasing their work engagement, facilitating employees retainment in the organization, enhancing the sustainability of high quality talented employees in the organization, facilitating client and employee satisfaction, empowering employees to perform job related critical roles and all activities/program aimed at motivating employees to improve their service delivery in organizations (Christensen, Hughes, &Rog, 2008; Vaiman, Scullion, & Collings, 2012; Liamas, 2018; and Glaister et.al; 2018). Collings, Scullion and Caligiuri (2018), advanced that Talent management summarizes all organizational efforts geared towards improving the organizational commitment

in the area of recruitment, retaining and developing corporate talents. Collings (2014) argued that owing to the fluctuating internal and external difficulties organization face such as; working procedures, new product offerings, competitors, evolving work processes etc. there is need for corporate talents to be harnessed (Starbuck, 2017).

In understanding talent management Cappelli and Keller, (2014) argued that different dimension should be considered which includes; conceptualizing talent management as a continuum, considering talent management corporate level, studying talent management base on its different implications in terms of practices and policies; considering talent management base on how the organization can engage the employees talent for corporate competitive advantage. Dries (2013) in the same vein argued that there is no one-size-fits-all definition for talent management as organization approach the development of its work force during it planning phase in line with their corporate strategy and corporate objective.

Meyers, Woerkom, Paauwe and Dries (2019) opined that both scholars in practice and those in academia agree on the fact that talent management (TM) is “one of the top priorities for Human Resource (HR) professionals”. There further argued that the differences in the definition of the construct are attributed to variation of scholars’ perspective on the instrumentality of talent, value and nature of talent. Meyers et.al; (2019) further argued that talent management is also captured based on the assumed malleability on the premise that talent could be viewed in terms of being a stable innate ability or as a developable construct i.e. a situation where talents is acquired

through training programs. In the perspective of Nilsson and Ellstrom (2012), they stressed that the labour market is dominated by outsourcing, declining job security, labour mobility and poor employee commitment, the general organizational success is now dependent on “identifying, recruiting, managing and retaining high quality employees who can meet up with the demands of present and future organizational environment. This state of knowledge management has become clear especially for organizations greatly dependent on knowledge intensive personnel for their future competitiveness and prosperity.

Lewis and Heckman (2006) identified three types of conceptualization of talent management in line with all the preposition of practitioners-oriented. There includes;

1. Seeing Talent Management from the angle of being a core human resource department functions.
2. Considering talent management by focusing on either high- performing and highly gifted employees in organization and
3. The perspective of talent as pools or flows of employees into jobs in organizations.

Nilsson and Ellstrom (2012) argued that “Neither of the above perspectives on talent management yields much now insight into what talent is or how it should be strategically and effectively managed, thus the practical; usefulness of talent management is limited.

2.1.2. The Talent Management Process

Organizations are compose of individuals groups and teams who create value through established business

operational processes, customers sales, innovation, customer services and a lot other essential activities. As firms continually strive to maintain its competitive edge, it must consistently integrate it processes in the area of training, recruitment, and compensation, managing and supporting personnel in the organization (Principal, 2006).

The talent management process involves;

1. Workforce planning
2. Recruiting
3. Onboarding
4. Performance Management
5. Training and Performance support
6. Succession planning
7. Compensation and benefits and
8. Critical skills gap analysis

Workforce Planning : In association with corporate goals and plans, workforce plans are constituted hiring plans are set up compensating and budgeting of rewards system is set up and the total personnel target for the year is set up (principal, 2006). Recruiting activities inculcates all activities covering the advent placement of potential employees, assessment, evaluation and engagement of people in the organization. Onboarding focuses on all activities significantly related to training and empowering employees with knowledge, skill and competences to be more productive (Rabbi, 2015). Meanwhile, Performance Management establishes the assessment measurement that manages employees. Training and performance support provides learning and development program at all level of the organization (Rabbi, 2015). Overtime, people progress on their job roles; they tend to occupy new positions. Organizations need to make decisions and put in place all modalities

for their succession. Therefore, the aspect of talent management that involves the strategic replacement of employees in job task/roles is called succession planning (Manisha, 2018). At the process of compensation planning, modalities are put in place to adequately reward the employee for his commitment to established work processes. At the final process, it is essential to conduct critical skills gap analysis as this will help to identify areas of lapses in that talent acquisition and management.

2.1.3. Talent Management Strategies

Manisha (2018), asserted that a multi-national organizations continue to grow and develop, the need for global talent management increases, noting that the situation today is global, dynamic complex and highly competitive, extremely unstable and will remain so for so many years to come. The wake of globalization has forced multinational organizations to be active and continually pursuing to grow beyond their nations of origin (Stahi,2012). Manisha (2018) opined that for firms to achieve sustainable growth, they must learn to compete with their rivals in a complex business environment that have been created by global market forces. Wellins, Smith and Erker (2019) advanced some strategic options on how to manage talents in organizations. There includes;

1. Start with the end in mind: talent strategy must be tightly aligned with business strategy.
2. Talent management professionals need to move from a seat at the table to setting the table.
3. You must identify what set of talent you are looking for; thus you must set out your role of success profile.

4. The talent pipeline is only as strong as its weakest line.
5. Talent management is not a democracy; companies must as a matter of urgency invest on the best.
6. Potential performance and readiness is not the same thing therefore, there must be a clear demarcation between potential, performance and readiness.
7. Talent management is all about putting the right people in the right job. Thus, hiring the right skill is more efficient than developing those set of skills.
8. Talent management should focus more on the how than what's. This implies that organizations should concentrate more on how they would go about developing the kind of skill sets that they desire than concentrating on what kind of skill set they need.
9. Software does not equal talent management. Organization must stop the over reliance on computer base skill development approach but focus on the physical engagement of its workforce in attempt to building the desired competences, knowledge and aptitude in them.

2.1.5 Effect Of Talent Management On An Organization

Principal (2006) posited that in recent times, talent management has become a very imperative trend across Human resources practitioners, it changes the way organizations organize their operations, influences the use and application of Technology, moderate the acquisition and allocation of materials, and how organizations measure the outcome of their employee efforts. Handfield- Jones, Michaels, and Axelrod, (2001: Elslantly, 2011, Ashton Morton, 2005) assert that talent management has

become increasing important as it influences organizations in their attempt to meet up with the challenges of globalization, adopt to the challenging world of Technology cost containment, speed of market changes, increasing rate of and Knowledge capital of the organization. This, organizations are not at the mercies of how its cooperate Knowledge, skills and personal characteristics of workers are combine for effective cooperate for manners. Organizations that are yet to understand the need for talent management have neglected the imperatives of its intellectual capital and all its accruing benefits (Gallardo, Thunnssen and Scullion 2019). By increasing productivity and motivating workforce behaviour, talent management leads to higher levels of organizational performance. For instance, by aligning talent with corporate strategy has a relevant effect on talents resulting in appreciation, higher motivation, and stronger commitment to the organization (Dries, 2013). Furthermore, organizations with effective talent management system often record higher financial outcomes based on their crystallized financial risk assessment which give them edge over competing organizations (Capelli & Keller, 2014).

2.1.6 Challenges Of Talent Management

Gallardo-Gallardo et. al., (2019) asserted that talent management goes beyond regular basic administration of employees in organization, and that if well done, it enhances the chances of having the right employees in the right position with the skill sets motivated for the necessary success of the organization. In attempt to identify and manage talents in organization, the following challenges are envisaged;

1. Most times top business management teams don't have adequate knowledge about the local culture of their target markets and also do not understand the demands of the global market. (Hejase, et al., 2016).
 2. Lack of an internal recruitment structure, this causes lack of adequate time to invest in human capital thus forcing organizations to recruit from outside sources. (Hasase et al, 2019).
 3. The veracity of cultures from different markets constitutes a limitation for talent management professions. It becomes difficult for companies to consider the stimulations of its employees because, what constitute a stimulant to a set of employee serving a particular market may not be a stimulant for another market.
 4. The cost implication of good talent management program is a key limitation in organizations. Companies find it difficult to invest in the intellectual capital of their employees because, it significantly impact on their cooperate finances especially in the face of so many financial demands.
 5. It has also been observed that leaders and managers of well establish multinational entities often have divided opinions regarding talent management.
1. A clear understanding of the organizations current and future business strategies.
 2. Identification of the key gaps between the talent in place and the talent regard to drive business success.
 3. A sound talent management plan designed to close the gaps. It should be integrated with strategies and business plans.
 4. Accurate hiring of and prompt decision.
 5. Connection of individual and team goals to cooperate goals, and providing clear expectations and feedback to manage performance.
 6. Development of talents to enhance performance. In current positions as a well as readiness for transition to the next level.
 7. A focus not just on the talent strategy itself but on the element required for successful execution.
 8. Business impact and workforce effectiveness measurement during and after implement.

2.1.8. Drivers Of The Current Demand For Talent Mangement Organization

The demand for talent management has been fuel by the following factors Globalization effect, market drivers, social drivers, and government drivers (Wellins, Smith, & Erker, 2019). These drivers been manifested through;

1. The demonstration of relationship between better talent and better business performance.
2. Talent is rapidly increasing source of value creation.
3. The boards and financial markets are expecting more.
4. The context in which we do business is more complex and dynamic.

The controversies of whether to invest in competency skills development of employees or not.

2.1.7 Key Components Of Highly Effective Talent Management Process

Wellins and Erker (2019) posited that there following are the key components of highly, effective talent management process.

5. Employee expectation are also changing and
6. Workforce demographics are evolving, Organization wages a new 'war for talent' these days.

2.1.9. Talent Management Best Practices

Every organization struggle hard to meet the global market competition for its success, and hence the war for Talent. Creating and enriching workplace experience to attract and retain the high caliber is needed. Therefore, it is important for organization to moot retention as first priority and recruitment second place (Handfield- Jones, Michaels, and Axelrod, 2001: Elslantly, 2011, Ashton Morton, 2005). Therefore several key practices to be followed by organizations include;

1. **Experience base learning:** Job descriptions in organizations should be designed in such a way that as employees routinely engage in their task, the necessary skills and competences is gained that will help improve their potentials.
2. **Mentoring:** A peculiar pattern of relationship should be deign that will provide personal and professional support and guidance to an individual in specific area. Mentoring is required for a new employee to avoid job hopping.
3. **Business Focus:** The organization must endeavor to link the core business initiative with talent development programs.
4. **The swift in workforce:** Today's greatest challenge lies in aligning the right people with the right skills and identifying the competences of the workforce. Therefore,

organizations need to forecast the current workforce and assist in enabling the execution of business plans that manage the supply and demand of talent.

5. **Developing Business Leaders:** By strategically developing leaders in the organization with shared vision can empower the workforce, whilst instilling organizational values and personal accountability, by understanding the macroeconomic trends and roles of emerging technologies.
6. **Employee feedback is an effective tool:** Organizations need to emphasize on feedback from the employees about various aspects of the organization e.g corporate culture, work environment, training and development programs, compensation and supervision, etc. these feedback surveys will offers invaluable insight into employee attitudes and opinions that can ultimately affect employee retention.
7. **Regular Interaction with management is imperative:** For effective talent management practices, it is essential to involve the top management and practice it at the strategic level. The board of directors of companies should periodically find time to interact with their employees, this markets the desire skill set required from the employees.
8. **Create teams in Businesses:** Contemporary organization now resort to creating teams as a way of boosting the human capital resources of their organizations. This practice ensures that organizational acquired skills and competencies of both inclusive and exclusive nature are recycled among

employees within the organization. By working in teams, employees' potentials are developed on the job.

needs, attracts the best talents, speeds time to productivity, retains the highest performers, and enables talent mobility across the organization (Becker and Huselid, 2006). In other to successfully balance the notion of talent supply, with business demand between capabilities and need. The DNA model focused on knowledge infusion in other to successfully balance the notion of talent supply with business demand, the model breaks down knowledge infusion into three parts which are; point of departure, Navigation and point of arrival. In this model, capabilities are seen as the basic DNA of organizations and also individual potentials.

2.2 Theoretical Review

This section considers two practical models of talent management which are;

1. DNA model and
2. Peter Cappelli's model
3. Islam 2018 model for Talent Management

The study is anchored on the Talent Philosophies

2.2.1.1. DNA Model Talent management is a continuous process that plans talent

Talent DNA Model

Point Of Departure	Navigation	Point Of Arrivial
Translating organizational Vision into goals and mapping the required level of capacities and Competencies to achieve goals.	Aligning individual values and vision organizational values and vision.	Clear understating of varied roles within the organization and appreciation of the value addition for self and other leading to building a culture of trust, sharing and team orientation.
Assessment of talent to profile the level of capacities and set of competencies possessed within the organization.	Enhancing capacities to learn, think, relate and act through development initiatives.	Individual growth to meet and accept varied incremental and transformational roles in an overall scenario of Knowledge need.
Gap analysis and identification of development path.	Helping individuals realize their full potentials through learning and development	For change development individuals enabling breakthrough performance.

The DNA model consolidated on three dimensions,

1. Skills and capacities required throughout the organization.
2. Skills and capacities must be able to relate to job position and

3. Organizations must be able to hire the right people. With the three components in place, Organizations can apply the talent DNA model to virtually any HR supply recruiting, on boarding, staffing or development.

addition on working on effective policies for recruitment; selection, performance management, recognition and rewards education and development.

2.2.1.2. Peter Cappelli’s Model

Talent management is simply a matter of anticipating the need for human capital and then setting out a plan to meet it. In

Peter Cappelli proposed a talent –on demand frame work similar to just –in time manufacturing for the development empire. This approach of managing talent uses four particular principles drawn from operations and supply claims management. There are as follows;

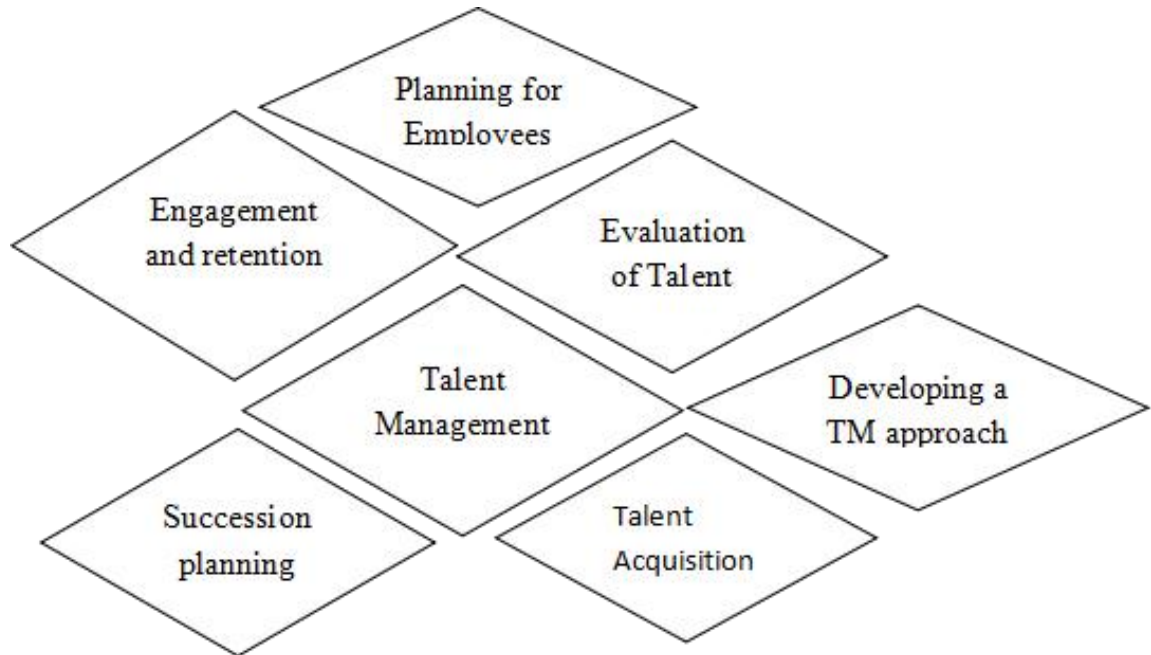
Principle 1	Principle 2	Principle 3	Principle 4
Make or buy to manage risk.	Adapt to the uncertainty of talent Demand.	Improve the return on investment in developing employees	Preserve the investment by balancing employees – employer interest.
A deep bunch of talent is expensive so companies should under shoot their estimates of what will be needed and plan to hire from outside to make up for any short fall. Firms should be thoughtful about their previous resources in development or organization. Talent management is an investment, and not an entitlement. So, every organization should think carefully the requirement of talented people.	This principle tells about managing the talent demand bring employees from all the functions together is and 18 month course that teaches general management skills and then send them back to their functions to specialize instead of putting them as management trainers through a three-year functional program	Get employees to share in the costs of development that might mean asking them to take on additional stretch of assignment on a voluntary basis. Maintain relationship with the former employees in the hope that they might return someday bringing back the investments in their skills.	Talent development is perishable community. To reserve the investment in development efforts as long as possible balance the interest of employees, and employers by having them share in advancement decisions. To retain talent, organizations must elevate talent as a priority throughout the company by developing a sound employee value proportion.

Adapted from: Peter Cappelli (2008), *Talent management for the Twenty first Century; Harvard Business Review, South Asia, PP. 60-69*

Therefore it is important for organizations to develop adequate and appropriate plans and put in efforts to attract the best pool of available candidates and the nurture and retain the current employees (Cappelli, 2008).

2.2.1.3. ISLAM 2018 TALENT MANAGEMENT MODEL

According to Islam et al., 2018, there are five critical areas that make up the talent management process as depicted in the model below:



The model buttresses the fact that talent management is system that resolves around all the established variables in the model ranging from planning the recruitment processes to retirement of the employee in an organization.

2.2.2. Talent Philosophies Theory

Talent Philosophies is a theory that views talent management on the assumptions and beliefs about the nature, value and instrumentality of talent that are held by a firm's key decision makers (Meyers and Woerkom 2014). Talent Philosophies theory captures how senior HR managers

define talent who they regard as talented, how valuable they consider talented employees. To be, and how they think talented employees should be deployed to maximize performance. Dries (2013) pointed out that talent Philosophies tend to vary considerably between individuals disagree on whether talent is either rare or common, and on whether talent is determined by nature (Innate versus developable). Based on these two disagreement, Meyers and Woerkom (2014) development a four district talent Philosophies that vary along the two dimensions **exclusive / inclusive** and **innate /developable**.

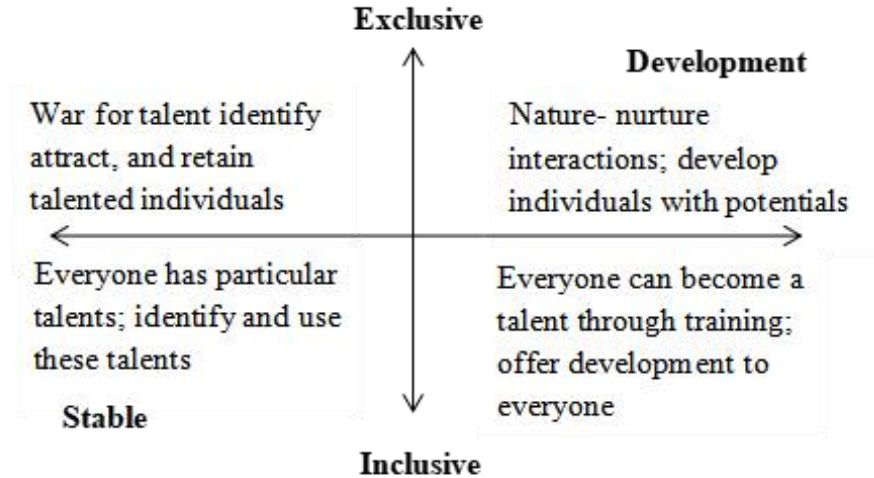


Figure 1: Talent Philosophies from Meyers and Van Woerkom (2014).

- (a) The exclusive /stable talent philosophies reflects the managerial belief that only a small percentage of just 20% of employees talented and that nature has provided these employees with special skills, capabilities, or “gift” (Tansley, 2011). As a consequence of these believes HR managers divide the work force into small group of employees possessing talents. The talent philosophies theory emphasized that talents in organizations are provided favourable conditions that will help to improve their knowledge offerings. With the form while also trying to identify and head unit talented employees working for competitors.
- (b) The managers who hold an exclusive / developable talent philosophies believe that talent is a rare and latent construct that can be wasted if it remains undiscovered, and that can only result to excellent performance if it is systematically developed (Gagne, 2004). Employees will be considered as talented when they show the potentials or promise to perform in a more challenging

position of higher hierarch logical level in (Dries, 2013, Dwerk, 2012). The inclusive /stable talent Philosophy builds on position Psychology and the inherent assumption that every individual possess stable position traits referred to as strength. Individuals who are able to use their strength will not only be happy, but will also perform at their best (Dweck, 2012). Individual who hold an inclusive /development talent Philosophy assumed that all seemingly ordinary people can become extraordinary performers through dedicated training. Managers holding this Philosophy believe that leaders and other incumbents of key organizational positions hold these positions because of their accumulated experience. (Ericsson, Prietula, Cokely, 2017).

2.3. Empirical Review

This aspect of the study considers the practical works of scholars on the discourse.

Tomcikova and Coculova (2020) conducted a study on Leading and Education of Talented Employees as one of the Major Impacts of Globalization on Human Resources Management. The study which was conducted in Slovakia aimed at defining the basic concept related to the acquisition, management and development of talents at a theoretical level and to point out the importance of talent management as it becomes an important global trend. The main objective of the research was to identify key roles and responsibilities that talented employees take upon to specify a set of requirements placed upon talented employees and to identify factors determining the ability of a business to attract talents. Statistically, the researchers used Chi-square with a significance level of 0.05. Their finding revealed that, there exist differences in the perception of the importance of individual determinants of the ability of a company to attract talented employees from among top, middle and lower management. They recommended that, organizations should optimize their human resources to align with key organizational initiative to maximize business performance.

Gallardo-Gallardo, Thunnissen and Scullion (2019) carried a similar study titled; Talent Management; Contest Matters in Spain. They applied theoretical review strategy and it was discovered that despite the increasing scholarly attention during the last years many questions remain, particularly, those related to how (and why) talent management (TM) is conceived, implemented and developed within organizations not to mention about its outcomes or effectiveness. They recommended that despite the hype about talent management, more understanding on what happens in practice, which will help to offer more relevant research.

Secondly, that not only context should be used to frame the relevance of the study or to interpret results in discussions related to talent management, but to use research questions and theoretical frameworks in which the contextual factors and variables are incorporated. Thirdly, a more holistic approach to TM is required to explore the dynamics in Talent Management. Lastly, several theoretical perspectives from other domains can help to clarify the complexity of TM process in practice, such as models from the fields Strategic Management, Organizational Theory, and Strategic Human Resource Management.

Meyers, Woerkom, Puaauwa and Dries, (2019) conducted their study title, HR manager's talent Philosophies Prevalence and Relationships with perceived talent management practices. The study was conducted in Netherlands. The adapted Cluster analysis of 312 HR managers using Snowball sampling method. They discovered that there is a relationship between talent philosophies and perceptions of the exclusiveness or inclusiveness of the organization's definition of talent, and its degree of workforce differentiation. Contrary to expectations their result did not support a link between talent philosophies and perceived talent identification criteria. They recommended that; longitudinal studies design in which both HR managers and objective organizational data are collected over a period of at least one but preferably several years. Secondly, that more researches should be conducted for more insight into the links between talent philosophies and employee outcomes such as perceptions of HR practices, employee wellbeing and engagement.

Manisha (2018) considered a similar study in the same area of discourse; he titled his study; Global Talent

Management; Strategies and challenges. A case study approach was utilized in a qualitative way. He discovered that many companies face strong rivalry for skills worldwide and faced extensive challenges in attracting, engaging, promoting and retaining employees. He recommended that an effective approach organizations can take is recruiting potential project managers with strong leadership skills whose technical skills and strategic and business management skills can be enhanced through training. To ensure success, he further recommended that organizations need to recruit smartly and arrange their people deliberately.

Islam, Jantan, Rahman, Hamid, Mahmud, and Hogue (2018) similarly conducted a study titled; Talent Management for Organizational Performance Development in Bangladesh Private Industry Context. Applying an exploratory design and utilizing interview methods in gathering primary data for the study, they discovered that four main challenges are associated with talent management practice and performance development in Bangladesh Private Organizations which includes; High expenditure, Lack of government support, Poor awareness and Very few skilled trainers. Islam et al. recommended that both private organizations and respective government should come forward to train the potential trainers, especially managers and other highly experienced personnel, so that they can conduct training and sharpen talents within the companies.

Talmaciu and Dugan (2018) in the same vein, investigated on the topic; Talent Management-Opportunities and Challenges Resulting from the changes caused by the Economic crisis. The study was conducted in Romania. The study postulated that, market trends have tipped

the balance in favour of identifying new talents instead of just recruiting, it also discovered that the traditional talent management models in which companies used to reward loyal employees for their performance through clear job promotion scale and comfortable pension is no longer existent in the new economic reality. Their recommendations includes; developing and promoting local company leaders as well as giving opportunities to staff to gain global knowledge. Secondly, by aligning the strategy of the company with individual objectives of the employees, monitoring the existing talents within the company accurately using those who have acquired set of qualifications and are at the right stage of their career. Thirdly, combining short term recruitment strategies with long term workforce planning. Finally, the loyalty of the employee can be stimulated by internal promotion, investing in the education and developing it and by aligning it individual objectives with those of the company, and also creating an organizational culture that takes the individual into account and integrates a clear communication strategy on all levels also helps this purpose.

Agbaeze, Monyei and Agu (2017) conducted a similar study on Talent Management titled; Impact of Talent Management Strategies on organizational performance in selected Deposit Money Banks in Lagos Nigeria. The researcher applied Cronbach technique, Pearson Product moment Correlation Technique, simple regression statistical tool, adopted questionnaire and interview method in gathering primary data. Their findings revealed that; succession planning positively relate to employee engaging secondly, that effective succession planning helps in developing effective leadership and the role of that leadership as the most important enabler of employee

engagement on the job. They recommended that: management of organizations in deposit money banks should ensure that a proper, efficient and consistent succession management is practiced by strategically identifying, assessing and developing staff to enable them assume key roles as it leads to an organization's survivability and viability in the industry. Secondly, deposit money bank must inculcate a high-level human capital development program by undertaking trainings, development schemes such as a periodic research and studies as it improves employees innovative capabilities and helps organizations to strategically prepare for novel and turbulent governmental policies and business environment respectively. Lastly, compensation, recognition and reward schemes such as bonus pay, profit sharing, payment for time not worked, should have a strong valence or value to the employees and be consistent, unbiased and timely meted out to deserving top-performing employees as it foster greater sentimental attachment and strengthens employees engagement in the organization.

Hejase et al, (2016) in their study titled, talent management challenges; An Exploratory Assessment from Lebomon applied Theoretical review techniques, they discovered that talent management improves the organization is flexibility and performance, it gives the information and tools to plan for growth, change and new product and service initiatives. They recommended that; leading companies should make attracting, engaging and retaining employees a strategic business priority. Secondly, senior leadership should focus on clearly communicating the business strategy to the workforce as well as defining the role of employees across the management layers play to execute that strategy. Furthermore,

effective leaders are to have a clear understanding of what drives value in their organizations, what motivates their customers and how to achieve growth in the future.

Baqutayan (2014) conducted a study in Malaysia titled, is talent management Important? An overview of talent management and the way to optimize Employee performance. Though the paper was a theoretical paper, the finding revealed that in today's global business environment talent management has become one important source of competitive advantages that creates value for all companies, therefore leaders in organization should work very hard to attract, hire, develop and retain talent. He recommended that: talent management should be given great efforts in every organization and its psychological outcomes needs to be debated in order to optimize employees' performance.

Zamcu (2014) carried out a study in Romania titled; Trends and challenges in the modern HRM – Talent management he applied a survey strategy where he attracted a survey of 427 firms in Romania. He discovered that; there is consistent interest in Talent Management. He recommended that: In Romanian companies, there is need for talent trainings and informal education, to use retired individuals' experience, but with young spirit.

Nilsson and Ellstrom (2011) conducted a study titled, employability and Talent management challenges for HRD practices. Being a theoretically paper conducted in Sweden they discovered that employability is central to employee performance and organizational success. They recommended that; organizations must develop systems and

practices that promote the type of talent that is increasingly demanded. This development requires analyses of existing supply and demand of talent in an organization. The three dimensions of talent that are proposed in this paper could provide some direction regarding such analyses of training and development needs. Also, human resource departments have an important task as strategic partners in finding, managing, and developing talent and in ensuring that individual and organizational objectives are aligned.

3.0. Methodology

Research design: The researcher adopted a descriptive research design because the research seeks to describe the rationale behind talent management in organization.

An interpretivist research philosophy was adopted on the premise that the research draws conclusion from the interpretation of the many scholars opinion on the subject. Deductive researching approach in line with quantitative strategy was applied by the researcher in a cross sectional time horizon.

Similarly, a case study approach was utilized where University of Cross River State was adopted as a source of primary data; secondary data was sourced from online and offline scholars literatures related to the topic sourced from journals.

Population of study: The population of the study was made up one thousand one hundred four hundred and sixteen (1416) teaching and non-teaching staff of the institution.

Population of study breakdown

S/N	Campuses	No. of Academic Staff	No. of Non Academic Staff
1	Calabar Campus	288	607
2	Ogoja campus	47	168
3	Obubra Campus	45	138
4	Okuku Campus	23	100
	Total	403	1013

Source: UNICROSS Establishment Unit 2021.

Sample size: A sample size of three hundred and twelve (312) respondents was arrived at using the Taro Yamane formula as determinant. The researchers applied the Simple Random Sampling Technique in gathering empirical data for The formula applied was;

the study. The researchers applied closed-ended well structure online questionnaire. Lastly the simple linear regression co-efficiency technique was used to test the assumptions of the study statistically with 95% significance level.

Sample size determination

Application of Taro Yamane formula

Where Total population = 1416

$$n = \frac{N}{1+N(0.05)^2}$$

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$$n = \frac{1416}{1 + 1416(0.05)^2}$$

$$n = \frac{1416}{1 + 1416(0.0025)}$$

$$n = \frac{1416}{1 + 3.54}$$

$$n = \frac{1416}{4.54}$$

n= 311.89
n=312 staff respondents

Regression analysis formula:

$$Y = a + bX$$

$$b = \frac{N\sum XY - (\sum X)(\sum Y)}{N\sum X^2 - (\sum X)^2} \quad a = \frac{\sum Y - b\sum X}{N}$$

Where,

N = number of observations, or years

X = a year index (decade)

Y = population size for given census years

Data Presentations:

Frequency Tables

Organizational Advancement

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SD	213	74.7	74.7	74.7
D	22	7.7	7.7	82.5
A	21	7.4	7.4	89.8
SA	29	10.2	10.2	100.0
Total	285	100.0	100.0	

Source: field survey, 2021

Individual Talent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SD	143	50.2	50.2	50.2
D	95	33.3	33.3	83.5
A	33	11.6	11.6	95.1
SA	14	4.9	4.9	100.0
Total	285	100.0	100.0	

Source: field survey, 2021

Ease to Manage

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	60	21.1	21.1	21.1
	D	97	34.0	34.0	55.1
	A	87	30.5	30.5	85.6
	SA	41	14.4	14.4	100.0
	Total	285	100.0	100.0	

Source: field survey, 2021

Strategies are universal

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	24	8.4	8.4	8.4
	D	22	7.7	7.7	16.1
	A	153	53.7	53.7	69.8
	SA	86	30.2	30.2	100.0
	Total	285	100.0	100.0	

Source: field survey, 2021

Talent Management on Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	57	20.0	20.0	20.0
	D	74	26.0	26.0	46.0
	A	79	27.7	27.7	73.7
	SA	75	26.3	26.3	100.0
	Total	285	100.0	100.0	

Source: field survey, 2021

Right Skill Set

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	30	10.5	10.5	10.5
	D	19	6.7	6.7	17.2
	A	90	31.6	31.6	48.8
	4	1	.4	.4	49.1
	SA	145	50.9	50.9	100.0
	Total	285	100.0	100.0	

Source: field survey, 2021

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Today's Work Environment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	110	38.6	38.6	38.6
	D	77	27.0	27.0	65.6
	A	54	18.9	18.9	84.6
	SA	44	15.4	15.4	100.0
	Total	285	100.0	100.0	

Source: field survey, 2021

Business Competitive Environment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	U	1	.4	.4	.4
	SD	40	14.0	14.0	14.4
	D	37	13.0	13.0	27.4
	A	89	31.2	31.2	58.6
	SA	118	41.4	41.4	100.0
	Total	285	100.0	100.0	

Source: field survey, 2021

Organizational Sustainability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	25	8.8	8.8	8.8
	D	18	6.3	6.3	15.1
	A	127	44.6	44.6	59.6
	4	1	.4	.4	60.0
	SA	114	40.0	40.0	100.0
	Total	285	100.0	100.0	

Source: field survey, 2021

Talent Development Programmes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	U	1	.4	.4	.4
	SD	31	10.9	10.9	11.2
	D	22	7.7	7.7	18.9
	A	101	35.4	35.4	54.4
	SA	130	45.6	45.6	100.0
	Total	285	100.0	100.0	

Source: field survey, 2021

Corporate Competitive Advantage

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	126	44.2	44.2	44.2
	D	69	24.2	24.2	68.4
	A	50	17.5	17.5	86.0
	SA	40	14.0	14.0	100.0
	Total	285	100.0	100.0	

Source: field survey, 2021

Overall Performances and Productivity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	U	1	.4	.4	.4
	SD	31	10.9	10.9	11.2
	D	14	4.9	4.9	16.1
	A	105	36.8	36.8	53.0
	SA	134	47.0	47.0	100.0
	Total	285	100.0	100.0	

Source: field survey, 2021

Enhances Corporate Efficiency.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	28	9.8	9.8	9.8
	D	16	5.6	5.6	15.4
	A	128	44.9	44.9	60.4
	SA	113	39.6	39.6	100.0
	Total	285	100.0	100.0	

Source: field survey, 2021

Efficiency of Individual Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	115	40.4	40.4	40.4
	D	74	26.0	26.0	66.3
	A	49	17.2	17.2	83.5
	SA	47	16.5	16.5	100.0
	Total	285	100.0	100.0	

Source: field survey, 2021

TALENT MANAGEMENT AND THE GROWTH OF FIRMS IN AN EMERGING ECONOMY (A STUDY OF UNIVERSITY OF CROSS RIVER STATE (UNICROSS))

Changing Market Demographics

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	33	11.6	11.6	11.6
	D	26	9.1	9.1	20.7
	A	104	36.5	36.5	57.2
	SA	122	42.8	42.8	100.0
	Total	285	100.0	100.0	

Source: field survey, 2021

New World of Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	U	1	.4	.4	.4
	SD	127	44.6	44.6	44.9
	3	1	.4	.4	45.3
	D	84	29.5	29.5	74.7
	A	43	15.1	15.1	89.8
	SA	29	10.2	10.2	100.0
	Total	285	100.0	100.0	

Source: field survey, 2021

Talent Development Initiatives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	U	8	2.8	2.8	2.8
	SD	7	2.5	2.5	5.3
	D	6	2.1	2.1	7.4
	A	71	24.9	24.9	32.3
	SA	193	67.7	67.7	100.0
	Total	285	100.0	100.0	

Source: field survey, 2021

Test of hypotheses

H₀₁ -- Talent Management does not have a significant effect on organizational growth.
 Variables in testing the hypothesis: Talent management and organizational growth

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.140 ^a	.020	.016	.50666

a. Predictors: (Constant), Talent_Management

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.453	1	1.453	5.658	.018 ^b
	Residual	72.647	283	.257		
	Total	74.100	284			

a. Dependent Variable: Organizational Growth

b. Predictors: (Constant), Talent_Management

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.144	.267		11.761	.000
Talent_Management	.185	.078	.140	2.379	.018

a. Dependent Variable: Organizational_Growth

H₀₂-- Organizational efficiency is not significantly influence by talent management.
 Variables used in testing the hypothesis: Talent management and organizational efficiency

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.263 ^a	.069	.066	.45802

a. Predictors: (Constant), Talent_Management

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.416	1	4.416	21.048	.000 ^b
	Residual	59.368	283	.210		
	Total	63.783	284			

a. Dependent Variable: Organizational_Efficiency
 b. Predictors: (Constant), Talent_Management

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.710	.242		11.215	.000
Talent_Management	.322	.070	.263	4.588	.000

a. Dependent Variable: Organizational_Efficiency

H₀₃-- Organizational operational demands does not influence the need for talent management in the new world of work.
 Variables used for testing the hypothesis: Demands of talent management and new world of work

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.100 ^a	.010	.006	.52130

a. Predictors: (Constant), Demands_of_Talent_Management

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.773	1	.773	2.845	.093 ^b
	Residual	76.906	283	.272		
	Total	77.679	284			

a. Dependent Variable: New_World_of_Work
 b. Predictors: (Constant), Demands_of_Talent_Management

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.586	.155		23.065	.000
	Demands_of_Talent_Management	.072	.043	.100	1.687	.093

a. Dependent Variable: New_World_of_Work

4.0 DISCUSSION OF FINDINGS

The response rate of 91% from the research instrument validated the interest of respondents on the study as the topic was captivating and intriguing. From personal observation respondent were curious to know how talent can be managed and so they express readiness in participating on the study. In consideration to the three hypotheses of the study, for hypothesis one, where the sig value is 0.18 is greater than the error margin of 0.05 thus the null hypothesis which state that Talent Management does not have a significant effect on organizational growth is accepted. This is so because, there are other organizational variable that collectively determine the aggregate growth of an organization other than the organizational talent composition.

Secondly, the outcome of hypothesis two where sig value is 0.00 less than the error margin of 0.05, the null hypothesis which state that Organizational efficiency is not significantly influence by talent management is rejected and the alternate hypothesis is accepted stating that Organizational efficiency is significantly influence by talent management. This result reaffirms the assumptions of the Talent philosophies theory which eventually the study was anchored on.

Lastly, the result of hypothesis three shows a sig value of 0.93 greater than the error margin of 0.05, thus the null

hypothesis stating that Organizational operational demands does not influence the need for talent management in the new world of work is accepted. This was in consensus with section of the study addressing the drivers of Talent Management in organizations. Thus, with the growing trend of complex business competition, organizations need to galvanize efforts in sustaining the competencies of their workforce by enhancing the development of their innate and acquired capabilities.

4.0 CONCLUSION

The recipe for a five star talent management includes a potent blend of content, expertise, and technology. It takes the best-in-class content to drive the assessment and development of employees, and system constructed by knowledgeable experts in driving corporate agenda to a set of workforce. The abilities and capabilities of workers in an organization must be carefully harness to ensure the organizational mission and vision is view.

5.0 RECOMMENDATIONS

In other to close the talent gap existing in organizations, the researcher recommends that;

1. By enforcing a holistic orientation that will inculcate the readiness of individual employee to acquiring more skills in addition to their

- potentials that will help to achieve organizational goals in congruent with individual workers expectations.
2. Organizations should carefully set up succession management plans that will help in replacing their skilled and talented workforce that are in retirement age in other not to put the organization in a disadvantage position in the future.
 3. By aligning the strategies of the company with the individual objectives of employees, monitoring the existing talent with the company and accurately using those who have the required set of qualification and at their right stage of their career.

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