



THE SCOPE OF TALENT MANAGEMENT PRACTICES IN DIVERSE GLOBAL INDUSTRIES: A CRITICAL REVIEW

Sandeepanie M.H.R.^{1*}, Perera G.D.N.², Sajeewani T.L.² and Gamage P.N.³

¹Faculty of Graduate Studies, University of Sri Jayewardenepura, Sri Lanka

²Department of Human Resource Management,

University of Sri Jayewardenepura, Sri Lanka

³Department of Human Resource Management, University of Kelaniya,

Sri Lanka

sandeepanie20@gmail.com

Abstract

The concept termed, “Talent Management Practices” is one of the inspiring aspects in ultra-modern phase’s HRM practices and established principally consisting with a noteworthy underlying concept termed, “Talent Management”. Talent management is growing popular among both researchers and practitioners in numerous global contexts. However, the concept termed, “Talent Management” had conceptual confusions and there was a severe deficiency of clarity on its definition, the scope and the overall goal. Different global manufacturing and service industries are operating numerous talent management practices. There are two main objectives of this research. The first objective is to resolve existing conceptual confusions and establish the working definition for the underlying concept called, “Talent Management”. The second objective is to explore the different “Talent Management Practices” operated in numerous global contexts including both manufacturing and service sectors. The archival method was adopted by the researchers and the reviewing process has covered empirical research on talent, talent management and talent management practices which has been published between 1997 and 2019 in academic journals and published books. Talent Management can be defined as a collection of functions, practices and activities categorized into talent acquisition, talent development, talent retention, career management and succession management of talent pool and talent generically in implementing the business strategies in fruitful mode. The global manufacturing industries namely, cement manufacturing, steel case manufacturing, coal and mining industry, energy, automotive and service sectors namely, healthcare, hospitality, fast food service, banking, education, telecommunication and IT services are operating numerous talent management practices in attracting, acquiring, developing and retaining high performing talents. Talent acquisition, talent development, talent retention, career management and succession management are the key noteworthy talent management practices in global contexts. The findings of this research is enormously significant in exploring further avenues for context specific talent management practices relevant to global industries.

Keywords: Talent Management Practices, Talent Management, Global Industries