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Successful organizations and effective “Talented” management

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Abstract

Talented Management is undoubtedly integrated in the human resource management (HRM) activities and it is a blend of effective leadership, strategic minds, good communication skills emotional maturity and ability to inspire, attract and retain talented people within the organizations. The current research investigated a reputable and highly profitable organization, offering a quality service to clients but at the same time presents high turnover results. Data and information were collected systematically over a period of two years; Newspapers, past records and scores were studied, as well as semi structured open-ended interviews were carried out with 21 individuals. Main reason for the people leaving the organization was the bad working environmental conditions and specifically the focus falls on managers who exerted bad behavior, showed no respect to the individuals, no recognition towards their job and offered no developmental and promotional actions throughout their career period. Moreover, it was detected that the quality of service did not drop nor any delays were detected on the service offered to the clients.

Keywords: Talent management, human resource management, retention, motivation, working environment/culture

Introduction

Management effectiveness and efficiency are not measured only by the organization's yearly economic results nor its profits. A successful organization is one, which carries out its activities legally compliant, is financially profitable, and lead and/or manage peoples' actions effectively and efficiently. According to Moczydłowska (2017) ^[12], the effectiveness of an organization is measured by its profitability and its multi-facet social or psychological features such as employee satisfaction as well as the positive social environment within the organization. However, what happens when a reputable organization in the market, high in the ranks of the industry, financially well profitable but simultaneously exhibits high levels of employee dissatisfaction and high turnover? What is the management's position under these circumstances and where is this organization driven to? Is there any understanding on management's behalf of the unseen issues of high turnover such as quality dropping, different mentality/perception due to age?

The cotemporary reality, the present volatile environment, the disruptive world situation, and the aggressive global competition present the need of evaluating and revising the current mentality, create and establish new management practices (Toma & Marinescu, 2017) ^[19]. The present steam and trends, political scene, psychology, sociology, economy, and business environment lead to new researches and theories. This research aims to give an insight to the importance of mentality change on existing used management practices, define concepts of creative management and present new sustainable strategies and practices to lead and manage people of today and tomorrow.

Literature Review

Talent Management and Talented Employees

Talent Management (TM) “code” can be used to describe the most effective leaders and managers; those who have such abilities and skills to drive organizational performance and deliver results at such levels to thrive in the market and stand out in the industry (Ansar & Baloch, 2018) ^[3]. Ansar and Baloch, (2018) ^[3] stated that TM involves a combination of a sharp strategic mind, leadership, effective communication skills and emotional maturity; as well as the ability to attract and inspire other talented people to work with them and achieve. The desired competitive advantage within the market.

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Being talented, either as a manager or as an employee is about excellence, intelligence, willpower, intrinsic motivation, inspiration, having a personal focus and training (Kodden, 2020) ^[9]. Ogbu and Dialoke (2017) ^[13] also added that TM is about those individuals who can make a positive difference on the organizational performance through their contribution and by demonstrating the highest levels of potential. However, when Human Resource Management (HRM) does not manage or is unable to manage its talented people the outcome will definitely be a turnover (Ogbu & Dialoke, 2017) ^[13].

Basic TM involves all the vital activities of employees' life cycle such as recruitment and selection, training, enhancing knowledge, future planning and performance management to reach the desired levels of success (Shingenge & Saurombe, 2022) ^[17]. Additionally, the authors posited that through the TM activities, managers can recognize employees who excel at their work (they excel because they have a "gifted" mindset and are concerned with extensive accountability) and promote/motivate them to reach their organization's goals (Shingenge & Saurombe, 2022) ^[17]. TM also helps to identify the strengths and weaknesses of employees and is used strategically to achieve greater success levels in the long term (Barkhuizen & Gumede, 2021) ^[4]. Corroboratively, a positive mindset by managers towards TM is critical for organizational success whereas poor/ineffective TM can have a negative impact; it can challenge both the performance and retention of employees (Shingenge & Saurombe, 2022) ^[17].

Saddozai, Hui, Akram, Khan and Memon (2017) ^[15] argued that TM has not been given enough attention throughout the years and even though many studies were conducted, different perspectives were given for it thus not allowing TM to have a specific definition. Nevertheless, nowadays TM is undoubtedly an important part of HRM and is diachronically the outcome of the HRM development and evolution (Saddozai *et al.*, 2017) ^[15]. Overall, a talented individual is described as a specialist, qualified and well skilled professional can be productive, creative in his/her work, thus to benefit the organization and eventually, society. (Saddozai *et al.*, 2017) ^[15]. The authors added that management in private organizations realize that TM is playing a key role for achieving organizational sustainability and therefore, they pay more attention on these issues rather than the management in the public sector (Saddozai *et al.*, 2017) ^[15]. Private organizations' managers are increasingly working towards retaining the best talented people by using various TM strategies such as better incentives, bonuses, training and medical schemes (Saddozai *et al.*, 2017) ^[15].

Rotolo *et al.* (2018) ^[14] posited that the organizations nowadays are transforming at the area of TM and rapidly adapt new tools and methods to work with; however, all these are done without any previous research on the subject thus ending to bad/ineffective TM and presenting no successful results in the long term. Innovations, self-dedication, dynamics, creation of strategic agenda and change of management are required to accelerate new developments, achieve goals, and bring a greater relevance to the organizations and their key stakeholders (Rotolo *et al.*, 2018) ^[14]. Mitosis, Lamnisos and Talias (2021) ^[11] in their research disclosed that organizations and their HRM face difficulties in developing TM strategies. The reason being is the lack of having a clear definition, lack of staff competence and knowledge on TM to correctly promote the

TM systems. Another critical issue that was found in Mitosis *et al.* (2021) ^[11] research is that leadership plays a critical role which can either affect positively or negatively the TM strategies (i.e., programming, attraction, development preservation, work environment and culture). Al-Qeed, Khaddam, Al-Azzam and Atieh (2018) ^[2] studied talented employees and their work and they expressed that these people have skills, knowledge, capabilities and show high potential to perform effectively and efficiently. Additionally, in general, when the employees feel valued, trusted, appreciated, and respected for whom they are and their work, consequently, they do exert better. Therefore, companies must develop their existing and new employees and effectively retain them to achieve sustainability (Al-Qeed *et al.*, 2018) ^[2]. Nonetheless, the authors expressed their concerns that organizations seem will face critical challenges in the future, with the talented people, and this will affect the organizational growth and development (Al-Qeed *et al.*, 2018) ^[2]. Talented employees who feel that their skills and talents are not properly developed/appreciated by their employer and are poorly managed by their HRM, they tend to leave the organization (Ogbu & Dialoke, 2017) ^[13]. Consequently, those people who perceive that their employer shows no interest on their talents and skills tend to quit.

According to research, 10% of the organization's personnel are high performers, have high potentials and are considered more valuable than the rest of the employees because they are seen as ideal to increase the profitability of the organization (Kravariti & Johnston, 2019) ^[10]. The same authors also mentioned that there is another perspective saying that all employees have special qualities and skills, and each individual contributes to the organization's high performance (Kravariti & Johnston, 2019) ^[10]. This perspective is valid when the individuals hold the position that will allow them to exercise and develop their talents; therefore, TM approach highlights equal treatment and adoption of strategies and activities that develop engagement and retention (Kravariti & Johnston, 2019) ^[10]. There are many parameters both internal and external to be considered while planning the TM strategies; organizational culture/structure, employee engagement/commitment, employee mobility, demographic deviations, talent shortages in the market and national/regional culture (Kravariti & Johnston, 2019) ^[10].

The board of each organization is one of the critical executors of the exercises of HRM; they are the "creators" of selection, creation, and retention of employees' activities and this also implies the activities utilized to distinguish exceptional talented people and offer them what they want to keep them in the organization (Alheet, Al-Lawzi, Shaheen, Areiqat & Zamil, 2021) ^[1]. The talented people have different qualities and inspirations from the majority of people; they can manage greater intricacy, they are unique and quicker, are inclined towards various difficult situations and since more is anticipated from them, they consequently expect also more from the management (Alheet, *et al.*, 2021) ^[1].

Leadership

The CEO and the executive management team are responsible for leading organizations and exercising key influence affecting people management; their beliefs and attitudes towards the HR function can crucially shape HRM

effectiveness and the extent to which the HR department may contribute to business strategy (Cuerva & Valverde, 2019) [24]. Cuerva and Valverde (2019) [24] posited that a successful and holistic HRM system largely depends on top management's support including leader's/top managers' perception about the importance and value of people, how much they should invest in their human resources, and the involvement of HRM professionals in the organization's strategic planning process. Leadership, through their actions, increases the legitimacy of HRM practices and policies, influence positively consensus within the organization and create a strong positive organizational environment and climate (Cuerva & Valverde, 2019) [24].

Influencing Retention

The human resources are the competitive advantage of their organization according to Al-Qeed *et al.*, (2018) [2] and do play a vital role in the achievement of the organization's goals. The managers and leaders who achieve growth, profitability and sustainability for their organizations are those ones that manage to retain their employees especially, their extraordinary talented people (Al-Qeed *et al.*, 2018) [2]. The level of the relationship between employer-employees and the effectiveness of the communication between the two parties are two of the many significant factors for retention and consequently the organizational stability and sustainability. Xesha, Iwu, Slabbert and Nduna (2014) [21] characterized the two factors as semantic retention strategies however, those two factors drive the employers and management to develop their interpersonal skills. Develop the ability to understand the human behaviors and interpret them correctly; the feelings, thinking, failures, fears, successes, actions, and behavior. Also, the authors stressed that open and honest communication builds trust and respect which are also important factors and included in the retention strategies. Next, the compensation package, development, quality of working conditions and the management style are also seen as critical factors that add in the retention strategies (Xesha *et al.*, 2014) [21].

Dragogo and Ogechi (2020) [7] explained that talent retention includes endeavors to keep individuals for a long period of time. The research showed that retention of talented employees for long period of time has a countless impact on the organization's return on investment (Dragogo & Ogechi, 2020) [7]. Attracting and hiring the talented people is one thing but retaining them for as much as possible is another and involves the activation/implementation of strategies such as talent leadership, communication, value, commitment, and well-studied compensation package (Dragogo & Ogechi, 2020) [7]. The authors affirmed that retention increases productivity, capability, commitment, knowledge, development, bench strength, success and contribution to the corporate goals and at the same time decreases turnover (Dragogo & Ogechi, 2020) [7].

Whysall, Owtram and Brittain (2019) [20] stated that the global demographics and mobility, economic trends, technology and transformational changes result in continuous changes and challenges that organizations must compete to attract and retain the talented individuals. The development and retention of employees seems to be problematic and this is because the contemporary senior managers are in the business few decades now and their mindset around development and retention

strategies/activities is influenced by their own experiences (Whysall *et al.*, 2019) [20]. Individuals' expectations differ now from those of the senior managers as well as there is a cultural gap between the two generations and managers cannot understand/perceive its challenges or do not have the right skills to manage, develop and retain the talented people (Whysall *et al.*, 2019) [20].

It is remarkable however to point out that the recruitment process produces too many extra costs, such as the investment, employee screening, verification of the certificates, interviewing and training new employees. Therefore, the management of the organizations that wish to grow and develop sustainability must develop employee retention strategies and appropriately use these strategies to improve employee performance (Zongjun, 2019) [23]. Employees are driven through the exit because of bad working conditions, job dissatisfaction, dissatisfactory compensation and non-existent opportunities for development. High employee turnover affects negatively organizational performance and brings a series of negative impacts on the organization (Zongjun, 2019) [23].

Working Environment and Culture

Working environment is an important factor which influences employee retention. Organizational climate and culture, communication systems, recognition, participation and reformation form the working environment of an organization and are major factors binding employee's long term relationships with the organization (Hongal & Kinange, 2020) [8]. A positive and healthy corporate culture of caring for the workers, community and environment can strengthen the social spiritual values, lead to a positive work environment with empowered and satisfied employees (Hongal & Kinange, 2020) [8]. Moreover, researchers stressed that the feedback system also plays a critical role in building positive working culture within organizations as it provides a channel by which top management can be updated with market and employment trends as well as with the existence of any problems and grievances among employees (Hongal & Kinange, 2020) [8].

Saidi *et al.* (2019) [16] explained that the working environment (physical, mental and social working environment) is vital for people's productivity and job satisfaction however there are quite a few working environment elements to be considered; managerial support, working relationships, working hours, safety and security. Employees are willing to stay in the organizations which have good working environment and culture, whereas if the working conditions are terrible then employees are unwilling to stay and work (Zongjun, 2019) [23].

Organizational culture has a direct impact on employees' job satisfaction, motivation and performance and it is interrelated and connected with the working environment of any organization (Zainudin & Hamid, 2019) [22]. The culture is a pattern of organizational values, norms and beliefs developed by the organization and is supposed to encourage people understand, think and feel the way the organization operates, work better/harder, motivate them, help them solve problems (Zainudin & Hamid, 2019) [22]. Diana, Supriyanto, Ekowati and Ertanto (2021) [6] added that the organizational culture is a method to differentiate one organization from another and deals with the working life and activities and can act as a driver to improve the quality of work performance and its outcomes.

Research Methodology

A case study qualitative method was found especially suitable for the present study to learn and understand more on the poorly understood situation of high profitability of a well-known organization, high in ranking but at the same time, high in turnover results. The collection of data and information were collected systematically over a period of two years. Newspapers, past records and scores were studied on the progress of the organization to give the researcher an idea on the sustainability and profitability of the organization, where it stands management wise and its position (high or low) in the market. Moreover, interviews with past and existing employees were chosen to collect information to understand better the working environment, culture and the extent of the high turnover phenomenon.

Interviews were carried out with 21 individuals (19 past and 2 existing human resources) after they gave their consent, from a particular financial organization highly ranked in the market. The selection approach of the participants for this qualitative research was purposive; and researcher used non-probability sampling which involves strategically selecting rich data collected with the use of open ended semi-structured questions (Clark, Foster, Sloan & Bryman, 2016)^[5]. The research had a specific focus and the researcher could direct the interviews at that focus with the associated research questions. The collection of data was performed with the use of both mobile interview approach and face to face interviews. Face to face interviews were identified as a better approach than the mobile interviews because richer data were obtained and it helped better to maintain rapport with the respondents.

No recording was used for any of the participants since more than half of the participants (13 participants) felt uncomfortable with the idea of being recorded; nonetheless this denial did not cause any inconvenience since the interviews were short in length (half to one hour maximum) and the researcher was able to write down all required information. All interviews took place at a convenient place and time for all the participants and in three incidences a second date for interviewing was booked to obtain extra and deeper information from three past employees (who worked for more than four years and were willing to join a second interview). Due to their previous position and experiences, these individuals, knew very well the operations, services, systems, units' jobs, management, culture, mentality and employees.

Findings

The objective of the current research was to investigate a reputable organization in the finance sector, highly profitable but at the same time one which presents high turnover results. This case intrigued and motivated the researcher to proceed with investigations on the specific case since high profitability, sustainability and high turnover do not usually align; and at least there is no theory to support such a connection. Another fact that intrigued the researcher to proceed with investigating the specific organization was how an organization with a high turnover cycle and the recruitment of newcomers in the organization on a frequent basis; where productivity slows down, mistakes occur, and a backlog of work increases; can keep the levels of service and quality towards the clients high enough?

The investigation of newspapers, records, the statistical results of best organizations in the industry and professional sites present the organization under investigation as reputable for its service towards its clients, high in ranks (among the three first best organizations in the country) profitable and professional that clients trust for their transactions. On the other hand, publicly people from the same industry but from other organizations, agencies as well as clients of the organization know that the specific organization experiences high turnover issues. The interviews with the past and existing employees presented a picture of an organization with problematic working environment issues and bad talented management. Eighteen out of nineteen past employees stated that whilst working in that specific organization they came across working environment issues such as the immediate management (exerting bad behavior, lack of recognition and respect, no development), being the main reason for leaving the organization. The one past employee whose reasons for leaving were the working hours (he/she found a job in the public sector) and better salary; he/she did not face any working environment problems like the other participants maybe because he/she was only twelve months in the organization.

Additionally, six out of the nineteen past participants stated that another reason for leaving was because they found elsewhere a better job (in the public sector) where the working hours are more attractive. Nine of the past participants said that they left because they found a better salary. However, none of the nine people stated that the monetary issue was the first reason that made them leave; their first reason was with their immediate management. Out of the nineteen participants, eight individuals left for one reason (WE), another eight left for two reasons and three participants left for three reasons. Moreover, seven out of the nineteen were with the company for one to three years and the rest between four years to seven. Last but not least, eighteen past participants and the two existing participants stated that the top management sees their staff as units and not as the human resources of their organization and this is because they have a pool of incoming curriculum vitae from people who are searching for a job and are so desperate that they will accept even lower salaries than the ones the existing employees get.

As far as the two existing participants (A and B) are concerns, participant A works in the organization for more than six years, feels disappointed with the way management handles things and looks to find elsewhere a job whereas Participant B who works for over ten years in the organization is also very disappointed with the working environment conditions however he/she doesn't search for moving elsewhere due to age, qualifications and feel afraid of change. Participant B mentioned that the mentality and managing actions of the top management are not suitable to retain qualified and talented people in the organization. Both participants agreed that the quality of work and service drops with newcomers because they need time to settle, do their training and then start to work and become productive. Both A and B said that the phenomenon of seeing people leaving is frequent as well as the phenomenon of recruiting new people (almost every week one to two people leave the organization; but there was a week where five people resigned). They also added that the frequent exit of people from the organization has a negative impact on the people

who stay behind; increased workload decreases morale, increases stress, and develops feelings of sadness and anger towards the management which shows inefficiency and incapability to retain the people.

Findings also showed that the quality of service offered to clients doesn't drop even if the organization is understaffed or newcomers are in the business because most of the services such as account openings, transactions, payments and requests are automated and are made online through the internet. The service offered in the branches is standard and simple, products/services carry standard rates and the good clients always communicate with and are served by the managers. To be noted, managers get high salaries, bonuses, money for show expenses, free expensive cars from the company and so on. Findings showed that managers are stable at their positions and no one since the beginning of the business, left the organization to move elsewhere. The managers have authorization and power to make decisions, there is no control over their behavior towards employees as soon as everything is ok with the clients and they get benefits and rewards frequently, things that don't apply to the officers who do most of the work.

Discussion

The working environment of an organization plays a crucial role in employees' productivity, stability, satisfaction and retention. Findings of this study show that all past employee participants left for working environmental issues; revealing the main reason for leaving the lack of efficient and effective management, and this result is also supported by all the research studies mentioned in the Literature Review section. The fact that qualified and talented people leave because of bad management proves that the CEO and executive management don't support the effective management of the organization and don't contribute to shaping holistically the HRM system and strategies (Cuerva & Valverde, 2019) ^[24]. Cuerva and Valverde (2019) ^[24] strongly believed that top management's leading, behaviors and attitudes can either create a strong positive organizational environment and climate or a negative and toxic one with a "heavy" climate leading people through the exit and it is intensely seen on the results of the current study. Moreover, the current study results showed that no retention strategies were established, nor the individuals were respected or supported for their work, nor did they find supporting colleagues in their department. These behaviors are very equally important and are part of the organizational working environment as Zongjun (2019) ^[23] stated in his research.

TM is proved to be undoubtedly an important part of HRM which is necessary to achieve employee stability and retention. Sadozai *et al.* (2017) ^[15] stated that the management of private organizations pay more attention to their TM practices as they are conscious that being effective and building good working environmental conditions will bring sustainability and profitability; however, this doesn't apply to the current research because the organization investigated even if it is private, its managers exert bad TM practices. It is surprising though the fact that the high turnover percentage which at the moment is higher than 10% and the "unnecessary" cost of recruitment, selection, training, enhancement of knowledge of the business and organization's culture, mistakes due to inexperience and decreased productivity seem not to bother at the moment the

top management and most probably because the service offered to the clients, especially the good ones, it is not affected. The research results of Kravariti and Johnston (2019) ^[10] present a percentage of 10% of the human resources of the organizations' to be high performers; yield higher outputs than the rest of the team, have competencies and capabilities to accomplish tasks quicker and can produce more benefits for their companies. The above results are in line with the current study since the results showed that the unsatisfied but less skillful and productive, employees who are afraid of change and the "older" ones tend to stay in the organization and accept their fate until they retire.

Last but not least, the fact that the jobs within the organization are automated, a big part of the work is done online and the jobs to be performed on-site don't need any specific qualifications since they are not complicated (are more administrative like) makes it clear and understandable why the quality and service towards the clients don't drop. Even if the newcomers do mistakes and take some time for them to establish and learn the job it seems that there is no serious or negative impact on the service nor derive any important delays in submitting the service/product to the clients. Therefore, at this point the high turnover doesn't have a relationship with bad service; however, this only applies to this kind of organizations which uses high technology, and automation and offers "simple service and products" which don't need people with extraordinary qualifications and skills to perform. At this point, one could think that lack of interesting and challenging jobs may also be a factor in leaving the organization as Cuerva and Valverde (2019) ^[24] corroboratively suggested in their research, though this again doesn't apply in this research since almost all the participants stated that the reason for leaving was that they faced management issues.

Limitations and Recommendations

The current case study used a sample of participants from a specific sector which differentiates the products and services offered to clients from other sectors' thus causing some limitations. Also, the fact that the organization, is relatively new in the market (approximately established twelve years ago offering services nationally and abroad) and more than half of the jobs can be performed online by clients needing minimum monitoring and job to be done by employees again may limit to some extent the generalization of findings with other organizations which are not using that much the technology. It is recommended to research other organizations on the same topic and the researcher to proceed again and study the specific organization five to ten years ahead and check if it is still running in the market and has the same working environment/culture and perception that people are units and not the organization's human resources.

Conclusion and Recommendations

To conclude, findings show that executive management has a direct and crucial impact on the HRM and consequently the TM activities which are undoubtedly an extended and integral part of it. The executive management must support the TM and develop a positive and attractive culture to retain the talented employees who enter the business. HRM and the top management in collaboration must train the middle managers to behave with respect to people, learn to

recognize and embrace their work and promote development. The physical, mental and social working environment is vital for performance, productivity and job satisfaction and again responsible for the bad working conditions firstly the top management and secondly the HRM of the organization because the human resource personnel drive the activities for employee prosperity and wellness. Consequently, the working environment and culture must urgently and holistically change to promote positivity, respect, activities and behaviors that will help retention and last but not least, change the mentality and perception that people are unimportant units in the organization.

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