

Role of Global Talent Management in Organizational Performance

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The ongoing confusion about the role of Global Talent Management (GTM) might hinder to establish a widely acceptance of the effect of GTM in Organizational Performance (OP). This paper contributes to the existing literature by offering a contingency model that is built by means of a structured literature. Internal alignment between Organizational Structure, Organizational Culture, Leadership Philosophy and Business Strategy and Organizational Size is suggested as crucial to improve OP.

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Keywords

Global Talent Management, Talent Management, Organizational Performance, Internal Alignment, Competitive Advantage

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INTRODUCTION

Organizations worldwide have realized that talented employees drive competitive advantage (Piansongnern et al, 2008). McKinsey & Co. first identified the importance of a structured search for talent in the late 1990s in their article 'The war of talent' (Chambers et al, 1998). Since the publication of this article organizations make common use of the instrument of talent management (TM) (Hartmann et al, 2010). Meanwhile Beechler & Woodward (2009) consider TM as a critical factor for organizational success. TM is further strategically important, because organizations are through this able to manage downsizing, expansion and structural alignment. This also helps them to prepare for growth in the future (Garavan, 2012).

Insight in TM contributes to an effective application of TM on a national and global scale. This is important because a good working system of TM enables international firms to gain and sustain a global competitive advantage (Schuler et al, 2011; Aljamal, 2013).

In this paper a literature review is provided of the role of TM in organizational performance of a global organization.

Talent management has become an important issue for organizations worldwide in the recent years (Lewis & Heckman, 2006; Collings & Mellahi, 2009). MNCs face challenges in how to implement their GTM strategies (McDonnell et al, 2010). That is why a clear insight into the role of TM on a global scale is needed. Next to that, a good insight is needed due to the increasing use of social media that will change the landscape for TM in the next five or ten years (Beechler & Woodward, 2009). With effective use of TM globalized organizations are able to easily attract people from all over the globe (Al Ariss, Cascio, & Paauwe, 2014).

Therefore the goal of this paper is to explore the role of global talent management in organizational performance.

The paper is structured as follows. (i) The next session makes clear the structure of the literature review. (ii) After that the findings of the definition (global) talent management is identified and the differences and similarities appointed. (iii) OP will be identified (iv) Then a contingency model will be made. (v) This paper closes with a discussion and conclusion section in which the findings are summarized and managerial implications and limitations are made.

STRUCTURED LITERATURE REVIEW

2.1 Research strategy

In this research is chosen for a literature review. This review describes, summarizes and evaluates field literature. This review differs from other researches, like Hartmann et al (2010) specifying on the different research streams concerning talent management, because of the broad view on GTM.

The advantage of this research strategy is that next to information a review gives an identification and articulation of relationships between the different articles (Boote & Beile, 2005).

This provides a clear vision on the status quo of the role of TM in organizational performance of globalized organizations.

2.2. Selection of the articles

In the first stage of the literature review specific keywords were defined to search in various databases: Global Talent

Management, "Global Talent Management", role of Global Talent Management, "role of Global Talent Management" and "war for talent".

With the different search terms in the various databases (see figure 1) and after reading the abstracts, a total of 28 relevant articles were found.

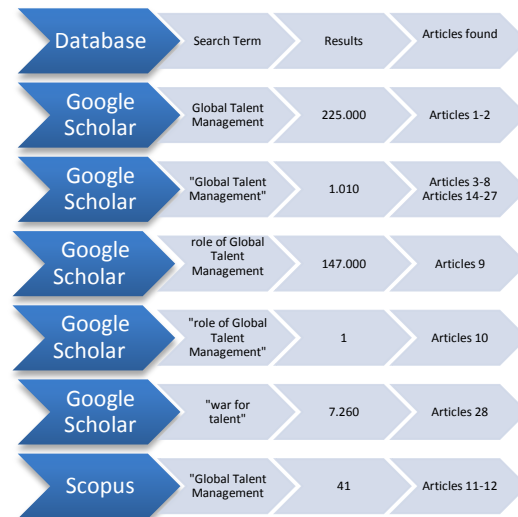


Figure 1: selection of the articles

The primary inclusion and exclusion criteria were based on the primary aim of the review. Inclusion criteria were:

1. Empirical based articles: This included articles with quantitative and qualitative data to review;
2. Academic articles: Only articles that were published in academic journals are used within this review. There were no specific journals selected for this inclusion. The only criterion was that the article had been published in an academic article.

Exclusion criteria were:

1. Not in Dutch, English or German: Articles in another language are excluded from the research;
2. Unobtainable references: Articles that could not be obtained by the library, searching online or purchasing are excluded from this review.

The second stage of the review was a thorough look at the abstract of the different articles which resulted, in consensus with another researcher, in eliminating irrelevant articles. After we marked the articles we thought were important for the review we agreed to eliminate 7 irrelevant articles. Two articles were left to doubt about. After rereading the abstracts of the two articles on which we differed. I decided to follow the opinion of the other researcher and eliminated those articles.

The elimination criteria were:

1. The articles cannot be too specific about global talent management regarding a single organization or only a limited field of GTM;
 2. The academic articles where backed up with partial empirical data.
- After the discussion with the other researcher and applying the elimination criteria there were left 19 articles to analyze.

The literature was analyzed based on the following criteria. A table was made with six variables to subject the literature to:

author, title, main purpose, methods, findings and contingency factors. This table is included in appendix 1.

GTM DEFINED

According to Iles et al (2010), talent management is not essentially different from HRM. It is integrated HRM with a selective focus. Existing literature gives various definitions on (global) talent management:

- According to Schweyer (2004, p. 38) '[t]alent management includes sourcing, screening, selection, retention, development and renewal of the workforces with analysis and planning';
- In contrast to that Creelman (2004, p. 3) claims that 'TM is best seen not as a set of topics, but as a perspective or a mindset'. He continues: 'A TM perspective presumes talented individuals play a central role in the success of the firm. All corporate issues are seen from the perspective of how will this affect our critical talent? And what role does talent play in this issue?';
- According to Schuler et al (2011, p. 507) '[g]lobal talent management refers to the systematic use of specific HR policies and practices to manage the several global talent challenges that a firm confronts'. They continue: 'These include specific aspects of HR policies and practices related to location and relocation management, planning and forecasting, staffing (to include attracting, selecting, retaining, reducing and removing), training and developing, and evaluating employees consistent with a firm's strategic directions while taking into account the evolving concerns of the workforce and regulatory';
- According to Scullion et al (2010, p. 4) '[g]lobal talent management includes all organizational activities for the purpose of attracting, selecting, developing and retaining the best employees in the most strategic roles (those roles necessary to achieve organizational strategic priorities) on a global scale'. They continue: 'Global talent management takes into account the differences in both organizations, global strategic priorities as well as the differences across national contexts for how talent should be managed in the countries where they operate'.

The three definitions have in common that they see GTM as a mechanism that makes use of HR policies like attracting, screening and developing to upgrade people and resources. Were Scullion et al (2010), Schuler et al (2011) and Schweyer (2004) GTM see as a set of topics to improve competitive advantage. Creelman (2004) differs from them and talks about a specific perspective or mindset and not the specific topics that should improve competitive advantage. But apart from that they all implicitly say that GTM is a process of different HR policies to improve competitive advantage. The main difference between TM and GTM comes from the fact that GTM is used within different cultures all over the globe. So managers need to cope with culture differences. The definition of Scullion et al (2010) defines this culture difference within their definition of GTM. That is why the following definition of Scullion et al (2010) will be used as the leading definition in this research:

'[g]lobal talent management includes all organizational activities for the purpose of attracting, selecting, developing and retaining the best employees in the most strategic roles (those roles necessary to achieve organizational strategic priorities) on a global scale'. They continue: 'Global talent management takes into account the differences in both organizations, global strategic priorities as well as the differences across national contexts for how talent should be managed in the countries

where they operate' (Scullion, Collings, & Caligiuri, 2010, p. 4).

FINDINGS

The review table (appendix 1) shows that the goal of majority of the articles is to determine global talent management and the internal and external challenges and practices of this phenomenon. Some articles are focusing in particular on corporate human resources (Sparrow et al, 2013; Scullion et al, 2011; Farndale et al, 2010).

To achieve their goal they make use of three different research strategies. Some base their findings solo on existing literature (Schuler et al, 2011; Scullion et al, 2011; Farndale et al, 2010; Malaeb, 2010; Scullion, Collings, & Caligiuri, 2010; Hedges et al, 2008), other report on case studies and interviews (Iles et al, 2010; Piansoongnern et al, 2008; Garavan, 2012; Kabwe, 2011; Sidan et al, 2014). There are articles that only base their findings on in-depth interviews (Stahl et al, 2012; Hartmann et al, 2010; Sparrow et al, 2013; Chambers et al, 1998; Ingram, 2013; Aljamal, 2013; Farndale et al, 2014; Beechler & Woodward, 2009).

Different issues stood out in the articles. GTM is strategically important because it gives firms "[t]he opportunity to simultaneously manage, downsizing, expansion and structural alignment, and it helped them to prepare for growth in the future" (Garavan, 2012, p. 2428). But to even get started with GTM you have to attract employees to subject them to GTM. It is not easy to attract talented employees due to increasing use of social media that will change the landscape of GTM (Beechler & Woodward, 2009). To attract employees organizations have to make use of a structured search. Piansoongnern et al (2008, p. 70) identified, after a literature review and data triangulation with 18 key informants that answered semi-structured interviews, the following steps to search for talented employees:

- (1) Creating awareness of benefit of having talented employees among leader;
- (2) Initiating a concept of talent centric organization;
- (3) Researching organization's talent demand for middle to long-term operation;
- (4) Strategic talent recruitment;
- (5) Creating obvious career path for both new and current talents;
- (6) To provide coaching and mentoring;
- (7) Evaluating those behaviors and rewarding leaders for coaching and mentoring activities with talented employees;
- (8) Measuring the effectiveness of the coaching and mentoring.

These steps are almost similar to the steps that Chambers et al (1998, p. 1) identified in their article 'The war of talent'. The following steps are a result of a research with surveys taken within 77 large US companies in different industries. :

- (1) Elevate talent management to a corporate priority;
- (2) Attract and retain people by refining and creating employee value;
- (3) Employee involvement;
- (4) Attention to how to recruit talent;
- (5) Development is the keyword.

Piansoongnern et al (2008) and Chambers et al (1998) say that it is essential to create awareness for GTM and increase it to central corporate priority. After that strategic recruitment of employees is needed. At last mentoring the development of recruited employees is needed to create a bigger competitive

advantage. Following these steps and making TM key priority has according to the literature a positive effect on OP.

After attracting talented employees to the organization organizations managers have to manage those employees. The review shows that there are four Corporate Human Resource (CHR) roles (Sparrow et al, 2013; Scullion, Collings, & Caligiuri, 2010; Farndale et al, 2010) that are important in global talent management. Where Sparrow et al (2013) identified those roles after 26 interviews in two different MNEs. Identify Scullion, Collings & Caligiuri (2010) and Farndale et al (2010) those roles based on existing literature. Those roles are:

- (1) *'Champion in processes:* developing and monitoring GTM practices and policies, strategy and tools; ensuring these are implemented across the firm; monitoring GTM processes and improving coordination of tools, techniques and processes internally across functions;
- (2) *Guardian of culture:* ensuring a culture of mobility across the organization; incorporation values and system in organizational strategies and activities to support global mobility of individuals and breaking down silo mentalities that can exist between business divisions and geographic regions;
- (3) *Manager of internal receptivity:* encouraging the in- and outflow of key talent across business entities; active management of key talent to ensure individuals are looked after; encouraging receiving units to manage diversity, careers, integration and work-life balance; and encouraging sending units to share their talent for the goodness of the firm as a whole;
- (4) *Network intelligence and leadership:* developing appropriate networks inside and outside the organization to support the GTM process; being aware of developments in the internal and external labor market; mobilizing appropriate talent both internally and through external provider; and a sense of timing and context' (Sparrow et al, 2013, p. 1779).

These four different CHR roles should be in good balance. The alignment between those roles contributes with a positive effect OP. Alignment between those roles is not the only alignment there should be to improve the relation between GTM and OP.

Internal alignment is the keyword for a positive relation between GTM and OP. According to Stahl et al (2012, p. 2) "[c]ompetitive advantage comes not primarily from designing and implementing best practices but rather from proper internal alignment of various elements of a company's talent management system." By best practices is meant recruitment, staffing and succession planning or training and development or retention management. These practices are not the key to competitive advantage but they have to align closely with the various elements of TM system, like business strategy, leadership philosophy and value system of the firm. This was found after two phases of research. Phase 1 was interviewing 312 senior executives, line managers and HR professionals in 20 companies and 21 countries. Phase 2 was a web-based survey of 263 HR professionals in 20 companies in 36 different countries.

That internal alignment is important for a positive relation between GTM and OP is also found in the article of Hartmann et al (2010). The findings of this article stand in line with the findings of Stahl et al (2012). Stahl et al (2012) focuses as mentioned earlier on different companies in different countries. Hartmann et al (2010) on the other hand focuses on western

Multinationals (MNCs) in China. After in-depth interviews he concluded that they transfer their talent management without many changes and mainly focus on internal orientated variables like organizational culture.

According to Schuler et al (2011) it is also the organizational culture in the form of strategic needs and directions of the firm that is a important characteristic to design a talent management strategy. This was found after analyzing existing literature. Next to strategic needs and directions is organizational history, financial condition of the company and the characteristics of the employees important for the internal alignment within a company (Ingram, 2013). Ingram (2013) identified these variables through open-interview at three large companies (>1000 employees) located in Poland. Without (senior) management understanding and commitment internal alignment can be difficult to achieve (Hudges et al, 2008). Internal alignment is the key competitive advantage (Aljamal, 2013). Hudges et al (2008) made in contrast to Aljamal (2013) use of existing literature to achieve that finding. Aljamal (2013) made use of a questionnaire with a sample of 235 employees within 10 different firms in Jordan.

The literature analysis has shown several external contingencies effecting GTM. Different trends in the economy and the competition on the market are together with the conditions at the labor market and the national culture externally effecting GTM (Ingram, 2013).

After analyzing the variables that effect GTM the key variable that effects GTM is internal alignment. Internal alignment is effected by different generic contingency factors like corporate culture, organizational structure, organizational strategy, leadership philosophy and firm finances (table 1). If these factors are aligned, in according to the scholars, GTM will be improved.

Table 1: Generic contingency factors effecting internal alignment of GTM, literature findings

<i>Contingency factor</i>	<i>Reference</i>
Corporate Culture	Farndale et al (2014); Ingram (2013)
Organizational Structure	Ingram (2013)
Organizational Strategy	Ingram (2013); Stahl et al (2012)
Leadership Philosophy	Ingram (2013); Stahl et al (2012)
Firm Finances	Ingram (2013); Stahl et al (2012)

ORGANIZATIONAL PERFORMANCE

Organizational performance as an outcome variable is common within management research searching for causal explanations. Surprisingly, the definition 'organizational performance' is an open question with a few studies using a well-defined and structured, justified definition (Richard et al, 2009). Some definitions of Organizational Performance look like:

- '[t]he accumulated results of all the organization's work processes and activities' (Boddy, 2011, p. 635);
- '[t]he extent to which an organization achieves a set of pre-defined targets that are unique to its mission. These targets will include both *objective* (numerical) and *subjective* (judgmental) indicators' (Albrecht, 2011, p. 8);

- ‘[e]ncompassing three specific areas of firm outcomes: (1) financial performance (profits, return on assets, return on investment, etc.); (2) market performance (sales, market share, etc.); and (3) shareholder return (total shareholder return, economic value added, etc.)’ (Richard et al, 2009, p. 5).

As to be noticed from above Boddy (2011) defines organizational performance in a broader way. Albrecht (2011) specifies it to achieving pre-defined targets. This definition is more specific than Boddy (2011) because of the targets that are set. The third definition is the best and is used in this paper as a leading definition because it gives a clear insight in organizational performance due to the three specific outcomes mentioned in the definition. This definition reads as follows:

‘[o]rganizational performance encompasses three specific areas of firm outcomes: (1) financial performance (profits, return on assets, return on investment, etc.); (2) market performance (sales, market share, etc.); and (3) shareholder return (total shareholder return, economic value added, etc.)’ (Richard et al, 2009, p. 5).

To measure organizational performance an organization has to first envision performance outcomes. The literature gives various outcomes to measure organizational performance: quality, flexibility, profit and effectiveness of personnel (table 2).

Table 2: Example of performance outcomes

Outcome	Reference
Quality	Slack et al (2010); Johnson et al (2011)
Flexibility	Slack et al (2010)
Profit	Johnson et al (2011)
Effectiveness of personnel	Ball et al (2012)

Unexpectedly, these outcomes differ from the outcomes announced in the general definitions of OP. This is because OP studies identify these outcomes as outcomes that fit within GTM. GTM studies on the other hand do not identify specific outcomes. Literature shows that they just identify performance as creating competitive advantage or obtaining goals.

TOWARDS A CONTINGENCY MODEL

This model describes the relation between GTM and OP (figure 2). To increase the relation between GTM and OP good internal alignment within GTM is needed. Scholars argue that business strategy effects the relation between GTM and OP (Ingram, 2013; Stahl et al, 2012). If an organization wants to follow a specific strategy, like as being as flexible as possible or to create the highest quality standard in the market, GTM and the type of leadership has to adapt to that. Sparrow et al (2013) identified four different roles of Corporate Human resources for GTM. Two roles (champion in processes and guardian of culture) are viewed as the most important regarding ensuring the business strategy outcomes (quality and flexibility) and OP.

To secure the quality of organizational outputs, scholars claim that good GTM is needed. They recommend focusing on the ‘champion in processes’ role as it monitors the process of GTM policy, strategy and tools (Sparrow et al, 2013). The processes are implemented across the whole organization. This improves the consistency within the firm whereby quality of the output increases.

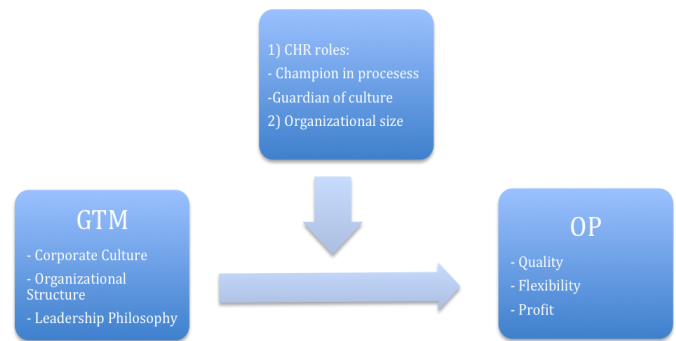


Figure 2: Contingency Model: Relationship between GTM and OP effected by CHR and Organizational Size.

Next to increasing quality, flexibility is also important as an organizational outcome. To increase flexibility an organization should focus on the ‘guardian of culture’ role. This role breaks (for example) individualization between different divisions down and increases mobility within an organization. Due to the fact of mobility within an organization employees are able to increase flexibility.

Not only affects the business strategy the relation between GTM and OP. The size of the organization has also an effect on that relation. Within a small organization there are two options. (1) Internal alignment between the various elements is easier to achieve than within a large organization. The achieved internal alignment results in competitive advantage which results in an improvement of OP. (2) Due to the smaller size of the organization talented employees are difficult to attract and retain or to shift within the organization. This is in contrast to the smaller organization an advantage of the bigger organizations. They can shift talented employees within their organization to the right spot at the right time. The only difficulty for to the bigger organizations is to have an internal alignment, which affects the relation between GTM and OP.

The selection for contingency models regarding CHR and organizational size and the specifically chosen variables in this model is based on the findings within the literature review.

DISCUSSION

In this discussion there are two points to address. (1) The limitation of this study and (2) notes for future research. The existing literature regarding GTM in this review does not identify specific performance outcomes that are resulted due to good GTM. That is why in this study performance outcomes of OP studies are used. GTM studies used in this review are also lacking in clearing the consequences of good or bad use of GTM.

Future research has to keep in mind that the time of GTM is changing rapidly. So, articles that have been written a couple of years ago could be irrelevant to the subject of investigation.

Conclusion

In this paper we explored the role of GTM in OP by offering a contingency model for future research that integrates different aspects that have influence on the relation between GTM and OP.

After analyzing the articles and their different findings we may conclude that internal alignment creates a positive effect between different aspects of GTM and the relation with OP. This leads to competitive advantage. This internal alignment can differ from internal alignment of practices strategy, culture and external environment (Stahl et al, 2012). To internal alignment between the four identified CHR roles champion in processes, guardian of culture, manager of internal receptivity and network intelligence and leadership (Sparrow et al, 2013; Scullion, Collings, & Caligiuri, 2010; Farndale et al, 2010).

Next to internal alignment there are various things effecting the relation between GTM and OP. As the contingency model shows that business strategy or organizations size effect this relation. Due to adapting GTM in the right way it a positive relation between GTM and OP and improves OP.

The role of GTM in OP can be defined as GTM gives the ability to create competitive advantage through internal alignment, which results in the improvement of OP.

MANAGERIAL RELEVANCE

Many of the challenges that organizations face are connected to (global) talent management. These challenges arise due to the changing business environment. Organizations can easily attract talented people from all over the globe because of the technological advantages nowadays. The advantage of easily attracting talented employees creates for organizations the possibility to balance their talent needs for short- and long term.

This advantage enables organizations to adapt easily to an changing environment like growing markets or technological innovations. This paper contributes to this all by giving managers a clear insight in the role of GTM in OP. It makes the importance of GTM in combination with OP clear and tells managers how to optimize GTM. When managers of organizations understand the importance of GTM, competitive advantage is created and this will have a positive effect on organizational performance.

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Appendix 1:

Author	Title	Main purpose	Methods	Findings	Contingency Factors
Stahl et al (2012)	Six principles of effective global talent management	Determine how leading companies in North America, Europe and Asia can develop and sustain strong talent pipelines.	Phase 1: A case study by interviewing 312 senior executives, line managers, and HR professionals in 20 companies and 21 countries Phase 2: A web-based survey of 263 HR Professionals in 20 companies out of 36 countries	Competitive advantage doesn't come primarily from designing and implementing best practices, but rather from the proper internal alignment across practices, strategy, culture and external environment.	Good / bad internal alignment will have a positive / negative effect on the relation between GTM en OP.
Hartmann et al (2010)	Talent management of western MNCs in China: Balancing global integration and local responsiveness	Examine the talent management of western MNCs in China, and explore which institutional and/or cultural talent management practices influence the transfer of talent management practices from the headquarters to the foreign subsidiary.	Qualitative data based on seven case studies. Whereby the data was collected through in-depth qualitative interviews.	- MNCs transfer their talent management practices to China without many changes, focusing specifically on the development of talented employees and the creation of an organizational culture. -Integrated and strategic talent management strategies have not yet been fully implemented.	
Schuler et al (2011)	Global talent management and global talent challenges: Strategic opportunities for IHRM	Describing several global talent challenges and strategic opportunities presented to firms and propose implications for the firm and field.	Making use of the existing literature.	For a list of the findings see appendix 2.	Non- / Systematically selected and coordinated HR policies an practices have a positive / negative effect on the relation between GTM en OP
Iles et al (2010)	Talent Management and HRM in Multinational companies in Beijing: Definitions, differences and drivers	Filling the gaps and omissions of theoretical and empirical development regarding to talent management.	- Literature review - Structured interviews of MNCs in Beijing.	- TM is not essentially different from HRM; - TM is integrated HRM with a selective focus; - TM is organizationally focused competence development through managing flows of talent through the organization.	
Sparrow et al (2013)	An empirical study of the role of the corporate HR function in global talent	Expanding the knowledge of the role of corporate human resource in global talent management.	Data is collected through in-depth interviews at two different MNEs. In total there were 26 interviews.	Four CHR roles are important in GTM. - Champion of processes role	- More / less monitoring and control will have a positive / negative effect

management in professional and financial service firms in the global financial crisis

- Guardian of culture role
- Manager of internal receptivity role
- Network intelligence and leadership role

on the relation of GTM and OP.
 - More / less social will have a positive / negative effect on the relation of GTM and OP.
 - Good / Bad management and talent flow will have a positive / negative effect on the relation of GTM and OP.
 - Good / Bad resource access and intelligence flow will have a positive / negative effect on the relation of GTM and OP.

Scullion et al (2011)

Global Talent Management: New Challenges for the Corporate HR Function in Global Recession

Examine the challenges faced by the CHR function via discussion of the changing role of the corporate HR function in managing talent on a global basis and expand upon these emergent roles for the function.

Based on existing literature.

- Same CHR roles as in Sparrow et al are identified (Sparrow et al, 2013).
- Creating and maintaining high employee involvement is a big challenge in time of financial crisis for CHR.

- More / less monitoring and control will have a positive / negative effect on the relation of GTM and OP.
 - More / less social will have a positive / negative effect on the relation of GTM and OP.
 - Good / Bad management and talent flow will have a positive / negative effect on the relation of GTM and OP.
 - Good / Bad resource access and intelligence flow will have a positive / negative effect on the relation of GTM and OP.

Piansoongnern et al (2008)

Managing Talented Employees: A study of Leading Corporations in Europe

Investigate strategy, process, and current situations of managing high potential or talented employees in European hi-tech corporations.

- Phase 1 literature review.
- Phase 2 Data triangulation with 18 key informants that participated. Data collected through semi-structured interviews.

- Talented employees help drive competitiveness, but it is difficult to acquire them because of the war for talent in the particular field.
- Eight-step approach: (1) creating

Non- / Talented employees will have a negative / positive effect on the relation between GTM and OP

awareness of benefit of having talented employees among leader; (2) initiating a concept of talent centric organization; (3) researching organization's talent demand for middle to long term operation; (4) strategic talent recruitment; (5) creating obvious career path for both new and current talents; (6) to provide coaching and mentoring; (7) evaluating those behaviors and rewarding leaders for coaching and mentoring activities with talented employees; (8) measuring the effectiveness of the coaching and mentoring

Farndale et al (2010)	The role of the corporate HR function in global talent management	Expanding the knowledge of the role of corporate human resource in global talent management.	Make use of existing literature.	- Same CHR roles as in Sparrow et al are identified (Sparrow et al, 2013).	<ul style="list-style-type: none"> - More / less monitoring and control will have a positive / negative effect on the relation of GTM and OP. - More / less social will have a positive / negative effect on the relation of GTM and OP. - Good / Bad management and talent flow will have a positive / negative effect on the relation of GTM and OP. - Good / Bad resource access and intelligence flow will have a positive / negative effect on the relation of GTM and OP.
Garavan (2012)	Global talent management in science-based firms: an exploratory investigation of the pharmaceutical industry during the global downturn	Investigation in how actors perceive the strategic priorities of the firm during the downturn; the challenges of aligning GTM to address these priorities; the values of top	<ul style="list-style-type: none"> - Reviewing literature - Exploring the literature by case studies, by the use of interviews, within pharmaceutical orientated firms witch adopted GTM practices 	Actors considered GTM to be strategically important because it enabled firms to simultaneously manage downsizing, expansion and structural alignment, and it helped	

		management in supporting investment in GTM and the challenges encountered in coordinating and controlling GTM processes.	for a minimum of 5 years.	them to prepare for growth in the future.	
Chambers et al (1998)	The war for talent	Explaining of the war of talent and how to win this war.	Research within 77 large US companies in different industries. Surveyed nearly 400 corporate officers and 6.000 executives from the 'top 200' ranks.	Winning the war by the following steps: - Elevate talent management to a corporate priority - Attract and retain people by refining and creating employee value. - Employee involvement - Attention to how to recruit talent. - Development is the keyword.	Making talent management key priority will lead to a positive effect on the relation between GTM and OP.
Kabwe (2011)	The conceptualization and operationalization of talent management: The case of European internationally operated businesses.	The aim of this thesis is to contribute to an overdue reassessment of TM within the international context by redressing the empirical and theoretical deficiencies, which are a direct hindrance to development of the field.	- Reviewing literature - Make use of empirical data collected within 14 international operating European organizations.	TM as having both managerial and individual dimensions - TM as a means of developing human capital - TM as a social process with various stakeholders who are revealed to have disparate interests - Commoditization of individual human talent as an organizational resource - Networking in TM can be seen as a means of empowering individuals to use their human capital to fulfill their personal interests.	
Malaeb (2010)	Talent Management DNA	Expanding the knowledge of talent management in the academic field.	Literature Review with three main components - Talent definition; - talent management illustrating all the perspectives and streams distinguished heretofore; - the implications to global mobility and human resource development.	Talent Management can be categorized into two main approaches, inclusive ((1)rebranding of the human resource management. (2) management of talented people.) and exclusive ((1) extension of succession planning and leadership development. (2) TM is a function in charge to identify pivotal talent	

positions.)

Scullion et al (2010)	Global Talent Management	To contribute to the emerging academic literature on global talent management and to advance the conceptual and empirical grounding of this emerging area of interest.	Literature review.	- Definition global talent management: Global talent management includes all organizational activities for the purpose of attracting, selecting, developing, and retaining the best employees in the most strategic roles (those roles necessary to achieve organizational strategic priorities) on a global scale. Global talent management takes into account the differences in both organizations, global strategic priorities as well as the differences across national contexts for how talent should be managed in the countries where they operate.	
Ingram (2013)	Talent management contingencies: Empirical research results	Exploring organizational level and external contingencies of talent management programs. By the following research questions: What are organizational level and external contingencies of talent management and how do they influence talent management programs.	Gathering data through open-interviews by three large companies located in Poland. With a total of over 1000 employees per company.	For findings about contingencies regarding to talent management see appendix 3.	Good / Bad alignment between internal and external contingencies will result in a positive / negative effect on the relation between GTM and OP.
Aljamal et al (2013)	Talent Management and competitive advantage: The moderating effect of knowledge integration.	Main purpose of the study is to examine the effect of talent management on competitive advantage. Next to that the study aims to analyze the role of knowledge integration, as a moderator, in the correlation between talent management and competitive advantage.	Empirical data is collected through questionnaires with a sample of 235 employees in 10 different firms in Jordan.	Competitive advantage was significantly related to talent management and also to knowledge integration. Knowledge integration is a significant moderator in the correlation between talent management and competitive advantage.	The more knowledge is generated the positive this is for the relation between GTM and OP.

Farndale et al (2014)	Balancing individual and organizational goals in global talent management: A mutual-benefits perspective	To explore the balance between the two following sets of goals - MNCs are driven by range of organizational goals, including business control and client demands, moderated by cost considerations. -Individual employees goals extend from personal and career development, to desire to follow family members to another country or a longing to experience the challenges of working overseas.	Qualitative data collected to assist further theorizing in the field. Studies conducted within a case study by a professional services firm.	There are two necessary conditions before a mutual-benefits perspective can be formalized: corporate culture that favors individualization; and the need for baseline sophistication in the way that existing levels of flexibility are managed. Next to that both studies showed that the implementation challenges associated with introducing more individualized flexibility in policies should not be understated.	A corporate culture that not- / favors individualization has a negative / positive effect on the relation between GTM and OP.
Sidani et al (2014)	Institutional and corporate drivers of global talent management: Evidence from the Arab Gulf region	Analyzing how institutional and corporate drivers mold talent management.	- Vast institutional literature to understand talent management practices. - Interviews to develop a template through which the textual data set can be interpreted.	- Localization in GCC poses major impediments in the TM process. - Competitive environment in the GCC will lead to mimetic pressures on organizations to implement an effective TM process. - Companies use often decoupling to balance among competing pressures.	
Hudges et al (2008)	Talent management: A strategy for improving employee recruitment, retention and engagement within hospitality organizations	To clarify what is meant by talent management and why it is important (particularly with respect to its effect on employee recruitment, retention and engagement), as well as to identify factors that are critical to its effective implementation.	Review of academic and popular talent management literatures	- Talent management is an espoused and enacted commitment to implementing an integrated, strategic and technology enabled approach to human resource management (HRM) - The external and internal drivers and restraints for talent management are many. Of particular importance is senior management understanding and commitment	

Beechler et al (2009)	The global “war of talent”	Examine the “global war for talent”, the factors that impact it, and organizations responses to it.	Comprehensive search of more than 400 contemporary academic and business press articles, the paper reviews relevant research and reassesses “talent war”	Global Trends, Mobility, Business Transformation and Diversity have impact on the global war for talent. Organizations can respond to those factors in a tactical state (talent war) or in a evolving state (talent solution).
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Appendix 2:

- The success of firms today is dependent on how effectively they identify and manage the many global talent challenges they confront, and adapt to them as they evolve and develop;
- In order to capture the strategic opportunities offered by the many global talent challenges facing firms today, in-depth knowledge and understandings of the major environmental forces and shapers of them is essential;
- Firms need to systematically select from the many HR policies and practices in order to: (a) manage through the current environment of economic and financial crises; (b) position themselves for the period of recovery after the crises; and (c) operate more competitively on a day-to-day basis in a highly competitive world;
- Systematically selected and coordinated HR policies and practices taken to address these global talent challenges can enable a multinational firm to gain and sustain a global competitive advantage. This is the essence of global talent management;
- Identification of a firm's GTCs is the basis for the systematic composition of the appropriate HR policies and practices that will enable the firm to be successful in managing its global talent challenges;
- The appropriateness of HR policies and practices depends on the nature of the GTCs and on numerous characteristics of the firm;
- HR Professionals need to know the strategic needs and directions of the firm and the important characteristics of the firm in order to craft a talent strategy, i.e., a strategy that identifies the important global talent challenges and identifies the global talent management initiatives that will effectively manage them;
- Firms that successfully develop and institutionalize their global talent management capabilities position themselves to attain many results in several aspects of talent positioning and balancing, bench strength, global competitive advantage, multiple EVPs and an attractive employer brand;
- Firms that successfully develop and institutionalize their global talent management capabilities must also be able to overcome the many barriers that exist in implementing their global talent management initiatives (Schuler et al, 2011).

Appendix 3:

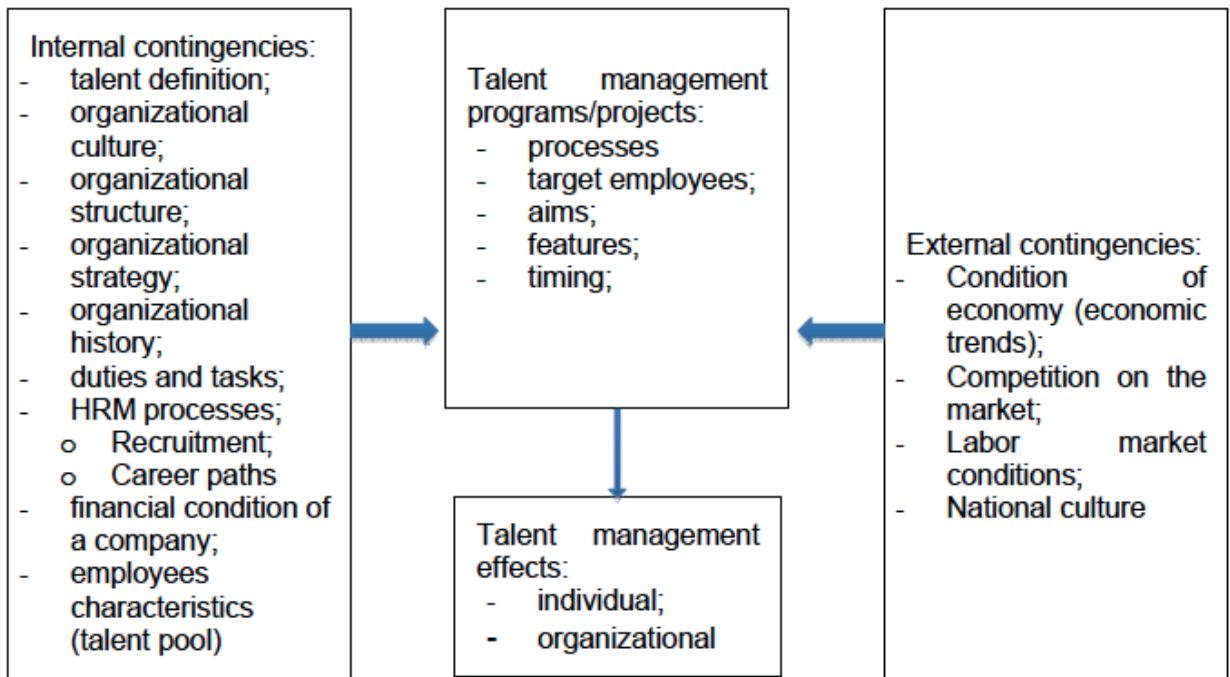


Figure 2: internal and external contingencies (Ingram, 2013)