

DEVELOPING A CONCEPTUAL LINK BETWEEN TALENT MANAGEMENT PRACTICES AND EMPLOYEE'S SUBJECTIVE WELLBEING

Nimra Ali Khokher¹ and Abdul Raziq²

ABSTRACT

In order to gain competitive advantage, the fundamental issue which an organization has to face, is how to attract, develop, motivate and retain people. While having a great interest of practitioners and academics, the concept of talent management lacks its complete, correct and concise definition. The objective of this study is to develop a conceptual model between “talent management practices” and subjective wellbeing of employees. Through an extensive analysis of prior research studies, this study concluded that effectively implemented talent management practices directly affect the subjective wellbeing of the employees. This study suggests that the top management should take care while implementing talent management practices in organization. In future, empirical research may be conducted in order to test the relationship between talent management practices and employees subjective wellbeing.

Key Words: Talent Management Practices, Competitive advantage, Employees Subjective Wellbeing.

INTRODUCTION

With highly globalized and competitive markets, it is important for the organizations that they should adapt the change and give response to that change. A firm should make strategies in such a way that it becomes able to deliver excellent products and services to their customers in order to get competitive advantage (Deros, Rahman, Ismail, & Said, 2008).

For the purpose of attaining competitive advantage, the fundamental issue which an organization has to face, is how to attract, develop, motivate and retain people (Chikumbi, 2011). for a company to attain competitive advantage it has to employ right and competent people in the organization. For the purpose of attracting right candidates, their performance and capabilities should be known to the employer (Chikumbi, 2011). Mendez and Stander (2011) mentioned that talent management identifies the methods which can be used for recruiting, developing, managing and retaining competent employees. As people are the key factors by whom the success of an organization can be determined (Chikumbi, 2011). Thus, talent management practices are basically the methods, processes and practices which involve step by step findings of the “key positions” which are related to the competitive advantage of the organization. Moreover such practices may

¹ Faculty of Management Sciences, Balochistan University, Quetta.

² Faculty of Management Sciences, Balochistan University, Quetta.
Email: raziq@buitms.edu.pk

help in developing potential and high performer talented people in order to fill such positions and developing different “human resource architecture to facilitate filling these positions with competent incumbents” and then the surety of their forever commitment to the organization (Collings & Mellahi, 2009).

In this regard, the objective of this study is to review literature concerning talent management and subjective wellbeing of the employees and to develop a conceptual model regarding the relationship between talent management practices and employee's subjective wellbeing.

LITERATURE REVIEW

Talent Management

Talent is considered as people having better “aptitude and intuition” for specific thing. Everyone can be said as talented however, it is essential that talent should be matched with the job or task in order to gain good outcomes (Lof, Virta, Westpahl, & Gustav, 2011).

The term talent management emerged in the 1990 which is basically a development in HRM which focuses more towards managing the human resource or talent of the organization. Conceição (2008) mentioned that talent management is a process of forecasting human capital's need and then making a plan to meet them.

However, it is true that, there is “a lack of clarity regarding the definition, scope and overall goals of talent management” (Lewis & Heckman, 2006). Because while having a great interest of practitioners and academics, the talent management topic is still not fully developed and is in its infancy. Thus, the concept of talent management is lacking in its complete, correct and concise definition. The lack of correct definition about the concept of talent management is due to the fact that practitioners have different perceptions regarding its definition. So there is a need for advancement in the theoretical perspective about the concept of talent management.

According to Lockwood (2006), talent management is 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.

Lof et al., (2011) argue that in the process of talent management, organizations utilize different methods in order to acquire talented people in the organization, the purpose is to attain knowledge for the development of the organization and enhancing the development and motivation of the talented people so this may result in giving a competitive edge to the organization.

Similarly, according to Brewster, Carely, Grobler, Holland, and Warnich (2010) talent management is to search out talent, sort out talent which is qualified and which is not qualified, then selecting qualified talent, offering security, facilities etc. and then developing and retaining talented staff. Thus, this definition of Brewster et al. (2010) is a broad definition which starts from finding talent to their retention which gives a wider insight about talent management.

On the basis of some research studies, six dimensions may be identified for talent management (IBM, 2008). Table 1 is designed to explain such dimensions.

Table 1: Six Dimensions of Talent Management.

Talent management dimensions	Description
Develop Strategy	Establishing the optimal long-term strategy for attracting, developing, connecting and deploying the workforce.
Attract and Retain	Sourcing, recruiting and holding onto the appropriate skills and capabilities, according to business needs.
Motivate and Develop	Verifying that people's capabilities are understood and developed to match business requirements, while also meeting people's needs for motivation, development and job satisfaction.
Deploy and Manage	Providing effective resource deployment, scheduling and work management that matches skills and experience with organizational needs.
Connect and Enable	Identifying individuals with relevant skills, collaborating and sharing knowledge, and working effectively in virtual settings.
Transform and Sustain	Achieving clear, measurable and sustainable change within the organization, while maintaining the day-to-day continuity of operations.

Source: (IBM, 2008)

Table 1 indicates six different talent management practices which when combined together make a complete talent management process.

Lof et al. (2011) mentioned that one importance of talent management is to attract and recruit skilled people in the organization is due to the reason to gain those people that help in contributing the financial growth of the organization. Talent management is not only important that it contribute in the financial growth of the organization but also because of the talent management the working environment and the satisfaction of the employees is enhanced. Through talent management practices, when organization provide developments and promotional facilities to its employees, this will increase the self-esteem and satisfaction of its employees as well. When the employees are satisfied, this may reduce the turnover rate and result in good relationship of the organization with its employees as the result the overall performance and the success of the organization would enhanced.

Subjective Wellbeing

Defining wellbeing is not only a difficult task but its measurement is also very harder (Conceição & Bandura, n.d.). In general, Wellbeing consist of two categories such as "objective wellbeing" and "subjective wellbeing". "Objective wellbeing" can be measured through "economic, social and environmental observable factors". However, "subjective wellbeing" can be measured directly through the feelings, emotions or through real experiences of the people (Andre, 2007). This shows that wellbeing has a multidimensional concept which is having all the parts of the life of a human being

(McGillivray, 2007).

McGillivray and Clarke (2006) argue that “subjective wellbeing involves a multidimensional evaluation of life, including cognitive judgments of life satisfaction and affective evaluations of emotions and moods”. However, according to some economists the synonym for subjective wellbeing is happiness while according to some psychologist, subjective wellbeing is a broader concept as compare to happiness because happiness is a narrow concept (Conceição & Bandura, n.d.).

Luigino and Porta (2007) made a difference between happiness and subjective wellbeing as according to them happiness is a narrow term which is different from life satisfaction means not including life satisfaction however subjective wellbeing includes both life satisfaction and happiness.

In this way subjective wellbeing is the combination of positive and negative affection and life satisfaction (Shmotkin, 1998). Here positive affection means pleasant emotions or feeling like happiness or joy and negative affection means unpleasant emotions or feelings such as sadness or anger. This shows that subjective wellbeing is a kind of cognitive and affective evaluation of the people which is made to know how with their life, they are happy and satisfied (Page, 2005).

Similarly, according to Diener, Suh, Lucas, and Smith (1999) subjective wellbeing is “a broad category of phenomena that includes people's emotional responses, domain satisfactions, and global judgments of life satisfaction”. In the same way Diener (1994) argue that subjective wellbeing has two important components one is affective component which consist of the positive affection and second is cognitive component. So affective components measure the emotions and feelings of a person where cognitive components measure that to what extent one's life is satisfied and goes according to his expectations (Andre, 2007).

In this way subjective wellbeing evaluate the lives of the people on the basis of emotions and cognitions (Diener, Oishi, & Lucas, 2003). Similarly a research shows that subjective wellbeing has basically three parts which are life satisfaction, positive affection and negative affection, where life satisfaction represent “cognitive, judgmental process” and positive and negative affection represent “affective, emotional conditions” (Westaway & Maritz, 2003).

According to Watson, Clark, and Tellegen (1988), positive affect represent “the extent to which a person feels enthusiastic, active and alert” (p.1063). On the other hand negative effect represent “a general dimension of subjective distress and pleasurable engagement that subsumes a variety of aversive mood states, including anger, contempt, disgust, guilt, fear and nervousnes” (Watson et al., 1988, p.1063). Most of the studies upon subjective wellbeing mentioned that it has two parts one is cognitive component and other one is affective component (Westaway & Maluka, 2005).

According to Ben-Zur (2003), cognitive components are the judgmental components which represent life satisfaction and effective components are the emotional components which represent positive or negative affect or emotions. In this way positive affect represent positive emotions and negative affects represent dissatisfaction and distress. This shows that positive affect are positive emotions or positive feeling or one can say happiness, however negative affect are negative emotions or negative feelings or one can say sadness, anxiety or distress. Above all discussion represent

different literature regarding subjective wellbeing.

Talent Management Practices and Subjective Wellbeing

It has already been discussed that talent management practices does not have their complete, correct and concise definitions, because of their different perceptions among different practitioners. But from the literatures, the most common practices of talent management are acquiring talent strategy, managing talent strategy (performance management, reward and compensation, employee empowerment) and retaining talent strategy. Therefore, this conceptual paper reviewed different literatures in order to seek the relationships between these talent management practices and employees subjective wellbeing.

Acquiring Talent

Most of the acquiring talent definitions focused on the combined organizational efforts in identifying, attracting and influencing the competent candidates, thus for leaders, acquiring talent is one of the most critical problem and many organizations face greater acquiring talent challenges than the challenges of selection (Ployhart, 2006). In this way acquiring talent is a critical issue not only for the competitive advantage of the firm but also for the basic survival of the organization (Taylor & Collins, 2000).

Gomez-Mejia, Balkin, & Cardy (2004) stated that acquiring talent is a process of creating qualified candidate's pool for specific job. Similarly, Gubman (1996) stated that acquiring right people in order to fill right positions of the organization is the main task of managers. But it is also a fact that there is scarcity of talented people, so it become very difficult for the organization to acquire right talent for the positions of the organization.

Pollitt (2004) added that from the scarcity of the pool talent, organizations can acquire talented people by presenting themselves "as attractive and welcoming as possible". It is also a fact that for recruitment, many organizations first look at the internal pool of talent and then recruit from externally, because organizations do not want to lose their talent to other organizations, that's why they give priority to their internal talent which give birth to a sense of positive feelings and satisfaction of the internal talent to their organization and thus organizations become able to retain the internal talented people expertise and capacities within their organization (Schweyer, 2004).

Moreover, Von Seldeneck (2004) explained that for an organization to acquire right people for right positions, it must be able to match the profile of the people with the culture and requirements of the organization, in this way organization become able to match the experience, background and abilities of the people with the need of the organization and then become able to develop an "organizational fit". Similarly Dalziel (2004) revealed that for the talent management, organization can make its recruitment practice successful by relying upon "Hiring for Competencies" logic.

In his regards, it is mentioned that when a firm acquire individuals who possess right skills and competencies then this will become easier for the firm to educate such individual's specific tasks of the organization. So in this way recruitment practice of the organization become successful and organization become able to acquire talented people in the organization.

Similarly, Cunningham (2007) explained two strategies which an organization should consider while acquiring the talent, because such strategies can help the organization in the management of their talent people. These strategies according to Cunningham (2007) are “aligning people with roles or, aligning roles with people”. Cunningham (2007) added that if an organization apply “aligning people with roles” strategy then organization focus on the already stated roles and recruit people whose characteristics and skills match with such stated roles, on the other hand, if an organization apply “aligning roles with people” strategy then organization recruit individual and then adapt the roles on the basis of the skills and characteristics of the people. So by such strategies, the recruitment processes of the organizations can be successful and help in the management of their talented people.

In this way when right and competent people are selected for the right positions of the organization then this strategy will build satisfaction in the selected people and they become motivated to their work. In this regards, the following proposition is postulated:

Proposition 1: Acquiring talent strategy significantly affect employees' subjective wellbeing.

Performance Management

Performance management is an essential practice in talent management process as it provide a way for the reward, employee development and in succession planning along their performance management which help in the evaluation of the capabilities of the employees and also provide feedback to them (Chikumbi, 2011). Similarly, “Performance management is a continuous process of identifying, measuring and developing performance in organizations by linking each individual's performance and objectives to the organization's overall mission and goals” (Aguinis, 2005).

Armstrong (2006) define performance management as a “systematic process for improving organizational performance by developing the performance of individuals and teams”. So when employees get proper feedback about their performance through performance management process then this will frame their attitudes and behaviors in accordance with the given feedback and prove helpful in improving their performance which ultimately improve the performance of the organization.

In addition to this, control theory also revealed that through feedback, which comes from performance management system, the behaviors of the employees can be shaped (Buchner, 2007). Similarly, Mathias and Jackson (2006) stated that performance management “identify, measure, communicate, develop and reward” the performance of the employees.

Moreover, Chikumbi (2011) revealed that organizations should practice performance management which must be in accordance to the goals and objectives of the organization. Chikumbi (2011) further added that the basic aim of conducting performance management in the organization should be in such a way that “nurture the talent of the employees” so employees become able to deliver their full skills and expertise toward toward their jobs because this will enhance the satisfaction and

commitment of the employees.

Furthermore, Chikumbi (2011) explained that performance management is considered as one of the important practice in talent management concept, because in the process of performance management, organizations evaluate the capabilities, competences and skills of the workers and after that provide them a feedback which plays a vital role in their retention.

In this regards, Dubrin (2005) argue that feedback which extract from the process of performance management may be positive or negative, which may give rewards to the employees or may give punishment to the employees. So this will shape the motivation, feelings, behaviors and satisfaction of the employees.

This indicate that performance management system has a great influence upon shaping the affective components of employees (behaviors, feelings, and attitudes) and upon cognitive components of employees (satisfaction). On the basis of above literature, following proposition is postulated.

Proposition 2: Performance Management System Significantly influence Employees Subjective Wellbeing.

Compensation and Reward

An excellent package of compensation plays a very important role in talent management because when attractive and competitive compensation packages are given to employees (talent) then such talent becomes more committed to the organization (Lockwood & Walton, 2008). According to Kirkland (2009) manners of administering compensation and reward in an organization are highly concerned with either promoting the talent management process or discouraging talent management process. He further stated that nowadays originations are highly concerned in acquiring and selecting new talent and in retaining existing talent and focus more in the retention of competent talent.

In this way an excellent compensation and reward packages in an organization plays a key role in talent management by retaining and managing the talented and valued staff (Chikumbi, 2011) because when organizations give excellent compensation and reward packages, for the management of their talented and valued staff, then such packages brings positivity in the feelings, behaviors and in the satisfaction of such talented staff, which in turn influence their long term retention in the organization.

Similarly, it is true that when in an organization, deserving and talented staff are given rewards resulting in appreciating them to continue their desired behaviors in the organization (Locke & Latham, 1990). That's why it is essential for an organization to ensure that the compensation and reward which are given to the talented staff should be valuable for the employees (talent) of the organization, so for the purpose of having an effective salary structure which can serve as a key for talent management, organization should continuously monitor the structure of salary in the industry and device such kind of salary structure which recognize the competent talent of the organization (Chikumbi, 2011).

Moreover, Coetsee (2004) revealed that management of the organization should make

struggle in order to search that by which ways, they can motivate and encourage their talented people of the organization and then provide such recognition to the employees, which can appreciate the employees in order to perform well for the success of the organization.

He further explained the importance of the rewards and compensation, that when these are given to the deserving talent, then they are encouraged and satisfied and do hardworking and become motivated to their work. In this way, a proposition is postulated as:

Proposition 3: Compensation and reward significantly influence employees' subjective wellbeing.

Employee Empowerment

With increased globalization and competition in the markets, the role of employee's empowerment has great importance in the management of employees (Dizgah, Chegini, Farahbod, & Kordabadi, 2011). Because it is a fact that the commitment and motivation of the employees make them able to compete successfully and easily adapt the changes (Torani, Yazdi, & Gohari, 2008). In this way the need to have such staff which is developed, having managerial capabilities call for the empowerment of the employees (Seyedjavadin, Heydari, & Shahbaz, 2009).

So according to Honold (1997) employee's empowerment is considered as a new concept about the management of the talented employees. Similarly Karakoc and Yilmaz (2009) mentioned that employee empowerment is a tool which allow the talent of the organization to utilize their skills and abilities in order to improve the performance of their organization as well as improve their own performance and working life.

However, Ongori (2009) stated that when organizations give empowerment to their employees then employees not only get freedom in their acts but along this freedom they also receive much more responsibilities as well as accountabilities, so in this way organizations should give the empowerment with due care and keep full supervision upon the employees who get empowerment by making them accountable for their each and every actions.

Furthermore, Hanold (1997) mentioned in his research that employees get empowerment when organizations give certain positions to their employees where they are allowed to influence the results and events of the organization. In this regard, Juhl, Kristensen, Dahlgaard and Kanji (1997) argued that employee's empowerment is to increase the "authority, knowledge, motivation related to the work of employees". He further added that the basic purpose of giving empowerment to the employees is to increase their commitment and engagement towards the organization, so this will prove beneficial for the success of the organization.

Thus, employee empowerment is a useful technique of improving the productivity of the employees and optimal utilization of their abilities in the firm (Naderi, Jamshidiyan, & Salimi, 2008). Furthermore, Chikumbi (2011)) added that when an organization empower its employees then such empowerment develop a realization of trust among

the employees and this will develop their belongingness towards the organization.

Thus, empowerment give employees a sense of motivation, satisfaction, commitment, authority, responsibility and accountability and hence employees force the firms to achieve its goals in a better way (Ongori, 2009). In this regards, a proposition is postulated as:

Proposition 4: Employees' empowerment significantly affect employees subjective wellbeing.

Retaining Talent

Hausknect, Howard, and Rodda (2009) mentioned that retaining talent is the organizational practices to prevent competent workers to leave the job. The retention of the valuable employees is one of the greatest challenge. In this way retaining workers is a step by step struggle of the employers in order to generate a working environment that insists a culture of retention (Chikumbi, 2011).

In such atmosphere, workers will perform their work with great enjoyment and then this will enhance their productivity and performance. Different researches show that the relationship between employers and employees has a great importance, it means that when employers have good relationships with employees then it will increase their satisfaction and their retention with the employer. So organizations should do investment in retaining their talent in order to have success (Gordon & Meredith, 2001).

In this regard, Andersen and Andersen (2013) stated that engagement of employees in their organization can be considered as a retaining talent practice. The behaviors of the employees are connected with their organization resulting in the engagement of such employees in their organization (Chikumbi, 2011). In this way Schaufeli and Bakker (2002) define engagement “as a positive fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption”.

Similarly, Gibbons (2006) define engagement as “a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or co-workers that, in turn, influences him/her to apply additional discretionary effort to his/her work”. Schaufeli and Bakker (2002) also explained that “value creation” plays vital role in the function of the employees because it improve the engagement of the employees in their organization which help in the profitability of the organization.

Frank, Finnegan and Taylor (2004) argue that if the engagement of the employees is low in an organization, then this will lead to high turnover of such employees, but if employees' engagement is high then this will result in their low turnover, so their retention in the organization may improve.

According to Richman, Civiana, Shannona, Hillb and Robert (2008) that if organization provide flexibilities in their working environment then this will increase the contribution of their employees and they become more committed to the organization because through such flexibilities employees can get opportunities and are able to progress their career, so such opportunities cause the retention of the employees.

Andersen and Andersen (2013) further states that for the sake of engaging employees in the organization, many scholars believed “meaning of work” as a best drive for

engaging employees and this “meaning of work” can be achieved, when other elements in the organization motivate the employees more than the money and extrinsic rewards of the organization which In turn enhance the engagement of the employees.

Similarly, Chan (2010) revealed that manager can retain his employees when he create such an environment of work in the organization, where employees are appreciated, have a sense of commitment with the organization and belief that in the organization, they have a career path, so this will results in retaining the talent people in the organization.

Thus, it is indicated that when organizations apply effective strategies for the retention of their talented staff then such effective strategies of retention bring positivity in the affective components of the employees (feelings, behaviors, attitudes, motivations) and in the cognitive components of employees (satisfaction). Thus, the above literature suggests the following proposition.

Proposition 5:

Retaining talent strategy significantly affect employees subjective wellbeing.

CONCEPTUAL FRAMEWORK

This study proposes a conceptual framework regarding the relationship between talent management practices and employee subjective well being which is as under:

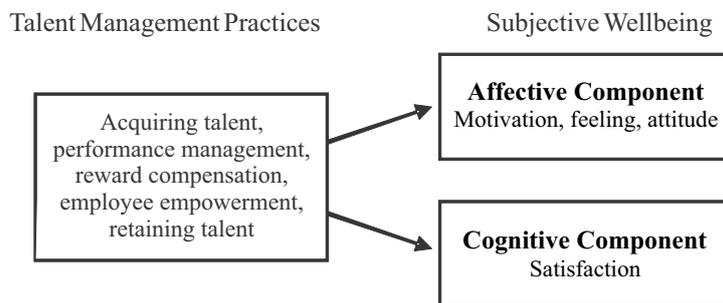


Figure 1: Conceptual link between talent management practices and employee subjective well being

Talent management practices have a great influence upon the subjective wellbeing of the employees as Chikumbi (2011) illustrated in his research that for the management of talented employees, if organizations employ different practices effectively, then such practices will enhance the overall motivation and satisfaction of the employees which will mold the positive feelings and emotions of such employees towards their organization.

There are different theories which also postulated a significant influence between talent management practices and employees subjective wellbeing. In this regard, “human capital theory” can be one of the most suitable theory for advancing the study of of talent management and its influence upon the subjective wellbeing of the employees, because

because in the field of human resource management, this theory has also been used in a wider context (Tarique & Schuler, 2012).

As it is described by various research studies such as Kessler and Lulfesmann (2006); Lepak and Snell (1999); Nafukho, Jamshidiyan, and Salimi (2004); Strober (1990) that human capital theory considered the human capital or talent as the key resource of a firm, upon which firm do investments in order to manage such talent in the organization, it means that human capital theory emphasis upon the proper management of the talented employees in the organization because when organization do investments in managing its employees then such practices of the organization may increase the motivational level of the employees which result in increasing the positive behaviors of the talented employees towards their organization. Thus, human capital theory reflects the importance of the talent management and its influence upon the emotions, feeling, behaviors and satisfaction of the employees which is named as the subjective wellbeing of the employees.

DISCUSSION

The Literature regarding relationship between talent management practices and employees subjective wellbeing revealed that when organizations select right and competent people for the right positions of the organization then as the result of this strategy, employees will be satisfied with their organization and this will build positive feelings, attitudes, behaviors of the employees towards their organization. In this way it is postulated that acquiring talent strategy has significant influence upon the subjective wellbeing of employees.

Similarly, literature revealed that performance management is considered as one of the important practice of talent management concept, as during the process of performance management, organizations evaluate the capabilities, competences and skills of the workers and after that provide them a feedback. So when employees get proper feedback about their performance through performance management process then this will frame the affective component (behaviors, feelings, and attitudes) of employees and also effect upon the cognitive component (satisfaction) of employees. So it is postulated that performance management system has a great influence upon the subjective wellbeing of employees.

Furthermore, it is also postulated from the study of different literatures that an excellent compensation and reward packages play a key role in the management of talented employees. Because when in an organization, deserving and talented staff are given rewards then such rewards will appreciate them to continue their desired behaviors in the organization and bring positivity in the feelings and attitudes of the employees and ultimately employees get satisfied with their organization and do hardworking and become motivated to their work. This shows that effective compensation and rewards positively influence upon the employees subjective wellbeing.

Moreover, when an organization empower its employees then such empowerment develop a realization of trust among the employees which bring positivity in their feelings and behaviors and this will develop their belongingness and satisfaction towards the organization. This seems that there is a positive relationship between employee's empowerment and subjective wellbeing of the employees.

In addition literature also postulated that when employer creates such an environment of work in the organization, where employees are given appreciation, then this will develop in the employees, a sense of commitment with their organization. It is also revealed that when organizations apply effective strategies for the retention of their talented staff then such strategies of retention bring positivity in the affective components of the employees (feelings, behaviors, attitudes, motivations) and also in the cognitive components of employees (satisfaction). This yield a significant influence of retaining talent strategies and employees subjective wellbeing.

CONCLUSION

After reviewing different research papers, this conceptual paper concluded that in the process of talent management, organizations utilize different methods in order to recruit, develop, manage and retain competent employees in the organization. As the concept of talent management lacks its complete, correct and concise definition, the practitioners and academics have different perceptions regarding the practices of talent management.

However, among different practices of talent management, this study examined the relationship of major and important practices of talent management such as acquiring talent, performance management, reward and compensation, employee empowerment and retaining talent with employee's subjective wellbeing.

This study has conceptualized that effective talent management practices play a vital role in shaping the subjective wellbeing of employees and hence this research concluded that acquiring talent, performance management, reward and compensation, employee empowerment and retaining talent all have a significant influence upon the affective components of the employees (feelings, behaviors, attitudes, motivations) and also upon the cognitive components of employees (satisfaction).

Thus, it is the responsibility of the top management of an organization to take good care with diligence while implementing talent management practices in the organization as the success and failure of an organization is dependent upon the strategies of managing the talented employees who are the most important assets and whose satisfaction and engagement determine the effectiveness of the organization.

It is also important that as the concept of talent management lacks in its complete, correct and concise definition due to the practitioner's different perceptions regarding the concept of talent management, so there is a need of advancement in the theoretical perspective regarding the concept of talent management. Moreover, it is suggested that future research should focus on empirically testing the relationship between talent management practices and employees subjective wellbeing.

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