



LINKING BETWEEN KNOWLEDGE AND TALENT MANAGEMENT IN AN IT FIRMS – LITERATURE REVIEW

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ABSTRACT

This paper aimed to explain linking factors between Knowledge Management (KM) and Talent Management (TM) in IT organizations with the help of literature review. Review is generated by analysing 102 research articles. This article kindle linking variables and their effectiveness in talent and Knowledge Management practices of IT based firms. Organizational talent management and knowledge management are implemented as a separate practices in most of the firms. These fields are not commonly aware about its interlinking Cindy et.al (2012). Organizational KM function operates with process as knowledge acquisition, creation, refinement, storage, transfer, sharing, and utilization. These procedures cultivates methods and systems to help and motivates people to contribute knowledge. This review article compose linking of knowledge and talent management on the basis of need, significance, common linking variables of KM and TM, empirical research evidences and theoretical model of linking of talent and knowledge management.

Keywords: Talent, Talent Management(TM), Knowledge, Knowledge Management (KM), Information Technology (IT) firms

INTRODUCTION

Important process of organizational knowledge creation will perform well with people aspect in an organization. (Robert M. Grant, 1996). 'Talent' or 'Knowledge workers' talents create, use and share knowledge in an organization. Managing 'knowledge workers' in direction of organizational knowledge management strategies results to efficient performance outcomes. Catherine L Wang et.al (2003). Knowledge framework and work competence plays a primary role in aligning organizational necessities and goal. Agnieszka Janus-Hiekkaranta (2009). (Diana Acsente, 2010) focused featured culture and environment for 'Knowledge workers'.

OBJECTIVES

This article on review of literature of linking between Talent and Knowledge Management specifically efforts to elaborating concept of Talent Management (TM) and Knowledge Management (KM) as separate theoretical concepts and then finding out its common linking factors. Basic objective is to find out the ways in which these concepts are linked and finding out basic common linking variables of knowledge and Talent Management.

CAUSES TO CONSIDER LINKING BETWEEN TALENT AND KNOWLEDGE MANAGEMENT

There is *common foundation* of talent and knowledge management but examining it

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from different viewpoints, it may create many outcomes from this result Cindy et.al (2012).

Vlad et.al (2012) states in a global framework important aspect includes *decision making of talent management* to a knowledge based economy. Knowledge should be used by establishing *Worker-centred environments* and providing motivation for open sharing (Elizabeth A.Smith, 2001). Frank M. Horwitz et.al (2006) states same kind of HR research can be concentrating with the help of effective strategies of knowledge. Various forms of KM support spreading out traditional storage and recovery of coded knowledge by framed IT capabilities Knowledge Management System Maryam Alavi et.al (March 2001). All organizations started HR practices which boost talent management as primary priority (Zartaj Kasmi 2011). The most useful knowledge source in organizational knowledge is in tacit form. *People Asset Management* (PAM) practice in organizations help to understand current capabilities of personnel IT function (Marian Carcary, 2012).

Organizational knowledge management effects motivates personal knowledge management behaviour and therefore *acting as a mediator* between major organizational knowledge management policies and employees' individual practices Brian Detlor et.al (2006). The competency management, talent management, human resource development, knowledge management and other HR management activities are interrelated or intertwined concepts Anton Set.al (2009). Succession management used as employee retention and knowledge management aid for establishing innovation capacity Janelle Pritchard et.al (2009). For *connecting knowledge flow talents mediations* are implemented by management. Joining of two concepts TM and KM and analysis of KM apprehensions shows four elements as – knowledge worker positioning, identifying key knowledge workers, developing knowledge competencies and preventing a knowledge loss crisis Eoin et.al (2011). Knowledge management (KM) not only include computer

and information communications systems but also organizational talent aspect as intelligent, creativity and innovations.

LACKING OF SATISFACTORY EMPIRICAL EVIDENCES

An integrative approach between human resource management (HRM) and knowledge management (KM) is benefited, where one reinforces and supports the other aspect in improving organizational performance and efficiency. It also provide empirical support to this connection of KM and HRM Ivan et.al (2007). Due to lacking of research based facts, the proper linkage between talent management and performance is not yet proved and confirmed. (Lewis & Heckman, 2006). Ibraiz Tarique et.al (2010) examine cause and effect chain which explains how to attraction, development and retention effects on HR. This supports to linking, framing of Global Talent Management (GTM) systems and connection between international HRM activities (and vice-versa).

In today's knowledge-intensive economy many organizations are interested in process of how workers knowledge can be transformed to organizational knowledge (Christine Tan Nya Ling, 2011).

KNOWLEDGE AND TALENT MANAGEMENT COMMON VARIABLES

Knowledge and Talent management have some common variables from internal as well as external environment.

Intellectual and systems potential are also important aspects of organization for success besides physical assets Yasar et.al (2010).

Alireza Anvari et.al (2011) analyse knowledge management within five key areas as *Human Resources, Leadership styles, General management, Strategic vision and internal process* in a university of Iran. Culture, gender, working generations and modes of employment factors are continuously changing over time, therefore if managed will can act as source of

advantage in competitive environment Schon et.al (2009). The factors that allow KM *from people, culture, strategy and Information Technology* are can be maintained by top management support, culture of sharing by speedy information technology and channels which supports learning, employee incentive programs and reusable speedy information technology system. Ying-Jung Yeh et.al (2006).

SIGNIFICANCE OF LINKING BETWEEN TALENT AND KNOWLEDGE MANAGEMENT

There is positive significance of knowledge and talent management and 'Talent management' also described as *strategy* for IT organizations (N. Venkateswaran 2012). In this knowledge based society continuous strengthening of knowledge and knowledge management status of an organization results to leadership development Urszula et.al (2014). Knowledge management systems help to attract and motivate key talents. "Maximizing access to knowledge across the organization" can *fast-track the central KM strategy* H.S. Robinson et.al (2006).

David et.al (2009) suggests that *financial* as well as competitive benefits are provided by strategic talent management to organizations. Generational diversity exists in workplace and therefore companies should develop *multi-generational knowledge transfer strategies*. (Roxanne Helm Stevens 2010). Learning, innovation and continuous individual development play crucial roles in knowledge based strategies. (Matlay, 2000). By knowing how to manage knowledge, entrepreneurial competencies, SME's entrepreneurs can allow government, universities, business chambers and private investors to design and implement strategies to develop and *improve the quality of life* of people. Dr. Francisco et.al (2014). Mahan et.al (2013) states talent Management is important for knowledge management improvement. Atefeh Sadri et.al (1999) states principles and practices of knowledge management, organization, distribution, dissemination, collaboration and refinement of

information and its effects on productivity and *quality in business*.

EMPIRICAL RESEARCH EVIDENCES

Empirical research evidences also shows development of common strategy of talent and knowledge management, human capital development, knowledge mapping and need of better understanding and proper implementation of these concepts. (Joanna O'Riordan, 2005) states challenge for civil service and for individual departments and agencies is to formulate common strategy in line with knowledge management. Deborah et.al (2008) A qualitative case study finds out data includes unrealistic expectations and less effective long term organizational learning and KM. Generation Y trends, recent talent management practices etc. act as barrier in progress.

Felipe de Sequeira Rocha et.al (2008) an empirical research states human issues in knowledge management process. Iulia Chivu et.al (2008) discussed the consequences of KM for HRM in SMEs and the role of HRM in innovation and creativity.

Hussin Hejase et.al (2012) an exploratory research assess knowledge and consciousness of talent management. Outcomes shows still organizations work modern knowledge-driven workplace and complete integration of talent management strategy. Jelena Rasula et.al (2012) suggest knowledge management positively effect on organizational performance. (Wael H. Ramadan, 2012) affords empirical evidences that there is link between knowledge and talent management. Emelie Baedcke et.al (2013) states that for modern organizations talent management become important.

Nick Bontis et.al (2002) states a cause and effect map that elaborates knowledge management field, IT, intellectual capital HR, organizational behaviour and HR accounting. All these factors also includes talent management practices in an organization.

MODEL OR FRAMEWORK OF LINKING KNOWLEDGE AND TALENT MANAGEMENT

The models are also considered as frame work of Knowledge and talent management. Lynda Brewer et.al (2006) reviewed crucial knowledge transmission concerns and explains strategies for management of knowledge study. It includes key personnel to engage talent management.

Juani et.al (2011) develop a knowledge-based HRM framework. It includes identifying knowledge assets to be managed at individual and collective level, i.e. social, people and capital of organization.

(Jacky Bessick et.al 2013) suggests framework that shows barriers in knowledge management of government IT firms. Madeline M. et.al (2005) a model shows expatriate progresses with the help of learning cycles and talent management elements like mentoring, career development will develop tacit knowledge in an organization.

CONCLUSION

After taking review of all literature it can be conclude that there is linking between Knowledge and talent management. Various empirical evidences shows culture, management, competencies of people, learning, competitive environment, structure, technology etc. are common linking factors between these two areas. Significance of linking of these two factors can be results to better combination of human and technology efficiency, quality and effectiveness of a knowledge based business environment.

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