Amalgamation of Talent and Knowledge Management Practices: A conceptual Research Model

R. Anbumathi[1]
R. Chitra Sivasubramanian[2]

Abstract

Purpose: The major aim of the research is to review the talent management (TM) initiatives, knowledge management (KM) practices and the intervening effect of organizational culture, employee engagement and social capital on TM/KM relationship. **Approach:** General review approach has been adopted, as the study reviews and discusses the TM initiatives and KM practices. Further, a theoretical model has been proposed amalgamating TM with KM practices. **Originality/value:** Amalgamation of TM/KM has been discussed from the TM perspective in which this research has been designed in such a way that the impact of TM initiatives on KM practices is overviewed.

Key Words

Talent management, knowledge management, Smart Talent Management, amalgamation

Introduction

'Knowledge is the new capital, but it's worthless unless it's accessible, communicated, and enhanced' (Hamilton Beazley, Strategic Leadership Group).

According to the quote, it is comprehended that knowledge is the wealth of a nation and it should be rejuvenated by exploring them around the world. This research framework is based upon the anticipation that knowledge is the lifeblood of any organization and it can sharpen further by talent management (TM) practices. In this research, TM practices are perceived as the practices for provoking the talent pool of the organization to perform better. This study reviews the TM initiatives and knowledge management (KM) practices of an organization, and furthers the fusion of TM and KM encapsulated by the term 'smart talent management' (STM) coined by Vance and Vaiman (2008). 'STM' is the amalgamation of two different concepts of HR (TM and KM), and the amalgamation leads to resolve the performance problems of the human resources (HRs) in order to attain the organizational objectives (Vaiman & Vance, 2008). Although STM practices make companies like Procter & Gamble, egos and GmbH of Germany successful in managing human talent, still it is the infancy stage in case of higher education institutions.

This study is enunciated with the aim of understanding the talent and KM concepts and the amalgamation of the both.

Background of the Research

Knowledge and Knowledge Management

Knowledge pyramid will clearly makes us to understand the concept of building up of knowledge in human beings. It clearly depicts that knowledge forms the top of the pyramid in the knowledge hierarchy which is said to be the processed form of information (Davenport & Prusak, 1998; Hicks, Dattero, & Gallup, 2004; Nissen, 2000).

Information is defined by Davenport and Prusak (1998) as the fluid mix of framed experiences, values, contextual information and expert insight providing a framework for evaluating and incorporating new experiences (Ahmadi & Eskandari, 2011; Lustri, Miura, & Takahashi, 2007). Knowledge concept has there been for ages, but currently it has acquired a considerable interest from western and eastern philosophers as a field of research (Chawla & Joshi, 2010; Vorakulpipat & Rezgui, 2008).

Based on the research done by Nonaka and Takeuchi (1995), it is apparent that knowledge has got epistemological

[1] Assistant Professor, Great Lakes Institute of Management, Chennai, Anbagam, India.

[2] Associate Professor, Department of Management Studies, Pondicherry University, Pondicherry, India.

Corresponding author:
R. Anbumathi, Assistant Professor, Great Lakes Institute of Management, Chennai, No. 7A, Anbagam, Sengenni Amman koil street, Vazaikulam, Pondicherry 605012, India.
E-mail: anbu.vizhi6910@gmail.com

and ontological dimensions. Epistemological dimension categorizes knowledge as tacit and explicit, whereas the ontological dimension categorizes it as individual and group level knowledge (Lustri et al., 2007). Tacit and explicit dimension of knowledge is explained by the famous SECI (Socialization Externalization Combination Internalization) model proposed by Nonaka and Takeuchi (2000). Tacit knowledge is the inherent knowledge which resides within the individual, is hard to codify and express, whereas explicit knowledge is expressive knowledge and frequently shared between the individuals (Ahmadi & Eskandari, 2011).

KM is defined as the organized, systematic process of selecting, generating, distilling, disseminating and deploying the tacit knowledge to create unique value that helps in achieving competitive advantage in the marketplace (Hult, 2003). McKeen et al. (2006) define KM practices as observable organizational activities such as acquiring, creating, storing, sharing, diffusing, developing and deploying knowledge by individuals and groups (Mahmoudsalehi, Moradkhannejad, & Safari, 2012).

KM practices include knowledge creation, acquisition, storage, dissemination (Mohayidin, Azirawani, Kamaruddin, & Margono, 2005), assembly, sharing, integration, leverage, exploitation (Nielsen, 2006), transfer and application. Even though description of KM processes vary with the researchers, KM processes such as knowledge creation, capture, organization, storage, dissemination and application have been identified as the six common processes (Ramachandran, Chong, & Ismail, 2009) from the literature.

Talent and Talent Management

Talent is defined as the general endowments of a person such as creative, artistic aptitude and general intelligence or mental prowess (Merriam Webster Online, 2007). Talent is also defined as the person's ability to do work creatively and easily to achieve organization success (Tapomoy Deb). Buckingham and Clifton (2001) define talent as the recurring pattern of thought, behaviour that can be productively applied (Piansoongnern & Anurit, 2010). Morton (2004) defined talent as the capability to enhance the future performance of the company and it is supported by Coffee and Jones (2007) who told that talent is inherent within the employees and it should be augmented by knowledge and skills to produce the disproportionate results from the resource available to them.

Talent which is very scarce to obtain in the labour market is the complex combination of employees' skills, knowledge, cognitive ability and potential (Tansley et al., 2006). Researchers also quote, talent as the leadership skills of the individuals (Ingham, 2006), since core group of leaders, technical experts are considered to be the assets of the organization (Philips & Roper, 2009).

Processes, technology and infrastructure are important for the successful business operation, but it is the people who make decisions; hence the skills of the people have to be sharpened for better organizational performance. This is the rationale behind the blossom of TM, which leads to better business results (Uren & Samuel, 2007). TM is the term gained its significance in 1990s when McKinsey consultants coined a phrase 'the war for talent' (Whelan, Collings, & Donnellan, 2009) and has gained its popularity in the twentieth century. In spite of its importance, the scope or goals of TM have not been clearly defined and it is viewed by the organizations as an activity to be executed by the HR department. The views of TM also differ with the researchers as some of them perceive it as the identification and development of high performers of the organization, while others consider TM is common to all employees of the organization (Festinga, Schafer, & Scullion, 2013; Mellahi & Collings, 2010; Schuler & Jackson, 2005).

Traditionally TM is defined as the process of acquisition, development, retention and succession management (Santhoshkumar & Rajasekar, 2012), which is same as the HR process. But the concept of TM is different, as it views the people management in its unique way (Chuai, Preece, & Iles, 2008).

In recent days, TM is defined as the process of anticipating the need of human capital and making out a plan for it (Cappelli, 2008), but most of the researchers argue that TM is an improvement upon the term human resource management (HRM). Hence, to make TM as innovative it should be linked with strategic HRM (Boudreau & Ramstad, 2005; Vaiman & Vance, 2008; Wright & Haggerty, 2005) which leads to the emergence of STM concept.

Smart Talent Management

Effective KM depends on the effective management of the organizational talent who possess key talent in talent recruitment, training, succession planning, performance management and knowledge sharing. Based on this background the term 'smart talent management' was coined by Vance and Vaiman (2008) and the encapsulation of KM and TM is defined as below:

> The smart or effective management of all human resources, who embody an organization's knowledge capital and capability in acquiring, storing, transferring and applying knowledge in support of company goals & the objectives.
> (Whelan & Carcary, 2011)

As KM is said to be the IT function and TM is the domain of HR function, there is almost no connection between these two areas (Lengnick-Hall & Andrade, 2008). But the recent studies suggest that there exist coherence between them and further Vaiman and Vance (2008) argue that the successful generation, transfer and exploitation of knowledge depends upon the effective management of human talent in the organization (Whelan et al., 2009). As defined

by the technological gatekeeper theory, in case of knowledge intensive organizations, once the pivotal positions (where external knowledge flows into the organization) are identified, those pivotal positions should be filled up by the talent pool of high potential (Collings & Mellahi, 2009) where the integration of TM and KM begins.

Integration of TM and KM can be possible through effective performance management and congenial social capital practices of the organization which is explained briefly in the impending section. TM and KM are interconnected, in which TM is considered to be the universe within which the KM and performance management operate more efficiently and effectively leading to optimal organizational performance (Schutz & Carpenter, 2008). In any organization, individual talents and TM enhance the social capital, which is the key to KM leading to competitive advantage (Jones, 2008). Overall, the view of talent extends the KM beyond a cognitive dimension which includes deeper tacit and affective dimensions (Vaiman & Vance, 2008). Although

KM is the organized process, implementation of KM as an informal process is far more effective when the small amount of key talented people facilitates knowledge flows in the organization (Whelan & Carcary, 2011).

In this research, the term 'STM' is defined to be the concept of manning the knowledge potential of the organization by reinforcing them through efficient TM practices. This bundling of TM and KM practices is referred to as 'STM' in this study.

Literature Review

Knowledge Management Practices

As the concept of KM is wide and in the past decade, there was an extensive research on KM (Bontis & Serenko, 2009; Ma & Yu, 2009) and its concepts, this section discusses the studies on KM. Table 1 consolidates the reviews on TM.

Table 1. Reviews on Knowledge Management Practices

Serial No.	Author and Year	Crux of the Article	Inference
1	Mason and Pauleen (2003)	Opined the barriers and drivers of KM implementation in an organization	KM barriers are mostly internal to an organization which includes culture, leadership and education. KM drivers are mostly external to the organization which includes competition, peer pressure and need for the increased productivity.
2	Hult (2003)	Integrated the researchers thought towards KM	Incorporation of KM while drafting vision, mission, objectives, strategy and activities of the organization will strike a better balance between demand and supply of KM in an organization.
3	Wong (2005)	Proposed critical success factors (CSF) for implementing KM in SMEs	Organizational culture, management leadership and support, organizational infrastructure, motivational aids, training and education, processes and activities, resources, IT, strategy and purpose, measurement and HRM are found to be the 11 CSF for successful KM implementation.
4	Teerajetgul and Charoenngam (2006)	Examined the relationship between knowledge factors (vision of leadership, incentive, trust, collaboration, IT and individual competency) and knowledge creation process in construction projects	Successful execution of construction project requires knowledge factors such as IT, incentive and individual competency.
5	Hicks, Dattero, and Galup (2006)	Development of a five-tier KM hierarchy model (5TKMH) for evaluating the KM effort and for identifying relationships between knowledge sources	Five tiers include individual, facts, influences, solutions and innovation encompassing all types of KM identified in the literature. As 5TKMH considers both knowledge integration and production it is used to study the first and second-generation KM systems.
6	Mehta (2008)	Developed and examined the KM-enabled value creation cycle (VCC) framework to assess the KM implementation in global software companies	VCC starts by articulating the KM strategic intent where the knowledge gaps are identified. These gaps are then filled up by facilitating the knowledge flows in an organization which in turn is assessed for the created KM value. Eventually researcher found that successful KM implementation entails simultaneous development of VCC

Serial No.	Author and Year	Crux of the Article	Inference
7	Jha, Chawla, and Joshi (2008)	Assessed the KM dimensions using KMAT instrument	The study was carried out in ITES, power and distribution, manufacturing Indian companies. Sixteen companies have participated in the survey, including Satyam Computers, Infosys Technologies etc.
8	Chawla and Joshi (2010)	Detailed overview and outcomes of the Jha, Chawla, and Joshi (2008) study are discussed in this article	Leadership, process, culture, technology and measurement are considered as the KM dimensions in this study. The study revealed that ITES outshine the manufacturing, power and distribution industries in KM dimensions other than leadership. Contradictory to that the raw mean scores indicate the unsatisfactory level of KM dimensions in ITES.
9	Chawla and Joshi (2010)	Comparative study on the Indian public and private sector organizations with respect to KM dimensions using KMAT instrument	The result discloses that although private sector organizations outperform the public sector organizations, the private sector have to travel a long way to be more successful in KM.
10	Handzic (2011)	Examines the validity of proposed integrated socio-technical (KM) model, and to determine the relative importance of social and technical initiatives in organizational KM	The results opined that knowledge processes are predicted both by social and technical initiatives in public administration organizations; however, social initiatives have stronger effects than technical. Furthermore, it is found that leadership emerge as the single most important KM enabler of the organization.
11	Bordoloi and Islam (2012)	Overviews the KM practices and their effect on the performance of healthcare delivery	KM practices are overviewed in the areas of knowledge acquisition and sharing, knowledge assimilation and application. The outcomes of the discussion revealed that KM practices in hospitals depends on leadership, organizational culture, IT infrastructure and supporting policies of HRM.
12	Huang and Lai (2014)	Developed an innovation diffusion and technology acceptance model which evaluates the impact of employee perception on knowledge adoption and diffusion in the life insurance industry	The results indicate that perceived usefulness and subjective norm, significantly influences the employee attitude towards KM, which in turn influence the KM practices of the organization.

Source: Authors' own.
Notes: KMAT (Knowledge Management Assessment Tool); ITES (Information Technology Enabled Services).

Talent Management Practices

Since TM is a broad concept and not well defined, researchers had various perceptions about the dimensions of TM which is discussed in this section. Table 2 consolidates the reviews on TM Practices.

Emergence of Smart Talent Management Concept

Although knowledge is the imperative organizational asset it is managed least effectively (Kiessling & Harvey, 2006), as most of the organizations focused only on maximizing the productivity in the last decade. In recent years, the organizational knowledge quite plays a significant role in knowledge-based organization such as R&D, HEIs, IT and ITES, manufacturing industries etc. Therefore, for the enrichment of the organizational knowledge the individual components of it, that is, the employee's knowledge, should be leveraged by the TM initiatives. The practice of leveraging KM practices by TM initiatives is coined by a new scientific term 'smart talent management' by Vance and Vaiman (2008). In this term 'smart' does not denote the effective management of only the smart employees of the organization, and it refers to the integration of KM with TM. The approach of STM can also be referred to as the 'inclusive-people approach' in TM (Iles et al., 2009). Although integration of KM and TM has been carried out decades ago, the integration was in reverse manner on how the KM practices of the organization favour the TM principles (Whelan & Carcary, 2011).

Even though TM and KM are mature concepts, they have got few limitations which is discussed below leads to the emergence of STM concept. In case of TM, the main

Table 2. Reviews on Talent Management Practices

S.No.	Author and Year	Crux of the Article	Inference
1	Muduli (2008)	Analyzed the effectiveness of TM in India with respect to TM outcomes such as productivity, absenteeism and turnover.	The TM practices considered for this study include recruiting and staffing, competency management, leadership development and assessment, performance management, compensation and engagement. The research outcome clearly indicates that a focus on competency management, compensation, performance management and engagement will enhance productivity and reduce employee turnover and absenteeism.
2	Iles, Chuai, and Preece (2009)	Overviews the TM perspective adopted in MNC's of Beijing and China, in which seven MNCs of different industrial backgrounds are considered.	This study figured out that the MNCs in China consider TM in four perspectives, namely 'inclusive-people', 'exclusive-people', 'exclusive-position' and 'social capital' perspective.
3	Sumardi and Othman (2009)	TM in Malaysia is evaluated using grounded theory approach. The study was carried out among the transportation company, energy company and IT integrated company in Malaysia.	The study enunciates that talent can be managed in different ways and it differs with the size of the organization and availability of resources. In addition to that leadership and succession planning is found to be the significant predictors of TM.
4	Mellahi and Collings (2009)	Discusses the underlying causes of TM failure in MNEs (Multinational Enterprises), based on agency and bounded rationality theories.	The analyses disclose that at the subsidiary level, self-serving mechanisms hinder the effective TM system, whereas at the headquarter level information to top management teams helps in making decisions on TM which in turn helps in overlooking the talents at the subsidiary level.
5	Yapp (2009)	Measures the return on investment of TM in Fujitsu, British American Tobacco, Premier Foods, PepsiCo and Marks & Spencer. The main theme of the project is to measure the outcomes at the micro-level both at the people-rated change and commercial success.	In case of commercial success, sales revenue and productivity increases, whilst complaint related to customer service decreases. In terms of people measures employees' pride, staff retention levels and employee confidence increase to a larger extent.
6	Jyoti, Sharma, and Sharma (2010)	The study focuses on talent retention among the employees of the automobile showrooms of the Jammu province in India.	A structural model has been developed briefing the effect of TM practices on employee effectiveness and testing of the model reveals that individual factors of TM, such as development, benchmarking, motivation and HR policy, have significant effect on employee effectiveness.
7	Bano, Khan, Rehman, and Humayoun (2010)	Influence of TM with employee attitudinal outcomes which includes employee work engagement, turnover avoidance and value addition are studied.	The outcome of the study discloses that TM has got significant positive influence on the attitudinal outcomes which in turn enriches the organization effectiveness.
8	Piansoongnern and Anurit (2010)	An in-depth interview was conducted among the HR practitioners to know about their perception on TM and the key factors influencing effective TM.	Outcomes of the interview reveal that TM is an improvement upon the term succession planning. It also envisages that to make successful implementation of TM practices it should be governed by a separate department bearing HR department as the apex body.
9	McDonnell, Lamare, Gunnigle, and Lavelle (2010)	Explores the extent to which MNEs engage in global talent management (GTM) and the factors influencing the use and non-use of GTM practices.	Outcomes enunciate that size of MNEs has a significant effect on TM, whereas larger MNEs adopt the global TM to a greater extent and vice versa. The study also illustrates that high-tech manufacturing MNEs are less likely to have formal GTM system, whilst MNEs operating in low-tech/low-cost are more likely to have a formal GTM system for identifying and developing high-potentials.
10	Tymon, Stumpf, and Doh (2010)	A TM model has been devised in Indian context which views the critical aspects of retention, intention to leave and hygiene factors.	The outcomes of the study unveil that the focus on hygiene factors helps the organization to win in 'the war for talent' specifically in Indian context. On the contrary, it is also deduced that hygiene factors act only as a necessary condition, while the combined effect of intrinsic and extrinsic rewards has to be taken care for improved employee satisfaction. Further, the study brings out that, intrinsic rewards play a key role in inducing the career success of the employees and hence it has to be reinforced for successful TM in national, international and multinational companies in India.

S.No.	Author and Year	Crux of the Article	Inference
11	Davies and Davies (2010)	Studied about TM in academics, in which the study views TM practices as talent identification, development and establishment of talent culture.	The study contours that the academy movement needs to address the key issue of developing leadership talent for its prosperity.
12	Uren (2011)	A research on TM using focus group and in-depth interview was carried out among the talented people from different talent pipeline such as university students, graduate trainees, middle managers and talented senior executives.	The upshot of the study discloses that segmented approach to TM can significantly help in improving the bottom-line performance of an organization.
13	Anand (2011)	A case study approach has been adapted regarding the TM innovations, practices and processes in Bharati Airtel, a major telecom company in India.	The research revealed that TM integration with the organization's vision and mission leads to increased employee engagement and decreased employee attrition which in turn increases the average tenure of the employees. Furthermore, adopting TM as the organization-wide practice will enhance the development and retention of employees in any organization in India.
14	Agarwal (2010)	An exploratory study has been carried out on issues related to TM among the technical and business school faculty, directors of management institutes in Delhi-NCR region. The main aim of the study is to identify the factors which lead to an effective TM system in institutions and to design the TM system for attracting, developing and retaining the star faculty members of the institution.	A structured questionnaire encompassing 17 variables is administered among the faculty members and directors of the institution. From the responses collected, a factor analysis is done of which 17 variables converge under five factors such as learning opportunities, working environment, recognition, incentives and salary. Of all the five factors, learning opportunities and working environment with the highest loading contributes mainly to the faculty TM. In addition to that salary emerges as a single distinguishable factor with single highest factor loading.
15	Ashraf (2011)	A case study approach has been adopted to understand the mediatory role of organizational factors linking the HRM practices and talented employee retention. The sample frame includes the faculty members of a private university in Dhaka city of Bangladesh. Organizational factors also involve four variables, namely working environment, organizational culture and policy, leadership behaviour and teamwork relationship.	The outcomes of the study disclose that organizational environment plays a mediator role linking HR management and talent faculty retention. HR management in this study encompasses compensation package, person organization-fit, challenging opportunity and training and development, while organizational environment includes working environment, organizational culture and policy, leadership behaviour and teamwork relationship.
16	Vaiman, Scullion, and Collings (2012)	Reviewed the articles on TM decision making and the factors influencing it	The reviews divulge that decision making in TM is influenced by talent shortage, demographic and societal trends, corporate social responsibility diversity, increase in mobility, permanent shift in the knowledge economy and growing importance of emerging markets.
17	Santhoshkumar and Rajasekar (2012)	Scrutinized the applicability of talent measure sculpts for effective TM in the automobile and IT industries	Creativity and innovation, leadership, teamwork, interpersonal sensitivity, personal motivation, association and team spirit emerged as the seven key factors constituting talent in both IT and automobile industry.
18	Poorhosseinzadeh and Subramanian (2012)	Investigates the determinants of successful TM in Malaysia	TM process variables such as attracting, deploying, developing, retaining talents and succession planning are significantly related to the success of TM in Malaysia. Further developing talents arose as the most significant predictor of TM.
19	Rana, Goel, and Rastogi (2013)	A case study approach has been espoused to revisit the BHEL's well-designed TM strategy	The study ascertains that TM practices in BHEL are focused on competencies, knowledge, learning and increased broad group engineering and technology transference. The upshot of the study divulges that to retain the best talent in a public sector organization in India, it is inevitable that the organization should have effective TM practices.

Source: Authors' own.

limitation is that the HRM practices with the least change in the previous generation of works is branded with the new tag as 'TM' (Lewis & Heckman, 2006) and hence it does not make any remarkable contribution. In a similar manner, there is limited understanding of the ways in which KM and HR practices interact to attain the competitive advantage in the marketplace (Currie & Kerrin, 2003; Haesli & Boxall, 2005; Storey & Quintas, 2001; Vaiman & Vance, 2008). The major aspiration of integrating the TM and KM is to overcome the limitations and synergize their strengths which crop up due to the subsistence of them as individual concepts (Vaiman & Vance, 2008).

The integration of TM and KM, brings a strategic view to TM and includes the tacit, affective dimensions to KM. The amalgamation of these two concepts is further enlightened by the HR functional disciplines leading to organizational enrichment and enhanced competitiveness (Vaiman & Vance, 2008). There is a dearth of research in STM due to their infancy stage and the study which discusses about the STM considers it only in the qualitative perspective.

In the handbook entitled *Smart Talent Management* by Vaiman and Vance, it is discussed that there exists a congruent relationship between performance management (PM), KM and TM. Furthermore, it is confered that TM is the universe within which KM, PM operates more efficiently and effectively. On the other hand, social networks, which act as the carriers of workplace learning (Kessels & Poell, 2004; Storberg, 2002) and employee knowledge (Poell & Krogt, 2002), enhance the opportunities for talented employees to develop their competencies (Ellstrom, 2001; Tjepkema, 2003). Hence the combination of TM, KM and social networks as a unified approach tend to be viewed as the tools

of organizational management. Adding to the literature, the concept of reward and recognition, career counselling, social capital and organizational learning are also found to aid in the integration of TM and KM.

Few of the studies which integrate the TM and KM are discussed below:

Whelan et al. (2009) conducted a case study to explore the processes and channels through which the external knowledge reaches the talented employees of the organization for innovative purposes and ease flow of knowledge. The findings of this research reveal that there will be a key set of talented individuals for effective external knowledge acquisition, and knowledge dissemination in any knowledge-based organization.

Whelan and Carcary (2011) discuss about how TM can benefit KM and this study examines that how different TM practices can be used in addressing the five key KM concerns such as identifying key knowledge workers, knowledge creation, knowledge sharing, developing knowledge competencies and knowledge retention. Based on this conceptual background, a focused group study is conducted among three KM practioners of which the summary of the study is presented in Table 3. The results from the research reveal that, the KM challenges mentioned in Table 3 could be benefited by the integration of TM principles. In addition to that informal KM practices are far more effective than formal KM practices and it depends upon the key talented peoples of the organization. Hence, it is presumed that motivating and manoeuvring those key talented people facilitate the ease of knowledge flow which in turn can benefit the KM practices.

Table 3. Summary of Focused Group Sudy on STM

Concepts Considered	KM Challenges				
	Identifying Knowledge Talent	Knowledge Creation	KM Sharing and Positioning	Developing Knowledge Competencies	Knowledge Retention
TM initiatives	Talent/performance management reviews Talent recruiting	Cultivate knowledge creators and knowledge activists	Organizational network analysis (ONA) Mobility opportunities	Competency-based training Succession planning	Reward and recognition concepts Knowledge transfer mentoring
Focus group comments	Effective KM requires collaboration yet high performers are generally determined by individual attributes Collaboration abilities and helpfullness to others should be central to recruitment and promotion of high performing knowledge workers	All employees create useful knowledge at different times	Strong agreement that effective KM requires key people in key knowledge facilitation positions. Using ONA to identify and coach key knowledge network	Limited competency-based training to only those deemed talented lead to resentment among other employees. Understanding the skills possessed and develop potential replacements	All participant firms suffers significantly due to loss of key knowledge holders. Initiatives to retain this knowledge is critical to future success
Contribution	High	Medium	High	Medium	High

Source: Whelan, E., & Carcary, M. (2011).

Why Mediators?

In spite of amalgamating the TM and KM practices, the intervening effect of organizational culture, employee engagement and social capital have been visualized in this article. It is due to the fact that organizational culture, employee engagement and social capital are the enablers of KM which indirectly have an effect on it. In order to remove the falsifying effect, the three variables are introduced in the proposed model which is discussed in the forthcoming section.

Prevalence of Relationship between Organizational Culture, KM and TM

Organizational culture is one of the key enablers for the successful implementation of KM in any organization (Armbrecht et al., 2001; Von Krogh, Ichijo, & Nonaka, 2000). The main significance of culture to KM is that it should best fit into the organization to ease KM practices. For example, the existence of collaborative culture in an organization aids knowledge creation (Migdadi, 2009; Wong, 2005) and transfer (Goh, 2002). It is also understood that existence of collaborative culture assures the prevalence of trust, which in turn enhances the knowledge sharing environment. Adding to that, Lawson (2003) studied the relationship between KM and OC (Organizational Culture) and found that cultural dimensions such as sharing, flexibility, collaboration, trust, learning and innovation are inevitable for successful knowledge implementation in the organization.

In case of HEIs (Higher Education Institutions) culture is the major aspect which aids the KM implementation, as KM is people oriented rather than technological oriented and hence to incorporate KM practices in HEI it is inevitable that culture has to accustom it. The major problem with HEIs are that many of the faculty members consider knowledge as their proprietary and will not share with the other members in the institution (Wind & Main, 1999) leading to 'knowledge hoarding culture', a major inhibitor of organizational excellence (Ramachandran, Chong, & Wong, 2013). From the TM viewpoint, the prevalence of talent culture facilitate motivation, commitment, trust, empathy and inspiration aligning individual interest with the organization leading to employee development and retention in academics (Davies & Davies, 2010).

The discussion on organizational culture clearly enunciate that OC acts as the outcome of TM initiatives practiced in the organization, while it acts as a major reason for successful KM implementation, that is, antecedent, which supports the existence of OC as mediator for TM/KM amalgamation.

Prevalence of Relationship between Social Capital, TM and KM

Nahapiet and Ghoshal (1998) identified that social capital is the key factor in understanding KM efforts in an organization and organizations with high level of social capital have more KM capabilities than organization with low level of social capital (Hoffman, Hoelscher, & Sherif, 2005). The social capital concept streamlines the focus of the organization towards facilitating trust, culture, social support, social exchange, psychological capital, informal organization, social and interfirm networks, which aligns with the KM focus of the organization (Vaiman & Vance, 2008).

With reference to KM, the individual dimensions of social capital have a direct significant effect on KM, mainly on knowledge sharing activities of the organization. In specific social interaction ties, norms of reciprocity, shared language and vision has got a direct effect on attitude and expectations about knowledge sharing, and indirect effect on the quality of knowledge sharing. Although almost all factors of social capital contribute for effective knowledge sharing, reinforcing cognitive capital will enhance the knowledge sharing to a greater extent (Darvish & Nikbakhsh, 2010). Alike knowledge sharing, speed and efficiency of knowledge creation and transfer is augmented by social capital leading to increased organizational performance (Vaiman & Vance, 2008).

In view of the TM, social capital (network relations, trust, reciprocity, shared language, etc.) enables the HR professionals in the organization to voluntarily contribute their 'knowledge stocks' for the enrichment of the organization (Vaiman & Vance, 2008).

Generally, the equation talent plus social capital leads to competitive advantage fits for service organization. In a similar way, for other types of organizations, individual talents and TM, enhance the social capital of the organization, that is, strengthens the network of relationships, trust, norms, shared language etc., which in turn enriches the KM practices leading to competitive advantage (Vaiman & Vance, 2008).

Prevalence of Relationship between Employee Engagement, KM and TM

Morton (2004) has found that TM is integral to engaging employees in the organization and employee engagement along with TM strategies can make or break the bottom line of any organization (Lalani, 2014; Lockwood, 2006). In addition to it, research on TM shows that the effective implementation of TM strategies, such as rewards, recognition and supporting for higher education (Alias, Noor, & Hassan, 2014), leads to enhanced employee engagement in an organization (Hughes & Rog, 2008).

In a similar way employee engagement has got its positive effect on KM process, for example, highly engaged peoples in the organization share their tacit knowledge with the organization members leading to enhanced productivity and profitability. In this study, the mediating variables OC, SC (Social Capital) and EE (Employee Engagement) are treated as the outcomes of TM initiatives leading to effective KM practices. In view of KM practices
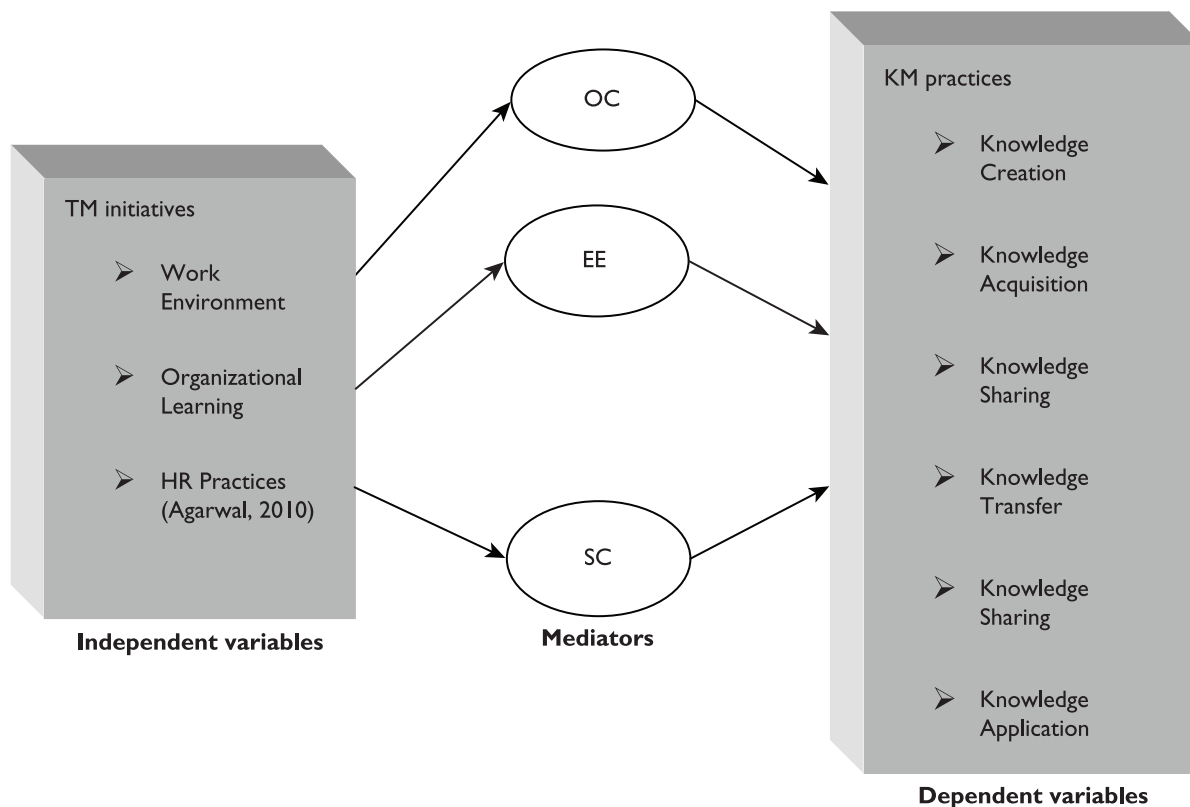
Figure 1. Theoretical Framework of the Study

Source: Authors' own.

all these variables are considered to be the antecedents inevitable among the knowledge workers for effective KM practices (knowledge creation, acquisition, sharing, storage, transfer and application) implementation. Since there is literature support that these mediators effectively mediates the TM/KM relationship, the researcher likes to bundle the variables and call it as integrators or amalgamators of TM/KM relationship.

Research Gap

- KM studies do not bundle all the KM practices from knowledge creation to application in a single study.
- The effectiveness of TM conceptualization proposed by Agarwal (2010) has not been empirically tested for its conformity and the impact of TM on KM is under-researched.
- Although the term 'smart talent management' was coined in 2008, this area of research has yet to be empirically investigated to prove its statistical significance.

Research Framework

Based on the theoretical background and the literature, a research framework is proposed compiling of TM

initiatives and KM practices of which variables such as organizational culture, employee engagement and social capital are introduced as the mediating variables to see how it transfigure the direct impact of TM initiatives on KM practices (Figure 1).

Conclusion

As discussed above, the variables considered in this research is quite significant in its own way and in particular the impact of TM initiatives on KM practices plays an extensive role. Although the theoretical model considers TM practices as a blend of work environment, HR practices and organizational learning based on past researches it can be extended further.

In addition to all the above, since organization culture, employee engagement and social capital are all enablers of KM, it would make an exceptional influence on the TM/KM relationship since it was treated as the intervening variables.

References

Agarwal, S. (2010). Talent management model for business schools: Factor analysis. *The Indian Journal of Industrial Relations, 45*(3), 481–491.

Ahmadi, F., & Eskandari, E. (2011). Knowledge management & social capital of organizational networks. *Journal of Contemporary Research in Business*, 933–943.

Alias, N.E., Noor, N.M., & Hassan, R. (2014). Examining the mediating effect of employee engagement on the relationship between talent management practices and employee retention in the IT organizations in Malaysia. *Journal of Human Resource Management and Labor Studies, 2*(2), 227–242.

Anand, P. (2011). Talent development and strategy at telecom major Bharti Airtel. *Strategic HR Review, 10*(6), 25–30.

Ashraf, M. (2011). The mediating role of organizational environment in faculty retention: A case study in Bangaladesh. *East West Journal Business & Social Studies*, 63–82.

Bano, S., Khan, M.A., Rehman, Q.H., & Humayoun, A.A. (2010). Schematizing talent management, a core business issue. *East Journal of Psychology and Research, 2*(1), 4–16.

Bontis, N., & Serenko, A. (2009). A follow-up ranking of academic journals. *Journal of Knowledge Management, 13*(1), 16–26.

Bordoloi, P., & Islam, N. (2012). Knowledge management practices and healthcare delivery: A contingency framework. *The Electronic Journal of Knowledge Management, 10*(2), 110–120.

Boudreau, J., & Ramstad, P. (2005). Talentship and new paradigm for human resource management: From professional practice to strategic talent decision science. *Human Resource Planning, 28*(2), 17–26.

Buckingham, M., &. Clifton, D.O. (2001). *Now, discover your strengths.* New York: Free Press.

Cappelli, P. (2008). Talent management for the twenty-first century. *Harvard Business Review, 74–81.*

Chawla, D., & Joshi, H. (2010). Knowledge management practices in Indian Industries—A comparative study. *Journal of Knowledge Management*, *14*(5), 708–725.

Chuai, X., Preece, D., & Iles, P. (2008). Is talent management just 'old wine in new bottles'? The case of multinational companies in Beijing. *Management Research News*, *31*(12), 901–911.

Collings, D., & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review, 19*(4), 304–313.

Currie, G., & Kerrin, M. (2003). Human resource management and knowledge management: Enhancing knowledge sharing in a pharmaceutical company. *International Journal of Human Resource Management, 14*(6), 1027–1045.

Darvish, H., & Nikbakhsh, R. (2010). Studying the relations of social capital with knowledge sharing: A case study at research department of IRIB. *Transylvanian Review of Administrative Sciences, 31*, 28–47.

Davenport, T., & Prusak, L. (1998). *Working knowledge.* Boston, MA: Harvard Business School Press.

Davies, B., & Davies, B.J. (2010). Talent management in academies. *International Journal of Educational Management*, *24*(5), 418–426.

Ellstrom, P. (2001). Integrating learning and work: Problems and prospects. *Human Resource Development Quarterly, 12*(4), 421–435.

Schutz, F.P., & Carpenter, A.D. (2008). Talent management, performance management, and the management of organizational knowledge: The case for a congruent relationship. In V. Vaiman & C. Vance (Eds), *Smart talent management:*

Building knowledge assets for competitive advantage (p. 177). Cheltenham: Elgar.

Festinga, M., Schafer, L., & Scullion, H. (2013). Talent management in medium-sized companies: An explorative study & agenda for future research. *The International Journal of Human Resource Management*, *24*(9), 1872–1893.

Goh, S. (2002). Managing effective knowledge transfer: An integrative framework and some practical implications. *Journal of Knowledge Management, 6*(1), 23–30.

Haesli, A., & Boxall, P. (2005). When knowledge management meets HR strategy: An exploration of personalization-retention and codification-recruitment configuartions. *International Journal of Human Resource Management, 16*(11), 1955–1975.

Handzic, M. (2011). Integrated socio-technical knowledge management model: An empirical evaluation. *Journal of Knowledge Management, 15*(2), 198–211.

Hicks, R.C., Dattero, R., & Galup, S. (2006). The five-tier knowledge management hierarchy. *Journal of Knowledge Management, 10*(1), 19–31.

Huang, L.S., & Lai, C.P. (2014). Knowledge management adoption and diffusion using structural equation modeling. *Global Journal of Business Research, 8*(1), 39–56.

Hughes, J.C., & Rog, E. (2008). Talent management: A strategy for improving employee recruitment, retention and engagement within hospitality organizations. *International Journal of Contemporary Hospitality Management, 20*(7), 743–757.

Iles, P., Chuai, X., & Preece, D. (2009). Talent management and HRM in multinational companies in Beijing: Definitions, differences and drivers. *Journal of World Business*, *45*(2), 179–189. doi:10.1016/j.jwb.2009.09.014

Ingham, J. (2006). Closing the talent management gap. *Strategic HR Review, 5*(3), 20–23.

Jha, V.S., Chawla, D., & Joshi, H. (2008). Study of knowledge management assessment- Research in Indian companies. *Global Journal of e-business & Knowledge Management, 4*(1), 6–13.

Jones, R. (2008). Social capital: Bridging the link between talent & knowledge management. In V. Vaiman & C. Vance (Eds), *Smart talent management: Building knowledge assets for competitive advantage* (pp. 217–233). Cheltenham: Elgar.

Jyoti, D., Sharma, R., & Sharma, J. (2010). Impact of talent management on employee effectiveness. 63rd All India Commerce Conference. Goa: Goa University.

Kessels, J., & Poell, R. (2004). Andragogy, social capital theory, and implications for HRD. *Advances in Developing Human Resources, 6*(2), 146–157.

Kiessling, T., & Harvey, M. (2006). The human resource management issues during an acquisition: The target firms top management team and key managers. *International Journal of Human Resource Management, 17*(7), 1307–1320.

Lalani, S. (2014, February 8). *Talent Management and its Impact on Employee Engagement.* Retrieved from slideshare: http://www.slideshare.net/shoaiblalani/talent-management-and-its-impact-on-employee-engagement

Lawson, S. (2003). Examining the relationship between organizational culture and knowledge management. Fort Lauderdale.

Lengnick-Hall, M., & Andrade, L. (2008). Talent staffing systems for effective knowledge management. In V. Vaiman, & C. Vance, *Smart Talent Management:Building Knowledge Assets for Competitive Advantage.* Cheltenham: Edward Elgar.

Lewis, R., & Heckman, R. (2006). Talent management: A critical review. *Human Resource Management Review*, *16*(2), 139–154.

Lustri, D., Miura, I., & Takahashi, S. (2007). Knowledge management model: Practical application for competency development. *Journal of the Learning Organization*, *14*(2), 186–202.

Hoffman, J., Hoelscher, M., & Sherif, K. (2005). Social capital, knowledge management, and sustained superior performance. *Journal of Knowledge Management, 9*(3), 93–101.

Hult, M.G. (2003). *An integration of thoughts on knowledge management.* USA: Springer.

Ma, Z., & Yu, K.H. (2009). Research paradigms of contemporary knowledge management studies: 1998–2007. *Journal of Knowledge Management, 14*(2), 175–189.

Mahmoudsalehi, M., Moradkhannejad, R., & Safari, K. (2012). How knowledge management is affected by organizational structure. *Journal of Learning Organization*, *19*(6), 518–528.

Mason, D., & Pauleen, D.J. (2003). Perceptions of knowledge management: A qualitative analysis. *Journal of Knowledge Management, 7*(4), 38–48.

McDonnell, A., Lamare, R., Gunnigle, P., & Lavelle, J. (2010). Developing tommorrow's leaders —Evidence of global talent management in multinational enterprises. *Journal of World Business, 45*(2), 150–160.

Mehta, N. (2008). Successful knowledge management implementation in global software companies. *Journal of Knowledge Management, 12*(2), 42–56.

Mellahi, K., & Collings, D. (2010). The barriers to effective global talent management: The example of corporate Elites in MNE's. *Journal of World Business*, *45*(2), 143–149.

Migdadi, M. (2009). Knowledge management enablers and outcomes in small & medium sized enterprises. *Industrial Management and Data Systems, 109*(6), 840–858.

Mohayidin, M.G., Azirawani, N., Kamaruddin, M.N., & Margono, M.I. (2005). The application of knowledge management in enhancing the performance of Malaysian universities. *Electronic Journal of Knowledge Management*, 301–312. Academic Conferences Ltd.

Morton, L. (2004). *Integrated and integrative talent management—A strategic HR framework.* New York: Conference Board.

Muduli, D. (2008). Effectiveness of talent management in India. *International Conferences on Management Sciences and Arts* (pp. 1–16). Haridwar, India.

Nahapiet, J., & Ghoshal, S. (1998). Social capital, intellectual capital, and the organizational advantage. *Academy of Management Review, 23*(2), 242–266.

Nielsen, A.P. (2006). Understanding dynamic capabilities through knowledge management. *Journal of Knowledge Management*, *10*(4), 59–71.

Nissen, M. (2000). An extended model of knowledge-flow dynamics. *Communications of the Association for Information Systems*, *8*, 251–266.

Nonaka, I., & Takeuchi, H. (1995). *The Knowledge Creating Company: How Japanese Companies Create the Dynamics of Innovation.* New York: Oxford University Press.

Nonaka, I., Toyama, R., & Konno, N. (2000). SECI, Ba and leadership: A unified model of dynamic knowledge creation. *Long Range Planning*, *33*(1), 5–34

Philips, D.R., & Roper, K.O. (2009). A framework for talent management in real estate. *Journal of Corporate Real Estate 11(1)*, 7–18

Piansoongnern, O., & Anurit, P. (2010). Talent management: Quantitiative & qualitative studies of HR practioners in Thailand. *International Journal of Organizational Innovation, 3*(1), 280–302.

Poell, R., & Krogt, V.D. (2002). Using social networks in organizations to facilitate individual development. In M. Pearn (Ed.), *Individual differences and development in organizations* (pp. 285–304). London: Wiley.

Poorhosseinzadeh, M., & Subramanian, I.D. (2012). Determinant of successful talent management in MNCs in Malaysia. *Journal of Basic and Applied Scientific Research, 2*(12), 12524–12533.

Ramachandran, S.D., Chong, S.C., & Ismail, H. (2009). The practices of knowledge management processes- A comparative study of public & private higher education institutions in Malaysia. *Journal of Information & Knowledge Management Systems, 39*(3), 203–222.

———. (2011). Organizational culture—An exploratory study comparing faculties' perspectives within public & private universities in Malaysia. *International Journal of Educational Management, 25*(6), 615–634.

Ramachandran, S.D., Chong, S.C., & Wong, K.Y. (2013). Knowledge management practices and enablers in public universities: A gap analysis. *Campus-Wide Information System, 30*(2), 76–94.

Rana, G., Goel, A.K., & Rastogi, R. (2013). Talent management: A paradigm shift in Indian public sector. *Strategic HR Review*, *12*(4), 197–202.

Santhoshkumar, R., & Rajasekar, N. (2012). Talent measure sculpt for effective talent management: A practical revise. *IUP Journal of Management Research*, *11*(1), 38–47.

Schuler, R., & Jackson, S. (2005). A quarter century review of human resource management in the U.S: Growth in importance of the international perspective. *Management Review*, *16*, 11–35.

Storberg, J. (2002). The evolution of capital theory: A critique of a theory of social capital and implications for HRD. *Human Resource Development Review, 1*(4), 468–499.

Storey, J., & Quintas, P. (2001). Knowledge management and HRM. In J. Storey (Ed.), *Human resource management: A critical text* (pp. 339–363). London: Thomson Learning.

Sumardi, W.A., & Othman, R. (2009). The three faces of talent management. *International Journal of Business Research*, *10*(1), 181–185.

Tansley, C., Harris, L., Stewart, J., & Turner, P. (2006). *Talent management—understanding the dimensions.* UK: Charted Institute of Personnel & Development.

Teerajetgul, W., & Charoenngam, C. (2006). Factors inducing knowledge creation: Empirical evidence from Thai construction projects. *Engineering, Construction and Archietectural Management, 13*(6), 584–599.

Tjepkema, S. (2003). *The learning infrastructure of self-managing work teams.* Netherlands: Enschede.

Tymon, W.G., Stumpf, S.A., & Doh, J.P. (2010). Exploring talent management in India: The neglected role of intrinsic rewards. *Journal of World Business, 45*(2), 109–121.

Uren, L. (2011). What talent wants: The journey to talent segmentation. *Strategic HR Review, 10*(6), 31–37.

Uren, L., & Samuel, J. (2007). *From talent compliance to talent commitment—moving beyond the hype of talent management to realizing the benefits. Strategic HR Review, 6*(3), 32–35.

Vaiman, V., Scullion, H., & Collings, D. (2012). Talent management decision making. *Management Decision, 50*(5), 925–941.

Vaiman, V., & Vance, C.M. (2008). *Smart talent management— building knowledge assets for competitive advantage.* UK: Edward Elgar Publishing Ltd.

Von Krogh, G., Ichijo, K., & Nonaka, I. (2000). *Enabling Knowledge Creation.* Oxford: Oxford University Press.

Vorakulpipat, C., & Rezgui, Y. (2008). An evolutionary & intrepretive perspective to knowledge management. *Journal of Knowledge Management*, 17–34.

Whelan, E., & Carcary, M. (2011). Integrating talent and knowledge management: Where are the benefits? *Journal of Knowledge Management*, *15*(4), 675–687.

Whelan, E., Collings, D.G., & Donnellan, B. (2009). Managing talent in knowledge-intensive settings. *Journal of Knowledge Management*, *14*(3), 486–504.

Wind, J., & Main, J. (1999). *Driving change.* New York: The Free Press.

Wong, K.Y. (2005). Critical success factors for implementing knowledge management in small and medium enterprises. *Industrial Management and Data Systems, 105*(3), 261–279.

Wright, P., & Haggerty, J. (2005). Missing variables in theories of strategic human resource management: Time, cause, and individuals. *Management Review, 16*(2), 164–173.

Yapp, M. (2009). Measuring the ROI of talent management. *Strategic HR review*, *8*(4), 5–10.

Author's bio-sketch

Dr R. Anbumathi is an Assistant Professor in Great Lakes Institute of Management, Chennai. Her research interest includes knowledge management, talent management and analytical techniques. She has presented and won best research paper award in national and international conferences.

Dr R. Chitra Sivasubramanian is an Associate Professor in the Department of Management Studies, Pondicherry Central University. She has got more than 20 years of teaching experience and her research interest includes knowledge management and industrial relations. She has published research articles in reputed national and international journals.