

## **The Transformation from Personnel to Talent Management Practices within the Framework of Employee's Required Skills**

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### **ABSTRACT**

Throughout history, the human beings have been exposed to various turning points which are actually very critical. Particularly, in the aftermath of industrialization, in parallel to the emergence of work and worker, the individuals' life which gains a mechanic dimension turned into a different identity with information age. In line with the workers' changing profile considering the fact that the information is the power itself, there is a transformation from personnel management to human resources management. In other words, the paradigms of 21<sup>th</sup> century as different from the former ones are shaped within the axis of information which gained a great momentum with globalization by means of which the whole world is familiar with one another and being a village, and the multinational companies that lay an emphasis on the production and the usages of the information and the knowledge worker and talent management practices used for the management of those workers. The personnel management which regards the employee within the mechanic view of life, the human resources management who take into account the employee as an individual more than anything and the talent management practices that employs the worker depending upon talents as well as the innovative and creative thinking ability and which supports the idea that the employee is to make the organizations take a step further gained importance. In the study, based upon the changing definitions of the employee, the transformation from personnel to talent management practices are to be analyzed.

**Key Words:** *Management, Personnel Management, Human Resources Management, Strategic Human Resource Management, Talent Management, Knowledge Worker*

### **İşgörenin Değişen Vasıfları Doğrultusunda Personel Yönetiminden Yetenek Yönetimine Geçiş Süreci**

#### **ÖZET**

İnsanlık gelişim süreci açısından değerlendirildiğinde uğradığı bazı kritik dönemeçler bulunmaktadır. Özellikle sanayileşmeyle birlikte çalışma ve işçi kavramlarının ortaya çıkışına paralel olarak mekanik bir boyut kazanan bireyin yaşamı bilgi çağıyla birlikte tam anlamıyla farklı bir kimliğe bürünmüştür. Bilginin bu dönemde bir güç olduğu düşüncesinden hareketle çalışanın değişen profili doğrultusunda işgörenin her şeyden öte bir insan olduğunu savunan personel yönetiminden insan kaynakları yönetimine bir geçiş yaşanmıştır. Dolayısıyla 21. yüzyılın paradigmaları bir önceki dönemden farklı olarak bilgi merkezli şekillenmeye başlamıştır. Bu durum dünyanın tüm bölgelerinin birbirlerinden haberdar olduğu bir köy haline geldiği küreselleşmeyle ivme kazanmış, bilginin üretimi ve kullanımına öncelik tanıyan çok uluslu şirketler ile bilgi işçisi ve bilgi işçisinin yönetiminde kullanılan yetenek yönetimi

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uygulamalarını ön plana çıkarmıştır. Çalışana mekanik bir gözle bakan personel yönetimi, çalışanın her şeyden öte bir insan olarak gören insan kaynakları yönetimi ve özellikle yaratıcı, analitik düşünme yeteneğine sahip çalışanı yeteneklerine göre istihdam eden ve çalışanın örgütü sürüklemesi ve geliştirmesi gerektiği görüşüne sahip olan yetenek yönetimi uygulamaları oldukça önem kazanmıştır. Çalışmada işçinin değişen tanım ve vasıflarından hareketle personel yönetiminden insan kaynakları yönetiminin yeni bir vizyonu olan yetenek yönetimi uygulamalarına geçiş ele alınacaktır.

**Anahtar Kelimeler:** *Yönetim, Personel Yönetimi, İnsan Kaynakları Yönetimi, Stratejik İnsan Kaynakları Yönetimi, Yetenek Yönetimi, Bilgi İşçisi*

### **Introduction**

Throughout history, there are a great many changes in the lives of human beings which results in radical transformation in all the spheres of life. Especially, following industrialization, the emergence of different concepts such as worker and the work as well as the employer altered the working life. These new concepts brought the clash between these two groups so to say, employee and the employers. So as to get an advantage against the employees, the employers started to be the members of the trade unions especially under hard working conditions. From this perspective, it can be argued that the transition from the natural way of working life to the artificial one is of great significance in the industrial age. The managements of the employees are done based upon the personnel management practices which give importance just to the working performance of an individual neglecting the fact that they are also the humans. These materialistic principles of industrial relations in the commencement of industrial revolution are needed to be reviewed in the later years.

Secondly another turning point in the lives of employees are the knowledge age on which the knowledge itself starts to play a very crucial role in the industrial relations. The increasing importance of information which can be taken into account as the main dynamics of the economy initiated to direct the industrial relations. This situation also came the human resources management to the front as the profiles of the employees have undergone a transformation as well as the inadequacy of the personnel management. Additionally, it is quite impossible to manage the new human capital with the old management paradigms, so the human resources management which takes the employees as also an individual not just like a material that is a way to earn money are of great significance. In these periods, the criteria required from the employee to work in a particular place have been exposed to change as well. The skilled workers became much more important than the unskilled workers of the industrial revolution.

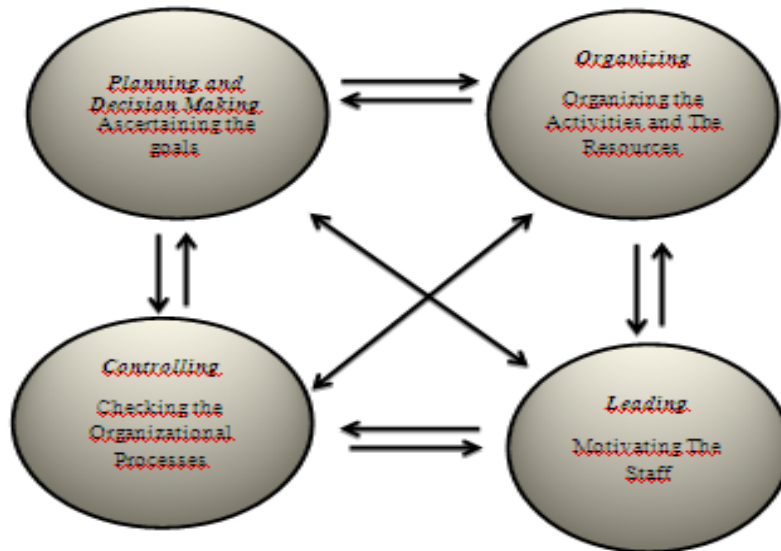
Moving from the idea that the producer of the information is the individual himself, it can be argues that the human resources management are not enough to manage the skills of the employees. As a matter of fact, since the individual is not only the determinant criteria but also his talents, the improved version and the mission of the human resources management, the talent management practices gained significance. So, in order to get a competitive advantage over the other organizations, the business are to consider the talent management practices which give priority to the talents and the skills of the employee and which supports the idea that the employees are the main moderators of the organizations development process. The main objective of the study is to analyze the period from personnel to the talent

management practices considering the employment paradigms of the employees within the perspective of age of information.

### 1. Management

Management can be defined “as the set of the activities (including planning and decision making, organizing, leading and controlling) directed at organization’s resources (human, financial, physical, and information), with the aim of achieving organizational goals in an efficient and effective manner”. The important thing in the definitions is the fact that the management’s aim is to reach the organizations oriented aims by using the resources which can vary from humans, humans’ capital, financial, and information and which is an overall framework that involves the processes like planning, decision making, leading , controlling and decision making. <sup>1</sup> According to the other definition of the management, it can be stated that it is the set of processes that targets the efficiency and the efficacy of the organizational goals in overall. <sup>2</sup> The dynamics of the management is to coordinate and motivate the staff for the challenging situations. <sup>3</sup> On the other hand, managers are those who are responsible for combination as well as the coordination of the various resources on the way to the organizational objectives. <sup>4</sup> So, the managers are the actors that direct these overall processes. The functions of the management and the purposes of the managers are showed in the following figures.

Figure 1. The Sets of Management Processes



Source: Ricky W. Griffin, *Management*, South Western Centage Learning, USA, 2011 p. 7.

<sup>1</sup> Ricky W. Griffin, *Management*, South Western Centage Learning, USA, 2011, p. 5.

<sup>2</sup> Hayri Ülgen and S. Kadri Mirze, *İşletmelerde Stratejik Yönetim*, 5. Baskı, Beta Yayınları, İstanbul, 2010, pp. 23, 24.

<sup>3</sup> Richard L. Daft, *Management*, Tenth Edition, South Western Centage Learning, USA, 2012, pp. 3, 4.

<sup>4</sup> Griffin, *Ibid*, p. 5.

As seen in Figure 1, management aims at attaining the organizational oriented goals utilizing planning and decision making, organizing, controlling and leading processes in an effective and efficient manner.<sup>5</sup> Planning and decision making stage includes determining the goals while organizing aims at the regularity of the activities as well as the sources. On the other hand controlling is related to the checking up the organizational processes whereas leading is concerned with the motivation of the staff. Figure 1 also puts forward the idea that all these processes are interrelated with one another which are something like the rings of the chain.

Taking into account the fact that the management is the sets of the responsibilities<sup>6</sup> every member of the management processes such as employee, employer, and stakeholder has a direct influence on the management efficiency and efficacy activity. From this perspective, according to Joan Magretta, a management consultant and who was the editor of Harvard Business Review, it can be uttered that management's business is something like constructing the organizations that work. Under all the theory and the tools developed as well as all the knowledge, there is a commitment to performance that has a great impact on our economy and lives. Without, continuous improvement, teamwork, lifelong learning, open to change, and a consistent vision, it is actually impossible to put a concrete approach to system of management.<sup>7</sup>

### **1.1. The Theoretical Development of The Management**

Management as a smart activity which requires mastery, networking, entrepreneurship, marketing, love of technology and an ambition for renewal is an open ended process.<sup>8</sup> The management has a certain timeline to develop. A theory which is regarded as a part of art or science initiates to clarify the relationships between and among its primary principles. The term management has some certain theories for the improvement including classical, behavioural, quantitative, system, contingency and quality management which is shown in the following figure.<sup>9</sup>

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<sup>5</sup> Daft, Ibid, p. 6.

<sup>6</sup> Muel Kaptein, "Business Codes of Multinationla Firms: What Do They Say?", *Journal of Business Ethics*, Vol 50, No 1, March 2004, p. 13.

<sup>7</sup> Robert Kreitner, *Management*, Houghton Miffling Harcourt Publishing Company, Canada, 2009, p. 5.

<sup>8</sup> John R. Schermerhorn, *Management*, 11<sup>th</sup> Edition, Published by John Wiley and Sons Publication, USA, 2011, p. 9.

<sup>9</sup> Warren Richard Plunkett, Raymond F. Attner, Gemmy S. Allen, *Management: Meeting and Exceeding Customer Expectations*, Ninth Edition, Thomson South Western Publication, USA, 2008, pp. 37, 38.

**Figure 2. The Theories and The Schools That Shape The Management**

**Source:** Warren Richard Plunkett, Raymond F. Attner, Gemmy S. Allen, *Management: Meeting and Exceeding Customer Expectations*, Ninth Edition, Thomson South Western Publication, USA, 2008, pp. 37, 38; Gerald Cole, *Management Theory and Practice*, Sixth Edition, South Western Centage Learning Publication, 2004, London, pp. 3-6.

Figure 2 illustrates the fact that the management that is the embodiment of the duties, scientific field and humans <sup>10</sup> has been exposed to various systematic changes throughout history. To put in another way, concerning the term management, there is an historical timeline from classical school to the quality school each of which will be clarified elaborately. <sup>11</sup>

### 1.1.1. The Classical Management Theory (School)

The Classical Management Theory dated back to the Industrial Revolution on which the invention of the steam machine was quite significant. <sup>12</sup> In regards to the enlargement of industry, and its growth to the other economic sectors, Industrial Revolution is called as the initiator of the industrialization. So, in this context, industry

<sup>10</sup> Peter Drucker and Joseph A. Maciariello (Çev. İlker Gülfidan), *Yönetim*, Optimist Yayınları, İstanbul, 2012, p. 46.

<sup>11</sup> Plunkett, Attner and Allen, Ibid, pp. 37-58; Gerald Cole, *Management Theory and Practice*, Sixth Edition, South Western Centage Learning Publication, 2004, London, pp. 3-6.

<sup>12</sup> Plunkett, Attner and Allen, Ibid, p. 37.

is referred as a process that includes building, that is to say, urbanization, mining and manufacturing.<sup>13</sup> The industrial production which is assessed as the main basis behind globalization brought innovation, sets of inventions and the entrepreneurship as well.<sup>14</sup> The innovational approach in this period resulted in the acceleration in the labour productivity.<sup>15</sup> This great event in the history of mankind commenced in 1700s in Great Britain signified the end of the people residing in the rural areas and made the hand production come to an end.<sup>16</sup>

The steam power at that time shaped the production systems by freeing the manufacturer from wind as well as the water, and as a result, the mass production started. Before the steam power, the working life was centered on the human physical strength and on agriculture. Therefore, the Industrial Revolution made the manufacturers to produce standardized goods for both domestic and oversea markets which accelerated the emergence of the globalization. In this term, the classical scientific school and the classical administrative school appeared. The pioneers of the classical scientific school, Charles Babbage supported the idea of the division of the labour. Additionally Frederick Taylor applied scientific methodologies to the production systems and urged the appropriate use of labour. Within the framework of management, Taylor argued that the human resource was to be selected professionally and scientifically. The practicing managers like Taylor and Fayol inclined to reflect their personnel experiences on the management depending upon the values of the staff while the representatives of the classical administrative school neglected the diversity and the values of the employees. They support the idea that the management's fundamental concern was to meet the organization's concern.<sup>17</sup>

### **1.1.2. Behavioral Management Theory (School)**

The Behavioral Management Theory is the improved version of the Classical Management. The peculiarities of the Behavioral Management Theory are that the employees are considered as the individuals with their personnel needs as part of the community. Robert Owen was the first man of science who advocated the individualist perspective of humans who were regarded the father of personnel management also. The main concern of the Behavioral Management Theory is the fact that it brought human into the center of the management thought, the result of which continue today. For example, still today, the managers strive hard to overlap the employees' wishes with the organizational objectives. This school can also be associated with the human relations and social psychological schools which put the people's needs as a determinant factor for the organizational effectiveness.<sup>18</sup>

<sup>13</sup> Charles More, *Understanding The Industrial Revolution*, Routledge Publication, New York, USA, 2000, p. 3.

<sup>14</sup> Olavi Uusitalo and Toni Mikkola, "Revisiting The Case of Float Glass Understanding The Industrial Revolution Through The Design Envelope", *European Journal of Innovation Management*, Vol 13, No 1, 2010, p. 41; Davut Ateş, "Industrial Revolution: Impetus Behind The Globalization Process", *Yönetim ve Ekonomi Dergisi*, Cilt 15, Sayı 2, 2008, p. 31.

<sup>15</sup> Nicholas Crafts, "Productivity Growth In The Industrial Revolution: A New Growth Accounting Perspective", *The Journal of Economic History*, Vol 64, No 2, June 2004, p. 521.

<sup>16</sup> Debra J. Housel, *Industrial Revolution*, Teacher Created Materials Publishing, California, USA, 2008, p. 4.

<sup>17</sup> Plunkett, Attner and Allen, *Ibid*, pp. 37, 38, 39; Cole, p. 3.

<sup>18</sup> Plunkett, Attner and Allen, *Ibid*, pp. 43, 45.

### 1.1.3. Quantitative Management Theory (School)

The next movement on management is Quantitative Management Theory which can be comprehended from its name; it puts the quantitative tools and the approaches to the center of the organizational processes. Along with the development of management science, managers started to develop specific measures to test and assess the effectiveness of the planned action. The techniques and the data obtained through management science, the management processes like planning, organizing, staffing, leading and controlling became much more scientific based.<sup>19</sup>

### 1.1.4. Systems Management Theory (School)

The system is a certain plan or design on the way of organizational efficacy that combines the interrelated parts of the organization to work together. In another way, the systems management theory considers the management as a kind of system comprised with inputs, processes and the outputs.<sup>20</sup>

### 1.1.5. Contingency Theory (School)

The contingency theorists are the parts of the social scientists who take into account the organizational processes a social system. The behaviours of the employees and the interaction of a number of variables with one another (structure, task, technology and the environment) are of great significance in this theory. Owing to the fact that the contingency theorists ideas was focused on the convenient time in a circumstance given, the impact of a certain variable is the case when it is related with the other.<sup>21</sup>

### 1.1.6. Quality Theory (School)

The quality school of management is the most developed versions of the management theories. It is regarded as the modern vision of the management theories which concerns with the quality of the management. In this approach, the emphasis is on organizational effectiveness along with strategic focus.<sup>22</sup>

## 1.2. The Key Aspects of Management

The activity of management clearly puts the idea that the humans are something like the capitals and they should be directed depending upon their talents.<sup>23</sup> Management, on the other hand, which is as old as the human beings' history dates back to the small communities in B.C. Initially, the gathering of the communities to defend themselves against the enemies and later on the military management practices are the first samples of management. From the private clans to the emperor states in B.C, and the states occurred after the Industrial Revolution, virtually in every community, the military management applications were experienced. In spite of the fact that the

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<sup>19</sup> Plunkett, Attner and Allen, Ibid, pp. 45, 46.

<sup>20</sup> Plunkett, Attner and Allen, Ibid, pp. 51, 52.

<sup>21</sup> Cole, Ibid, pp. 3, 4.

<sup>22</sup> Cole, Ibid, p. 5.

<sup>23</sup> Marcel Van Marrewijk and Joanna Timmers, "Human Capital Management: New Possibilities in People Management", *Journal of Business Ethics*, Vol 44, No 2/3, Corporate Sustainability Conference 2002: The Impact of CSR on Management Disciplines, May 2003, p. 171.

emphasis on the management changes from time to time, the main focus is on the technologic aspects ignoring the humans are humans, and they are parts of the machines. When this view loses its popularity in the later years, the main goal of the managers turned into dealing with the humans and their problems not the technology itself. Therefore, concerning the management and the managers, these things can be revealed: <sup>24</sup>

- ✓ Management is to manage and direct people to carry out tasks for the organizational objectives.
- ✓ Management is the managing of the people.
- ✓ The managers are those who manage people.
- ✓ Managers carry out the managerial functions like planning, organizing, controlling, staffing, leading and so forth.
- ✓ The aim of the managers is to create an advantage over the others.
- ✓ Management can be applied to various organizations.
- ✓ Management is closely concerned with productivity.
- ✓ The management practices entail both the knowledge and the individual skills.
- ✓ More than anything else, the management is a professional job.
- ✓ Those who work with and through others are in a way manager themselves.

Management which is often included as a factor of production in addition to the machines, money, and materials is closely related to the set of activities of a business so as to get the defined objectives ascertained well in advance. <sup>25</sup> Actually, there are some key elements of the management procedures such as working through and with others, achieving organizational objectives, balancing effectiveness and efficiency, using the restricted limited resources in an effective way and coping with the changing environment all of which will be mentioned below. <sup>26</sup>

**Working With and Through Others:** More than anything else, management is a social process which brings the individuals together with the common purposes like possessing cars, providing medical treatment and health care. However, in all these cases, the managers are responsible for regulating all the things through working with and through others. This factor in a way enables the managers to work with the other people since the organizations are like the social frameworks which include the staff. Without neglecting the staff, their motivational tools, it is too tough to manage the businesses in coordination with the members of it.

**Achieving Organizational Objectives:** Objective is a goal that is determined to be reached. Since organizations are like individuals, they are more successful when their activities are guided by systematic objectives which make the organizations get a

<sup>24</sup> Tamer Koçel, *İşletme Yöneticiliği*, Beta Yayıncılık, 13. Baskı, İstanbul, 2011, pp. 45, 59, 102; Heinz Wehrich, Mark V. Cannice and Harold Koontz, *Management A Global and Entrepreneurial Perspective*, 13<sup>th</sup> Edition, Mcgraw Hill Publication, New Delhi, India, 2010, p. 4.

<sup>25</sup> <http://www.businessdictionary.com/definition/management.html> (Retrieved 13.01.2013).

<sup>26</sup> Kreitner, Ibid, pp. 5-11.



position towards the challenging situations. Additionally, organizational objectives serve as a criteria for the measurement of the performance. Without specific objectives, the organizations become a form that has no aim.

***Keeping The Effectiveness and Efficiency in Balance:*** Managers are responsible for keeping effectiveness, “a central element in the process of management that entails achieving stated organizational objective”, and efficiency, “a central element in the process of management that balances the amount of resources used to achieve an objective against what was actually accomplished” in balance. Too much emphasis on one of these things distorts the organizational mechanism.

***Utilizing Limited Sources:*** In the organizational management, it is too important to use the restricted resources in an efficient way. So, financial, human capital resources are the main dynamics of the organizations on condition that they are used effectively.

***Coping With The Changing Environment:*** Another important thing to be taken into account by the organizations is the fact that they should adapt the changing environmental conditions to obtain a competitive advantage over the others. Particularly, following the age of information that brings the quick change in all the spheres of life, the organizations are impossible to go to the future with the old paradigms of the former century. Depending upon the new conditions, they must adapt themselves both to the changing environments and to the conditions. All these key aspects of the management pave the way for obtaining the organizational targets. Right now, taking into account the definition as well as the information given about the management, the transition from personnel to target management process will be analyzed by referencing to the altering profile of employees.

## **2. From Personnel To Human Resources Management**

To comprehend elaborately the personnel and the human resources management, it is of great significance to have a look at the scientific management which occurred in 1895 with Frederick Taylor. Through his studies in Midvale Steel Work Taylor argued that it was totally the managements responsibility to develop the best form for the performance of the job whereas it was the employee’s responsibility to perform the job in a best way which means that the management organizes the job and the employees do it. However, this way of thinking has been criticized harshly on account of the fact that it gives little space for the judgment and the conceptual framework of the individual worker. Later on, Elton Mayo developed a different perspective on the relationship between management and the employees. He supported the idea that employee as an important function of the management of work is to be considered in the designation of work with which a significant transformation was made from human relations or personnel management to human resources management that is still a young but detailed as the older social sciences.<sup>27</sup>

Human resources management processes which design the management systems to assure the fact that humans are the core of the organizational objectives

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<sup>27</sup> Patricia Buhler, *Human Resources Management, All The Information You Need To Manage Your Staff and Meet Your Business Objectives*, A Streetwise Publication, USA, 2002, pp. 5, 6; Florian Sala, “Drives and Their Vicissitudes In The Management of Human Resources”, *Journal of Managerial Psychology*, Vol 13, No 7, 1998, p. 498.

have been undergoing significant transformations.<sup>28</sup> The human resources management is the key factor for the sound and well qualified running of the firm which create a competitive advantage because of the fact that it lays an emphasis on the autonomy as well as the negotiation of the employee.<sup>29</sup>

Due to the fact that it has ideological, empirical and theoretical background, HRM is illustrated in a normative and descriptive manner. At times, it is used as the synonym of the personnel management particularly on the employee relations.<sup>30</sup> Considered that the business management forms between inputs and outputs as a transformational trajectory, human resources management can be defined as the systematic function within the organization that deals with the recruitment and the management of the employee who work in the organization. Or, it is the organizational function that tackles with the strategic approach to the human which is regarded as the most valuable asset which contributes to the success of the organizational objectives. As different from personnel management which just encompasses solely the recruitments, dismissal, preparing the wage payroll and which is the former version of human resource management, human resource management as in line with the goals of the objectives includes employing and training people, improving their talents and using them when necessary.<sup>31</sup> Here, it can be ensured that the personnel management or the human relations perspective just focus on the management not the humans in the organizational process while the human resources management put the humans or the employee in the center of the management process. The difference between this two management style are mentioned in the following table.<sup>32</sup>

**Table 1. The Difference Between Personnel and Human Resource Management**

Criteria	Personnel Management	HRM
<b>The Assumptions</b>		
1. Contract	Written Contracts	Beyond Contracts
2. The Rules	Devising Rules	Beyond The Rules, Employees
3. Management Actions That Guide	Solely Procedures	Business Needs
4. Reference of	Norms and	Values

<sup>28</sup> Robert L. Mathis and John H. Jackson, *Human Resources Management Essential Perspectives*, South Western Centage Learning, Canada, 2012, p. 1.

<sup>29</sup> Mark A. Huselid, "The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance", *Academy of Management Journal*, Vol 38, No 3, 1995, p. 637; Tony Elliman, Julie Eatock, Nicky Spencer, "Modelling Knowledge Worker Behaviour in Business Process", *The Journal of Enterprise Information Management*, Vol 18, No 1, 2005, p. 91.

<sup>30</sup> John Storey, *Developments in The Management of Human Resources An Analytical Review*, Blackwell Business Publication, USA, 1998, pp. 23, 24.

<sup>31</sup> Rae Simons, *Human Resources Management, Issues, Challenges and Opportunities*, Apple Academic Press Incorporation, Canada, 2011, pp. 7, 8; Demet Gürüz and Gaye Özdemir Yaylaçlı, *İletişimci Gözle İnan Kaynakları Yönetimi*, MediCat Kitapları, İstanbul, 2007, p. 35.

<sup>32</sup> Storey, *Ibid*, p. 35.

Behaviour	Customs	
5. Managerial Based Tasks	Monitoring	Nurturing
6. The Nature of The Relations	Pluralist Perspective	Unitarist Perspective
7. Conflict Perspective	Institutional Perspective	Out of Emphasis
<b>Strategic Approaches</b>		
8. Fundamental Relations	Labour Basis	Customer Basis
9. Initiatives	Separated	Integrated
10. The Plans of Corporation	Marginal	Central
11. Decisional Speed	Slow	Fast
<b>Management Line</b>		
12. The Role of Management	Transactional Oriented	Transformational
13. The Key Managers	Personnel	General, Business Line
14. Communication	Indirect	Direct
15. Standardization	High	Low
16. Management Skills	Negotiation	Facilitation
<b>The Key Levers</b>		
17. The Procedures of Selection	Marginal, Separate	Integrated
18. Payment	Job Assessment	Performance Related
19. Conditional Factors	Negotiation in Separate	Harmonization
20. Labour Management	Collective Bargaining	Individual Bargaining
21. Thrust of Relations	Regularized via facilities and Training	Marginalized
22. Job Categories	Many	Few
23. Communication	Limited Flow	Enhanced Flow
24. Job Design	Labour Division	Teamwork
25. Conflict Solution	Temporary Contracts	Managing organizational Climate
26. Training and Development Process	Restricted Access to Learning	Learning Organization
27. Primary	Personnel Oriented	Integration on

Attention for Intervention	Procedures	cultural, structural and personnel approaches
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**Source:** John Storey, *Developments in The Management of Human Resources An Analytical Review*, Blackwell Business Publication, USA, 1998, p. 35.

Personnel Management developed from Taylor's scientific management approach provides the matching between human characteristics and the peculiarities of the machine. According to Taylorist viewpoint, it was emphasized that humans were driven by hunger and profit. Provided that the economic profit is connected to the efforts put on the job, the employee will do his best to increase his physical capability which is thought from the wage perspective, it can be stated that the employee will work a lot to get more money. Taylor's study is limited to the physical capability of the employee and the employees are the indispensable parts of the industrial machine that can be interpreted that personnel management views the employee from mechanical point of view.<sup>33</sup> Concerning personnel management it can be uttered that<sup>34</sup>

- ✓ It is one part of the total management processes.
- ✓ It encompasses all things related to the personnel.
- ✓ It is related to the individuals in the company and their problematic issues.
- ✓ It aims at the well-being of both the individuals and the organization.

On the other hand, developed version of the personnel management, human resources management, the performance of the employees is evaluated in an structured way depending upon job description. In this idealistic approach the organizations are to assess the factors that bring them to high performance. This is the main objective of the human resources management practices for the key competitive advantage from the recruitment, training, and the development of the employees.<sup>35</sup> Particularly, in parallel to the development in the technology as well as in the intellectual capital, the effective and the efficient investment strategies necessitates good perception of the human resources management practices from recruitment to the training<sup>36</sup> on account of the fact that the theoretical and normative studies show that there is correlation between firm performance and human resource.<sup>37</sup>

<sup>33</sup> Arun Monappa and Mirza S. Saiyadain, *Personnel Management*, 2th Edition, Sixteenth Print, Tata Mcgraw Hill Publication, New Delhi, India, 2006, p. 2.

<sup>34</sup> R. Jayaprakash Reddy, *Personnel Management*, Aph Publishing Corporation, New Delhi, India, 2004, p. 2.

<sup>35</sup> Chris Rowley and Keith Jackson, *Human Resource Management*, Key Concepts, Routledge Publication, USA, Canada, 2011, pp. 4, 5.

<sup>36</sup> K. Hafeez and H. Abdelmeguid, "Dynamics of Human Resource and Knowledge Management", *The Journal of The Operational Research Society*, Vol 54, No 2, Special Issue: Knowledge Management and Intellectual Capital, February 2003, p. 153.

<sup>37</sup> Marianne J. Koch and Rita Gunther McGrath, "Improving Labour Productivity: Human Resource Management Policies Do Matter", *Strategic Management Journal*, Vol 17, No 5, May 1996, p. 335.

### 3. The Strategic Human Resource Management

Strategic human resource management is a term for the development and the application of the human resource management practices in an integration with the business strategies so as to reach the organizational targets. As a matter of fact, strategic HRM is a conceptual framework that aims at the integration of HR with the strategies of business. Besides, strategic human resource management is concerned with adoption of the strategic approach of the human resource to assure the fact that HR activities should support the adaptation of business strategies with the organizational oriented objectives in a continuous way.<sup>38</sup> Therefore, strategic HRM is the tool that renders the organizations can be successful within the operational context on condition that their qualified and motivated personnel develops a strategy for the maintenance of the organization itself.<sup>39</sup>

Strategies are the sets of the ideas or patterns of decisions that coordinate the activities of the organizations for the inputs aimed to be reached. An organization can have a variety of strategies such as for customer retention, human resources improvement and so forth. Strategic management, by means of which an organization develops its strategies, and which proceeds through strategic planning and the analysis initially and followed by the application of the plans resulting in the assessments of the outcomes is the tangible steps to be taken for the ultimate aims of the firm.<sup>40</sup>

Strategic management is an holistic approach that signals the interdependency between the management in the organization and direction for the business.<sup>41</sup> Strategic management which has evolved from an interdisciplinary framework of knowledge is the product of the strategic thinking which encompasses different thoughts and methods. Strategic thinking is the main route of the organizations for them to be alive in the future by means of analytic technics. From here, it can be referenced that strategic management, strategic and strategic thinking is vitally important for the assessment of the chosen strategy.<sup>42</sup> The strategic HRM is to be in coordination with the business strategic managements. Otherwise, it is impossible to be successful. The strategic HRM consists of the steps mentioned below.<sup>43</sup>

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<sup>38</sup> Michael Armstrong, *Strategic Human Resource Management A Guide to Action*, 4th Edition, Kogan Page Limited Publication, UK, USA, 2008, p. 1.

<sup>39</sup> S. Robert Hernandez and Stephen J. O'Connor, *Strategic Management of Human Resources In Health Services Organizations*, Third Edition, Delmar Centage Learning Publication, USA, 2010, p. 4.

<sup>40</sup> Tim Blumentritt, "Integrating Strategic Management and Budgeting", *Journal of Business Strategy*, Vol 27, Issue 6, 2006, p. 73.

<sup>41</sup> Retha Synman, Cornelius Johannes Kruger, "The Interdependency Between Strategic Management and Strategic Knowledge Management", *Journal of Knowledge Management*, 2004, p. 6.

<sup>42</sup> David Pollard and Sabine Hotho, "Crises, Scenarios and The Strategic Management Process", *Management Decision*, Vol 44, No 6, 2006, p. 726.

<sup>43</sup> Hasan İbicioğlu, *İnsan Kaynakları Yönetimi*, Genişletilmiş ve Gözden Geçirilmiş 3. Baskı, Alter Yayıncılık, Ankara, 2011, p. 18.

**Figure 3. The Sinequanons of Strategic HRM**

**Source:** Hasan İbicioğlu, *İnsan Kaynakları Yönetimi*, Genişletilmiş ve Gözden Geçirilmiş 3. Baskı, Alter Yayıncılık, Ankara, 2011, p. 18.

As seen in Figure 3, the strategic HRM process starts with the determination of the vision and the mission. Without mission and the vision, the business is something like an organization that possess no strategic objective. Secondly, environmental analysis, determination of the weaknesses and the strengths of the organization, fixing the objectives, and implementation of the strategies are of great significance all of which are the operational functions of the strategic HRM. Moreover, the assessment of the results and the process of revision for the compensation of the implementational errors depending upon the targets should be taken into account as well.

Strategic HRM has been one of the influential area in the businesses and the management for the past twenty five years. In order to promote employees to have a high performance and effective human capital management, policy makers of the government focus on this conceptual framework. Fundamentally, the radical transformation of the employee as part of the machine in the industry into the 'asset' of the organizational process', labour was seen as the inevitable parts of the organizations and the planning of human resources started to be done in compatible with the strategic idea of the organizations. <sup>44</sup> The strategic HRM which includes a

<sup>44</sup> Graeme Salaman, John Storey and Jon Billsberry, *Strategic Human Resources Management Theory and Practice A Reader*, Second Edition Sage Publications, London, 2005, p. 1.

formulation as well as the implementation spheres is something like the strategic face of the organizational objectives.<sup>45</sup>

#### 4. Talent Management as The New Vision of HRM

Before starting to give clear ideas about the talent management practices, it is of great significance to have a look at the definition and the dimension of the concept of *talent*.

##### 4.1. The Definition of Talent

It is actually very difficult to define talent. Some of the organizations focus on the talent management programs that includes the organization as a whole while the others regard it as solely one part of their recruitment procedures which is used to manage high top officials or employees in the firm. Besides these paradoxical situations concerning the definition of talent, there is another thing to be considered: That is, there is no need to focus on the importance of talent because of these situations uttered in the following.<sup>46</sup>

- ✓ For decades, there has been a shift from commodity oriented process to the intellectual based economy. Different from the former years, the jobs that require the intellectual skills have been increasing year by year while the numbers of people who carry out those tasks have been decreasing.

- ✓ The decreasing profile of the working population is another issue to be considered that makes the talent unimportant.

- ✓ The generation of the baby boomer is going on the way to be retired. According to the report of the Economist Magazine, nearly half of the managers of the 500 companies in the USA will retire for the next five years and so the requirement for the senior managers will be less than their predecessors.

- ✓ As career paths become so fluid, the employees tend to change their jobs depending upon the positive economic fluctuations. Therefore, for the companies, it is quite difficult to retain the talents and to keep their attentions as well.

However disappointing it is to define, it is inevitable to reveal the fact that talent is important for the policies of the management and the implementations and for the designation of the employee development programs. Etymologically speaking, talent has been defined in this way for thousands of years.<sup>47</sup>

- ✓ The first dictionary definition of talent is used by the Assyrians, Babylonians, Greek, Romans and the other ancient civilizations for the meaning of “denomination of weight.”

- ✓ The talent was used as a monetary unit when the value was attributed to it.

<sup>45</sup> Olive Lundy, Alan G. Cowling, *Strategic Human Resource Management*, Routledge Publication, New York, USA, 1996, p. 4.

<sup>46</sup> “Coping With The Talent Shortage: How GE, Rochester and Other US Firms Have Approached The Recruitment Conondrum”, *Human Resources Management International Digest*, Vol 15, Issue 3, p. 6.

<sup>47</sup> Carole Tansley, “What Do We Mean By The Term Talent in Talent Management?”, *Industrial and Commercial Training*, Vol 43, Issue 5, pp. 266, 267.

- ✓ There are some conceptual differences concerning the meaning of talent. For example, the Greek uses the word talent as 'talent'; the human resource management uses it synonymous with the word 'capital' like the New English Bible.
- ✓ Till the thirteenth century, the word talent is used with the meaning of 'inclination or aptitude'.
- ✓ As for in the fifteenth century, it connotes with the treasure and natural talent given to people.
- ✓ In the seventeenth century, there was not a radical change on the meanings of talent different from the fifteenth century. In the seventeenth century again, talent is regarded as a 'natural or a special ability'.
- ✓ Lastly, in the nineteenth century, talent turned into the embodiment of today's known version and it was regarded as the talent of man.

#### **4.2. Talent Management Implementations in The Organizations**

Since talent management is a new term in the terminology of HRM, it is actually too difficult to make an exact definition. <sup>48</sup>As the sets of the activities and the processes, talent management can be defined as the system based identification of the strategic positions in the organizations which considerably contribute to the organizations' competitive advantage, the emergence of a talent pool of sophisticated leaders to carry out their roles for the assurance of their commitments to the organization itself. <sup>49</sup> According to the definition of talent management, it can be demonstrated that it is a key term for the organizations sustainability of the competitive facet through obtaining staff especially for the strategic positions in the organizations which will enhance the positive transformation of the businesses.

As the new vision of HRM, talent management considered as the Human Capital Management includes the processes such as recruiting, assessing, managing as well as maintaining the most important resources, the human capital. In other words, talent management is a kind of framework of the integrated HR systems which pave the way for making informed decisions in parallel with the individual's strategic objectives to be successful. Talent management strategies consider the humans as the assets of the organizations. <sup>50</sup>

For the sound settlement of the motivational tools in the organizations, <sup>51</sup> talent management like HR includes the processes of recruitment, leading, specific decision making all which overlap the HRM procedures and the entrepreneurial

<sup>48</sup> Julia Christensen Hughes ve Evalina Rog, "Talent Management A Strategy For Improving Employee Recruitment, Retention and Engagement Within Hospitality Organizations", *International Journal of Contemporary Hospitality Management*, Vol 20, No 7, 2008, p. 743.

<sup>49</sup> David G. Colligs ve Kamel Mellahi, "Strategic Talent Management: A Review and Research Agenda", *Human Resource Management Review*, 19, 2009, p. 304.

<sup>50</sup> Preeti Khatri, Shikka Gupta, Kapil Gulati, Santosh Chauhan, "Talent Management in HR", *Journal of Management and Strategy*, Vol 1, No 1, December 2010, pp. 39, 40.

<sup>51</sup> John B. Miner, "Implications of Managerial Talent Projections For Magement Education", *The Academy of Management Review*, Vol 2, No 3, July 1977, p. 412.



ideologies.<sup>52</sup> There are some important rules for the implication of the talent management procedures.<sup>53</sup>

**Rule 1: As there is not always money, just try to invest in a different way for the optimization of the results:** The segmentation of the talents will be of great significance for the employers for the optimization of the results because the works in the organizations do not go as always wanted. Therefore, it can be argued that the segmentation enables the employers to invest their money in an efficient way in spite of the fact that there is not a fixed segmentation strategy of the talents in the organizations.

**Rule 2: Measuring business impact is crucial:** The outcomes shape the business success of the organizations which the companies are in need of measuring the outcomes. Especially, the measurement oriented approach is critically important for guaranteeing the fact that talent management creates a difference in the organizational framework.

**Rule 3: The statistical numbers are pivotal for driving talent decisions:** Statistics in the organizations reveal much thing for recruitments, assessment of the job performance as well as the management of the culture in the organizations. So, directing the talent and the human capital, statistics play a critical role.

**Rule 4. Obtain the staff that can adapt themselves to various changes:** Another thing that firms is to take into account is the fact that they are to lay an emphasis on the change oriented side of the talents. That is to say, for example, during the times of the crises, the organizations need staff that is open to adapt all these processes despite the fact that for many years, the talent searches focus on leadership and communication skills which is not adequate. In addition to the communication and the leadership skills, the talent should open to unexpected changes.

**Rule 5. Make a simplification of the Performance Management and Instead of The Objectives Lay an Emphasis on The Goals:** Concerning the communication with the employees about their objectives goal, centered approach and the performance management are the direct options to be regarded. Additionally, performance management assists in the clarification of the employee's role in the organization while dealing with the employee development for the determination of the organizational achievement. Shortly, effective performance management strategies can shape the organizations positively on the talents.

The institutional side of the organizations has been exposed to radical changes along with the developments in the communication and information. It is quite clear that the ultimate objective of the organizations today is to settle the sustainable competitive advantage by revising institutional strategies and models. From this perspective, it can be mentioned that for the settlement of the competitive advantage,

<sup>52</sup> Robert E. Lewis ve Robert J. Heckman, "Talent Management: A Critical Review", *Human Resource Management Review*, 16, 2006, p. 140; Ravinder Shukla, *Talent Management Process of Developing and Integrating Skilled Workers*, Global India Publications, New Delhi, India, 2009, p. 4.

<sup>53</sup> Khatri, Gupta, Gulati, Chauhan, Ibid, pp. 40, 41.

the organizations should focus on learning strategies so much. <sup>54</sup> To put in another way, for the development of sustainable competitive advantage, the organizations ought to have international human resources management capabilities that have also international strategic perspective. Particularly, in the aftermath of information revolution that goes hand in hand with the global economic system, it is quite important for the organizations to have human resource that produce, follow, and use the technology which will enhance their capability of competitive advantage. <sup>55</sup>

The effective developments in the age of information lay a great impact on the organizations as well. The expanding power of knowledge as the economic asset drives the changes in the organizations as knowledge oriented. They are building and supporting knowledge, in customer, product development, customer service and the human resources management orientations. Even the new jobs have been exposed to transformations, so to say, the names of the jobs have changed based upon knowledge such as knowledge employee, knowledge officer, knowledge developer and so forth. On the organizational basis, knowledge management applications are of great significance which means that the firms are shaped by the knowledge aspects which is incompatible with the perception that the knowledge is the power itself. <sup>56</sup> The use of technology and the knowledge in the organizations entail the development of the human resources who take over the critical positions and who have talent to cope with the organizational challenges as well which will increase the competitive aspect of the firms internationally and enable them to revise their strategic policies. Also, the talent management practices make the organizations decide upon which employees are critical for the organizations and which are not. <sup>57</sup> So, it can be referenced that the talent management is the product of knowledge and technology driven economy. <sup>58</sup> he talent management practices which cannot be isolated from the main paradigms of the information age include the processes stated below. <sup>59</sup>

<sup>54</sup> Aradhana Khandekar ve Anuradha Sharma, "Organizational Learning in Indian Organizations: A Strategic Human Resources Management Perspective", *Journal of Small Business and Enterprise Development*, Vol 12, Issue 2, 2005, p. 211.

<sup>55</sup> Aradhana Khandekar ve Anuradha Sharma, "Managing Human Resources Capabilities For Sustainable Competitive Advantage An Emprical Analysis From Indian Global Organizations", *Education and Training*, Vol 47, No 8/9, 2005, p. 628.

<sup>56</sup> Elias M. Awad, Hassan M Ghaziri, *Knowledge Management*, Pearson Education, India, 2007, p. 17.

<sup>57</sup> William A. Schiemann, *Reinventing Talent Management How To Maximize Performance in The New Marketplace*, Published by John Wiley and Sons Incorporation, New Jersey, USA, 2009, pp. 14, 15; "Talent Management is Bupharm's Prescription For Success: Family Owned Firm Competes Effectively With The Multinationals", *Human Resource Management International Digest*, Vol 18, Issue 1, p. 11.

<sup>58</sup> Dmitry Kucherov and Elena Zavyalova, "HRD Practices and Talent Management In The Companies With The Employer Brand", *European Journal of Training and Development*, Vol 36, No 1, 2012, p. 86; Jason Corsello, "Maximizing Talent Management Through The Cloud: New Technologies Offer Opportunities To Develop Skills and Careers", *Human Resource Management International Digest*, Vol 20, Issue 4, 2012, p. 27.

<sup>59</sup> Richard S Wellings, Audrey B. Smith, Scott Erker, "Nine Best Practicces For Effective Talent Management", *Development Dimensions International*, p. 2. [http://www.ddiworld.com/DDIWORLD/media/white-papers/ninebestpracticcetalentmanagement\\_wp\\_ddi.pdf](http://www.ddiworld.com/DDIWORLD/media/white-papers/ninebestpracticcetalentmanagement_wp_ddi.pdf) (Retrieved 07. 01. 2013); Khanh Pham-Gia, *Talent Management: Recruiting Methodologies-An Overview Scholarly Research Paper*, Grin Verlag Publication, Germany, 2008, p. 7.

- ✓ The determination of the current and future strategies of the organizations.
- ✓ Definition of the talent practices that will bring the organizations to the success.
- ✓ The effective implementations of the talent management in compatible with the strategic objectives of the organizations.
- ✓ Using the correct strategies in the recruitment.
- ✓ Overlapping individual and the organizational objectives, defining the expectations and including the feedback processes.
- ✓ Application of the talent management practices further in every time for the increase of the business performance.
- ✓ Utilizing all the strategies not only for talent management practices but also for the effective use of talent management practices.
- ✓ Assessing the efficiency of the labour force for keeping them updated as always.

### 5. The Changing Requirements of Employee

In the age of information and technology as different from the industrial age, the profile of the employee has been exposed to radical changes. In other words, the requirements of the employee when getting a job are not the same as in the former period, namely, in Industrial Revolution which also pave the way that the management strategies alter depending upon the changes in the profile of the employee. From this point, it can be demonstrated that the talent management strategies overlap with the new peculiarities of the employee called as the knowledge worker who deal with, produce, and utilize knowledge.

In the age of information and technology, the knowledge has some very important consequences not only for productivity but also for the innovation as well. <sup>60</sup> Particularly, with this knowledge centered trend all over the world, a great many people and the organizations have a heavy interest in the project management strategies. At the same time new technological advances such as computer hardware, software systems, and the knowledge worker have become critically important for a great many businesses. <sup>61</sup>

The ability of the organizations to direct its knowledge oriented capabilities has been increasing because of the fact that the performance commenced by the use of the technology causes a competitive advantage. This can be interpreted that knowledge as the power of the modern age drives the performances in the organization. In the organizations again, the technical infrastructure, labour of knowledge, and the sound managerial systems enhance the knowledge driven economic incomes. <sup>62</sup> What's more, the progress in the knowledge oriented economy as well as the globalization effect, in the advances economies the industrial

<sup>60</sup> Giovanni Peri, "Determinants of Knowledge Flows and Their Effect On Innovation", *The Review of Economics and Statistics*, Vol 87, No 2, May 2005, p. 308.

<sup>61</sup> Kathy Schwalbe, *Information Technology Project Management*, Revised 6th Edition, Centage Learning Publication, USA, 2011, p. 2.

<sup>62</sup> Janice E. Carrillo and Cheryl Gaimon, "Managing Knowledge Based Resource Capabilities Under Uncertainty", *Management Science*, Vol 50, No 11, November 2004, p. 1504.

implementations and the resources increase the connectedness of the organizations globally which foster the corporate learning in the world. <sup>63</sup> The increasing significance of the knowledge and the technology both for the organizations and the countries to produce something which possess economic outputs stems in the emergence of knowledge management term which can be defined as “*doing what is needed to get the most out of knowledge resources*” and which can be implemented to various individuals. KM is a kind of strategy that encourages creation, usage, and the transformation of the knowledge for the wellbeing of the organizations. <sup>64</sup>

The radical transformation in the organizations within the embodiment of the knowledge changed the profile of the employees as well. In the academic literature, a new term called as knowledge worker has appeared which is the inevitable result of the knowledge intense organizations. The occurrence of the IT industry where the knowledge worker works and focuses on the high tech industry accelerates the proletarianization of the knowledge oriented professions. <sup>65</sup> The knowledge workers play a key role in the businesses decisions of investment for the creation of the knowledge that is quite strategic for the organizations. The knowledge workers create the knowledge for the sustainability of the firms within the framework of organizational knowledge creation strategy. <sup>66</sup> All these things pave the way that knowledge workers associated with the pens, books, tablet, and computers have been around the world for thousands of years. The new event is their categorizations into the knowledge workers who are computer engineers, historians, sociologists who produce the knowledge. As the emergences in the world are due to the needs, which is the case for the knowledge workers as well owing to the fact that the world has been shaped by the knowledge driven systematic approach and paradigms since the nineteenth century on which the knowledge became a power and still so. <sup>67</sup>

The changing paradigms of the twenty first century bring about changes in every areas ranging from management strategies, employee profile, and the topics in the agenda. Fundamentally, the advances in the information and the communication technologies which is the name given to the paths through which the computers and the other instruments of communication systems are used for the processing of the information <sup>68</sup> changed the management perception of the organizations. Therefore, the first occurrence of the management systems called as personnel management was left and the HRM was accepted. However, the quick changes in the peculiarities of the employee make the talent management practices compulsory for all the firms as talent

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<sup>63</sup> Meric S. Gertler and Tara Vinodrai, “Learning From America? Knowledge Flows and Industrial Practices of German Firms in North America”, *Economic Geography*, Vol 81, No 1, January 2005, p. 31.

<sup>64</sup> Irma Becerra Fernandez and Rajiv Sabherwal, *Knowledge Management Systems and Processes*, M. E. Sharpe Incorporation, USA, 2010 p. 4.

<sup>65</sup> Dariusz Jemielniak, *The New Knowledge Workers, New Horizons in Management*, Edward Elgar Publishing Limited, UK, USA, 2012, p. 1.

<sup>66</sup> Andrew N. K. Chen and Theresa M. Edgington, “Assessing Value in Organizational Knowledge Creation: Considerations For Knowledge Workers”, *MIS Quarterly*, Vol 29, No 2, Special Issue on Information Technologies and Knowledge Management, June 2005, pp. 279, 280.

<sup>67</sup> James W. Cortada, *Rise of The Knowledge Worker*, Butterworth-Heinemann Publication, USA, 1998, p. 3.

<sup>68</sup> Pennie Stoyles, Peter Pentland, and David Demant, *Information Technology*, Smart Apple Media Publication, USA, 2004, p. 4.

management centers on the talent of the employees based upon the changing parameters of the organizations.

### Conclusion

The world has entered a different route in the aftermath of the age of information where the knowledge and the information are of great significance. In this period, the societies are driven by the knowledge which is the main force. The old paradigms of the Industrial Revolution were left. These changes bring shifts in the management strategies adopted by the businesses. As an example, the personnel management which regards the employee as the parts of the machines not as an individual is the first aptitude in the management of the business that include recruitment, leading, motivating processes. This is the approach of the Taylor as well which supports division of labour as well.

Secondly, the human resource management (HRM) gains momentum when it was understood that the employee is an individual or a human in the unit of production. This humanist centered approach leaves a place to the employee as the human, not as the employee. Later on, the HRM practices gained a different dimension which is called as strategic HRM that lays an emphasis on the fact that the human resources implementations should overlap with the strategies of the businesses.

Particularly, following the age of information, talent management practices which require the intellectual employee recruitment to the organizations have become very important. With the advent of the talent management practices, shaping and directing the talents of the high top managers become crucially important. From this point of view, it can be referenced that talent management practices are accepted as the new vision of HRM. The talent management practices overlap with the changing panoramas of the employee because the talent management implementations' objectives are to direct the employees' talents who have intellectual capability for the motivational framework of the organizations. That is, the knowledge driven employees can be best managed with the mission of the talent management applications which aim at shaping the skills of the knowledge workers.

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