

Assignment 2: Portfolio of Three Elements

Resilience, Talent and Technology

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Paper 1: the Overview of Literature on Talent Management in SMEs

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1. Talent Management

With the knowledge economy coming, the gap between supply and demand in talent competition has become the sustainable competitive advantage for strategic human resource management in one organization (Brown and Hesketh, 2004; Pocztowski, Pauli and Miś, 2021). Armstrong (2014) considered talent management (TM) as one part of people resourcing, including meaning, process, development, and management. Although HRM and TM are both the role of transmission mechanisms in the resource-based view (RBV), they are inclusive as well as distinctive from each other (Glaister et al, 2017; Sparrow, Scullion, and Tarique, 2014). HRM needs to consider bundles of practice for every employee, however, TM tends to shape value for differential positions and actors in their companies (Tarique and Schuler, 2014; De Vos and Dries, 2013; Linden and Teece, 2014).

In spite of this, many scholars thought talent management lacked a consistent definition of the theoretical framework and scopes in practices (Al Ariss, Cascio, and Paauwe, 2014). Lewis and Heckman (2006) reviewed the definitions of TM strain in three perspectives: the typical HR practices, talent pool, and specific positions. With deeper understanding of dynamic environment, TM is a dynamic capability which adapts to the emergent environment to improve sustainable resource base (Linden and Teece, 2014; Teece, 2014), talent flows (Bidwell and Mollick, 2015) and employer branding

(Lievens and Slaughter, 2016). However, the growing interest in TM explores this field in conceptual construction, empirical research, theoretical lens, practices, and outcomes (Scullion, Collings, and Caligiuri, 2010; Festing, Schäfer, and Scullion, 2013).

Driven by the fourth industrial revolution, scholarly researches prefer to focus on global talent management (GTM) in multinational enterprises (MNEs) (Farndale, et al., 2014; COLLINGS, 2014), although small and medium enterprises (SMEs) are important for the local economy (Festing, et al., 2017). With increasing complexity of research contexts, scholars began to focus on specific characteristics of different companies including size.

2. Talent management in contexts

Sparrow and Makram (2015) highlighted value process of talent management architecture which used to design and reconstruct HR function in the different contextual researches. Thunnissen and Gallardo-Gallardo focused on TM in specific contexts for a long time. Although many dilemmas in TM practices wait for further exploring to overcome emergent business environment (Thunnissen et al., 2013; Thunnissen and Gallardo-Gallardo, 2017), the broader contexts have impacted discussion of the “best fit” approach in TM (Thunnissen and Gallardo-Gallardo, 2019; Gallardo-Gallardo, 2019; Thunnissen, 2016). The Oxford handbook of talent management (COLLINGS, MELLAHI, and CASCIO, 2017) presented academic progresses in contextual talent management, including global context, emerging economy, multinational enterprises (MNE), public sectors, SMEs, etc. According to

Gallardo-Gallardo et al. (2019) analyzed, global scale, changing economy, the environment in the labor market, and organizational position in society belonged to external contextual factors; And internal context emphasized organizational size, staff composition, returns, etc. Meantime, the understanding of “conceptualization, implementation and effectiveness” (Gallardo-Gallardo et al., 2019) of TM practices needs more attention.

Global contexts as the important external factors tend to impact the talent management in large companies (Krishnan and Scullion, 2017; Collings, 2014). Among a large number of systematic reviews, the one-third papers focused on GTM (McDonnell et al., 2017), however, comparing with that, the consideration on SMEs and public sectors are not enough. Interesting, McDonnell et al. (2017) thought there was almost not papers about TM in public sectors, but Boselie and Thunnissen (2017) illustrated TM in public sectors comprehensively. Indeed, this overview of talent management in public sector constructed theoretical framework associating with the public administration and HRM theory to understand the characteristic of TM in public sector (Boselie and Thunnissen, 2017). In internal contexts, organizational size impacts internal HR practices (Thunnissen, 2016; Ulrich and Allen, 2014).

3. Talent management in SMEs

Comparing with HRM in large companies, Krishnan and Scullion (2017) tried to identify characteristics of TM in SMEs, exploring the dynamic views and organizational size. The basic researches of approach to TM in SMEs continue to pursue

the more formal patterns in their practices (Pauli and Pocztowski, 2019).

Scholarly articles published in the *International Journal of Human Resource Management* discuss TM in SMEs from different countries and complement the gap in this field. Festing et al. (2013) conducted an empirical investigation of TM in German SMEs to explore the key issue of talent shortage. In the same year, Valverde et al. considered the characteristic of TM in Spanish SMEs, including approaches, policies, and practices. Analyzing these academic progresses, Pauli and Pocztowski (2019) were concerned about Polish SMEs in talent definition, approaches to TM, and specific activities, based on limitations in HR practices to explore a broader sense in the specific cases. Even so, the country-context study of TM in SMEs still lacks sufficient academic achievements.

Many researchers suggested that the challenge for talent management in SMEs tended to lack formalized processes in practices, which were difficult to keep a sustainable competitive advantage for SHRM (Scullion and Brewster, 2002; Festing, et al., 2013). Hence, scholarly views, exploring talent attraction and retention in SMEs are increasing recently. Festing et al. (2017) scanned the literature of TM in SMEs, highlighting the particularities in talent attraction and retention. Gallardo-Gallardo et al (2019) contextualized TM research to overcome the challenge of talent attraction, development and retention in SMEs. Pocztowski, Pauli, and Miś (2021) considered HR professionals' function was scarce in many small organizations. So that individuals in their positions often could not identify the specific skills and capabilities this organization needed. In talent management practice and career development, this young field is waiting for

more researches to present diversity of HR in specific SMEs.

Unfortunately, in SMEs, HR is difficult to retain talents for considering link between organizational strategies and personal functions (Pocztowski, Pauli, and Miś, 2021, p. 58). In individual level, talent management in SMEs began to realize the contextual importance of employability for seeking high return on investment in human capital (Nilsson and Ellstrom, 2012).

Conclusion

Overall, talent management in SMEs is a young field in empirical researches and theoretical framework. So, not only in individual level but also TM practices are waiting for further scholarly survey to overcome the dynamic and complex environment.

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Paper 2: the Theoretical Exploration of Talent Management in SMEs

(Word count 996)

This paper aims to understand the theoretical model of talent management in SMEs developed by Pocztowski, Pauli, and Miś (2021). Based on the interpretation of this model, the theoretical exploration will be considered from three perspectives: theoretical frameworks, the role of SMEs, and limitations.

1. theoretical frameworks

Several theories are applied to understand talent management in SMEs of this model. Considering the construction of the theoretical framework, I think it is significant to discuss the following theories to understand the framework of this model.

1.1 from Resource-based view to dynamic capability

This model constructs the process of strategic TM in SMEs which including contexts, owner's mindset, and outcomes (see figure 1). Based on the process of decision-making, RBV is important for theory construction and empirical research of TM in contexts (Sharma, 2021, pp. 58-59). Wernerfelt (1984) explored RBV in the resource and product sides of firms to highlight the new strategy. Considering sustainable competitive advantage (SCA) in SMEs, resources, and capabilities are "valuable, rare, inimitable, and nonsubstitutable" (VRIN) for the strategic formulation of TM (Taylor and Taylor, 2009). Based on this view, human resources has become a potential source of SCA to impact strategic HRM and HR practices (Wright, Dunford, and Snell, 2001). In talent philosophy, human resource architectures in SMEs tend to consider inclusive

views (Meyers et al., 2019). Although there are limitations of RBV in talent management, Sharma (2021) pointed out RBV 2.0 highlighting dynamic capabilities to extend the connotation of RBV in different organizational sizes. Based on this understanding, Pocztowski, Pauli, and Miś's model (2021) also highlighted SMEs' image and organizational size as external and internal factors.

1.2 AMO framework and HRM theory

In the part of talent management practice, the ability, motivation, and opportunity (AMO) framework (Appelbaum, et al., 2000) constructs an excellent understanding for this model to structuralize understanding of TM practices encompassing motivation, development, and appraisal, linking outcomes (Marin-Garcia and Tomas, 2016). Collings and Mellahi (2009) emphasized employee motivation mediated the relationship between talent management and organizational performance. Based on the AMO framework, HR identifies talent in organizational contexts to build the relationship between employee behavior and high-performance work systems (HPWS) (Do and Shipton, 2019). As Boxall et al. (2011) said, the "black box" HRM focused on business goals, mediators, and outcomes. Interestingly, the model from Pocztowski et al. also reconsidered the factors of "internal fit" which was important based on HRM theory.

In addition, Pocztowski, Pauli, and Miś (2021) pointed out contextual factors are useful for SMEs to improve the optimization of human capital. Although in the labor market, human capital theory prefers to apply in the economics of education, this model is concern about optimizing the efficiency of identifying and choosing human capital

(Hartog, et al., 2007).

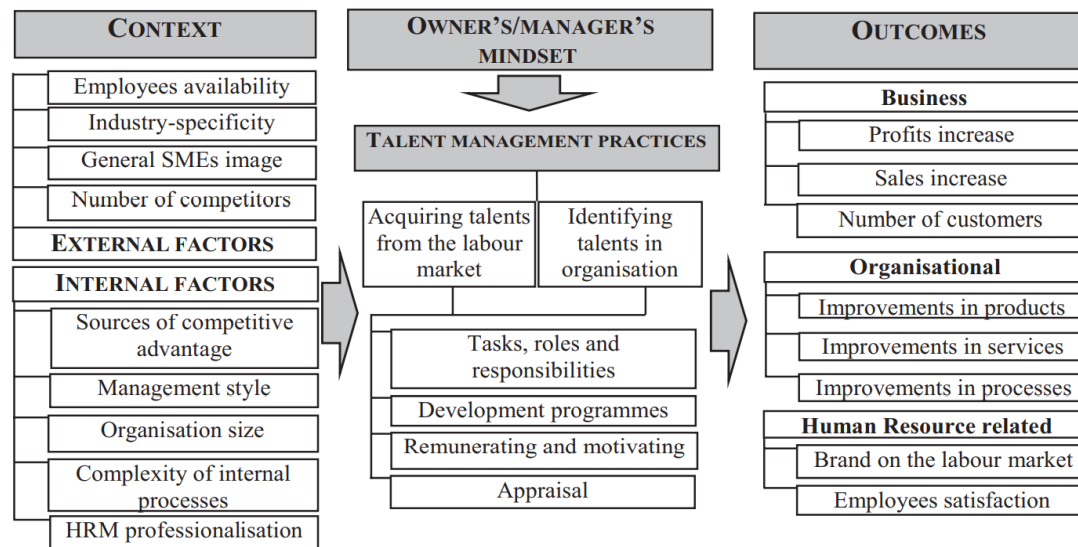


Figure 1: theoretical model of talent management in small and medium enterprises

(Pocztowski, Pauli, and Miś, 2021, p. 34)

2. the Role of SMEs in the Model

2.1 the Characteristics of SMEs

In this model, SMEs as the contextual factors impact the process of TM practices and outcomes. Crovini (2019) in his book analyzed the characteristics of SMEs, illustrating the dynamic capabilities in emerging markets and managing by owners. Based on these features, this model combines owner mindset and TM practices to consider talent identification, development, motivation, and appraisal. On the other hand, SMEs are important for turbulent economics (PSYCHOGIOS and PROUSKA, 2019, p. 3). Hence, the talent management in these companies has to overcome limited resources, less formal HR practices, and emerging environments (Psychogios, et al., 2016).

2.2 the core TM practices in SMEs

Due to characteristics of SMEs, dynamics in external systems and complexity in internal processes are the core challenge for TM practices, which impact talent definition and retention (Trost, 2014). North and Varvakis (2016) pointed out the model of “dynamic SMEs” to compete in turbulent environments. In TM practices, the main issues are lacking talent attraction, social resources, and capabilities (Liu 2013). Therefore, the leadership in SMEs should focus on identifying the needs of talent and formulating business goals (da Silva Candido and da Silva, 2016). In the labor market, employee branding suggests the differentiation and uniqueness of organizational characteristics as an employer to attract and retain talents (Lievens and Slaughter, 2016). For SMEs, it is not easy to compete with similar companies by their “organizational image”. However, Pocztowski et al. (2021) highlighted the SMEs' image and branding in the labor market to consider the relationship between context and outcomes.

2.3 the competitive advantage for SMEs

Although most researches exploring competitive advantage for SMEs focus on integrality in a dynamic and turbulent environment, the importance of talent management as a part of organizational strategy is increasing (Festing, et al., 2013). In this model, we can find the comprehensive HR practices that have applied to the context of SMEs to overcome the dilemmas in limited organizational information, HRM professionalization, familiar talent pool (Williamson et al., 2002; Storey et al., 2010; Farndale et al., 2014). Krishnan and Scullion (2017) pointed out the dynamic view of TM in SMEs, which emphasized employee selection. Hence, this core competitive advantage for TM in SMEs comes back the issues that which characteristics of talent

are necessary for those companies? Based on dynamic SMEs, accurate identification of talent will construct the competitive advantage in TM practices (Gallardo-Gallardo et al., 2013).

3. Limitation and Tendency

Indeed, talent management in SMEs is contextual research expanding the connotation of TM. Thus, it is inevitable to combine the current academic basis and contextual features. Although comprehensive factors and formal TM practices are developed in the model (Pocztowski, Pauli, and Miś, 2021), it still needs to specify methods, tools, and skills. As Krishnan and Scullion (2017) suggested, comparing with large companies, the talent management in SMEs should tend to consider talent demands for organizational characteristics. Although many empirical types of research in nation-contexts have been published (Valverde, et al., 2013; Pauli and Pocztowski, 2019), more general and specific theoretical frameworks or models are still expected in the future.

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Paper 3: the Nation-contextual Researches of Talent Management in SMEs

(Word count 944)

Talent management in contexts has become the important trend for the field of human resource. With the development of study on GTM, the empirical researches for TM tend to focus on national contexts, highlighting different approaches and practices (Al Ariss, 2014). This paper aims to consider nation-contextual differences of TM in SMEs.

1. Talent management in nation-contexts

According to data from 700 SMEs in Germany, Festing et al. (2013) identified the strategy of TM in three clusters for talent managers: engaged, reactive and retention-based. In the German business system, these TM approaches for SMEs are very useful to cope with local legislation and long-term pursuit of human capital (Festing, et al. 2012). Based on characteristics of the German economic and labor market, this empirical research illustrated that the inclusive TM approaches are more appropriate for those small organizations (Schuler et al., 2011) to deal with issues of talent shortage (Ward, 2011; Festing, 2007). Talent management in Spanish SMEs is a new field comparing with Germany. So, the core issues of talent management still focus on the concept of talent and primary consideration for HRM (Valverde, et al., 2013). Also, the Spanish approaches in HR practices identified unclear three clusters, highlighting the organizational culture particularly (Lasierra, 2012).

Based on massive data collection in polish SMEs, Pauli and Poczowski (2019) also tried to conduct the cluster analysis for a wider theoretical model. The researches of

TM in Poland emphasize dynamics in HRM and the labor market to understand the role of high performers in business outcomes (Miś, 2011). Although it is difficult to explore a common approach for every SME, the broader levels are applied to identify personal characteristics, obtaining higher performance and competitive advantage (Sheehan, 2014; HARNEY and ALKHALAF, 2021).

Cluster analysis improves the exploration of broader meanings for the HR approach in SMEs (Sokołowski and Czaja, 2014). Also, it limits the creation of specific methods in their empirical researches. In national contexts, more details in theories and practices should be considered based on the integration between key issues from country-environment and TM practices effectively in the future (Krishnan and Scullion, 2017).

2. Talent management in Chinese SMEs

In the growing Asian market, talent management in SMEs is “under reconstruction”, meaning that it is experiencing reformation in the emerging environment (Cooke et al., 2011). China is the largest economic entity in Asia with developing rapidly. And this part highlights TM in Chinese SMEs.

Talent management in China emphasizes the historical factor of human resources in contexts (Chen et al., 2016). With the changes in economic mechanism, politics, and culture, TM and the labor market in China experience three-stage (Warner, 2014) to open doors and create distinctive management models based on organizational culture (Wang, 2014; Cooke et al., 2019). Many pieces of evidence show that TM practices in China adapted from the western world (Sheldon and Sanders, 2016; Liang et al., 2012).

For SMEs, the understanding of the institutional contexts of China is very important to avoid bias from common models (Elfstrom and Kuruvilla, 2014). SMEs in modern China often cannot perceive characteristics of local economics, politics, and culture due to as the insiders for a long-time (SPENCE and PAINTER-MORLAND, 2011). Hence, the TM combining Chinese characteristics with western-style is the competitive advantage for SMEs in practices and labor relations (Cooke et al., 2018; Edwards and Rees, 2017).

Comparing with those SMEs in Europe, scholars studying the Chinese context tend to focus on institutional theory and fit theory (Xian et al. 2017). Guanxi is the important approach to construct a talent network in China, especially for SMEs. Relationship construction and organizational culture impact talent attraction and retention (North and Varvakis, 2016; Xian et al. 2017). Most SMEs in China encourage employees to participate in decision-making and shared responsibility to improve high performance (Zheng et al., 2009). In a sense of belonging, Chinese culture assists to construct the path of internal communication (Rowley and Benson, 2003). So, the main problems in performance mechanism are the limitation of employee initiative (Bjorkman and Fan, 2002). SMEs in Chinese are modernizing themselves to make talent management more formal and international in the next stage (Psychogios and Prouska, 2019).

3. Challenge for nation-contextual research

Facing the crisis from the COVID-19 pandemic, SMEs are more vulnerable to overcoming dilemmas in employees' wellbeing and retention (COLLINGS, et al., 2021).

The uncertain tension in different national contexts produces more paradoxes in the process of researches (Phan and Wood, 2020). So, the broader practices and transformation in talent management are reflected to understand the emerging crisis in SMEs according to different national conditions (Farndale et al., 2020). In resilience views, SMEs can survive by their adaptability and flexibility (Price et al., 2013). When scholars focus on dynamic capability in those organizations from different country-context, what is the boundary of the dynamics in talent management? Although there is some literature focusing on the models of dynamic capabilities in SMEs, the definition of talent management in this part is still scarce and ambiguous (Kurtz and Varvakis, 2016). On the other hand, Moore (2021) considered the national culture as the “integrating agent” in human resources based on massive literature in anthropology. Indeed, many empirical researchers cannot conduct enough fieldwork to understand the culture in national contexts (Festing, et al., 2013; VALVERDE, et al., 2013). Hence, it is not easy for an outsider to understand the organizational culture in nation contexts especially impacting by the pandemic.

Conclusion

The three papers focus on talent management in SMEs to understand research progress, theoretical models, and empirical researches in national contexts. This young field still needs more empirical researches exploring TM practices in different contexts to construct specific HR tools and approaches.

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