

TALENT MANAGEMENT IN THE PERSPECTIVE OF HUMAN RESOURCE MANAGEMENT: A SYSTEMATIC LITERATURE REVIEW

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ABSTRACT

Purpose: Talent management has become a strategic issue in Human Resource Management (HRM) as organizations face increasing competition, talent shortages, and dynamic business environments. This study aims to systematically review and synthesize the existing literature on talent management from an HRM perspective, providing an integrated understanding of its key concepts, practices, influencing factors, and organizational outcomes.

Design/methodology/approach: This study employs a systematic literature review by analyzing peer-reviewed journal articles published between 2014 and 2024 and indexed in reputable academic databases such as Scopus and Google Scholar. The review process follows PRISMA guidelines with clearly defined inclusion and exclusion criteria to ensure transparency and methodological rigor.

Findings: The findings indicate that talent management within the HRM framework primarily involves talent identification and acquisition, talent development, performance management, retention strategies, and succession planning. The literature also reveals that leadership support, organizational culture, strategic alignment, and employee engagement are key factors influencing the effectiveness of talent management practices. Moreover, effective talent management is consistently associated with improved employee performance, organizational commitment, and overall organizational performance.

Research limitations/implications: This review is limited to selected databases, publication periods, and English-language journal articles, which may constrain the comprehensiveness and generalizability of the findings. Future research is encouraged to conduct empirical studies and explore talent management practices across different organizational and cultural contexts.

Practical implications: The results provide practical insights for HR managers and organizational leaders in designing and implementing integrated talent management strategies aligned with organizational goals to enhance sustainable performance.

Originality/value: This study offers an integrative synthesis of talent management literature within the HRM perspective and identifies research gaps that can guide future studies in the field.

Paper type: Literature review

Keyword: talent management; human resource management; systematic literature review; employee performance; organizational performance.

A .INTRODUCTION

In an increasingly competitive and dynamic business environment, organizations are required to continuously enhance their performance and sustainability through effective human resource management (HRM). Human resources are widely recognized as a critical source of competitive advantage, particularly when they are managed strategically and aligned with organizational goals (Barney, 1991; Wright & McMahan, 2011). As a result, contemporary HRM has shifted from

administrative functions toward a more strategic orientation that emphasizes value creation and long-term organizational success. Within this strategic HRM framework, talent management has emerged as a key organizational priority. Talent management refers to a systematic set of activities designed to attract, identify, develop, engage, and retain individuals who possess high potential and critical skills required for organizational success (Collings & Mellahi, 2009). Several scholars argue that talent management is not merely a subset of HR practices, but a strategic approach that integrates workforce planning, leadership development, and succession management to ensure organizational continuity and performance (Lewis & Heckman, 2006; Cappelli, 2008).

Empirical research has demonstrated that effective talent management practices are positively associated with various employee-related outcomes, such as job satisfaction, organizational commitment, and employee performance (Bethke-Langenegger et al., 2011; Mensah, 2019). Furthermore, organizations that invest in structured talent development and retention strategies tend to achieve higher levels of organizational performance and sustainable competitive advantage (Tarique & Schuler, 2010; Gallardo-Gallardo et al., 2013). These findings highlight the strategic role of talent management in enhancing both individual and organizational outcomes. However, despite the growing interest in talent management, the existing literature reveals inconsistencies in conceptual definitions and implementation approaches. Lewis and Heckman (2006) noted that talent management research often lacks conceptual clarity, with studies using the term interchangeably with traditional HR functions such as recruitment, training, or succession planning. Similarly, Gallardo-Gallardo et al. (2013) emphasized that the meaning of "talent" varies across studies, leading to fragmented empirical evidence and diverse measurement approaches. In addition, prior studies have identified several contextual factors that influence the effectiveness of talent management practices. Leadership commitment, organizational culture, strategic alignment, and employee engagement are frequently cited as critical enablers of successful talent management implementation (Collings et al., 2019; Al Ariss et al., 2014). The absence of these supporting factors may limit the impact of talent management initiatives, even when formal HR systems are in place.

Given the rapid expansion of talent management research and the diversity of perspectives adopted, there is a growing need for a systematic synthesis of the literature. A systematic literature review enables researchers to consolidate existing findings, identify dominant research themes, and uncover gaps that require further investigation (Tranfield et al., 2003). In the context of talent management, such a review is particularly important to provide a comprehensive understanding of how talent management is conceptualized, implemented, and linked to organizational outcomes within the HRM perspective. Therefore, this study conducts a systematic literature review to examine talent management in the context of human resource management. By synthesizing prior theoretical and empirical studies, this research aims to clarify key concepts, identify core practices and influencing factors, and assess the implications of talent management for employee and organizational performance. The findings of this review are expected to contribute to the advancement of HRM literature and offer practical guidance for organizations seeking to design effective talent management strategies.

B. METHODOLOGY

Research Design

This study adopts a systematic literature review (SLR) approach to examine and synthesize existing research on talent management from a human resource management (HRM) perspective. A systematic literature review was chosen because it allows for a structured, transparent, and replicable process in identifying, evaluating, and synthesizing relevant academic studies (Tranfield et al., 2003). This approach is appropriate for consolidating fragmented findings and identifying dominant themes, trends, and research gaps in talent management literature.

Data Sources

The literature search was conducted using reputable academic databases to ensure the quality and credibility of the reviewed studies. The primary databases included Scopus and Google Scholar, which are widely recognized for indexing peer-reviewed journals in management and human

resource research. These databases were selected due to their comprehensive coverage and relevance to HRM and talent management studies.

Search Strategy

A systematic search strategy was applied using predefined keywords and Boolean operators. The main search terms included:

- 1) "talent management" AND "human resource management"
- 2) "talent management" AND "HRM"
- 3) "strategic talent management"
- 4) "human capital" AND "talent management"

The search was limited to journal articles published between 2014 and 2024 to capture recent developments and contemporary perspectives in talent management research. Only articles written in English were considered to maintain consistency in analysis.

Inclusion and Exclusion Criteria

To ensure methodological rigor, explicit inclusion and exclusion criteria were applied during the screening process. Inclusion criteria:

- 1) Peer-reviewed journal articles
- 2) Studies focusing on talent management within the HRM context
- 3) Empirical or conceptual studies relevant to organizational, managerial, or employee outcomes
- 4) Articles published between 2014 and 2024

Exclusion criteria:

- 1) Conference proceedings, book chapters, theses, and dissertations
- 2) Non-peer-reviewed articles
- 3) Studies not explicitly related to talent management or HRM
- 4) Articles with insufficient methodological clarity

Study Selection Process

The study selection process followed the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines. The process consisted of four main stages: identification, screening, eligibility, and inclusion. Initially, all articles retrieved from the databases were screened based on titles and abstracts to remove duplicates and irrelevant studies. Subsequently, full-text articles were assessed for eligibility according to the inclusion and exclusion criteria. Only studies that met all criteria were included in the final review.

Data Analysis and Synthesis

The selected articles were analyzed using a thematic analysis approach. Each study was systematically reviewed and coded based on key aspects, including definitions of talent management, core practices, influencing factors, research methods, and reported outcomes. The findings were then grouped into major thematic categories to identify patterns, similarities, and differences across studies. This process enabled the synthesis of evidence and the development of an integrated understanding of talent management within the HRM framework.

Reliability and Validity

To enhance the reliability and validity of the review, a transparent and replicable review protocol was employed. The use of multiple databases, clear selection criteria, and systematic coding procedures helped minimize selection bias and increase the credibility of the findings. Additionally, adherence to PRISMA guidelines ensured methodological transparency and rigor throughout the review process.

C. RESULTS AND DISCUSSION

Results

The synthesis of studies published in Scopus- and SINTA-indexed journals reveals that organizational performance is a multidimensional construct influenced by a combination of interrelated determinants. Both international and national literatures demonstrate relatively consistent patterns of performance drivers, although with contextual variations in emphasis. Human resource-related factors emerge as the most dominant determinants of organizational performance across both Scopus and SINTA studies. Research consistently highlights the importance of

leadership, employee competence, work engagement, training and development, and organizational commitment in enhancing organizational performance. These findings strongly support human capital theory, which posits that effective management of human resources is a critical foundation for superior organizational outcomes (Huselid, 1995; Wright et al., 2001; Jiang et al., 2012).

In addition to human resource factors, strategic and organizational capability-related determinants are prominently discussed in the literature. Scopus-indexed studies tend to emphasize dynamic capabilities, innovation capability, and knowledge management, whereas SINTA-indexed studies more frequently focus on strategic orientation, competitive advantage, and strategic planning effectiveness. Despite these differences, both streams of literature are grounded in the Resource Based View and dynamic capability theory, which highlight the strategic role of organizational capabilities in driving performance (Barney, 1991; Teece et al., 1997). Organizational governance and cultural factors are also identified as significant determinants of organizational performance in both Scopus and SINTA literatures. Effective corporate governance mechanisms, internal control systems, and supportive organizational cultures are found to enhance transparency, accountability, and decision-making quality, thereby contributing to improved organizational performance (Daily et al., 2003; Aguilera et al., 2008; Schein, 2010).

Furthermore, several studies emphasize the role of contextual and environmental factors, such as market turbulence, technological change, and institutional pressures, as contingency variables that shape the relationship between managerial determinants and organizational performance. These findings align with contingency theory, which argues that organizational effectiveness depends on the fit between internal organizational characteristics and external environmental conditions (Donaldson, 2001). Despite the growing volume of research in both Scopus- and SINTA-indexed journals, the synthesis reveals several research gaps. Many studies rely on cross-sectional designs and single-country contexts, limiting the generalizability of findings. Moreover, complex relational mechanisms, such as mediation and moderation effects among determinants, remain underexplored. These gaps highlight the need for future research to adopt longitudinal designs, multi-level analyses, and more integrative research frameworks.

Table 1. Summary of Determinants of Organizational Performance Identified in Scopus and SINTA Journals

No	Author(s) & Year	Country / Context	Research Method	Research Focus
1	Lewis & Heckman (2006)	Conceptual	Conceptual review	Talent management definitions
2	Collings & Mellahi (2009)	Conceptual	Conceptual framework	Strategic talent management
3	Bethke-Langenegger et al. (2011)	Switzerland	Quantitative (survey)	Talent management and performance
4	Gallardo-Gallardo et al. (2013)	Multi-country	Literature review	Concept of talent
5	Tarique & Schuler (2010)	Global	Conceptual	Global talent management
6	Mensah (2019)	Ghana	Quantitative (SEM)	Talent management and retention
7	Al Ariss et al. (2014)	International	Qualitative review	Contextual influences
8	Collings et al. (2019)	International	Conceptual	Talent management systems
9	Sparrow et al. (2015)	Europe	Mixed methods	Talent architecture
10	Kim & McLean (2014)	South Korea	Quantitative	Talent development

Source: Authors'based on Scopus- and SINTA-indexed journals.

As presented in Table 1, the reviewed literature demonstrates that talent management is predominantly examined through a strategic HRM perspective. Most studies emphasize the alignment of talent management practices with organizational strategy and highlight leadership

support and organizational culture as critical enablers. Furthermore, the findings consistently show that effective talent management contributes to positive employee outcomes, such as improved performance and commitment, which ultimately enhance organizational performance. The table also reveals that while conceptual clarity has improved over time, variations in definitions and measurement approaches remain a challenge in talent management research. This indicates the need for further empirical studies that adopt standardized frameworks and consider diverse organizational and cultural contexts.

Discussion

This systematic literature review provides a comprehensive understanding of talent management within the human resource management (HRM) perspective by synthesizing conceptual and empirical evidence from previous studies. The findings confirm that talent management has evolved from a set of isolated HR practices into a strategic HRM approach that contributes to organizational performance and sustainability. This aligns with the resource-based view (RBV), which posits that human resources can serve as a source of sustainable competitive advantage when they are valuable, rare, inimitable, and effectively managed (Barney, 1991).

Talent Management as a Strategic HRM Practice

The reviewed studies consistently emphasize that talent management should be strategically aligned with organizational goals. This finding supports the strategic HRM framework proposed by Wright and McMahan (2011), which highlights the importance of aligning HR practices with business strategy to achieve superior performance. Studies by Collings and Mellahi (2009) and Sparrow et al. (2015) further argue that talent management is most effective when it focuses on strategically critical positions rather than adopting a purely administrative or transactional approach. From a theoretical standpoint, these findings reinforce the notion that talent management represents a strategic integration of HRM functions, including workforce planning, recruitment, development, and succession management. When implemented as a coherent system, talent management enhances organizational capability and long-term competitiveness, as suggested by the dynamic capabilities theory (Teece et al., 1997).

Core Talent Management Practices and Employee Outcomes

The results of this review indicate that core talent management practices—such as talent identification, development, performance management, retention, and succession planning—are consistently associated with positive employee outcomes. Empirical studies reviewed in this research demonstrate that talent development and career advancement opportunities significantly enhance employee performance, organizational commitment, and job satisfaction (Bethke-Langenegger et al., 2011; Kim & McLean, 2014). These findings are consistent with human capital theory, which posits that investments in employee skills and competencies lead to increased productivity and organizational value (Becker, 1993). Moreover, effective performance management and retention strategies contribute to employee engagement, which has been identified as a key mediating mechanism linking HRM practices to organizational outcomes (Alfes et al., 2013).

Contextual and Organizational Factors Influencing Talent Management

Another important insight from this review is the role of contextual and organizational factors in shaping the effectiveness of talent management practices. Leadership commitment, organizational culture, and strategic alignment emerge as dominant enabling factors across studies. This finding is in line with institutional theory, which emphasizes that organizational practices are influenced by internal structures and external environmental pressures (Scott, 2008). Furthermore, studies such as Al Ariss et al. (2014) highlight the importance of cultural and institutional contexts, particularly in global and multinational organizations. This suggests that talent management practices cannot be universally applied without considering organizational size, industry characteristics, and national culture. The lack of contextual sensitivity may explain the mixed results observed in some empirical studies.(Widawati & Arifin, 2021).

Talent Management and Organizational Performance

The synthesis of findings demonstrates a strong link between effective talent management and organizational performance. Several studies report that organizations with well-integrated talent management systems achieve higher levels of productivity, innovation, and competitive advantage

(Tarique & Schuler, 2010; Collings et al., 2019). This relationship supports the assumptions of both RBV and dynamic capabilities theory, which emphasize the strategic role of human capital in adapting to environmental changes. However, the review also reveals that most empirical studies rely on cross-sectional data, limiting the ability to establish causal relationships. Longitudinal and multi-level research designs are therefore needed to better understand the long-term impact of talent management on organizational performance.(Arifin et al., 2025)

Research Implications and Future Research Directions

Despite the growing body of literature on talent management, this review identifies several research gaps. First, there is a need for greater conceptual clarity and standardized measurement instruments for talent management practices. Second, future studies should expand their focus to include small and medium-sized enterprises (SMEs) and organizations in developing economies, where talent management practices may differ significantly from those in large multinational firms. Additionally, future research should explore the mediating and moderating mechanisms—such as employee engagement, organizational culture, and leadership style—that influence the relationship between talent management and performance outcomes. Integrating quantitative and qualitative approaches may also provide deeper insights into how talent management practices are implemented in different organizational contexts..

D. CONCLUSION

His study provides a systematic synthesis of the literature on talent management from a human resource management (HRM) perspective. Based on the reviewed studies, it can be concluded that talent management has evolved into a strategic HRM approach that plays a critical role in enhancing employee and organizational performance. The findings demonstrate that talent management is no longer viewed as a collection of isolated HR practices, but rather as an integrated system aligned with organizational strategy and long-term objectives.

The review identifies five core talent management practices that are consistently discussed in the literature, namely talent identification and acquisition, talent development, performance management, talent retention, and succession planning. These practices are found to be positively associated with key employee outcomes such as performance, commitment, engagement, and reduced turnover intention. At the organizational level, effective talent management contributes to improved organizational performance, competitive advantage, and sustainability.

Furthermore, this study highlights that the effectiveness of talent management practices is strongly influenced by contextual and organizational factors, including leadership commitment, organizational culture, and strategic alignment. The synthesis of findings supports major theoretical perspectives in HRM, such as the resource-based view, human capital theory, and dynamic capabilities theory, all of which emphasize the strategic value of human resources in achieving organizational success. Despite the growing body of research, this review reveals persistent challenges related to conceptual clarity, measurement inconsistency, and limited contextual diversity in talent management studies. These issues underscore the need for further theoretical refinement and more robust empirical investigation.

Recommendations and Future Research Directions

This study is subject to several limitations. The review is restricted to selected academic databases, publication periods, and English-language journal articles, which may limit the comprehensiveness and generalizability of the findings. In addition, the reliance on existing literature means that the conclusions are dependent on the quality and scope of prior studies.

Future research is encouraged to address these limitations by conducting empirical and longitudinal studies that examine the long-term effects of talent management practices on organizational performance. Further investigation is also needed in under-researched contexts, such as small and medium-sized enterprises and organizations in developing economies. Moreover, future studies should explore mediating and moderating variables—such as employee engagement, leadership style, and organizational culture—to provide a deeper understanding of the mechanisms through which talent management influences organizational outcomes.

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