

A Systematic Literature Review of Organizational Performance through Talent Management Strategis

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ABSTRACT

This research aims to deeply and thoroughly analyze various talent management strategies that have been proposed and implemented in the related literature. The research method used is Systematic Literature Review (SLR) by following the PRISMA stages to collect, review, and synthesize key findings related to optimizing organizational performance through talent management strategies over the past five years (2018-2023). This research will focus on identifying strategies that have proven successful in creating a work environment that supports the development and optimal utilization of employee potential. By involving concepts such as recruitment, employee development, retention, and overall talent management, this research aims to provide a holistic view of how organizations can integrate talent management strategies to achieve optimal performance goals. The results of this study are expected to provide valuable insights for business practitioners, HR managers, and researchers in the development and implementation of effective talent management strategies. In addition, this research can serve as a foundation for the development of conceptual models that can be adapted by organizations in the face of changing market dynamics and competition.

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1. INTRODUCTION

Excellent human resources are an important asset for any organization. A good talent management strategy focuses not only on recruiting talented people, but also on developing and retaining employees who have great potential [1]. Over the past two decades talent management has become a topic of significant debate in the academic literature and a central element in managerial discourse and organizational practice [2]. Special editions

have been made available in various journals on the topic of Talent Management in Europe [3], Asia-Pacific [4] and Global Talent Management (GTM) [5]. Its growing significance appears to be based on the assumption that superior talent management is a key component of competitive advantage. This, coupled with changing global demographics that have led to talent availability issues, has been a major driver of interest in talent management [6].

Talent management has become an increasing focus of attention in today's business environment. In the face of a competitive and dynamic marketplace, companies need to understand that their long-term success depends largely on their ability to attract, develop and retain talented individuals [7]. In a constantly changing business environment, driven by technological developments, globalization, and economic dynamics, demands rapid response and adaptation from companies. In this context, companies need to have an effective talent management strategy to anticipate and respond to these changes [8].

Through the Systematic Literature Review (SLR) method, this study aims to provide a comprehensive understanding of the various talent management strategies that have been exemplified and suggested by researchers, practitioners, and academics in the scientific literature. Rapid developments in technology, market dynamics, and changes in workforce preferences require constant updates to effective talent management practices.

The importance of this research lies in its ability to provide a holistic and up-to-date view of trends in successful talent management strategies. By understanding key elements such as recruitment, employee development, and retention, organizations can better prepare themselves in creating and maintaining a work environment that supports the growth and utilization of employee potential.

2. LITERATURE REVIEW

Talent management is an activity and process that involves the systematic identification of key positions that differentially contribute to an organization's sustainable competitive advantage, the development of a "talent pool" of high potential and high performers to fill these roles, and the development of differentiated human resources to facilitate the filling of these positions with competent focal points and ensure their continued attachment to the organization [9].

Talent management covers all employees in the organization, with different levels of knowledge and skills. The use of the term "talent management" has several advantages, namely, first, this term describes employees as vital assets to the organization, not just as resources or capital; Second, this concept is more in line with global trends in the utilization of contingent labor; Third, talent management clarifies the role of managers in identifying, developing, and utilizing valuable employees [1].

According to [10] there are four viewpoints regarding the concept of Talent Management. The first viewpoint suggests that Talent Management is the traditional practices of human resource management, i.e. just an update of the old nomenclature to market human resource management. This is argued on the basis that Talent Management includes the processes of attracting and training individuals; evaluating their performance; managing their career paths; and retaining them. The second viewpoint asserts that Talent Management includes a focus on a group of individuals with exceptional talents and skills, and organizations seek to capitalize on their knowledge and skills by employing them in key job positions. The third viewpoint suggests that Talent Management extends beyond organizational boundaries through the search and exploration of talent from outside the organization along with the talent available within the organization. The fourth viewpoint emphasizes that Talent Management encompasses all the activities necessary to identify critical jobs that contribute to the improvement of the organization's work performance through the provision and development of the talent needed to fill those jobs.

3. METHODS

The methodology in this research utilizes a Systematic Literature Review (SLR). This methodology has been used in previous talent management research reviews [9], [2], [4], [8], [11], [7]. SLR is considered a multi-functional approach, adopted in recent

studies published in high-quality scientific journals [12]. This systematic literature review was organized based on the Preferred Reporting Items for Systematic Review and Meta-Analysis (PRISMA). A literature review consists of planning, guidelines, and reporting results. In this study, the literature review was conducted in three basic phases. The first step was to establish the objectives and timeline of the review. The second step was to search and analyze the many articles found, and the final step was to thoroughly analyze the research results. Results were generated and presented in writing.

The data collection method of this literature review uses Publish or Persih (PoP) by selecting international journals in Scopus during 2018 to 2023 with the keywords "Performance through Strategy Talent Management*", "Strategy of talent management*", "talent management*" and 135 international journals were found. The literature in the Scopus database can be useful for research on talent management.

Through a systematic review of the literature, found through a predetermined literature search strategy, a researcher can make appropriate conclusions and produce generalizable research. To complete the

systematic review, the research was conducted in two stages [13], as discussed below.

Stage I

According to [14] the first step in a systematic literature review is to identify the purpose of the review derived from the research question. Thus, this study aims to identify talent management strategies that are mostly used in companies in the world. [15] suggested that a researcher should use at least two databases in a systematic review. Two databases, Scopus and Google Scholar, were selected for the literature search in this study. In addition, the Internet was also used to search for information on the topic. When searching the literature through the databases, the same search phrases were used. The search phrases used were as follows: "Performance through Strategy Talent Management*", "Strategy of talent management*", "talent management*". Each phrase was used independently across the database. Using the above search phrases, 135 articles were identified. The following inclusion and exclusion criteria, as shown in Table 1, were applied to select articles for the literature review.

Table 1. Inclusion and Exclusion Criteria

Inclusion Criteria:	
1	All articles must be scientific in nature
2	Author is an expert in the field
3	Articles must be published between 2018 and 2023
4	Articles are in English
5	Relevance to the topic studied
6	Only full articles
Exclusion Criteria:	
1	Non-expert website articles
2	Articles published before 2018
3	Non-scientific articles
4	Not relevant to the topic

Phase II

Phase II involved refining the articles in preparation for systematic observation. The

above strategy from search results to inclusion and exclusion criteria is presented in Figure 1.

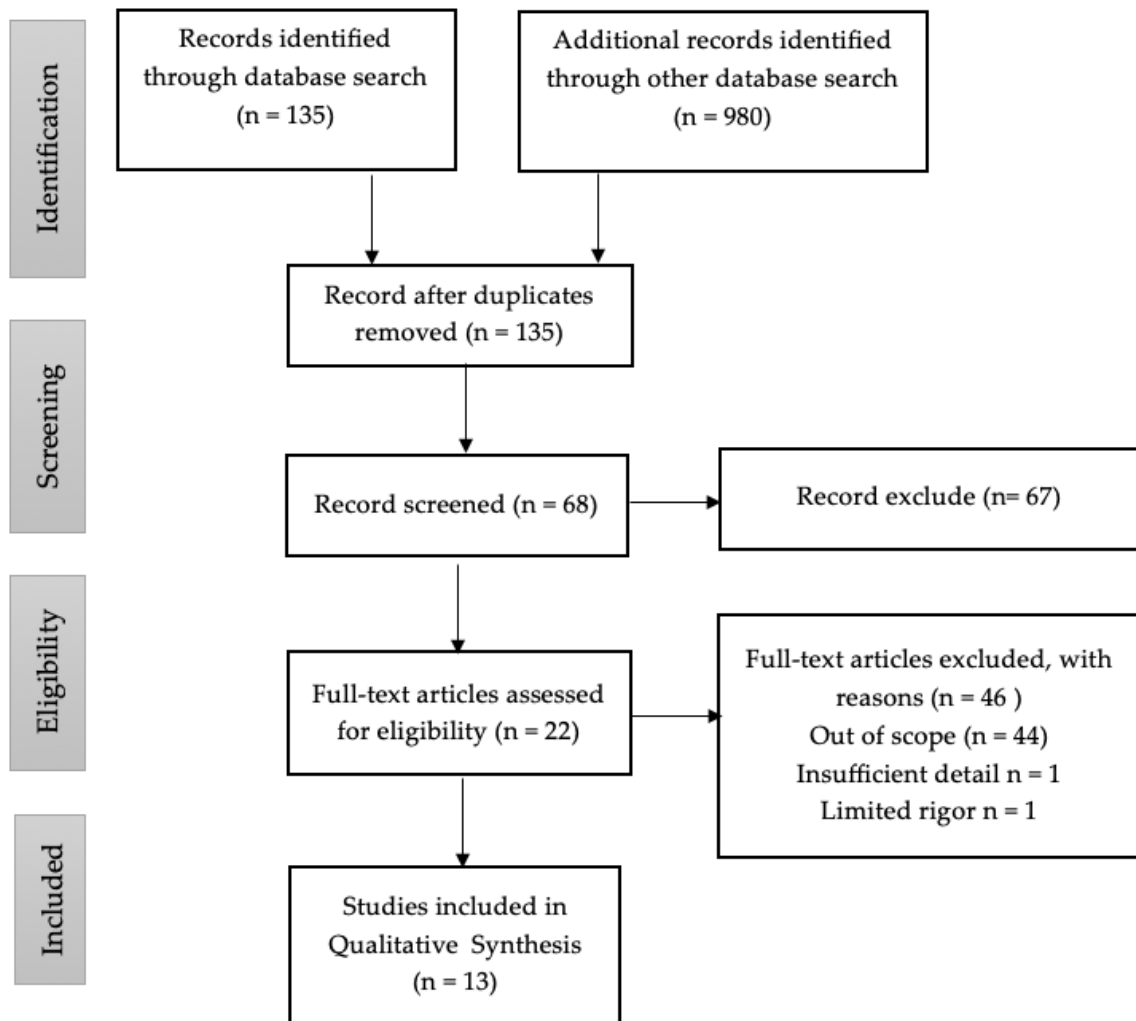


Figure 1. PRISMA Flow: Data Extraction Procedure

4. RESULTS AND DISCUSSION

Using the above literature search, 13 resources were identified and included in the qualitative synthesis. Table 2 shows the 13 resources included in the systematic observation with corresponding themes. There are three main themes in terms of how talent management strategies can improve organizational performance.

4.1 War talent and Layoffs

Research [16] provides important insights related to two main topics, namely "wars for talent" and "layoffs". The results show that layoffs are acceptable in companies that are executing a talent war strategy, provided that the company continues to invest in employee development during the layoff process. Ongoing investments, such as

skills training, sponsoring school programs, and job enrichment in employee development, are thought to help employees who survive layoffs to recover from emotional impacts, such as anger and job insecurity. In addition, such investments can help rebuild employees' trust and commitment to the organization. It is also considered a form of internal corporate social responsibility (CSR).

4.2 Covid-19 Challenges in Human Resource Management

Further study into the importance of talent management is needed to ensure that businesses can thrive in the post-pandemic environment. "Post-Pandemic Talent Management Models in Knowledge Organizations" addresses strategic human resource management and talent

management of post-modern knowledge-based organizations during the COVID-19 pandemic and post-pandemic paradigm. Discussing critical topics such as organizational performance and creative behavior, this key reference work is suitable for managers, business owners, entrepreneurs, academics, researchers, scholars, teachers, and students [17].

Declining revenues and budget shortfalls due to the COVID-19 crisis pose significant challenges in human resource management. Under these difficult conditions, many organizations decided to lower or even completely stop performance evaluations and reviews. This fact shows that many organizations do not implement a good performance management system, but only conduct regular performance appraisals.

Performance management is actually better suited to address the challenges faced by organizations during the COVID-19 crisis [18]. This is because performance management not only serves for employee evaluation, but also fulfills important administrative, strategic, communication, development, organizational maintenance, and documentation purposes. There are five evidence-based recommendations to address the talent management challenges faced, including measuring outcomes other than behavior, measuring adaptive performance, conducting retention interviews to retain the best workers, implementing a multisource performance management system, and collecting and using PPS (Performance Prediction Scale) [18]. The implementation of these practices will help organizations not only overcome challenges during the crisis, but also provide the possibility to thrive and succeed after the crisis is over.

4.3 Talent Management in Healthcare Organizations

SLR is a well-known methodology in medical research as it effectively synthesizes the literature in a reproducible, transparent, and systematic way. Despite its advantages, this method has not been popular in business research [13]. Previous research related to important factors of talent management in

healthcare organizations, such as attraction, development, nurturing, succession, education, formal assessment, programming, leadership, remuneration, and organizational culture [19]. Nurture is considered to have a determinant significance for talent. The strategy of healthcare organizations appears to have a positive effect on many factors, including service quality, patient and personnel satisfaction, efficiency of services provided, and organizational commitment.

The implementation of talent management strategies can improve service efficiency and effectiveness, patient and personnel satisfaction, and can gain employees who are loyal to the organization's values and goals. These benefits apply not only to organizations, but also to personnel, and the positive correlation of talent management with service efficiency was found to be by other studies. Notably, several studies support the positive relationship between talent management and organizational performance. In addition, leadership was identified as a significant talent management actor, and effective leadership in hospitals is considered an important strategy for achieving high performance. As such, succession management practices are strongly associated with several hospital performance metrics, including patient satisfaction and medicare spending per beneficiary, the strength of top leadership, and internal/external placement rates for executive positions [20].

4.4 Talent Management and Company Performance

Empirical research results reveal that talent management and employee recognition can significantly affect the level of employee performance, as well as contribute to the success and position of the organization [21]. The study also found that talent management and employee recognition are interrelated variables that influence employee performance. Talent management and employee performance are seen as strategic tools to implement strategic goals and improve employee and organizational performance. The results emphasized the

importance of employee recognition management in shaping work performance. Apparently, individual needs for recognition, self-esteem, and social status remain high-level needs regardless of time and context.

In order to maximize the Company's performance, a talent management strategy is required. The role of talent management in the context of strategic renewal is to provide conditions for self-initiative and identification of potential change agents and for the development of talented employees to play the role of change agents [22]. In the context of strategic renewal, the talent management process consists of identifying key projects to address critical business opportunities and challenges, identifying talented employees to carry them out, and identifying and creating key positions [9].

Limitations of this study include encouragement to researchers to explore empirical settings characterized by change and uncertainty in more detail, as well as examine the role of talented employees and talent management in other contexts. The process of implementing talent management during strategic renewal should begin with the identification of "battles to be won" that can have a more profound impact on change. Next, top management should enable and encourage talented employees who have the potential to volunteer to help the company change as a whole. Furthermore, top management should provide space for talented employees to generate new ideas and create new business opportunities. Finally, the importance of transparent and targeted evaluation criteria should be emphasized.

The next research discusses talent management practices in the public sector. Results from a survey conducted based on data from Bahraini government administrative agencies showed that LMSD fully mediated the relationship between talent management practices and every individual talent performance indicator, except task performance [23]. Drawing on Organizational Support theory (OST) and strategic human resource management (SHRM) literature, this study examines the role of managerial

support for development (LMSD) and organizational support for development (OSD) as mechanisms through which talent management practices influence individual talent performance. The findings also show that the indirect relationship between talent management and individual talent performance is significant at low levels of Organizational Support Theory (OSD). This research contributes to unpacking the "black box" of talent management in developing country public sectors by highlighting the key role of line managers in the implementation of talent management practices and revealing the substitution effect between line managerial support for development (LMSD) and Organisational Support Theory (OSD) as a source of developmental support that can improve talent performance in this context.

Contemporary organizations, of all sizes and types, compete for resources to survive and thrive in a competitive and complex marketplace. One of the most important forms of competition is for desirable talent in the labor market. Talent is defined as individuals with superior abilities and competencies, who are wholeheartedly committed to working efficiently and effectively, contributing greatly to outstanding organizational performance. To acquire the right talent and attract them to the company, and even more importantly, to retain the talent in the long term as the core strength of the company, a good talent management strategy is required [24]. In his research, Čizmić states that talent management is considered a company's effort to attract, develop, and retain talented managers. In terms of organizational performance, two of its components are considered: profitability and sales growth. All three components of talent management have a positive and statistically significant influence on the company's organizational performance. A systematic approach to talent recruitment, development and retention leads to better business performance. Finally, companies in developing countries should understand that the most important resource is highly committed managers at all levels of

the organization, as the individuals most responsible for business success. Nevertheless, they should not neglect to develop talent management with all employees as a basis for developing internal human resource strategies and maintaining a recruitment base.

Talent management is considered a new priority in human resource management that is discussed by both academics and practitioners. In academia, the systematic application of talent management and knowledge management, university

transformation, and academic climate improve organizational performance [25]. The study aimed to examine the role of talent management (TM), knowledge management (KM), university transformation (UT), and academic climate (AC) in improving the performance of private higher education institutions (PHEIs). This study adds value to the resource-based view theory, by managing talent and knowledge as important resources for organizational transformation to maximize organizational performance.

Table 2: Theme summary table

No.	Title	Author	Tahun
1	The impact of implementing talent management practices on sustainable organizational performance	Riham Al Aina and Tarik Atan	2020
2	Talent management challenges during COVID-19 and beyond: Performance management to the rescue	Herman Aguinis and Jing Burgi-Tian	2021
3	Talent management in healthcare: A systematic qualitative review	Konstantinos D. Mitosis, Demetris Lamnisos and Michael A. Talias	2021
4	Talent for services: How gaining access to talent enables successful servitization	Opazo-Basáez M Vendrell-Herrero F Bustinza O	2019
5	Talent Management, Employee Recognition and Performance in the Research Institutions	MASRI Nadine El SULIMAN Abubakr	2019
6	The role of talent management in strategic renewal	Kati Järvi and Violetta Khoreva	2019
7	The influence of leadership on strategic flexibility and business performance: the mediating role of talent management	Kafetzopoulos D Psomas E Bouranta N	2022
8	Examining the impact of succession management practices on organizational performance: A national study of U.S. hospitals	Groves K	2019
9	Talent management and performance in the public sector: the role of organisational and line managerial support for development	Foteini Kravaritia, Konstantinos Tasoulisb, Hugh Scullionc and Manar Khaled Alali	2023
10	Reinventing talent management: How to maximize performance in higher education	Ramaditya M Maarif M Affandi J Sukmawati A	2022

11	The influence of talent management on organisational performance	Elvir Čizmić* Azra Ahmić**	2020
12	Post-Pandemic talent management models in knowledge organizations	Talukdar M Lamagna C Villanueva C Nahar R Hassan F	2022
13	The Dark Side of Wars for Talent and Layoffs: Evidence from Korean Firms †	Hee-jung Cho 1 and Ji-Young Ahn	2018

DISCUSSION

Talent management has a critical role in a variety of organizational contexts, including crisis response, strategic renewal, public sector, healthcare, and higher education.

The importance of continued investment in employee development during layoffs highlights the strategic role of talent management in maintaining employee trust and commitment [16]. Understanding the importance of continued investment in employee development during layoffs, companies can manage the process more humanely, minimize negative impacts, and build a strong foundation for long-term relationships with employees who remain. Layoff situations can often take a significant emotional and financial toll on affected employees. While terminations are sometimes necessary for business reasons, continued investment in employee development indicates a company's commitment to providing support and learning opportunities to employees even in the midst of difficult conditions. Talent management involves a strategic approach to managing and developing employees who have potential and skills that are valuable to the company. In the context of layoffs, talent management can help design strategies to not only focus on cost reduction, but also consider the long-term impact on the company's image and employee relations.

From the literature found, human resource management challenges arising from the Covid-19 crisis. The focus included decreased revenue, budget shortfalls, and the impact on performance management. It is suggested that performance management is

more effective in overcoming these crisis challenges and provides practical recommendations for talent management during difficult situations [26] [18] [17]. Therefore, talent management plays an important role in improving the efficiency and effectiveness of healthcare services, as well as providing a foundation for employees who are loyal to the values and goals of the organization [20].

The importance of managing employee recognition as a critical element in shaping work performance and employee well-being [21]. Employee recognition management has a very important role in the context of work performance and employee well-being. Recognition here includes rewarding, valuing, and honoring employee contributions and achievements. Employee recognition is considered a critical element that can shape work performance. That is, when employees feel recognized and valued, they tend to be more motivated, committed and have high job satisfaction. Recognition can be a powerful driver to improve productivity and work results.

The role of talent management in strategic renewal, highlights the identification of key projects, talented employees, and the creation of key positions as key elements in the process [9].. Talent management has a strategic role in supporting a company's strategic renewal. It includes efforts to identify, develop, and retain talented employees who can contribute significantly to the achievement of the organization's strategic goals. Talent management needs to evaluate the development needs of employees involved in key projects. This could involve additional training, specialized development

programs, or project experiences designed to enhance the necessary skills and competencies. Identifying "battles to be won" in strategic renewal means recognizing certain areas or aspects that have the most profound impact on the change and success of the Company [9].

Managing talent and knowledge as critical resources can improve the performance of private higher education organizations [27]. By effectively managing talent and knowledge, private higher education organizations are expected to optimize their potential, achieve better results, and play a more significant role in the world of education and research. It also recognizes that human resources, talent, and knowledge have a central role in achieving organizational excellence [27]. The individual talents possessed by staff, lecturers, researchers, and other members, along with the knowledge possessed by the organization, are considered important resources. Talent includes individual skills, abilities, and competencies, while knowledge includes information, innovation, and collective expertise possessed by the organization. By doing talent and knowledge management well, private higher education organizations can optimize their performance. This can include achieving better educational, research, and community service goals, as well as improving the institution's reputation and competitiveness in the higher education market [27].

Research Implications

It is important for practitioners to understand that there is no one-size-fits-all approach to talent management strategies. Identifying and designing a strategy that fits the needs and context of the organization may be the key to success.

An effective talent management strategy requires integration into the organizational culture and practitioners need to ensure that the values of the strategy match the values and norms of the organizational culture.

Recommendations

This research provides a better understanding of common trends and concepts in strategic talent management. It contributes to the literature by providing a holistic view that can guide further research and practice of talent management strategies. The discussion of the research results highlights areas where further research can make valuable contributions. These recommendations can guide future researchers in filling the identified knowledge gaps.

Awareness of the importance of talent in overall business success needs to be raised and how difficult it is to find and retain such talent. Companies in developing countries need to make talent management a strategic priority and invest in satisfactory learning, development and motivation of talent [24]. By doing so, organizations can grow and learn with them, share knowledge, and set an example. The literature review noted that research on talent development and talent management is lacking in developing countries, and this needs further attention. The practical aspects of this research can help explain differences in business performance between firms, depending on leadership, human resource management, and human resource development practices, with particular emphasis on talent management.

Research Limitations

Some literature may have limitations in measuring organizational performance. Future research can explore more comprehensive measurements to ensure more accurate and representative results.

5. CONCLUSION

This study emphasizes that talent management plays a critical role in improving organizational performance. Managing talent strategically can have a positive impact on various aspects of organizational performance. The research findings highlight the need for a talent development strategy that is integrated with organizational goals. Through this approach, organizations can

maximize employee potential, support innovation, and achieve competitive advantage. Effective implementation of talent management strategies can provide employees with deep motivation, development, and recognition, thereby increasing their contribution to the overall performance of the organization. Research underscores the importance of a systematic approach to talent management. The integration of talent management with other

aspects of organizational management, such as knowledge management and organizational transformation, can have a greater impact on organizational performance. The study also identified challenges, including the lack of empirical research and the need to better understand the specific context of organizations. Future research is recommended to further explore the empirical setting and role of talent management in a more detailed context.

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