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Article

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Suggested Citation: Hendrawan, Roy; Rosari, Reni; Nastiti, Tur (2024) : The basic themes of talent management: Bibliometric analysis and systematic literature review, Cogent Business & Management, ISSN 2331-1975, Taylor & Francis, Abingdon, Vol. 11, Iss. 1, pp. 1-24, <https://doi.org/10.1080/23311975.2024.2429016>

This Version is available at:

<https://hdl.handle.net/10419/326692>

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To cite this article: Roy Hendrawan, Reni Rosari & Tur Nastiti (2024) The basic themes of talent management: Bibliometric analysis and systematic literature review, Cogent Business & Management, 11:1, 2429016, DOI: [10.1080/23311975.2024.2429016](https://doi.org/10.1080/23311975.2024.2429016)

To link to this article: <https://doi.org/10.1080/23311975.2024.2429016>



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The basic themes of talent management: Bibliometric analysis and systematic literature review

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ABSTRACT

Over the past two decades, talent management research and literature has grown by 29.32% annually, with 1,415 articles and 2,903 authors. Despite its strategic importance, significant research gaps in talent management exist. This study identifies basic themes and gaps in talent management research through bibliometric analysis and a systematic literature review. We highlight that talent management practices, work engagement, social exchange theory, talent identification, and workforce differentiation are basic but underdeveloped themes. We present an integrated model outlining talent management's mechanisms, consequences, hypotheses, and managerial implications. Future research should incorporate social exchange theory with alternative theories like organizational justice, social identity, and person-environment fit. Empirical research should also examine mediators such as organizational justice, talent perception congruence, proactive behaviors, and moderators like generational differences, psychological contracts, and perceived procedural and interactional justice. Investigating positive and negative attitudinal and behavioral outcomes, focusing on impacts on both talents and non-talents, is crucial. Further exploration of contextualized talent management, especially in response to digital transformation, demographic shifts, and emerging economies, is necessary. Practical implications suggest integrating individual talent management practices to create a synergistic effect. This study enhances the understanding of talent management, providing valuable insights and references for researchers, scholars, and professionals.

ARTICLE HISTORY

Received 8 March 2024
Revised 19 September 2024
Accepted 8 November 2024

KEYWORDS

Talent management practices; social exchange theory; work engagement; talent identification; high potential; workforce differentiation



SUBJECTS

Business, Management and Accounting; Work & Organizational Psychology; Multidisciplinary Psychology

1. Introduction

Talent management refers to the use of essential human resource (HR) management practices to ensure that talent is available to solve complex problems and help an organization achieve its strategic goals (Collings & Mellahi, 2009; Kravariti & Johnston, 2020). Studies on talent management are becoming increasingly important in the future. A substantial body of literature consisting of 300 documents and 1,345 citations from 2015 to 2019 (Santana & Cobo, 2020) has garnered significant attention from HR management practitioners and scholars (Meyers et al., 2020). Moreover, talent management has gained popularity as a subject of study (Boselie et al., 2021), owing to the growing recognition of the challenges associated with its effectiveness (Al Jawali et al., 2022). Achieving lasting competitive advantage in organizations is contingent on the effective implementation of talent management (Sopiah et al., 2021).

The increasing emphasis on differentiating the workforce through talent management is driven by factors such as evolving workforce demographics, globalization, and technological advances (Lumme-Tuomala, 2019). These technological advances not only transform the work environment but also impact the effectiveness of talent management in achieving a competitive advantage (Bahuguna & Kumari, 2010). Additionally, they drive rapid changes in employment relations by introducing new

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generational values and expectations (Festing et al., 2021; Mahfoozi et al., 2018). These challenges highlight the need for a study that reviews the talent management literature to assess how current research trends address future work challenges.

Despite its strategic importance, professional prioritization, and growing interest, the field of talent management still requires more research. Boselie et al. (2021) emphasize the persistent lack of empirical studies examining the impact of talent management on a range of organizational outcomes. Similarly, Mensah (2019) and Thunnissen and Buttiens (2017) highlight a critical gap in understanding the fundamental mechanisms that underpin talent management relationships. While studies such as those by Edeh and Dialoke (2017) and Mousa et al. (2023) have explored talent management in developing countries, the impact of contextualized talent management practices on individuals remains necessary to explore. Research across diverse contexts is essential to understand how talent management practices influence individual outcomes (Mensah, 2019).

A comprehensive literature review is necessary to better identify these research gaps. Although systematic reviews have made significant contributions in sectors such as manufacturing (Alias et al., 2023), emerging markets (Battisti et al., 2023), academia (Daruka & Pádár, 2019), hospitality and tourism (Kravariti et al., 2022), and banking (Theodorsson et al., 2022), these studies remain fragmented, focusing on specific subfields. As a result, they do not fully capture the broader scope of talent management. It underscores the need for a more holistic approach to understanding this complex and evolving area of research, which can encourage further research and a more comprehensive understanding of talent management.

As talent management is a broad topic, a more comprehensive approach is required. Furthermore, previous studies predominantly relied on a single method (systematic literature review). Recent studies in other fields have combined it with bibliometric analysis methods, such as Electronic Word of Mouth (Bhaiswar et al., 2021), artificial intelligence and HRM (Kaushal et al., 2023), and the Markov Switching Model (Phoong et al., 2022). To the best of our knowledge, no study has combined both methods to explore talent management. So far, there have been only three bibliometric articles on talent management (Pagan-Castaño et al., 2022; Razali et al., 2024; Tunsi et al., 2023), and neither has used a systematic literature review.

Hunziker and Blankenagel (2021) emphasize that a systematic literature review provides a thorough overview of existing knowledge in a specific field, enabling researchers to establish a solid foundation for their intellectual contributions. It also highlights areas that require further investigation and, gaps that require attention and exploration. A combination of bibliometric and systematic literature reviews is necessary to provide a comprehensive overview of the existing knowledge and its accurate gaps. Review research has increased in popularity when these methods are combined (Phoong et al., 2022). This combination introduces intellectual structure, prepares a comprehensive summary of the study area (Kaushal et al., 2023), and provides a holistic understanding of the literature (Bhaiswar et al., 2021).

This study uses bibliometric analysis and systematic literature review, unlike previous review studies that used only one method, typically within the same datasets and time frames. This research used different data sets and time frames. Due to the sequential nature of the study, bibliometric analysis sought bibliographic data from the earliest to most recent literature to identify basic themes. Basic themes are essential topics to be developed (Agrawal et al., 2023; Forliano et al., 2021; Santana & Cobo, 2020; Wang et al., 2022). Subsequently, the results of this identification were used as the basis for the data search in a systematic literature review. The author argues that this method can find more relevant and objective keywords than when the researcher subjectively predicts the keywords for the review.

This study aims to present three main contributions: 1) employing bibliometric analysis to determine the structure of research on talent management, explicitly its basic research themes; 2) conducting a systematic review of basic research themes and using the findings to create a talent management research model to gather current knowledge and identify future research; and 3) demonstrating a new method that combines bibliometric analysis and systematic literature review with different data sets within different time frames. The remainder of this paper is organized as follows: introduction, methodology of bibliometric analysis, and systematic literature review. Next, the results of the study are presented and discussed. Finally, the study discusses the implications and suggests a future research agenda.

2. Methods

This study applies a combination of bibliometric and systematic literature review methods. The bibliometric method is rooted in the philosophy of quantitative analysis, which uses statistical approaches to analyze academic output by measuring the quantity, scope, frequency, impact, and connections of publications by individuals and organizations (Ball, 2018). On the other hand, a systematic literature review is a structured evaluation with a clearly defined purpose and question, a specified search strategy, established inclusion and exclusion criteria, and a qualitative assessment of the articles (Jesson et al., 2012). The systematic literature review method originated in the medical sciences, where multiple studies are gathered to draw generalized conclusions (Thiel, 2022). However, unlike medical research, management research does not have the same level of epistemological consensus and is often more ontologically varied in terms of research ideologies, values, and quality judgements (Tranfield et al., 2003). We argue that combining both methods can provide a more comprehensive review, considering the complementary advantages of each method. In this section, we describe these methods sequentially, moving from the macro to the micro. First, we conducted a bibliometric analysis to capture the overall picture of talent management literature, as bibliometric data provide insights into all key components of science at a macro-research level (Ball, 2018). Second, we performed a systematic literature review using the basic themes from the bibliometric analysis as keywords in the search terms for identification.

2.1. The bibliometric analysis

Bibliometric analysis is an essential method for quantitatively examining a substantial body of literature, enabling the identification and evaluation of progress and achievements within a specific academic domain (Phoong et al., 2022). It also plays a fundamental role in generating possible research questions and guiding future research endeavors to advance the existing body of literature (Lampe et al., 2020). The evolution and theoretical underpinnings of talent management in fostering human development have been the subject of scholarly inquiry for approximately two decades (Kravariti & Johnston, 2020). Using thematic analysis in bibliometrics can shed light on the overall development of talent management literature by providing a complete picture of its conceptual framework. Furthermore, these methods can trace the evolution of the talent management literature over time, thereby establishing a foundation for knowledge in the field. The first research question addressed in this study was as follows:

Q1: What are the basic research themes in talent management?

Aria and Cuccurullo (2017) developed the Bibliometrix package, a software tool in R, to analyze the data. It was operated using a web-based application called Biblioshiny in RStudio version 2023.12.0. This tool allows researchers to create comprehensive graphical representations, aiding their understanding of crucial article attributes (Wang et al., 2022). We used this tool for its user-friendly interface and robust data handling capabilities, including importing from Scopus (Kaushal et al., 2023).

Table 1 shows that the screening process involved the application of specific criteria. The data was acquired from the Scopus database, accessible at <http://www.scopus.com>. Scopus was selected over Web

Table 1. Refined search query.

Description	Conditions
Search query	TITLE-ABS-KEY ("talent management") → 2.828 document results
Search query after refining	TITLE-ABS-KEY ("talent management") AND PUBYEAR > 2002 AND PUBYEAR < 2024 AND (LIMIT-TO (SUBJAREA, "BUSI") OR LIMIT-TO (SUBJAREA, "SOCI") OR LIMIT-TO (SUBJAREA, "ECON") OR LIMIT-TO (SUBJAREA, "PSYC")) AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (LANGUAGE, "English")) AND (LIMIT-TO (PUBSTAGE, "final")) AND (LIMIT-TO (SRCTYPE, "j")) → 1.415 document results
Access	Both open-access and non-open-access documents are included.
Query search date	February 1 st , 2024
Years	2003-2023
Subject area	Business, Management, Accounting, Social Sciences, Economics, Econometrics, Finance, Psychology.
Publication stage	The search was limited to Final.
Source type	The search was limited to Journals.
Language	The search was limited to the English language.

of Science because of its more comprehensive coverage. As Zupic and Čater (2015) point out, Scopus also incorporates data from all authors in citation references, author-based citations, and co-citation analyses. According to Fahimnia et al. (2015), Scopus' importance as a primary source of peer-reviewed journals is the deciding factor in choosing it as the preferred database. Notably, Scopus encompasses esteemed publishers such as Emerald, Taylor and Francis, Inderscience, Springer, and Elsevier. Furthermore, Yong-Hak asserted that Scopus offers a more extensive collection of journals than the Web of Science database, as cited by Nobanee et al. (2021). Scopus is also compatible with R's Biblioshiny package for network analysis and meets the publication standards (Maheshwari & Kha, 2023).

The specific criteria used in the screening process include the keyword 'talent management,' the document type of the article, and the field of study within the domains of management, business, social sciences, psychology, accounting, economics, econometrics, and finance. In addition, screening considers the final publication stage, the source document originating from a reputable journal, and the requirement for the document to be written in English. Both open-access and non-open-access documents were included. The starting year was not set to capture the earliest literature, but the ending year was 2023, as the search was conducted at the beginning of 2024. The oldest paper dates back to 2003, the most recent of which is 2023. Evidence shows that 2003 is an appropriate starting point, as researchers published the first scientific articles on talent management that year (Pagan-Castaño et al., 2022). The collected dataset comprised 1,415 articles that met the criteria from an initial pool of 2,828 articles.

2.2. Systematic literature review

Hunziker and Blankenagel (2021) suggested a systematic literature review to summarize the study results, aiming to reduce potential bias and improve the reliability of the findings by thoroughly exploring a pre-established dataset. The framework proposed by Tranfield et al. (2003) serves as the foundation for the review stages, and Theodorsson et al. (2022) and Xiao and Watson (2019) used it in their studies. There are three main stages: 1) the planning stage, where the goals and scope of the review are laid out; 2) the conducting stage, where the relevant literature is searched for, chosen, and evaluated; and 3) the reporting stage, where the review results are summed up and presented (Xiao & Watson, 2019).

2.2.1. Planning the review

A thorough review of the existing literature is needed to determine where more research is needed based on the basic themes of talent management research. This study conducted a systematic literature review of articles published in peer-reviewed academic journals. The second research question addressed in this study was as follows:

Q2: What model contains antecedents, mediators, moderators, and consequences based on the basic themes of talent management?

2.2.2. Conducting the review

The authors conducted systematic reviews following the workflow diagram of the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA). This workflow diagram aims to ensure a thorough and comprehensive documentation of the procedures and results of systematic reviews (Haddaway et al., 2022). The search approach consisted of three sequential steps: identification, screening, and eligibility (Kossyva et al., 2023). Figure 1 describes the workflow, criteria, and deliverables used to conduct a systematic literature review with the following explanation.

2.2.2.1. Identification. In line with bibliometric analysis, we used the Scopus database for identification. Scopus, a multidisciplinary database created by Elsevier and hosted on the SciVerse Scopus platform, combines bibliographic data with extensive citation analyses, covering approximately 49 million datasets (80% of abstract) across 19,500 journals, 360 book series, and at least five million conference papers (Ball,

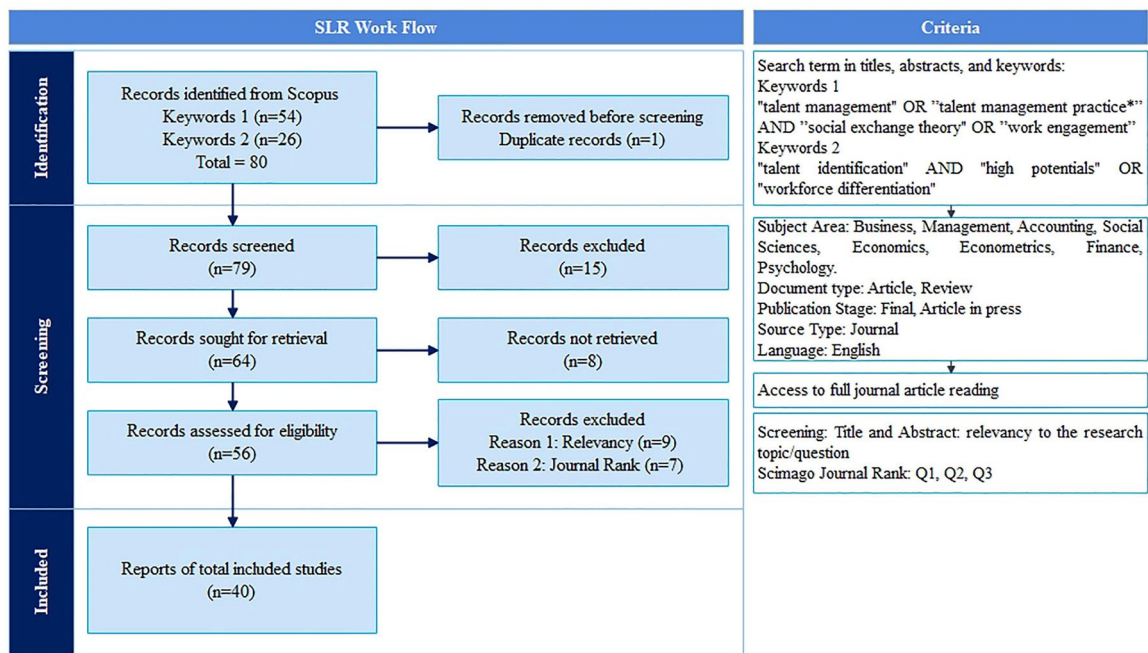


Figure 1. Systematic literature review workflow.

2018). Scopus is predominantly utilized for systematic literature reviews because it includes journals that adhere to rigorous standards (Rana & Pragati, 2024). Relying primarily on Scopus for a systematic literature review can generate an extensive list of references because of its broader journal coverage compared to Web of Science (Paul & Criado, 2020).

Keywords were defined based on the basic themes identified through bibliometric analysis. We used these basic themes—which are important topics that require further development (Agrawal et al., 2023; Forliano et al., 2021; Santana & Cobo, 2020; Wang et al., 2022)—rather than subjective keywords, to enhance objectivity. The search terms used during the identification process encompassed: "talent management" OR "talent management practice*" AND "work engagement" OR "social exchange theory"; "talent identification" AND "high potentials" OR "workforce differentiation," in the article title, abstract, and keywords. We did not set a limit for the starting publication date to include all early references, but the search was confined to the year 2023 since it was conducted at the beginning of 2024. A search of the Scopus database yielded 80 documents. One duplicate document was removed from the 80 documents. Subsequently, 79 studies were screened on the basis of these criteria.

2.2.2.2. Screening. This systematic literature review focuses on screening results according to specific criteria. The inclusion and exclusion criteria are outlined in Figure 1. The applied selection criteria consisted of the subject area (Management, Accounting, Economics, Econometrics, Finance, Social Science, Psychology), type of document (article and review), type of source (journal), publication stage (final and article in press), and language (English). Based on these criteria, 64 articles were identified. After ensuring that were accessible for review, 56 articles remained after the screening.

2.2.2.3. Eligibility. The primary basis for determining eligibility was a review of the title and abstracts, through which we selected articles that aligned with the research objectives. Prior to this, we ensured the quality of the articles by sorting them based on Q1, Q2, and Q3 journal ranks according to SCImago, accessible at <https://www.scimagojr.com>. We adhered to the journal selection criteria suggested by Paul et al. (2021) and Rincon-Novoa et al. (2022), ensuring that all selected journals were indexed in the SCImago Journal Rank (SJR) indicator. Empirical and conceptual studies were included to gain comprehensive insights. Articles deemed irrelevant were excluded, resulting in the removal of 16 articles, leaving 40 articles for extensive review. A domain with at least 40 articles suggests that it has matured enough to warrant a review, making systematic literature reviews valuable contributors to that field (Paul et al., 2021).

2.2.3. Reporting the review

This systematic literature review explored the existing knowledge base and shed light on potential avenues for advancing talent management research. The study, presented in the [Appendix](#), identified knowledge contributions from 40 relevant articles in the form of primary research findings, methods, and variables. This study also summarizes the author's talent management research recommendations, focusing on unresolved issues. The papers encompassed 27 studies utilizing quantitative methods, 11 articles employing qualitative methods (conceptual/review), 1 using a systematic literature review, and 1 using a bibliometric and content analysis.

3. Results

3.1. Q1: What are the basic research themes of talent management?

The data under analysis encompasses twenty-one years, specifically from 2003 to 2023. [Table 2](#) shows the descriptive analysis, indicating that 1,415 talent management articles were published between 2003 and 2023. During this period, the yearly growth rate exhibited a notable increase of 29.32%, while the average number of citations per piece was 22.92. The dataset comprised 64,504 references authored by 2,903 individuals. From the available references, 258 articles were written by a single author. From 2003 to 2023, there was a notable and progressive increase in the yearly scholarly output of publications on talent management, as illustrated in [Figure 2](#). Over the past two decades, talent management research and literature has grown by almost 30% annually. The most significant surge in scientific output was observed in recent years, specifically in 2023 (171 articles), 2022 (152 articles), and 2021 (127 articles).

[Figure 3](#) shows relevant trend topics throughout 2008–2022, based on the author's keywords (number of words per year = 10; minimum frequency = 10). In recent years, notable subjects gaining traction include COVID-19, artificial intelligence, talent management practices, talent attraction, sustainability, turnover intention, digital transformation, talent retention, employee retention, higher education, employer branding, work engagement, human resources management, social exchange theory, talent acquisition, and diversity.

The keyword-based co-occurrence network analysis revealed that the main themes of talent management are relatively distant from talent management practices, work engagement, talent identification, and high potential, indicating a lack of research on these themes (see [Figure 4](#)). A search for a minimum of 50 author keywords in the dataset showed a relatively small frequency of talent management practice ($n=20$), work engagement ($n=15$), and social exchange theory ($n=12$) keywords compared with other keywords, indicating a lack of research (see [Figure 5](#)). Other authors' keywords with the highest

Table 2. Descriptive analysis: key information from data collection.

Description	Result
Period	2003:2023
Articles	1,415
Annual Growth Rate %	29.32
Average citations per doc	22.92
References	64,504
Authors	2,903
Authors of single-authored docs	258



Figure 2. Annual scientific production.

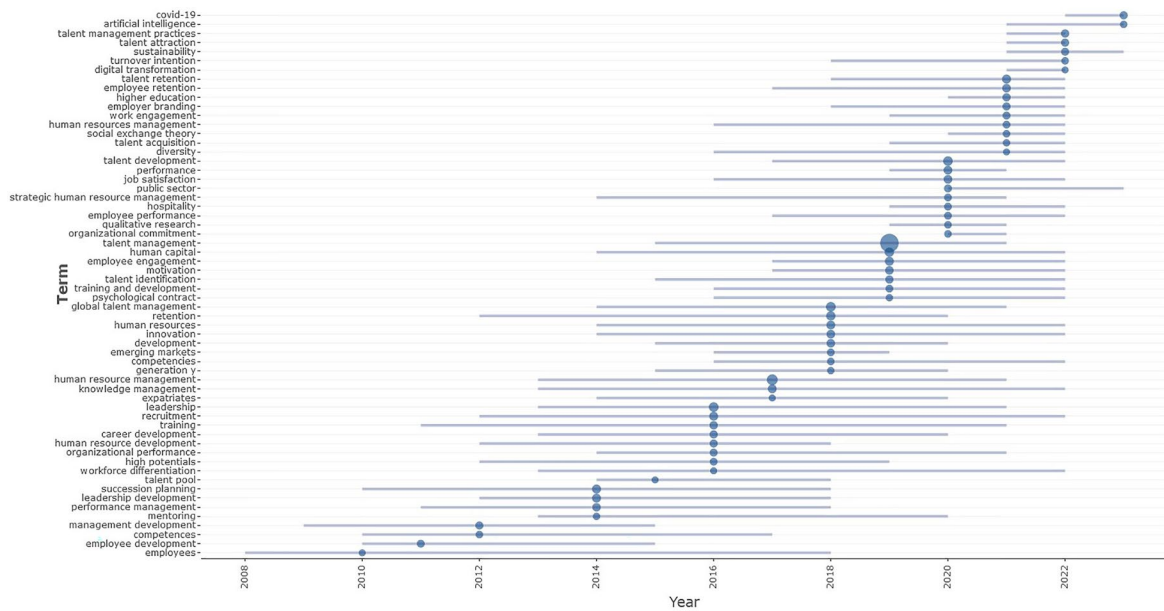


Figure 3. Trend topics.

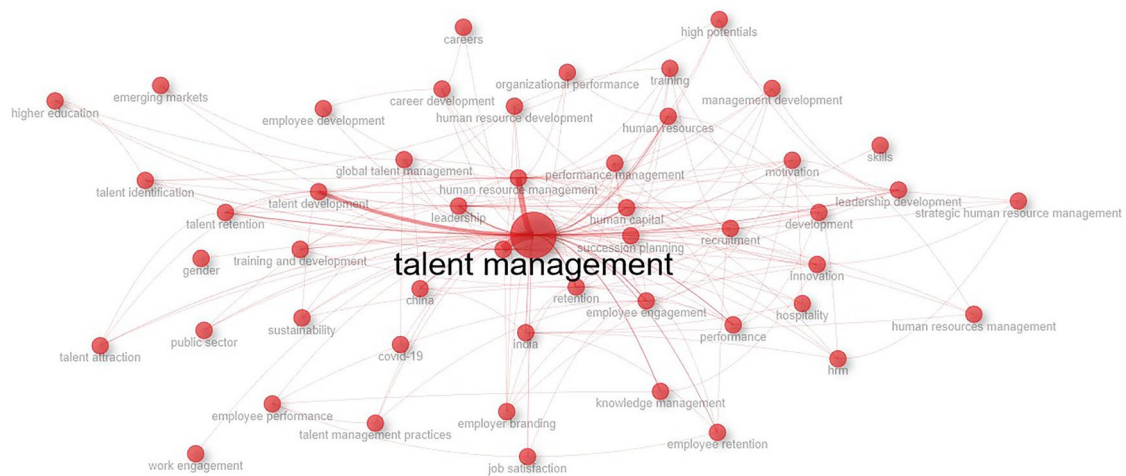


Figure 4. Conceptual structure: co-occurrence network.

frequencies were talent management ($n=775$), human resource management ($n=97$), global talent management ($n=54$), leadership ($n=52$), talent development ($n=49$), human capital ($n=44$), retention ($n=41$), and succession planning ($n=35$).

Figure 6 shows the themes visualized in a strategic diagram with two dimensions: centrality and density. Centrality and density are crucial research measures for cluster interactions and cohesion (Forliano et al., 2021). Centrality shows theme development, whereas density shows theme importance (Agrawal et al., 2023). In the thematic analysis, the strategic diagram consists of four classifications based on centrality and density measures. These classifications include 1) motor themes, which are highly developed and integral to the overall structure of the research area; 2) specialized or peripheral themes, characterized by internal solid connections but limited external relevance; 3) emerging or declining themes, which exhibit weak development and occupy a marginal position within the field; and 4) basic or transverse themes, which are of significant importance to the research area but have not been extensively developed (Santana & Cobo, 2020). This study focused on the last classification.

The strategic diagram shows the talent management literature's conceptual structure, ranking themes by importance and advancement.

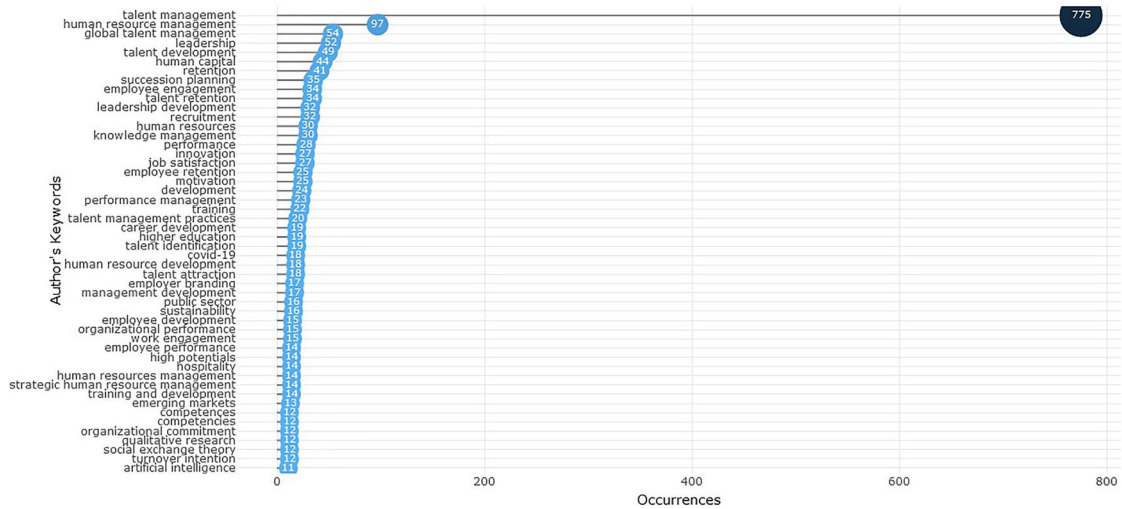


Figure 5. The most frequent words.

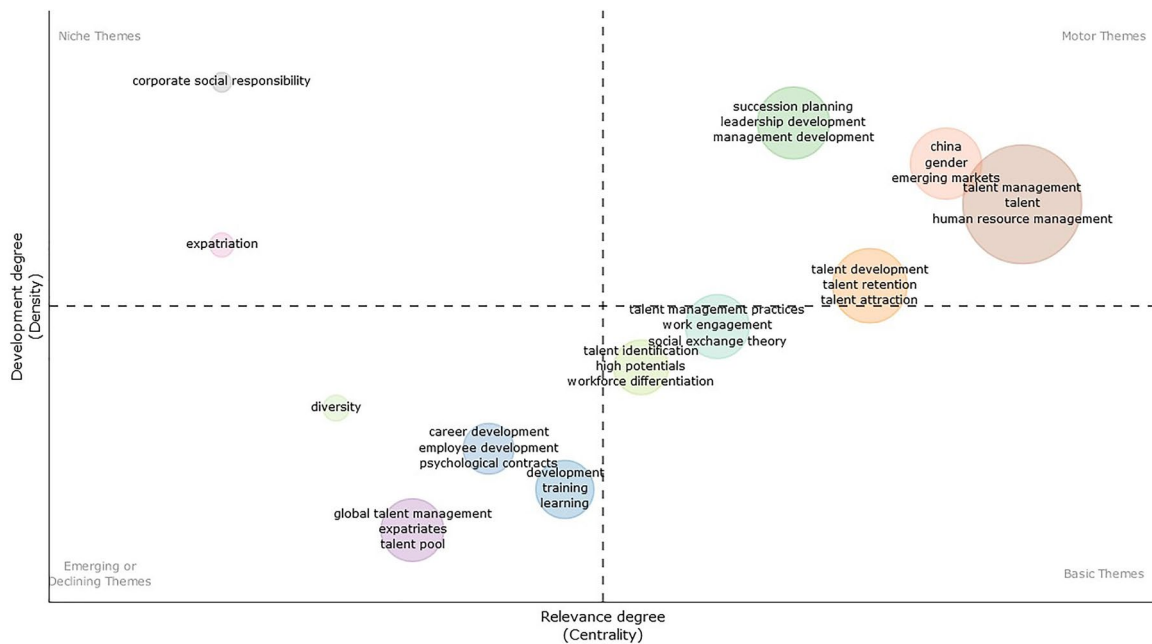


Figure 6. Conceptual structure: thematic map.

1. The basic themes included talent management practices, work engagement, social exchange theory, talent identification, high potential, and workforce differentiation.
2. The motor themes included succession planning, leadership, management development, China, gender, emerging markets, talent management, talent, human resource management, talent development, talent retention, and talent attraction.
3. The emerging or declining themes include diversity, career development, employee development, psychological contracts, global talent management, expatriates, talent pools, development, training, and learning.
4. Specialized themes, including corporate social responsibility and expatriation.

This study examined talent management practices, work engagement, social exchange theory, talent identification, high potential, and workforce differentiation. These basic themes are essential in the field of research, yet further investigation is required. These themes subsequently functioned as reference points to guide the investigation.

3.2. Q2: What model contains antecedents, mediators, moderators, and consequences based on the basic themes of talent management?

Figure 7 shows the talent management model depicting the antecedents, mediators, moderators, and consequences of attitudes and behaviors. Findings derived from a systematic review of relevant scholarly works indicate that talent management has a wide-ranging influence on individuals' attitudes and behaviors, including engagement, perceived employer branding, organizational citizenship behavior, commitment, performance, intention to stay, job satisfaction, innovative behavior, career orientation, creativity, competency, and retention. Talent management may have varied affective, cognitive, and behavioral outcomes that need to be explored, as well as positive and negative outcomes (De Boeck et al., 2018; Meyers, 2020; O'Connor & Crowley-Henry, 2019). The most negative outcome explored was turnover intention (e.g., Björkman et al., 2013; Farndale et al., 2022; Malik et al., 2017; Supi et al., 2023; van Zelderen et al., 2023; Wikhamn et al., 2021). The turnover intentions of talented and non-talented individuals differ (Björkman et al., 2013; van Zelderen et al., 2023).

Engagement is a positive outcome of talent management (Abdullahi et al., 2022; Akter et al., 2022; Ishiyama, 2022; Kuntonbutr & Sangperm, 2019; Smit et al., 2021). Work engagement was explored in studies by Dzimbiri and Molefi (2022), Farndale et al. (2022), Ishiyama (2022), Jimoh and Kee (2022), Kuntonbutr and Sangperm (2019), Nasution et al. (2023), Smit et al. (2021), and Weng et al. (2023). Dalal and Akdere (2023) specifically examined job engagement, whereas Abdullahi et al. (2022), Akter et al. (2022), and Rožman et al. (2022) focused on employee engagement. Employees invest more in their work when talent is managed effectively, which boosts their performance (Abdullahi et al., 2022; Jimoh & Kee, 2022; Nasution et al., 2023; Rožman et al., 2022), creativity (Jiang et al., 2021), customer satisfaction (Kuntonbutr & Sangperm, 2019), and intention to stay (Weng et al., 2023).

De Boeck et al. (2018) and Meyers (2020) presented conceptual models that link individual perceived talent management practices with affective, cognitive, and behavioral employee reactions. Affective reactions encompass various dimensions, including work engagement, job satisfaction, organizational commitment, motivation, stress, insecurity, identity struggles, trust, and well-being. This implies both positive and negative effects. Cognitive reactions include mental evaluations of employees regarding their knowledge, skills, and abilities, as well as their perceptions of the extent to which their psychological contracts have been fulfilled or breached. Behavioral responses included effort, performance, organizational citizenship behavior, turnover intention, and actual turnover. This aligns with Festing and Schäfer (2014) that talent management practices need to be measured in terms of attitudinal and behavioral consequences. It may also consider how engaged the organization is in carrying out talent management practices (highly engaged talent management vs. reactive talent management).

Several studies have used mediation to explain talent management and its outcomes, such as psychological empowerment (Akter et al., 2022), fulfillment of psychological contracts (Khoreva et al., 2017), organizational identity (Ma et al., 2023), high-potential attributions (Malik et al., 2017), perceived organizational justice (Supi et al., 2023), and perceived organizational support (Supi et al., 2023; Weng et al.,

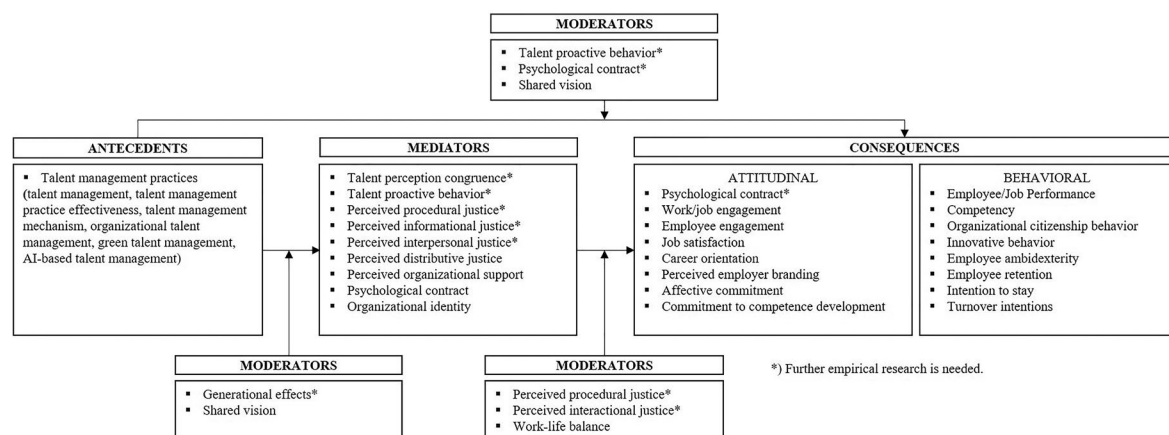


Figure 7. The integrative talent management practices research model.

2023). Several studies have used attitudinal consequences, such as work engagement, as mediators (Jimoh & Kee, 2022; Kuntonbutr & Sangperm, 2019; Nasution et al., 2023; Weng et al., 2023). In addition to the mediation mechanism, it is also essential to consider the role of moderation, as previous studies have examined professional identification (Asplund, 2020), organizational culture (Dalal & Akdere, 2023), perceived organizational justice (Farndale et al., 2022), shared vision (Ma et al., 2023), organizational trust (Malik et al., 2017), individual goal orientations (Tu et al., 2023), and work-life balance (Weng et al., 2023). Some studies have directly linked talent management to outcomes without a mechanism, such as Dzimbiri and Molefi (2022), Maurya and Agarwal (2018), and Mousa et al. (2023).

Several authors have suggested empirical studies to determine how certain variables explain talent management results. Some of these variables are perceived organizational justice (De Boeck et al., 2018; Farndale et al., 2022; Narayanan et al., 2019; O'Connor & Crowley-Henry, 2019), the psychological contract (Festing & Schäfer, 2014; Sandeepanie et al., 2023), generational effects (Festing & Schäfer, 2014), proactive talent behavior (Meyers, 2020), perceived talent fit (Narayanan et al., 2019), perceived organizational support, perceived status, organizational identity, and citizenship behavior (Khoreva et al., 2017). Empirical research is needed to actively investigate the relationship between talent management and work attitudes, focusing on the role of social exchange mechanisms (De Boeck et al., 2018; Festing & Schäfer, 2014; Meyers, 2020; Narayanan et al., 2019; O'Connor & Crowley-Henry, 2019). Some authors also suggest the use of moderator variables, such as perceived procedural and interactional justice (De Boeck et al., 2018; Farndale et al., 2022; O'Connor & Crowley-Henry, 2019), generational effects (Festing & Schäfer, 2014) and proactive talent behavior (Meyers, 2020).

Recent empirical research on talent management practices aids in understanding them, but most studies focus on specific practices rather than a systematic bundle (Thunnissen & Gallardo-Gallardo, 2017). In this review, we identify several specific practices, such as talent identification (Björkman et al., 2013; Farndale et al., 2022; Golik & Blanco, 2022; McDonnell et al., 2023; Meyers et al., 2020; van Zelderen et al., 2023), talent rating (Asplund, 2020), talent status (Ishiyama, 2022; Wikhamn et al., 2021), talent fit (Jiang et al., 2021), talent attraction (Jimoh & Kee, 2022), talent development (Jimoh & Kee, 2022; Wang-Cowham, 2011), talent retention (Jimoh & Kee, 2022), perceptions of HiPo programs (Malik et al., 2017), and team talent inducement (Tu et al., 2023). Talent identification draws many researchers to compare high-potential and non-talents for critical positions to contribute differently to the organization. Talent identification also involves issues of talent philosophy (McDonnell et al., 2023; Meyers et al., 2020), transparency/secretcy (De Boeck et al., 2018), focus on growth versus foundational (Meyers et al., 2020), homophily effects (Golik & Blanco, 2022), emotional responses and anticipated ostracism (van Zelderen et al., 2023), accepting rising performance demands, building competencies, and supporting strategic priorities, including the side effects for those who do not know whether they are classified as talents or not (Björkman et al., 2013).

Empirical research highlights the need for contextualized talent management, including green orientation and digital transformation. Ma et al. (2023) explored how green talent management affects employee retention through green organizational identity and moderated by green shared vision using social identity and social exchange theories. Rožman et al. (2022) demonstrated that digital transformation, especially through artificial intelligence (AI), enhances talent management by improving employee engagement and company performance. AI positively impacts talent acquisition, training, organizational culture, and leadership by streamlining remote collaboration and automating tasks, which boosts productivity. Jiang et al. (2021) found that work engagement mediates the link between morality, talent, and creativity, offering insights into enhancing talent management and creativity during digital transformation. Effective talent management in the digital economy must focus on attracting and developing talent to improve performance (Jimoh & Kee, 2022).

Recent industry changes, driven by demographic shifts as highlighted by Younas and Bari (2020), have shown how talent management practices like mentoring, strategic leadership, social media, and knowledge sharing influence Generation Y employees' intention to stay, with strategic leadership and social media having a particularly strong impact on retention. Festing and Schäfer (2014) further suggest that generational differences in values and preferences moderate the effectiveness of talent management practices in the psychological contract. Specifically, highly engaged talent management practices may have a stronger effect on fulfilling the psychological contract and increasing the intention to stay for Generation X and Y compared to the Baby Boomer generation. These studies contribute to a more contextualized future research agenda that aligns with the evolving future of work.

4. Discussion

Talent management may indirectly affect outcomes through various mechanisms. Talent management researchers may view the organization-talent relationship as a reciprocal social exchange, as suggested by both empirical and non-empirical studies (De Boeck et al., 2018). The social exchange theory emphasizes reciprocity, implying that when one party provides a benefit, the recipient reciprocates by providing a valuable benefit (Akkermans et al., 2024). Social exchange and psychological contract theories underpin studies that involve mediator variables, such as fulfilling psychological contracts (Khoreva et al., 2017) and feelings of obligation (Asplund, 2020). A psychological contract reflects the view of the employer-employee exchange relationship and resources (Khoreva et al., 2017), emphasizing both material rewards and emotional factors, such as honesty, sharing, respect, and development opportunities (Newton et al., 2012). From a social exchange perspective, people seek to reciprocate their work balance (Sonnenberg et al., 2014). Investing in employees motivates them to work harder, demonstrate greater commitment, and maintain a positive attitude (Meyers, 2020). Employees adjust their behavior if the organization cannot fulfill the psychological contract.

Meyers (2020) highlighted that employees behave proactively in response to impactful organizational policies, not just passively. Several affective, cognitive, and behavioral outcomes must be explored, including positive and negative outcomes (De Boeck et al., 2018; Festing & Schafer, 2014; Malik et al., 2017; Meyers, 2020; O'Connor & Crowley-Henry, 2019). The responses of employees categorized as talented differ from those of non-talented employees as highlighted by some authors (e.g., Björkman et al., 2013; De Boeck et al., 2018; Narayanan et al., 2019; O'Connor & Crowley-Henry, 2019). Almost all these studies propose organizational justice mechanisms as explanations for the differences in outcomes. O'Connor and Crowley-Henry (2019) explored the impact of exclusive talent management practices on employee engagement, highlighting that talent-identified employees perceive higher distributive justice as a result of interactional and procedural justice.

De Boeck et al. (2018) highlighted the social exchange mechanism involving organizational justice and support. Recent studies have provided evidence that perceived distributive justice, and organizational support mediates talent management practices and turnover intention (Supi et al., 2023). Farndale et al. (2022) found that talent identification and turnover intention are moderated by perceived distributive justice, whereas all perceived organizational justice dimensions moderate talent identification and work engagement. Narayanan et al. (2019) suggest that talent management enhances employee retention through distributive, procedural, informational, and interactional justice, influenced by talent congruence.

Figure 8 shows congruence when organizations and individuals talent and non-talent. Incongruence arises when there is a discrepancy between an organization's perception of an individual as a talent and their perception of themselves in that role, or when the organization does not recognize an individual as a talent. At the same time, individuals believe that they are one. We agree with Narayanan et al. (2019) that there are four conditions: two possible congruences and two possible incongruences rather than a binary. The diagram shows four types of perceptions from individual and organizational perspectives, whether an individual perceives themselves as talent and whether organizations perceive individuals as talent or non-talent. This is called congruence if individuals and organizations match their perceptions, whether as talent or non-talent. On the contrary, if an individual and an organization do not match their perception, whether as talent or non-talent, this is called incongruence. This is possible if the organization does not disclose the status of talent and non-talent.

Talent perception congruence originated in a study by Sonnenberg et al. (2014). They found a positive correlation between talent management and fulfillment-psychological contracts but found that talent perception incongruence weakens this relationship. Future research should prioritize aligning talent perception and recognizing the crucial role of talent in attaining a sustainable competitive advantage. Talent perception congruence relates to talent identification since the central focus of talent management is workforce differentiation (Gallardo-Gallardo et al., 2015). Future research must expand the understanding of talent status as a social identity. Whether or not the organization informs employees of their talent status, they perceive and react to practices that lead to various behaviors, both positive and negative. Identifying two possible congruences and two possible incongruences is a crucial step in this process.

Future talent management research must be more contextually aligned with the evolving future of work by considering the interconnected challenges of digital transformation, shifting work environments,

Organization	Acknowledging the Individual as Talent (1)	INCONGRUENCE 01	CONGRUENCE 11
	Not Acknowledging the Individual as Talent (0)	CONGRUENCE 00	INCONGRUENCE 10
		Not Perceiving Myself as Talent (0)	Perceiving Myself as Talent (1)
		Individual	

Figure 8. Perceived talent congruence/incongruence.
Source: The Authors.

changing employment relationships, and generational effects. As Claus (2019) noted, rapid changes in demographics, technology, and globalization are disrupting traditional talent management practices, prompting progressive organizations to shift their focus to creating meaningful employee experiences. Various studies emphasize that employee experiences, as reflected in their attitudes and behaviors, indicate that talent management practices must be designed and implemented to meet current demands. This alignment ensures that the talent recruited, developed, and retained can significantly contribute to the organization in line with today's expectations. In an increasingly digitized industry that relies heavily on data and digital technologies, fostering organizational learning is essential for the growth of employees' knowledge, skills, and attributes (Jiang et al., 2021).

These underlying themes have significant implications for various industries and sectors. For example, how talent management practices in digitally transformed service industries affect individual creativity (Jiang et al., 2021), how AI-based talent management affects employee engagement and performance in the manufacturing, trading, information/communications, and finance sectors (Rožman et al., 2022), how effective talent management increases retention in high-tech and information/communications industries (Weng et al., 2023), how talent management practices influence the performance of medical representatives in the pharmaceutical industry (Nasution et al., 2023) and the performance of academic staff in higher education (Abdullahi et al. (2022). In a broader context, there is also a need to study talent management in emerging economies (Mousa et al., 2023).

5. Conclusion

This study aimed to analyze bibliometric data on talent management, systematically review the identified basic themes, and use the findings to identify future research areas. From 2003 to 2023, talent management literature increased significantly, with 1,415 articles and 2,903 authors. Over the past two decades, talent management research and literature has grown by 29.32% annually. This study focuses exclusively on the essential but underdeveloped themes resulting from bibliometric analysis: talent management practices, work engagement, social exchange theory, talent identification, high potential, and workforce differentiation.

The authors suggest studying talent management mechanisms and outcomes to obtain empirical evidence that supports the existing concepts and theories. We present a comprehensive outline of a talent management model that includes antecedents, mediators, moderators, and outcomes of attitudes and

behaviors. This framework is derived from a thorough review of the literature. This study addresses a notable gap in the existing body of research on the mechanisms and outcomes associated with talent management practices. Additionally, we provide hypotheses related to these practices as guidance for future research, along with managerial implications that offer actionable strategies for HR practitioners.

5.1. Theoretical implications

Gallardo-Gallardo et al. (2015) provided talent management researchers with various theories, including dominant and alternative frameworks, including social exchange theory, emphasizing the importance of actively choosing and consistently implementing diverse theoretical underpinnings in talent management. Social exchange theory is often combined with other theories, such as psychological contract, congruence, attachment, resource-based view, knowledge sharing, and signaling theories. Psychological contract theory is used in conjunction with social exchange theory (Asplund, 2020; Festing & Schäfer, 2014; Khoreva et al., 2017), because both are based on the principle of reciprocity between individuals and organizations. To develop these theories, future research should integrate alternative theories such as organizational justice, social identity, person-environment fit, and HR attribution.

This systematic review of 40 articles explored the basic themes of talent management, that require further development. Unlike other reviews that focus on specific contexts, this review focuses on broader ones. Our first contribution is to holistically summarize and discuss the current state of talent management knowledge regarding these fundamental themes. This contribution prompts further research to reveal what should be known about talent management based on conceptualized, tested, and developed theories. The second contribution is the integration of talent management models with the hypotheses, which leaves room for further empirical research. Empirical models require a clear distinction between the mechanisms and consequences of specific attitudes and behaviors to avoid confusion when using variables. Researchers need to pay equal attention to both positive and negative outcomes and talent and non-talent groups, including those who do not know which group they belong to. Future research in talent management should also be contextualized with the rapidly changing landscape of the future of work, such as digital transformation, demographic shifts, and emerging economies. This alignment requires comprehensively considering the challenges emerging in this evolving environment that impact individuals, organizations, sectors, and industries.

5.2. Practical implications

This detailed review thoroughly analyzes previous research on talent management, highlighting the crucial role of practitioners in enhancing and executing these practices, considering attitudinal and behavioral consequences. Previous research has highlighted significant differences in attitudes and behaviors when comparing individuals identified as talents with those categorized as non-talents. As strategic HR management, talent management should integrate the practices to identify and acquire high-potential talent, develop competencies and careers aligned with the organization's strategy, and retain them for future critical positions. Individual practices may also enhance employee performance, motivation, and contributions (Chami-Malaeb & Garavan, 2013). However, implementing an integrated HR system that manages valuable human resources collaboratively contributes to value creation rather than independently (Huselid & Becker, 2011; Wright & McMahan, 2011). We expect this integrated model to provide a more comprehensive understanding of the synergetic effect of talent management practices in creating exceptional values for an organization. We also present practical and actionable managerial implications that provide strategies for HR practitioners, empowering them to make a significant impact. In addition, this study introduces a new method by demonstrating how researchers can sequentially combine bibliometric analysis and systematic literature reviews using different datasets and periods.

5.3. Limitations and future research

The study used the Scopus database for analysis, with potential future use of other databases, such as Web of Science or Dimensions. The authors hope that this study will help understand the organized

knowledge base and trends in talent management literature, generating new ideas and insights. The literature review reveals that various talent management variables have been extensively studied as antecedents (e.g., talent management practices, effectiveness, mechanisms, organizational talent management, etc.). Other variables that could act as mediators still need to be tested empirically (e.g., organizational justice, talent perception congruence, and proactive behavior). The moderator variables included proactive behavior, generational effects, psychological contracts, perceived procedural and interactional justice. The attitudinal outcomes include the fulfillment or breach of psychological contracts. Empirical investigations are still needed to address the research gaps regarding mediators, moderators, and outcome components. Identifying these gaps may provide valuable insights to guide future research in this domain. Researchers can view the complete research agenda, including recommendations and hypotheses from previous studies (see [Appendix](#)) and those outlined in the integrated research model (see [Figure 7](#)).

Acknowledgment

This research received support from the Indonesia Endowment Fund for Education Agency (Lembaga Pengelola Dana Pendidikan, Indonesia), which provided funding for the first author's doctoral degree scholarship.

Authors' contributions

The conception and design: R. Hendrawan and R. Rosari; the analysis and interpretation of the data: R. Hendrawan; the drafting of the paper: R. Hendrawan; revising it critically for intellectual content: R. Hendrawan, R. Rosari, and T. Nastiti; and the final approval of the version to be published: R. Rosari and T. Nastiti; and that all authors agree to be accountable for all aspects of the work.

Disclosure statement

No potential conflict of interest was reported by the author(s).

Funding

This work was supported by the Indonesia Endowment Fund for Education Agency (Lembaga Pengelola Dana Pendidikan, Indonesia) under Grant number 202207210910004.

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Data availability statement

The data supporting this study's findings are available from the corresponding author upon reasonable request.

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Appendix

Table A1. Knowledge development and potential research agenda.

No	Authors	Key Points	Methods and Variables	Future Research Agenda
1	Abdullahi et al. (2022)	Talent management—recruitment, training, and compensation—impacts employee performance. Engagement partially mediates the relationship. The results do not support the hypothesis that employee engagement mediates talent recruitment and performance.	Quantitative method. • Talent-recruitment practice. • Employee performance. • Employee engagement. • Training and development practice. • Compensation practice.	Future research should investigate additional specific talent management practices while considering the moderating influence of demographic variables.
2	Akkermans et al. (2024)	This study integrates social exchange and signaling theories to study initial employability. It overcomes linear model limitations with a cyclical model that emphasizes employer-employee interaction.	Qualitative method (conceptual/ review). • Initial employability development.	Future research may operationalize social exchange and signaling theory constructs to identify causal relationships behind employability development outcomes.
3	Akter et al. (2022)	Talent management predicts employee engagement positively and significantly through psychological empowerment.	Quantitative method. • Talent-management practices. • Psychological empowerment. • Employee engagement.	Future research may examine additional perspectives to predict employee engagement. Digital competencies and workforce agility are crucial aspects of talent management practices that can impact employee engagement. Research in different contexts.
4	Asplund (2020)	The individual's feeling of obligation mediates the relationship between an individual's talent rating and organizational citizenship behavior. Professional identification affects the link between talent rating and feeling obligated. The connection is more substantial when job identification is lower and more assertive when it is higher.	Quantitative method. • Talent rating. • Professional Identification. • Felt obligation. • Organizational citizenship behavior.	
5	Björkman et al. (2013)	The study reveals significant differences between those who perceive themselves as "talent" and those who do not, with those who perceive being identified as more likely to exhibit certain attitudes.	Quantitative method. • Talent identification. • Acceptance of increasing performance demands. • Support of strategic priorities. • Commitment to building competencies. • Organizational identification. • Turnover intentions.	Future research may examine talent identification based on objective inclusion in the talent pool and perceived talent status by colleagues.
6	Dalal and Akdere (2023)	This study explored how talent management practices affect job-related outcomes, using social exchange theory and the resource-based view.	Quantitative method. • Talent-management practices. • Intent to stay. • Job engagement. • Affective commitment. • Job satisfaction. • Competency.	Future research should test the talent management model in companies with advanced technology and in non-manufacturing sectors, and also consider external factors as moderators.
7	De Boeck et al. (2018)	This review critically examines employee reactions to talent management, focusing on affective, cognitive, and behavioral outcomes, highlighting talent-non-talent differences. Current understanding needs more attention to uncertainty, power, and social identity.	Qualitative method (conceptual/ review). • Talent management practices. • Organizational justice. • Organizational support. • Various affective, cognitive, and behavioral outcomes.	Future research may examine the adverse reactions of talents to talent management and non-talented reactions to talent management.
8	Dzimhiri and Molefi (2022)	Talent management increases job satisfaction, career orientation, innovation, and engagement.	Quantitative method. • Talent management. • Job satisfaction. • Career orientation. • Innovative behavior. • Work engagement.	Future research may examine how talent management affects these variables for other health workers, especially doctors.
9	Farndale et al. (2022)	The study explores the influence of identifying high-potential employees on social exchange, revealing that organizational justice mediates talent identification and work engagement, while distributive justice moderates turnover intentions.	Quantitative method. • Talent identification. • Organizational justice. • Work engagement. • Turnover intention.	Future research may examine the differential levels of exclusivity between talent and non-talent. It may also emphasize talent identification-related organizational justice.

(Continued)

Table A1. Continued.

No	Authors	Key Points	Methods and Variables	Future Research Agenda
10	Festing and Schäfer (2014)	This research uses social exchange theory to explain how talent management affects psychological contracts and their implications. The potential influence of generational effects and variations in work values and preferences on this relationship should be considered.	Qualitative method (conceptual/ review). • Talent management. • Generational effects. • Psychological contract of talent. • Attitudinal consequences. • Behavioral consequences.	To substantiate the propositions posited in this study, empirical testing is essential.
11	Gallardo-Gallardo et al. (2015)	This analysis compares and contrasts the prevailing theoretical frameworks with alternative ones, including the social-exchange theory.	Bibliometric and content analysis. • Talent management.	Future research may use one of the proposed theoretical and methodological positions.
12	Golik and Blanco (2022)	This study explores how homophily influences talent spotters' behaviors and emphasizes minimizing its negative consequences on talent identification.	Qualitative method. • Talent identification. • Perceived homophily process. • Homophily attributes.	Future research may use quantitative methods and examine how homophily affects talent identification. It may also investigate the influence of culture and explore gender differences.
13	Gulyani and Sharma (2018)	A positive correlation exists between engagement in one's work and happiness in one's line of work. In addition, work engagement is a complete mediator in the correlation between perceived total rewards and happiness in one's line of work.	Quantitative method. • Perceived total rewards. • Work engagement. • Work happiness.	Future research could predict work happiness by examining life happiness and a positive workplace climate and the influence of mediator and moderator factors on perceived total rewards, work happiness, and engagement.
14	Ishiyama (2022)	The mechanism for talent management and the status of talent with work engagement are independent of one another regarding their relationship.	Quantitative method. • Talent-management mechanism. • Work engagement. • Talent status.	The talent management mechanism needs more experimental research, highlighting the need for academics to study this area. Extended samples are necessary for a more nuanced analysis.
15	Jiang et al. (2021)	The study reveals that high talent fit and morality enhance creativity and work engagement, while high morality and low talent fit lead to greater individual creativity, with work engagement mediating this effect.	Quantitative method. • Morality. • Talent fit. • Work engagement. • Individual creativity.	Future research may compare person-environment fit along with self-evaluation.
16	Jimoh and Kee (2022)	The study uncovers that talent attraction and development significantly impact task performance, with work engagement positively mediating these effects.	Quantitative method. • Talent attraction • Talent development. • Talent retention. • Work engagement. • Task performance.	Future research may investigate the conditions under which work engagement mediates talent retention and task performance.
17	Khoreva et al. (2017)	The effectiveness of talent management practices influences commitment to developing leadership competencies by fulfilling the psychological contract.	Quantitative method. • Talent-management practice effectiveness. • Fulfillment of psychological contracts. • Commitment to competence development.	Future research could explore alternative mediators, such as organizational support, organizational identity, status, and employee attitudes, such as citizenship behavior, turnover intentions, and absenteeism.
18	Kuntonbutr and Sangperm (2019)	Talent management has the potential to enhance customer satisfaction by fostering increased work engagement and promoting better corporate citizenship behavior.	Quantitative method. • Talent management. • Organizational citizenship behavior. • Work engagement. • Customer relationship management. • Social responsibility. • Customer satisfaction.	Future research may examine how management techniques affect customer satisfaction from the perspective of the customer or manager.
19	Ma et al. (2023)	This research examines the mediating role of green organizational identity in the association between green talent management and employee retention. A green-shared vision moderates this relationship.	Quantitative method. • Green-talent management. • Green organizational identity. • Employee retention. • Green-shared vision.	Future research may examine green CSR, psychological empowerment, the boundary effect of green service delivery and its multilevel application across functional units.

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Table A1. Continued.

No	Authors	Key Points	Methods and Variables	Future Research Agenda
20	Malik et al. (2017)	The study supports social exchange and HR attribution theory and emphasizes organizational trust in exclusive talent management by examining how HiPo programs affect employees' attitudes and behaviors.	Quantitative method. <ul style="list-style-type: none"> • Perceived HiPo programs. • Organizational trust. • HiPo attributions: commitment-focused, control-focused. • Affective commitment. • Job satisfaction. • Turnover intent. • Organizational citizenship behavior. 	Future research may compare employees who participate in these programs to those who do not and utilize time-lag methodologies to gain valuable insights.
21	McDonnell et al. (2023)	The study found that senior leaders and talent have different views on talent in organizations, highlighting the need for a shared talent philosophy to guide talent management and address fairness and transparency concerns.	Qualitative method. <ul style="list-style-type: none"> • Talent. • Talent identification. 	Future research could use large-scale survey data to test hypotheses on talent definition, identification, consistency, and alignment among organizational stakeholders.
22	Mangion-Thornley (2021)	Drawing on social exchange theory and psychological contracts, the study identifies talent coaching as a crucial but ambivalent career event. Successful talent management coaching requires long-term, bespoke, developmental, inter-connective, trustworthy, and reflective relationships.	Qualitative method. <ul style="list-style-type: none"> • Talent management. • Talent coaching. 	Future research could explore the adverse effects of talent coaching in various organizations, examine different talent management program designs, and investigate the line managers' role in talent management.
23	Maurya and Agarwal (2018)	The study found a positive correlation between talent management and employer branding.	Quantitative method. <ul style="list-style-type: none"> • Talent management. • Perceived employer branding. 	Future research may reveal the foundational assumptions behind a more comprehensive and equitable talent management approach that gives individuals more attention and promotes a holistic perspective.
24	Meyers (2020)	This study introduces a conceptual framework that integrates three possible connections between proactive talent behavior and talent management.	Qualitative method (conceptual/ review). <ul style="list-style-type: none"> • Talent management practices. • Proactive talent behavior. • Employee reactions. 	Empirical testing needs to be conducted to validate the ideas put forward in this research.
25	Meyers et al. (2020)	This article examines HR managers' use of four talent philosophies and their impact on organizational context and talent management practices. Smaller companies had more inclusive talent philosophies, talent definition, and workforce differentiation.	Quantitative method. <ul style="list-style-type: none"> • Talent philosophy. • Talent definition. • Talent identification. • Workforce differentiation. 	Future research may use other sources to measure talent management philosophy. It could also examine how talent philosophies affect HR practice's perception, employee well-being, and engagement.
26	Mousa et al. (2023)	The study suggests inclusive talent management that helps employees with crisis management, sustainability, and resilience, and tailored training programs for current and future challenges, stimulating employees to fulfill psychological contracts.	Qualitative method. <ul style="list-style-type: none"> • Talent management. • Psychological contract. 	Further research may examine from other perspectives, replicate them in other developing countries, and compare the family and non-family talent development, management, and recognition practices.
27	Narayanan et al. (2019)	This study proposes a resource-based view and social exchange theory framework linking talent management to employee retention through organizational justice and talent perception congruence.	Qualitative method (conceptual/ review). <ul style="list-style-type: none"> • Talent management. • Talent perception incongruence. • Organizational justice. • Employee retention. 	Tests of propositions derived from this research must be empirically conducted before they can be accepted as legitimate.
28	Nasution et al. (2023)	The study explores how talent management influences performance through ambidexterity and work engagement.	Quantitative method. <ul style="list-style-type: none"> • Talent management. • Work engagement. • Employee ambidexterity. • Performance. 	Future research could investigate unidentified variables in this study, e.g., organizational ambidexterity, innovative behavior, and other related behaviors.
29	O'Connor and Crowley-Henry (2019)	Talent management practices with an exclusive approach may affect employee engagement (disengagement) within a social exchange and equity framework theory.	Qualitative method (conceptual/ review). <ul style="list-style-type: none"> • Talent management. • Organizational justice. • Employee engagement (disengagement). 	Empirical testing to validate the propositions in this study.

(Continued)

Table A1. Continued.

No	Authors	Key Points	Methods and Variables	Future Research Agenda
30	Rožman et al. (2022)	This study proposes a multidimensional talent management model using AI to boost company performance and employee engagement. This model covers talent acquisition, training, organizational culture, leadership, and workload reduction.	Quantitative method. • AI supported: acquiring and retaining, training and development, organizational culture, and leadership. • Appropriate teams. • Employee engagement. • Enterprise performance.	Future research may use structural equation modeling to analyze new constructs and compare results in other countries.
31	Sandeepanie et al. (2023)	This article develops a conceptual model and identifies gaps between core concepts to examine how talent management and employees' psychological contracts affect employer branding.	Systematic literature review. • Talent management. • Psychological contract. • Employer branding.	Future research may explore the mediating or moderating role of any other variables.
32	Sharma and Sharma (2015)	The study examines the influence of perceived gender equity and locus of control on overall satisfaction with life and work, optimism, and burnout, with work engagement as a mediator.	Quantitative method. • Perceptions of gender equity. • Internal LoC. • Work engagement. • Optimism. • General satisfaction. • Burnout.	The study can be applied in countries where gender inequality is prevalent.
33	Smit et al. (2021)	The study reveals transformational leadership as the antecedent of talent management influencing work engagement.	Quantitative method. • Transformational leadership. • Talent management. • Work engagement.	Future research may examine the effect of transformational leadership on work engagement in other contexts.
34	Supi et al. (2023)	The study reveals that talent management practices significantly reduce turnover intention through perceived distributive justice and organizational support.	Quantitative method. • Talent management practices. • Perceived distributive justice. • Perceived organizational support. • Turnover intention.	Future research may incorporate a dependent or moderating variable.
35	Tu et al. (2023)	The study revealed that team talent inducements enhance teamwork engagement and creativity, while the individual-goal orientation moderates these indirect effects.	Quantitative method. • Team talent inducements. • Work engagement. • Creativity. • Individual goal orientation.	Future research should examine gender effects on team engagement, talent identification on teams, and organizational climate on talent inducements. It may also focus on different characteristics.
36	van Zelderen et al. (2023)	The study found that expected ostracism partially influences talent identification and turnover intentions. Talents anticipate experiencing more ostracization from non-talents unless non-talents view talent identification positively.	Quantitative method. • Talent identification. • Emotional responses. • Anticipated ostracism. • Turnover Intentions.	Further research may examine talent identification incongruence, uncommon affective, behavioral, or cognitive variables, co-workers' emotional responses, and the interactive effects of other contextual conditions.
37	Wang-Cowham (2011)	The study explores the relationship between talent development and knowledge-sharing, highlighting the social, collaborative, and organizational nature of learning and how knowledge-sharing aids in achieving learning outcomes.	Qualitative method. • Talent development. • Knowledge sharing.	Future research could delve into the phenomenon at an organizational level, utilizing qualitative and quantitative methods to better understand its functioning within organizational contexts.
38	Weng et al. (2023)	The study identified a positive correlation between talent management and intention to stay, mediated by work engagement and perceived organizational support, with work-life balance as a moderating variable.	Quantitative method. • Talent management. • Perceived-organizational support • Work engagement. • Intention to stay. • Work-life balance.	Future research could investigate mediator variables and explore the variances in talent management practices specific to different firms.
39	Wikhamn et al. (2021)	The study unveils that management and organizational identification mediate the relationship between talent status, organizational citizenship behavior, and turnover intention, with management identification directly impacting outcomes.	Quantitative method. • Talent status. • Organizational identification. • Management identification. • Organizational citizenship behavior. • Turnover intention.	Future research could examine how talent status and management practices affect employees, including discrepancies between self-perception and reality about talent status.
40	Younas and Bari (2020)	Talent management practices positively affect Generation Y's intention to stay. Competency development mediates talent management practices and intent to stay.	Quantitative method. • Strategic leadership. • Mentoring. • Social media. • Knowledge sharing. • Competency development. • Intention to stay.	Future research should explore talent management's impact on Generation X and Generation Z. It may also examine the influence of compensation and job satisfaction on employee retention.

Table A2. Hypotheses, relevant key findings, and managerial implications of talent management practices.

No	Hypotheses	Relevant Key Findings	Managerial Implications
DIRECT EFFECT			
1	Talent management practices positively influences employee performance.	Abdullahi et al. (2022) Nasution et al. (2023) De Boeck et al. (2018)*	Practice talent management to enhance employee performance.
2	Talent management practices positively influences employee/work/job engagement.	Akter et al. (2022) Dalal and Akdere (2023) Dzimbiri and Molefi (2022) Ishiyama (2022) Kuntonbutr and Sangperm (2019) Nasution et al. (2023) Rožman et al. (2022) Smit et al. (2021) Weng et al. (2023) De Boeck et al. (2018)* O'Connor and Crowley-Henry (2019)*	Practice talent management effectively to develop employee/work/job engagement.
3	Talent management practices positively influences job satisfaction.	Dzimbiri and Molefi (2022) Dalal and Akdere (2023)	Integrate talent management into strategic plans and ensure effective implementation to promote positive employee perceptions.
4	Talent management practices positively influences career orientation.	Dzimbiri and Molefi (2022)	
5	Talent management practices positively influences innovative behavior.	Dzimbiri and Molefi (2022)	Implement ongoing development to boost careers, identify talent, and track the success of the talent management program.
6	Talent management practices positively influences organizational citizenship behavior.	Kuntonbutr and Sangperm (2019)	
7	Talent management practices positively influences perceived employer branding.	Maurya and Agarwal (2018) Sandeepanie et al. (2023)*	Adapting employee-focused strategies to meet talent demands by effectively communicating talent management tools.
8	Talent management practices positively influences organizational identity.	Ma et al. (2023)	Translate talent management strategies into improved employee retention.
9	Talent management practices positively influences employee retention	Ma et al. (2023) Narayanan et al. (2019)*	
10	Talent management practices positively influences employee ambidexterity.	Nasution et al. (2023)	Prioritize talent management by including individual development plans.
11	Talent management practices positively influences intention to stay	Younas and Bari (2020) Dalal and Akdere (2023)	Implement talent management practices that align with the psychological profile of employees.
12	Talent management practices positively influences affective commitment.	Dalal and Akdere (2023)	Implement talent management practices effectively to improve employees' psychological traits.
13	Talent management practices positively influences competency.	Dalal and Akdere (2023)	
14	Talent management practices positively influences perceived organizational support.	Weng et al. (2023)	Provide positive support, assistance, and concern for employees.
15	Talent management practices positively influences perceived organizational justice.	Supi et al. (2023) Narayanan et al. (2019)*	Implement talent management practices based on each employee's contribution, effort, and performance level.
INDIRECT EFFECT (MEDIATION)			
16	Employee engagement mediates talent management practices and employee performance.	Abdullahi et al. (2022) De Boeck et al. (2018)*	Enhance the positive impact of talent management on employees.
17	Perceived organizational justice mediates talent management practices and turnover intention.	Supi et al. (2023) De Boeck et al. (2018)*	Implement talent management practices by ensuring distributive justice and offering support to all employees, whether talented or not.
18	Perceived organizational support mediates talent management practices and turnover intention.	Supi et al. (2023) De Boeck et al. (2018)*	
19	Perceived organizational support mediates talent management practices and intention to stay.	Weng et al. (2023)	Offer suitable learning and development opportunities, show concern and support by encouraging feedback and opinions, and provide necessary assistance to employees.
20	Work engagement mediates talent management practices and intention to stay.	Weng et al. (2023)	
21	Competency development mediates talent management practices and intention to stay.	Younas and Bari (2020)	Develop talents through social media learning, strategic leadership, and knowledge sharing.
22	Psychological contract mediates talent management practices effectiveness and commitment to competence development.	Khoreva et al. (2017)	Communicate the availability and effectiveness of talent management practices.
23	Organizational identity mediates talent management practices and employee retention.	Ma et al. (2023)	Identifying employee identities, aligning them with organizational goals, and fostering organizational identity.

(Continued)

Table A2. Continued.

No	Hypotheses	Relevant Key Findings	Managerial Implications
24	Perceived organizational justice mediates talent management practices and employee retention.	Narayanan et al. (2019)*	Implement talent management practices fairly and improve how talents perceive them by offering counseling, feedback, clear policies, and transparent management practices.
25	Talent perception congruence mediates talent management practices and employee retention.	Narayanan et al. (2019)*	Share responsibility for talent management with employees, especially in project-based employment.
26	Talent proactive behavior mediates talent management practices and employee reactions.	Meyers (2020)*	Ensure talent management practices take into account the views of all employees impacted by them.
27	Perceived distributive justice mediates talent management practices and employee engagement.	O'Connor and Crowley-Henry (2019)*	
MODERATING EFFECT			
28	Work-life balance moderates talent management practices and intention to stay.	Weng et al. (2023)	Give employees training, reward top performers, offer regular feedback and challenging tasks, and support work-life balance.
29	Shared vision moderates talent management practices and organizational identity.	Ma et al. (2023)	Identify employee identities, align them with organizational goals, and integrate them into strategic planning to improve talent management and employee retention.
30	Shared vision moderates talent management practices and employee retention.	Ma et al. (2023)	
31	Generational effect moderates talent management practices and psychological contract.	Festing and Schäfer (2014)*	Implement talent management practices that suitable with generational cohorts.
32	Talent proactive behavior moderates talent management practices and employee reactions.	Meyers (2020)*	Share responsibility for talent management with their employees (project-based employment).
33	Perceived procedural/interactional justice moderates talent management practices and employee engagement.	O'Connor and Crowley-Henry (2019)*	Implement talent management from the perspectives of all employees that affected by its practices.

*Conceptual/review article.