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## Talent Management in Organizations: Systematic Literature Review

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### ABSTRACT

This study aims to look more comprehensively and in-depth from articles that have emerged about talent management in the span of time for the last 5 years (2017-2022). This research method uses Systematics of Literature Review by following the stages of PRISMA. The articles selected in this study were 40 articles from the initial search of 969 articles. Various aspects of talent management are explored in this literature review, including the process of talent discovery and selection, talent development and retention, and measuring the impact also success of talent management. Key findings from this study include differences in talent management approaches between organizations, the role of technology in facilitating talent management practices, and the importance of data measurement and analysis in understanding the impact of talent management programs. The study also found other research gaps, such as the impact of cultural context on talent management implementation and the impact of new technologies such as artificial intelligence. This systematic assessment of the literature offers a comprehensive understanding of the practices, difficulties, and possibilities associated with talent management. The findings from this research can be a significant resource for academics, practitioners, and corporate decision makers interested in developing and implementing a successful talent management system.

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## **Introduction**

Talent management is a topic that interests and used by every company. Companies understand that it takes more practice to engage employees with the knowledge, skills, abilities, and connections to achieve strategic business goals. According to a resource-based perspective, one of the key facilitators of corporate sustainability is their unique, valuable, and irreplaceable human capital gives them a competitive advantage (Yildiz & Esmer, 2022) (Zhongliang et al., 2021). There is still a need to create a valid and effective methodology for assessing the potential of individual talents (Vecchi et al., 2021). More research is needed to uncover quality and measurable indicators effectively to determine talent potential in various organizational environments. According to research, the development of individual skills is aided by a supportive work environment. However, there are still gaps in people understanding of the workplace elements that have the greatest influence on talent development. More research is needed to determine the factors that support optimal talent development in the workplace.

Talent has been defined in the famous article "The War of Talents" as the sum total of a person's abilities, innate support, knowledge, judgment, abilities, character, motivational resources, and skills to learn and grow. Other gifted people can be defined as those who consistently demonstrate exceptional skills and achievements in a variety of activities and circumstances or within certain subtle skill areas; consistently showing a high probability in the active domain strongly suggests the possibility of similar mobility in cases where they have not been verified and proven to be highly effective. (Sheokand & Verma, 2015). The research method used is systematic literature review. Systematic literature review is a method of conducting research that evaluates, analyzes, and interprets all relevant research questions, topics, or phenomena (Calderón & Ruiz, 2015 and Yunanto & Rochimah, 2017). The purpose of this study is to take a more comprehensive and in-depth look at the articles that have emerged about Talent Management in the span of time over the last 5 years (2017-2022). The research question in this study is what is the scope of talent management and how are the impacts of talent management in organizations.

## **Literature Review**

Talent Management is an integrated strategy or system designed to develop the recruitment, selection, and development processes of people, as well as to retain those with the required skills, and is frequently explored in the presence of a long-term companywide plan that is closely related to the general business goals of the organizations, and human resources are more valuable (Mohammad Fathi Almaaitah, Yousef Alsafadi, Shadi mohammad Altahat, 2020) (Beechler & Woodward, 2009). The bulk of talent management definitions continue to focus on specific features such as attracting, developing, and retaining essential capabilities (Barkhuizen & De Braine, 2021) (Ansar & Baloch, 2018). Furthermore, organizational talent management practices enable highpotential employees of the organization to become more agile, which is required to compete in a modern and unpredictable business world, as well as to expand the capacity of highpotential employees of the organization (MHR Sandeepanie, GDN Perera, TL Sajeewani1, 2020) (Khoreva et al., 2017).

## **Methodology**

The methodology in this study uses Systematic Literature Review (SLR). This methodology has been used in previous talent management research reviews (Panday & Kaur, 2021), (Kaliannan et al., 2016),(Kravariti et al., 2022), (Sindhura, 2022), (Reis et al., 2021), (Ramaditya et al., 2022), (Ghafar, 2015),



the small word, it has only one display in the text. The keywords that appear are grouped into 5 colors, namely blue related to employees, purple related to talent management effects, yellow related to talent development. Light blue color is related to implementation, technology and factors that affect talent management. The color red relates to perspective, context, term, definition and challenges of talent management.

### Inclusion and Exclusion Criteria

Inclusion and exclusion criteria for building a comprehensive talent management database are articles that offer an overview of key features in the latest lines of talent literature and benefits to finding data for further analysis. To achieve it, inclusion and exclusion criteria are built based on the understanding of researchers to select articles with the best quality regarding the selection of journals and articles in them.

Table 1. Inclusion and Exclusion Criteria

	<b>Inclusion and Exclusion Criteria</b>	<b>Reason</b>
Choosing preliminary 969 journal	Only use English language and reputable journal (WoS, Scopus, Emerald, ect)	To identify and analyse journal within high research contribution in talent management subject.
	Journal focus on talent management or interested in talent management in recent years, and at least have one relevant article about talent management	Although it does find the aforementioned criteria, it seems authoritative to claim it can usefully provide a more complete picture of talent management both than academics and practitioners' approach. Papers can be useful to provide a more complete talent management both from academics and practitioners approaching.
Period	Jurnal oriented on urgency of talent management on organization	This time range is created to catch Wide scope and latest trends of talent management
	In 2017-2022	Because the research field of talent is very broad and heterogeneous, the terms talent and talent management are considered as keywords are quite common to get relevant articles.
Journal selection	Articles/journals related to talent management. It used keywords 'talent' and 'talent management' in Article Title, Abstract and Keywords	This criteria corresponds to Systematic Literature limits Review of the author
	Exclusion criteria: all papers (books etc.) not focusing on TM (business, management, economics) are excluded	To ensure good quality of article
	Articles published after the peer review process	

Source: Data Process (2022)

### Quality Criteria

At this stage the data that has been found will be evaluated based on the following questions:

1. Quality Criteria 1: Are journal papers published in the 2017-2022 time frame?
2. Quality Criteria 2: Does the journal paper discuss talent management?
3. Quality Criterion 3: Whether the journal discusses talent management and the impact on the organization

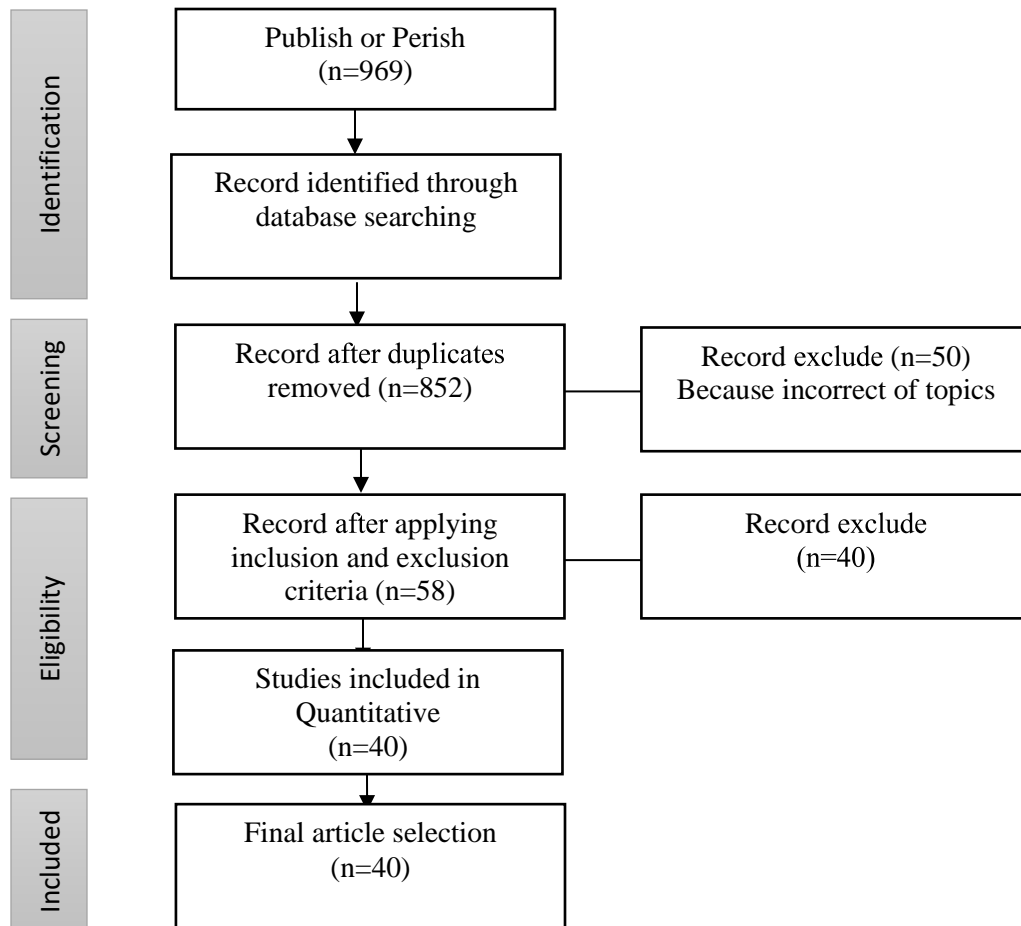


Figure 2. PRISMA Flow: Data Extraction Procedure

Source: Data Process (2022)

Based on figure 2. At the initial stage of the search obtained 969 articles. When duplicate screening was carried out, 852 articles were obtained. Based on inclusion and exclusion criteria, and quality criteria based on PRISMA stages, 40 articles were selected

## Results and Discussion

Several important things were revealed from the results of the data obtained. The results of the analysis to answer the research question are as follows:

### Distribution of articles talking about talent management

The results of the review based on the journal that appears can be seen from the source of the journal publisher, the following journal publisher groups that appear in talent management:

Table 2 Journal Grouping

Group of Journal	Name of Journal	Total
Management Journal	Indus Journal of Management Sciences (IJMS)	1
	Public Management Review	1
	Employee Relations: The International Journal	4

	Emerald Publishing Limited	
	Journal Of Management Development © Emerald Publishing Limited	2
	Journal Of Organizational Effectiveness: People and Performance	1
	© Emerald Publishing Limited	
	IBT Journal of Business Studies	2
	Roa Iktissadia Review ISSN 2253-0088	1
	Scientific Bulletin – Economic Sciences	1
	Journals. Sagepub. com/Home/	1
	<a href="http://Ymerdigital.Com">Http://Ymerdigital.Com</a>	1
	EPRA International Journal of Economics, Business and Management Studies (EBMS)	1
	European J. International Management	1
	SPE-197665-MS	1
	Bangladesh Journal of Public Administration (BJPA)	1
	Sustainability <a href="https://www.mdpi.com/journal/sustainability">Https://Www.Mdpi.Com/Journal/Sustainability</a>	1
	The International Journal of Human Resource Management	1
	Library Leadership and Management	1
	Academy Of Strategic Management Journal	1
	Global Business and Management Research: An International Journal	1
	Revista De Cercetare Si Interventie Sociala	1
	Eurasian Journal of Business and Economics	1
	International Research Journal of Management	1
	Roa iktissadia	1
	Revista De Cercetare Si Interventie Sociala	1
	Palarch’s Journal	1
	Journals. Sagepub. com	1
	Industrial And Commercial Training Emerald Publishing Limited	2
Psychology	Frontiers In Psychology   <a href="http://www.frontiersin.org">www.Frontiersin.Org</a>	1
Industrial and Commercial	Industrial And Commercial Training Emerald Publishing Limited	2
Hospitality Management	International Journal of Contemporary Hospitality Management © Emerald Publishing Limited	1
Education Management and Social Science	Dinasti International Journal of Education Management and Social Science	1
Scientific Research in Engineering	International Journal of Scientific Research in Engineering and Management (IJSREM)	1
	Source: Data Process (2022)	

Based on Table 2, talent management topics are group in several journal groups. The journal groups include journals of management, psychology, education, health, industrial and commercial, arts and humanities. This development shows that talent management when 2017-2022 is discussed in various perspectives.

The main objectives, methodologies, and research results in talent management in last 5 years

Research objectives of the selected articles can be grouped into:

- a. The purpose of the study is to examine talent management from definition of what talent management process means for company, how to attract and recognize talented employees, what

development activities should be given to them, and how to measure their progress and performances.

- b. The purpose of research is to improve theoretical and empirical understanding of process through talent management practices impacting high-potential employees and commitment to leadership competency development.
- c. The purpose of study shows an emphasis on talent management role.
- d. Research objectives that are oriented to construct development to measure talent management in an organization.
- e. The purpose of the research is to understand how talent management process contributes to effective organizational performance management.

There are several articles analyzed about the purpose of related research that point to the impact of talent management on organizational performance (Johennesse and Chou, 2017). Talent management touches all areas in human resource management from recruitment to employee placement and retaining employees to create good organizational performance management (Vijayalakshmi, 2021).

### Research method of Literature

The research methods used in selected journals are:

Table 3 Research Method

Method	Total
Qualitative	10
Quantitative: SEM and Ordinal Least Square	11
Literature Review	13
Bibliometric	1
SLR	5

Source: Data Process (2022)

There are 10 articles that use qualitative analysis methodology to examine talent management. As is known, good talent management is needed in managing significant talented employees in order to gain a competitive advantage in the company. The systematic review approach is also used with many high-quality articles to compile recommended models for talent management development.

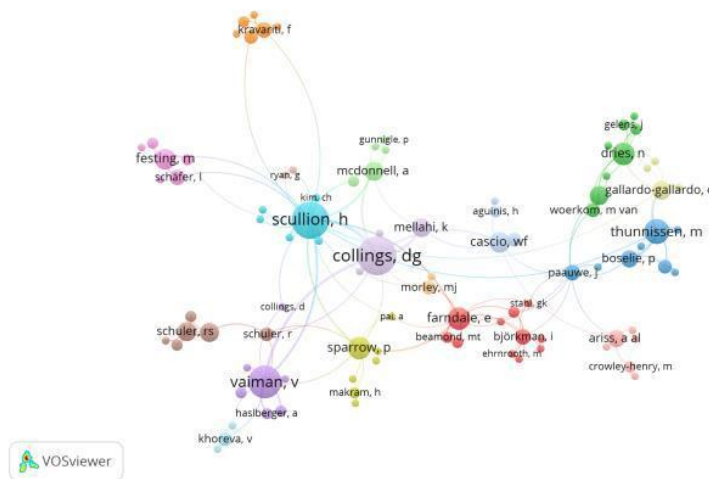


Figure 3 Researcher of Talent Management Research 2017-2022

Source: Data Process Result (2022)

Bibliometric helps to identify and build a collaborative network of authors. Collaboration index, as mentioned in the main information for the five-year period from 2017 to 2022. Figure 4 illustrates the authors' collaboration. The collaboration network features four networks with 48 authors working together to create articles on talent management. In terms of collaboration, larger networks indicate greater closeness among authors.

## **Discussion**

Talent management is very important for the development of superior human resources (HR) in companies both at national and global levels. The talent management approach assists employees in upskilling and provides assistance when faced with new problems. Talent management in the public sector refers to the implementation of essential HR processes that guarantee talent that fits into the public sector environment, with the aim of overcoming difficult problems and achieving the sector's strategic objectives.

According to post-recession research in medium and large organizations, there is still no universal description of the talent management process. However, the idea of talent is described as a gifted blend of organizational principles, personal attributes, and job success. Retaining qualified employees in a highly competitive industry is a major concern. Therefore, effective personnel management methods are very important for improving organizational performance. Talent management is considered the future of human resource practices in South Asia, with many organizations, both global and local, applying talent management techniques to compete in the marketplace. On the other hand, perceived supervision support does not moderate the relationship between talent management methods and the desire to resign. Rapid technical progress

Rapid technological advances create problems in creating people who fit into positions that continue to shift, so it is necessary to create innovative and effective ways of developing talent. "Talent" is still evolving in the context of business literature and has not yet been established as a term in its own right. However, it is imperative that "Talent" be recognized as a distinct idea so that academics, writers, researchers, practitioners, and readers can build a common understanding. It is also important to have a uniform, scientifically based taxonomy of talent management activities. According to research on talent management and work motivation, talent management has a good impact on employee performance. Similarly, a high level of work motivation can improve employee performance. Better performance will come from a strong blend of talent management and work motivation.

Organizations should focus on talent retention, employee development, and achieving alignment between human resources and the company's strategic objectives in their HR processes. Talent management is also very important in attracting and retaining brilliant individuals who are important assets to the existence of the organization. Overall, personnel management is very important to improve organizational performance. Therefore, companies should not neglect a good HR strategy, especially talent management



Table 4. Research Result of Systematic Literature Review

No	Title of Article and Author	Brief Conclusion	Concept
1	Talent management Process and its Implementation in an Organization (Nazeer & Khan, 2020)	Human resources and organizations together can provide much better benefits not only domestically but also globally. The talent management process can find out which people are working effectively and efficiently, which cuts organizational costs	Talent management process
2	Talent management: a critical literature review and research agenda for public sector human resource management (Kravariti & Johnston, 2019)	Public sector TM is characterized as the implementation of key HR procedures that ensure public sector talent is fit for this context to address complex challenges and meet the sector's strategic goals	Talent in the public sector and talent management. Organizational goals by exploring implementation of talent management
3	Talent management Role Comparing Medium and Large Sizes Companies – Major Challenges in Attracting and Retaining Talent Employees ( Eva Boštjancić* and Zali Slana: 2018)	The scope of the talent management field in medium and large companies in the period after the end of the recession. The results show that it is still not working provide a uniform definition of the talent management process, as non-uniform definition there is no uniform practice. Talent concept defined as the appropriate combination of organizational values, personal qualities and work performance are considered gifted	Definition of talent management
4	The role of talent management in strategic renewal (K Järvi & Khoreva, 2020)	In particular, the context of strategic reform has been underrepresented to date in the debate about TM. In this study, by recognizing the role determine TM in achieving strategic renewal	Talent management organizational strategy incontext of strategic renewal"
5	Measuring talent management: a proposed construct (Mujtaba et al., 2022)	The results of the study show that practice is very important in changing business dynamics. 5 factors (critical position identification, talent acquisition, talent development, talent engagement, and talent retention) find a significant TM strategy and integrated in an uncertain economic environment.	Develop a construct to measure talent management (TM) in an organization
6	No war is good for talent: A critical review of the Literature on talent management (Kwon & Jang, 2021)	exclusive TM approach and workforce differentiation: (a) fairness organization, (b) ethics, (c) internal competition and (d) diversity of places	Literature on talent management TM and potential disadvantages of an exclusive TM approach and workforce differentiation.
7	Talent management strategies and functions: a systematic review (Yildiz & Esmer, 2022)	The TM field includes a large and complex list of strategies. Therefore it is necessary to develop a unified classification of these activities based on a scientific approach	Talent management function
8	Talent management and employee engagement their metaanalysis impact on talent retention (Pandita & Ray, 2018)	Synchronization of talent management practices and employee engagement initiatives leads to increased talent retention."	Involvement

9	Dimensions of talent management and their relationship with Generation-Y employee retention in the hospitality industry (Gupta, 2019)	Perceived supervisory support did not mediate the relationship between talent management practices and intention to quit. Employee perceptions of organizational actions have a direct effect on their perceptions of support from their superiors.	The impact on employees
10	New talent management challenges Industry 4.0 (Whysall et al., 2019)	The pace of technological change brought about by Industry 4.0 has created a significant gap between the capabilities of today's employees and the requirements of their rapidly evolving roles, prompting the need to consider new and more effective approaches to talent development.	Employee talent development
11	Responsible talent management: towards guiding principles(Swales, 2021)	Organizations shouldn't just assume they live up to the talent assumption underlying management	Talent management
12	Talent and Talent management: Definitions and Issues (Ansar, 2018)	“Talent” is still in the evolutionary stage and has not been defined as a construct separately in the business literature so that other terms are not used for replace it and vice versa. It is important for Talents to be accepted as an independent concept so that academics, researchers, practitioners, develop the same meaning of term."	Talent definition
14	Talent management and work motivation to improve employee performance (Damarasri, 2020)	The study stated that talent management has an effect on employee performance. The better the company's talent management, the better the employee performance.	Employee performance
15	Impact of talent management in achieving competitive advantage (Sara benmouhoub, 2021)	Talent management relates to talented people or employees who are one of the assets that the company wants to maintain and are generally considered implicit. Talent management has a very important role in improving company performance.	Employee retention
16	Talent management – Key Components of Business Success (Antoniou, 2019)	Organizations that excel in talent management, strong alignment between human resources and initiatives and organizational strategic goals; and high maturity in recruiting, retaining (using a fair compensation system), and developing talent	Talent management
17	Talent management, An Approach For Improving Hr Practices (Siddiqi et al., 2021)	Talent management helps organizations manage their potential employee. Employees are the backbone of an organization without people loyal and talented, therefore the employees talent is necessary for organizational survival.	Talent management in managing talented employee
18	Integrated Talent management Scale: Construction and Initial Validation (Jayaraman et al., 2018)	Talent management has a strategic importance for organizations in the whole world. Organizations face tough challenges in managing talent.	Talent management

19	A Study On Talent management Strtaegirs –Hr Practices (Vijayalakshmi, 2021)	Effective HR practices cannot be ignored in an organization. HR practices are out of step with the current market situation.	Talent management strategy. Talent strategy management
20	Talent Management Progression Over A Decade: A Bibliometric Analysis (Jain & Khurana, 2022)	The field of talent management has been developed and popularized by leading practitioners and academics. It has been recognized as the most comprehensive HR tool for attracting and retaining people.	Talent management trend
21	Effective Talent management Practices: A Review (Karumuri & Kore, 2021)	Effective talent management practices play an important role in improving show organization. Revitalizing the existing talent management system assists the organization in getting better results.	Talent management
22	Talent management: a systematic review and future Prospects (McDonnell et al., 2017)	The review also shows that there is limited concern individual aptitude as a unit of analysis of reliability and validity.	Talent management
23	Importance Of Talent management Term (Rostam, N.D.)	Talent management is a broad word in the context of industrialization and grow and increase employee productivity. Talent management must be implemented by every manager in every workplace.	Talent management
24	Talent management in South Asia: Prospects and Challenges (Ali & Guha, 2018)	South because many multinational companies, local, private organizations, regardless of size, adopt talent management as a strategy to survive in the highly competitive South Asian market."	Talent management
25	Employer Branding as a Talent management Tool: A Systematic Literature Revision (Isabel Reis et al., 2021)	This analysis provides a broader understanding, although the Employer Branding EB process is not clearly structured,	Employee branding and talent management
26	Talent management: context matters (Gallardo-Gallardo et al., 2020)	Making connections between the definition and implementation of TM highlights the need to understand the setting in which an organization is operating in order to know what TM approach will be most effective	Talent management+D26:D35
27	Talent management: Hiring and Developing Engaged Employees (O'Bryan & Casey, 2017)	Overall trend of talent management includes employee involvement and starts with recruitment, following induction and outreach, empowerment, recognition, intentional work design, through leader involvement, and in trust and respect environment	Talent management and employee engagement
28	Talent and Talent management: Definition and Issues (Ansar, 2018)	It is very important for Talents to be accepted as an independent concept so that academics, writers, researchers, practitioners, and readers develop meanings of the same terms. Without this shared meaning, phenomenon of Talent and Talent management will advance to become a discipline with better theoretical basis	Talent management

29	Talent Management performance in the public sector (F Kravariti et al., 2022)	knowledge of TM in the public sector and responding to calls for paying greater attention to the contextual factors that influence TM ((Gallardo-Gallardo et al., 2020)"	Talent management
30	Talent management practice effectiveness: investigating employee perspective (Khoreva et al., 2017)	Perceived effectiveness of TM practices was found to be positively related to high potential employee commitment to competency development leadership.	Talent management
31	The impact of talent management on achieving competitive Advantage- Case study Cevital Company (Sara benmouhoub, 2021)	Talent management has a very important role in improving company performance. - This study shows that most of the talent management practices are carried out by Cevital Company. - There is a high level of talent management and a high level of competitive advantage in the company	Talent management
32	Talent management As Essential Element In A Corporate Personnel Development Strategy (Borisova et al 2017)	Talented employees can play a key role in maintaining the quality and integrity of human potential in every company.	Talent management
33	Employee Perceptions of Talent management Effectiveness on Retention (L.-A. C. Johennesse & Chou, 2017)	Competent and effective talent retention is critical to success organization. Therefore, continuous evaluation of talent management practices must be carried out, due to the continuous transformation of the changing work environment and market landscape faced by the industry.	Employee perceptions Talent retention
34	The Influence of Talent management on job Satisfaction and Organizational Commitment: Moderating Role of Inservice Training (Alparslan & Saner, 2020)	Continuous talent management seems to be a new approach for employees to face, especially in today's competitive and dynamic business environment where every organization strives to achieve a sustainable competitive advantage over their competitors in the markets in which they operate.	Talent management
35	Talent management and organizational performance: The mediating role of employee engagement (Yuniati et al., 2021)	Talented employees have the initiative to be involved in organizational decision-making, resulting in a positive employee attitude that can be interpreted as engagement. Organizations that have employees like this feel lucky, because organization will more easily achieve goals and produce maximum performance.	Talent management and organizational performance
36	Effects of Talent management Practices on Organizational Engagement: A Quasi-Experimental Study (Tetik & Halil, 2021)	Research about influence of talent management on employee organizational involvement. The results show that the implementation of the talent management program has a positive effect on employee organizational involvement.	The influence of talent management on employee organizational engagement

37	Talent management Implementation for Millennials as an Effort to Achieve Sustainable Organizational Performance (Katharina & Nurhayati, 2022)	Millennials like fast processes and prefer to manage own career. For this reason, companies can apply protean careers where greater development responsibility rests with employees with support from the company to provide development. Besides that, companies can implement multiple career paths for employees who have capacity in terms of knowledge and skills but unable or I don't want to be in a managerial position.	Talent management for the millennial generation
38	A Study of Talent management and Its Impact on Performance of Organizations (Mishra, 2022)	Rewards and benefits and employee engagement have a strong positive relationship. In addition, unlike talent retention practices, talent development practices have no direct or indirect impact on employee engagement. and have a very beneficial effect on employee engagement."	employee engagement
39	Implementing Talent management and Its Effect on Employee Engagement and Organizational Performance(N Kamel, 2019)	Talent management is an integrated effort carried out by various companies party at once; top management, senior executives, supervisors, HR, and others the most important thing is the talent of employees	Talent management
40	Talent Acquisition and Talent Engagement Practices Significant Impact Over Employee Satisfaction (Marrybeth et al., 2019)	The results of the study observe that talent acquisition, talent involvement, and talent development practices have a significant effect on employee satisfaction in Three Star Hotels. It was also disclosed that talent retention practices were found to be insignificant. Therefore, it is suggested to develop a retention strategy to increase employee satisfaction among hotel employees	Talent acquisition, talent engagement, and talent development have practice significant effect on satisfaction Employee"

Source: Research Result (2022)

## Scope of Talent Management

This section discusses research question providing a theoretical framework that governs recent talent research problems based on literature. To achieve this goal, as described in the methodology section, two parts of the problem were established. The first is testing whether there is a general definition of talent, the last relates to seeking academics and organizational consensus in defining and understanding 'talent management'. There is a relationship that creates the importance of talent management in terms of attractive awards, indication of employee strengths and weaknesses, and talent development the results have been discussed in relation to practical and theoretical implications (Nazeer & Khan, 2020). The literature review on talent and TM underscores the need for conceptual development. The problem is that many of the published studies are focused on the private sector whereas only a few of them are in the public sector. So, what's the difference between private and public sector talent and TM? The following sections will explore the conceptualisation of terms in both the private and public sectors followed by the identification of key differences and similarities. (Kravariti & Johnston, 2019).

In the extraction of articles, 2 major groups were obtained, namely the scope of talent management as many as 28 articles and the impacts of talent management as many as 12 articles. Here are some of the scopes of talent management, including the importance of talent management (Nazeer & Khan, 2020), the definition of public sector talent (F Kravariti et al., 2022), investing in talented human resources and examining how talent management (Gallardo et al., 2020), the effectiveness of talent management (Zhongliang et al., 2021), the role of talent management in renewal (K Järvi & Khoreva, 2020), measuring talent management in an organization, identify and conceptualize talent management (Yildiz & Esmer, 2022), development of understanding talent management (Bolander et al., 2017), theoretical management concepts regarding talent and talent management (Antoniou, 2019).

Table 5 Scope of Talent Management

No	Scope	Source
1	Talent management process and its implementation in Organization	(Nazeer & Khan, 2020)
2	Talent Management research agenda for humans Public sector resource management	(F Kravariti et al., 2022)
3	The Role of Talent Management Comparing Sizes Medium and Large Companies	(Boštjančič & Slana, 2018)
4	The role of talent management in strategic renewal	(K Järvi & Khoreva, 2020)
5	Measuring talent management:	(Mujtaba et al., 2022)
6	There is no good war for talent: on talent Management	(Kwon & Jang, 2021)
7	Talent management strategy and functions	(Yildiz & Esmer, 2022)
8	New talent management challenges Industry 4.0	(Whysall et al., 2019)
9	Responsible talent management: Towards Guiding Principles	(Swales, 2021)
10	Talent and Talent management: Definition and Issues	(Ansar, 2018)
11	Talent management – A Key Component of Success business	(Antoniou, 2019)
12	Talent management, an approach to Improving HR Practices (Siddiqi et al., 2021)	(Siddiqi et al., 2021)
13	Integrated Talent Management Scale:	(Jayaraman et al., 2018)
14	Talent management strategy	(Vijayalakshmi, 2021)
15	Talent Management Progression for a Decade	(Jain & Khurana, 2022)

16	Effective Talent Management Practices	(Karumuri & Kore, 2021)
17	Talent Management in the future	(McDonnell et al., 2017)
18	The Importance of the Term Talent Management	(Rostam, n.d.)
19	Prospects and Challenges of Talent Management in Asia South	(Ali & Guha, 2018)
20	Important context of Talent Management	(Gallardo et al., 2020)
21	Definition and issues of Talent management	(Ansar, 2018)
22	Organizational and line managerial support roles for Talent management and performance development in Public sector	(F Kravariti et al., 2022)
23	Talent management practices	(Khoreva et al., 2017)
24	Talent management as an important thing Important elements in the Company's Personnel development strategy	(Borisova et al., 2017)
25	Effectiveness of talent management Talent management and organizational performance	(L. A. C. Johennesse & Chou, 2017)
26	Talent Management Implementation	(Yuniati et al., 2021)
27	Talent Management Study	(Katharina & Nurhayati, 2022)
28	Effective Talent Management Practices	(Mishra, 2022)

Source: Research Result (2022)

Talent management practices are essential in changing business dynamics, finding significant and integrated talent management strategies in uncertain economic environment (Mujtaba et al., 2022). The role of talent management in the context of strategic renewal is to provide conditions for self-initiative and identification of potential agents of change and for the development of talented employees to perform their role as change agents (Kati Järvi & Khoreva, 2020).

### Impacts of *talent management* in Organization

Most organizations realize the importance of implementing talent management strategies and practices, to improve their performance and to create a sustainable competitive advantage that will allow them to stand out in the marketplace. (Aina & Atan, 2020). Talent management practices can help high-potential employees to understand labor relationships and communicate to employees attitudes and behaviors in the organization reviewed in 12 articles out of 40 selected articles. The following is a list of the impacts of talent management from 12 journals.

Tabel 6 Impacts of *talent management* in Organization

No	Impacts of Talent Management	Source
1	Competitive Advantage	(Benmouhoub, 2021)
2	Employee performance	(Damarasri, 2020)
3	Business Success	(Antoniou, 2019)
4	Improving HR Practices	(Siddiqi et al., 2021)
5	Job Satisfaction	(Marrybeth et al., 2019)
6	Employee development strategy	(Borisova et al., 2017)
7	Employee retention	(L. A. C. Johennesse & Chou, 2017)
8	Job satisfaction and organizational commitment	(Alparslan & Saner, 2020)
9	Organizational performance	(Yuniati et al., 2021), (Mishra, 2022)
10	Organizational engagement/engagement	(Tetik & Halil, 2021)
11	Sustainable organizational performance	(Katharina & Nurhayati, 2022)
12	Employee engagement and organizational performance	(Kamel, 2019)

Source: Research Result (2022)

Based on the findings of the selected articles, it was found that the discussion on the impacts of talent management is presented in the table above.

## Conclusion

From the selected articles, 28 articles were found that discussed the scope of talent management and 12 articles discussed the impacts of talent management. A literature review on talent management underscores the need for conceptual development. In a changing business environment, finding a significant, integrated TM strategy in an uncertain economic environment is crucial. In the context of strategic renewal, TM's role is to create conditions for self-initiative and identification of potential change agents, as well as develop talented employees to fulfill their roles as change agents. Talent management has several influences on performance. Employees believe that to maximize their potential, organizations must improve their learning and productivity through management, performance, and development activities, as well as pay more attention to their retention strategies. And, if the organization is effective, the performance of the organization will naturally improve and improve over time. In addition, employee members believe that the organization can control them successfully, and as a result, they agree that the performance of the organization is also excellent. Successful planning is formally necessary for effective global talent management because the main objective of the development program is to find employees who are seen as valuable assets to the company and from whom expect continuous promotion to higher positions.

## Author's Contribution

All authors have contributed to the final manuscript. The contributions of each author are as follows, Emi Amelia drafting key conceptual ideas, collecting data, drafting manuscripts and drafting drawings and Rofi Rofaida provided excellent guidance also provided critical revisions of articles.

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## Declaration of Competing Interest

The author declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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