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A Systematic Literature Review Based on the PRISMA Framework: The Influence of Talent Management on Employee Performance

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Abstract

Talent management has emerged as a strategic approach to improving employee performance; however, previous empirical findings remain fragmented and methodologically diverse, limiting a comprehensive understanding of its overall impact. This study aims to systematically examine the relationship between talent management and employee performance while identifying dominant methodological trends in the literature. Using a systematic literature review approach, relevant articles published in reputable academic databases were analyzed based on predefined inclusion and exclusion criteria. The findings indicate that talent management consistently contributes to enhancing employee performance through improved employee engagement, competency development, organizational commitment, and retention. Nevertheless, these findings should be interpreted as indicative patterns rather than definitive causal relationships due to variations in research designs and analytical approaches across studies. In addition, the review reveals that quantitative methods dominate previous research, while integrative and longitudinal perspectives remain limited. This study contributes to clarifying the current state of evidence, identifying methodological limitations, and offering practical implications for organizations in developing more adaptive and sustainable talent management strategies, while also recommending future research using longitudinal designs, mixed-method approaches, and more rigorous analytical integration.

KEYWORDS

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

Introduction

Talent management has increasingly been recognized as a strategic approach for organizations to enhance employee performance and sustain competitive advantage in dynamic business environments (Collings & Mellahi, 2009; Gallardo-Gallardo et al., 2020). A growing body of literature emphasizes that talent management practices—such as talent acquisition, development, and retention play a crucial role in improving employee motivation, engagement, and productivity (Alzuod, 2024; Samidi et al., 2023a). In this regard, organizations that effectively manage their talent are better positioned to align individual capabilities with organizational goals and respond to evolving market demands (Arora & Damarla, 2025; Bennett & Martin, 2025).

Despite the expanding interest in this topic, the existing literature remains fragmented in several important ways. First, empirical findings on the relationship between talent management and employee performance are dispersed across different contexts, industries, and methodological approaches, making it difficult to establish consistent conclusions (Mahroof et al., 2025; Tusquellas et al., 2024). Second, many prior studies rely predominantly on quantitative and cross-sectional designs, which limit the ability to capture contextual complexity and to infer causal (Alzuod, 2024; Samidi et al., 2023a). Third, although several literature reviews have been conducted, they often adopt narrative approaches or lack transparent and reproducible procedures,

thereby reducing their methodological rigor and limiting the reliability of their conclusions (Snyder, 2019; Tranfield et al., 2003)

In addition, prior studies tend to emphasize the positive outcomes of talent management without sufficiently addressing variations in measurement, research design, and contextual differences that may influence the strength and consistency of findings (Mahroof et al., 2025; Tusquellas et al., 2024). As a result, there remains a need for a more systematic and methodologically rigorous synthesis that can provide a clearer and more balanced understanding of how talent management relates to employee performance.

To address these limitations, this study employs a Systematic Literature Review (SLR) using the PRISMA framework (Page et al., 2021). The use of PRISMA is particularly important to ensure transparency, replicability, and rigor in identifying, screening, and synthesizing relevant studies. By applying a structured and explicit review protocol, this study aims to reduce bias and improve the reliability of the evidence synthesis (Moher et al., 2009; Page et al., 2021)

Unlike prior reviews that are often descriptive or limited in scope, this study adopts a systematic and evidence-based approach to analyze recent empirical studies on talent management and employee performance. Specifically, this review focuses on Scopus-indexed journal articles published between 2020 and 2024, ensuring that the analysis reflects current developments in the field. Furthermore, this study not only synthesizes empirical findings but also examines methodological trends, including the dominance of quantitative approaches and the implications of such patterns for the strength and limitations of the evidence base.

This study offers several key contributions. First, it provides a systematic and transparent synthesis of recent empirical evidence on the relationship between talent management and employee performance. Second, it identifies methodological patterns and limitations within the existing literature, thereby offering a more critical understanding of how current findings should be interpreted. Third, it contributes by applying a PRISMA-based approach that enhances the rigor and reproducibility of the review process. Finally, this study outlines directions for future research, particularly the need for methodological diversification, longitudinal designs, and stronger causal analysis to advance the field.

This perspective is consistent with the view expressed by (Mujibi & Azmy, 2024), who argue that talent management represents a strategic effort to attract, identify, develop, and retain individuals possessing critical competencies required for organizational success. Similarly, (Elmie & Riyadi, 2022) explain that talent management serves as a comprehensive strategic framework for identifying, assessing, and utilizing high-quality human resources in order to optimize both individual and collective performance outcomes.

Based on these perspectives, talent management can be understood not merely as an operational managerial activity, but as a dynamic organizational capability that integrates the processes of organizing, developing, and evaluating employee potential in alignment with strategic objectives. This study extends existing theoretical assumptions by suggesting that talent management should be viewed as a multidimensional construct that operates through both direct and indirect mechanisms, influencing employee performance via intermediate factors such as motivation, engagement, and organizational support.

Furthermore, the findings indicate that the effectiveness of talent management is not universally consistent, but contingent upon contextual factors such as organizational environment, leadership support, and methodological approaches used in prior studies. This perspective challenges the dominant assumption of a uniformly positive relationship

and highlights the need to consider contextual and structural conditions in explaining talent management outcomes.

Human talent plays an essential role in maintaining organizational sustainability and competitiveness. The presence of talented employees enables organizations to achieve their strategic goals and encourages individuals to perform at their optimal capacity according to their abilities. Talent management, as an important component of human resource management strategy, aims to strengthen organizational performance through systematic processes including recruitment, selection, training, development, retention, promotion, as well as employee mobility aligned with the core business of the organization (Yuli Angliawati & Fatimah Maulyan, 2020). Furthermore, talent management also functions to ensure that key roles within the organization may be internally filled through developing a pool of talented employees consisting of employees who possess strong competencies and high potential (Masruroh et al., 2023)

Empirical evidence within the 2020–2024 review period indicates that organizations adopting structured talent management practices are more likely to strengthen competitiveness and improve organizational performance (Pocztowski & Pauli, 2023). The reviewed studies also demonstrate that talent management contributes to innovation capability, employee development, and organizational knowledge enhancement.

Effective human resource management is broadly acknowledged as an essential element in maintaining organizational sustainability and performance. When employees are managed effectively, organizations can maximize individual capabilities and maintain operational efficiency. In this context, employee performance becomes a key determinant of organizational success and continuity. Employee performance indicates the level at which individuals successfully complete their roles and responsibilities in accordance with organizational standards and objectives (Pocztowski & Pauli, 2023). Moreover, employee performance is shaped by multiple factors, including work motivation, organizational support, as well as employee competencies that encourage individuals to contribute effectively toward achieving organizational goals

Employee performance can also be assessed through organizational performance appraisal systems. Performance appraisal serves as a managerial instrument used to evaluate employees' work achievements, identify areas requiring improvement, and facilitate employee development. Through structured and systematic evaluation processes, organizations are able to monitor employee progress and ensure that employees perform their responsibilities effectively while contributing to overall organizational productivity

In light of the discussion above, it may be understood that organizational sustainability is strongly influenced by the effectiveness of employee performance. Employee performance reflects the extent to which individuals fulfill their organizational roles while meeting predetermined standards aimed at improving productivity. Performance appraisal systems therefore become an important mechanism for organizations to measure employee development and evaluate work effectiveness. Previous empirical evidence also indicates that talent management strategies, including talent acquisition, capability development, as well as employee retention, significantly influence employee behavior and work outcomes, such as proactive service behavior and employee motivation

Considering the definitions, roles, and impacts associated with talent management, this study aims to systematically examine the relationship between talent management and employee performance across various organizational contexts. In this study, talent management is conceptualized as a set of organizational practices, including talent acquisition,

Table 1. Inclusion – Exclusion Criteria

Criteria	Inclusion	Exclusion
Publication Year	2020–2024	Before 2020
Database	Scopus-indexed journals	Non-Scopus sources
Language	English	Non-English
Document Type	Peer-reviewed articles	Proceedings, books, theses
Topic Relevance	Talent management & employee performance	Unrelated topics

Source: Compiled by the authors based on reviewed literature (2020–2024).

development, retention, and succession planning. Meanwhile, employee performance is reflected through outcomes such as productivity, job satisfaction, and work effectiveness.

Based on this framework, the present study addresses the following research questions: (1) What research methods are commonly used to examine the relationship between talent management dimensions, including talent acquisition, talent development, retention, and succession planning, and employee performance outcomes such as productivity, work effectiveness, organizational commitment, and job performance? (2) How do talent management practices influence employee performance across different organizational contexts, particularly in the service, manufacturing, healthcare, and financial sectors? To answer these questions, this study applies a Systematic Literature Review (SLR) using the PRISMA framework. The growing scholarly attention to talent management across multiple industries highlights the need for a systematic synthesis of previous studies to better understand its contribution to employee performance and organizational sustainability (Demirbag et al., 2024).

A literature review represents a widely used research approach that enables researchers to examine and synthesize findings from previous studies in order to build a theoretical foundation for new research. Within the hierarchy of evidence, literature reviews occupy an important position because they provide systematic insights into existing research and help identify research gaps (Cahyono et al., 2019). One structured form of literature review is referred to as the Systematic Literature Review (SLR), which is designed to collect, evaluate, and synthesize research findings in a transparent and systematic manner so that the research process can be replicated by other scholars (Simamora et al., 2024). Reviews of previous studies play a crucial role in strengthening theoretical foundations, identifying relevant research domains, and guiding future research development directions (Priharsari, 2022).

One of the reasons why the Systematic Literature Review (SLR) method is widely used is its ability to provide a transparent and systematic synthesis of existing literature, allowing researchers to evaluate both the quality and breadth of previous studies while ensuring that the research process can be replicated (Priharsari, 2022; Simamora et al., 2024).

To enhance methodological transparency and reporting quality, this study adopts the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework as a standardized guideline for conducting and reporting the review process. A predefined review protocol was established prior to the screening stage, including the formulation of research questions, search strategy, and eligibility criteria.

The PRISMA framework was implemented through four main stages: identification, screening, eligibility, and inclusion. These stages guided the systematic process of selecting and evaluating relevant studies. Through this structured approach, the present study aims to identify the

most commonly used research methods and to examine how talent management practices are associated with employee performance across different organizational contexts.

In addition, recent developments indicate that talent management is increasingly integrated with digital transformation and technological advancements, including the application of artificial intelligence and data-driven human resource systems to enhance employee development and workforce planning (Bennett & Martin, 2025; Tusquellas et al., 2024).

This study employed the PRISMA framework to ensure a systematic and transparent literature review process. A total of 33 articles were initially identified from the Scopus database. After title and abstract screening, 29 full-text articles were assessed for eligibility, resulting in 23 articles included in the final review, based on the inclusion and exclusion criteria presented in Table 1.

The selected articles were systematically analyzed and synthesized to identify research trends, methodological approaches, and key findings related to talent management and employee performance. This process enabled the review to provide a structured and comprehensive understanding of the existing literature.

Methods

This study employs a Systematic Literature Review (SLR) approach guided by the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework (Page et al., 2021) to ensure transparency, rigor, and replicability in the review process. In addition, this study integrates a bibliometric-assisted analysis using VOSviewer to support the identification of relationships among research themes; therefore, it can be classified as a combined approach, namely a systematic review with bibliometric support. The literature search was conducted using the Scopus database, accessed through institutional subscription, due to its comprehensive coverage of peer-reviewed international journals. The search was performed in January 2025 using a structured query with predefined keywords and Boolean operators, namely (“talent management” OR “talent development” OR “talent retention”) AND (“employee performance” OR “job performance” OR “work performance”). The search was limited to peer-reviewed journal articles published in English between 2020 and 2024.

The relatively limited number of included studies reflects the strict application of PRISMA eligibility criteria and the focus on empirical Scopus-indexed journal articles directly examining the relationship between talent management and employee performance (see Table 2).

To ensure relevance and consistency, the review applied predefined inclusion and exclusion criteria. Included studies were peer-reviewed journal articles indexed in Scopus (Q1–Q4), published between 2020 and 2024, and explicitly focused on the relationship between talent management and employee performance. Excluded studies consisted of conference proceedings, book chapters, editorials, non-English publications, and studies lacking clear methodological procedures or empirical evidence. Following the PRISMA procedure, 33 records were initially identified from the Scopus database. After the screening process based on titles and abstracts, 29 full-text articles were assessed for eligibility. Subsequently, 6 articles were excluded because they did not meet the journal quality and relevance criteria, resulting in 23 articles included in the final review. Although the number of included studies was relatively limited, the selection prioritized methodological rigor, topical relevance, and Scopus-indexed journal quality to ensure reliability of evidence synthesis.

To minimize selection bias, the screening process was conducted independently by two reviewers, and any

Table 2. PRISMA Screening and Article Selection Process

Stage	Number of Articles
Records Identified from Scopus Database	33
Duplicate Records Removed	0
Records Screened	33
Records Excluded Based on Title and Abstract Screening	4
Full-Text Articles Assessed for Eligibility	29
Full-Text Articles Excluded	6
Studies Included in the Final Review	23

Source: Compiled by the authors based on reviewed literature (2020–2024).

disagreements were resolved through discussion until consensus was achieved. Data analysis was conducted in two stages. First, a thematic synthesis approach was employed to identify patterns related to talent management practices and employee performance outcomes. Second, bibliometric analysis was performed using VOSviewer version 1.6.20 to visualize keyword co-occurrence and conceptual relationships among the selected studies. In the bibliometric analysis, a minimum keyword occurrence threshold of two was applied to improve network clarity and relevance. VOSviewer was used solely as an analytical visualization tool, while Scopus served as the primary database source.

Result and Discussion

The PRISMA-based article selection process began with the identification of 33 articles retrieved from the Scopus database using predefined keywords related to talent management and employee performance. Subsequently, title and abstract screening resulted in the exclusion of 4 articles due to limited relevance to the research topic. A total of 29 full-text articles were then assessed for eligibility using predefined inclusion and exclusion criteria. During the eligibility assessment stage, 6 articles were excluded because they did not meet the journal quality requirements, particularly the Scimago Journal Rank (SJR) quartile criteria (Q1–Q4). Consequently, 23 articles were included in the final review and analyzed systematically to identify patterns in research contexts, methodological approaches, and employee performance outcomes associated with talent management practices.

Figure 1 presents the bibliometric visualization generated using VOSviewer based on keyword co-occurrence analysis from the selected studies. The size of each node indicates the frequency of keyword occurrence within the reviewed literature, while the connecting lines represent the strength of relationships among keywords. Different colors illustrate thematic clusters that group related research topics and conceptual patterns. The visualization shows that “talent management” functions as the central theme connected to several related concepts, including employee performance, organizational commitment, employee retention, job satisfaction, and human resource management. These interconnections indicate that talent management research is multidimensional and closely associated with various organizational and employee performance outcomes. Furthermore, the visualization supports the thematic synthesis by highlighting the dominant research focus and conceptual relationships identified across the reviewed studies.

During the duplicate handling stage, no duplicate records were identified. Subsequently, title and abstract screening resulted in the exclusion of 4 articles due to limited relevance

to the research topic. As a result, 29 full-text articles were assessed during the eligibility stage using predefined inclusion and exclusion criteria. During this phase, 6 articles were excluded because they did not meet the journal quality requirements, particularly the Scimago Journal Rank (SJR) quartile criteria (Q1–Q4). Consequently, 23 articles were included in the final review and analyzed systematically to identify patterns in research contexts, methodological approaches, and employee performance outcomes associated with talent management practices.

The synthesis of the selected studies indicates that talent management practices are generally associated with positive employee performance outcomes. However, this relationship is not uniform and varies depending on the type of practices, organizational context, and methodological approach used in the studies, as observed across the reviewed articles. Specifically, most studies emphasize core talent management practices such as talent acquisition, employee development, and retention strategies as key drivers of performance outcomes, including productivity and task effectiveness. This pattern is consistently observed across the majority of the reviewed studies, although the strength of the relationship differs across sectors and research designs.

Beyond direct performance outcomes, several studies highlight that talent management influences employee performance through intermediate factors such as job satisfaction, motivation, and work engagement. These findings suggest that the impact of talent management operates through indirect mechanisms, rather than solely through direct performance enhancement, as supported by recurring patterns across the reviewed literature. However, the extent to which these mediating factors are examined varies across studies, indicating differences in conceptual models and measurement approaches.

Differences across organizational contexts were also identified in the reviewed studies. Studies conducted in the banking sector frequently reported that talent management practices were associated with employee competency development and service performance improvement, whereas studies in healthcare organizations emphasized employee retention and workforce stability as dominant outcomes. In the manufacturing sector, several studies highlighted the relationship between talent management practices and workforce productivity, particularly through employee capability development and succession planning. These findings suggest that the effectiveness of talent management may vary depending on organizational structure, workforce characteristics, and industry demands. From a methodological perspective, quantitative studies generally reported more consistent positive associations between talent management and employee performance, while qualitative studies provided deeper insights into implementation challenges and organizational dynamics.

Although the overall trend suggests a positive association, a limited number of studies report weaker or context-specific findings, particularly in cases where talent management practices are not supported by organizational systems or leadership commitment. This indicates that the effectiveness of talent management is contingent upon supporting conditions, rather than being universally applicable. A subset of studies also highlights the role of digital technologies in supporting talent management processes, including data-driven recruitment and employee development. However, this theme is not consistently addressed across all studies and remains an emerging area within the literature, suggesting the need for cautious interpretation.

The findings of this review further indicate that talent management practices are consistently associated with various employee performance outcomes across the reviewed

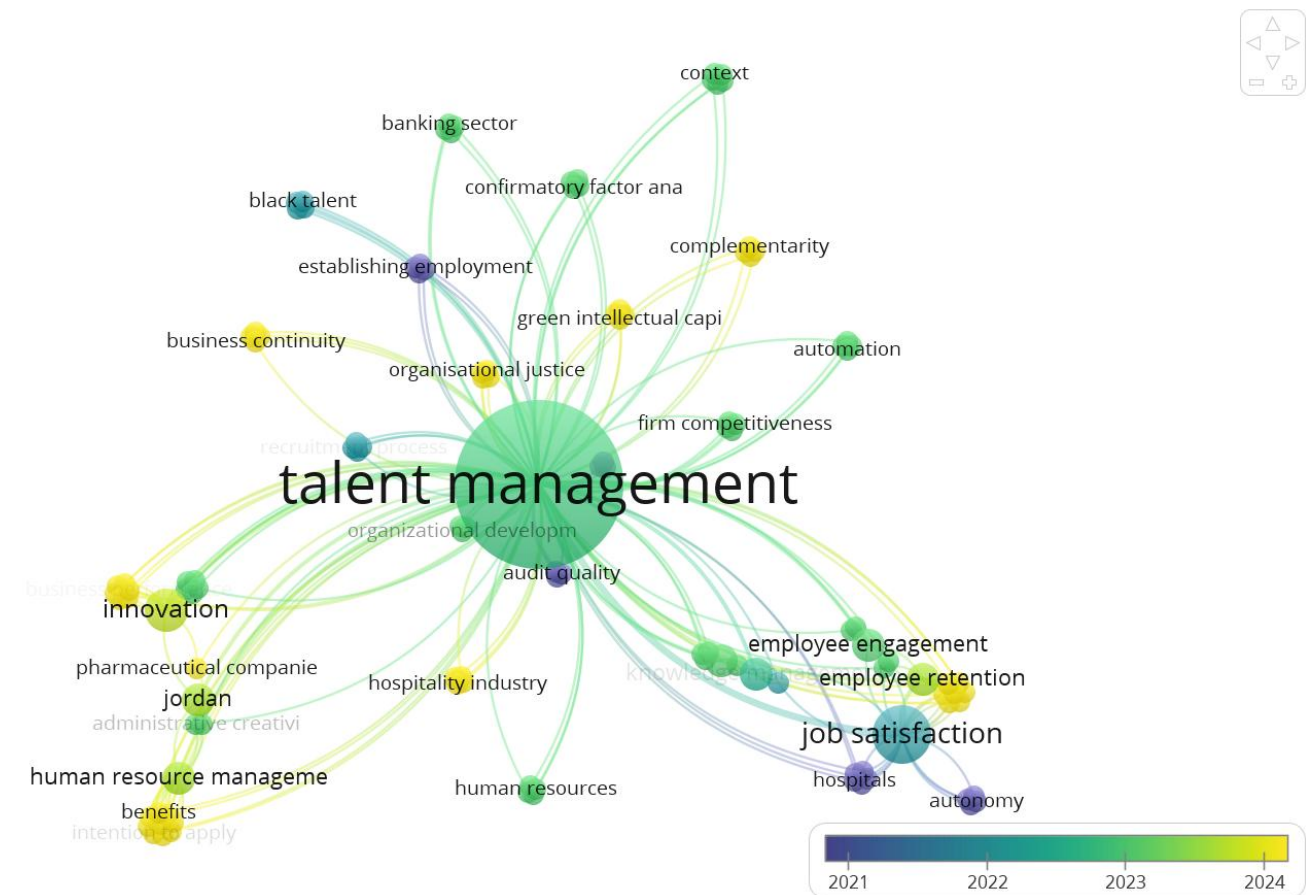


Figure 1. Vosviewer Display Results

Source: Generated by the authors using VOSviewer 1.6.20 based on Scopus-indexed articles.

studies. Talent acquisition and employee capability development were frequently related to improved work productivity and job effectiveness, while employee retention strategies and succession planning were associated with stronger organizational commitment and employee engagement. Several reviewed studies also suggested that organizations implementing structured talent management practices tended to demonstrate higher levels of proactive work behavior and workforce stability. However, the strength and consistency of these associations varied across organizational settings and methodological approaches.

Moreover, the effectiveness of talent management in enhancing employee performance is closely associated with an organization's ability in developing employee competencies and establishing a supportive work environment. When organizations provide opportunities for continuous learning and career advancement, employees are more likely to show stronger motivation and improved performance. This suggests that talent management functions as a strategic mechanism that enables organizations to optimize employee potential and support overall organizational performance.

Referring to the PRISMA flow procedure applied in this study, the selection of articles followed a structured and transparent process (see Figure 2). The initial identification stage yielded 33 records retrieved from the Scopus database based on the predefined search strategy. No duplicate records were identified during the screening process. The initial identification stage yielded 33 records retrieved from the Scopus database based on the predefined search strategy. Subsequently, title and abstract screening resulted in the exclusion of 4 articles due to limited relevance to the research topic. A total of 29 full-text articles were then assessed for eligibility using predefined inclusion and

exclusion criteria. During the eligibility assessment stage, 6 articles were excluded because they did not meet the journal quality and methodological criteria. Consequently, 23 articles met all inclusion criteria and were included in the final analysis. This structured selection process ensures transparency, replicability, and methodological rigor in line with PRISMA guidelines.

Based on the characteristics summarized in Table 3, a thematic synthesis was conducted to examine how talent management influences employee performance across the reviewed studies. The findings consistently indicate a positive relationship between talent management practices and employee performance outcomes. Specifically, the majority of the reviewed studies report that structured talent management practices such as talent acquisition, capability development, and retention strategies—are associated with improvements in individual performance indicators, including productivity and task effectiveness.

In addition, several studies highlight that the impact of talent management extends beyond individual performance. A recurring theme across the literature is its influence on employee-related factors such as work motivation, job satisfaction, and work-life balance, which in turn contribute indirectly to performance outcomes. Furthermore, a subset of studies emphasizes the role of talent management in fostering innovation and enhancing employees' focus and engagement at work.

Empirical evidence from the reviewed studies suggests that talent management not only enhances employee performance but also strengthens an organization's capacity to generate innovative outcomes and sustain competitive advantage. Building on this pattern, the findings of this review suggest that innovation may serve as an important intermediate mechanism linking talent management and organizational outcomes.

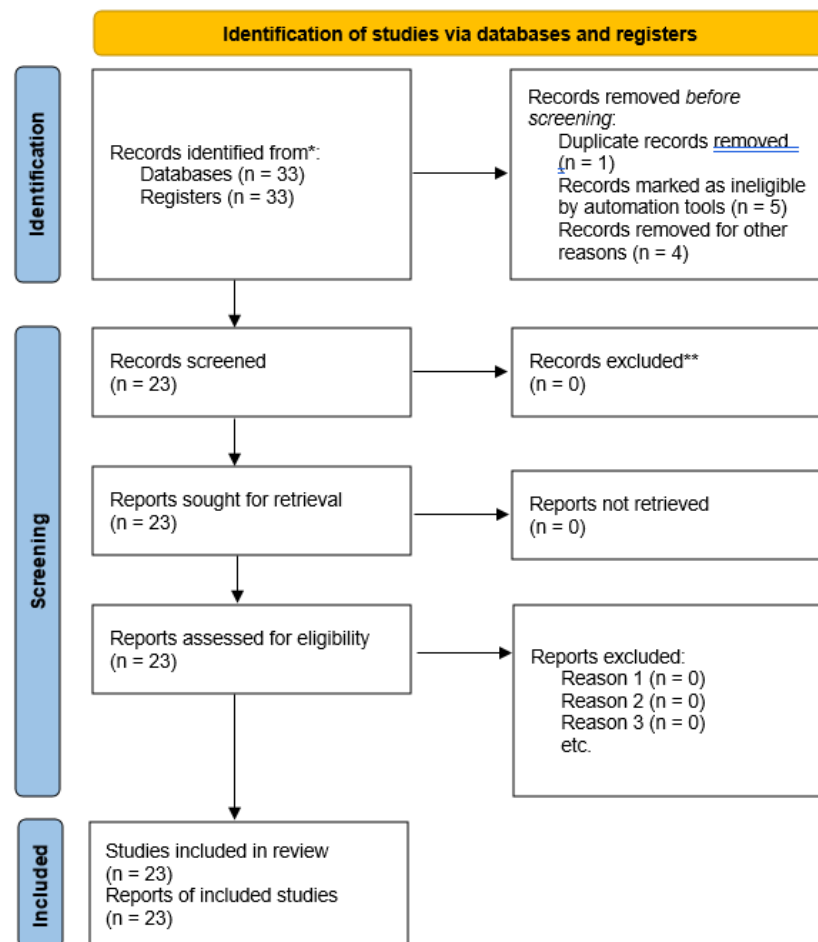


Figure 2. Results from the SLR Prisma Stage

Source: Developed by the authors based on the PRISMA 2020 framework.

Talent management practices, such as employee development, knowledge enhancement, and capability building, contribute to the emergence of innovative behavior and adaptive capabilities. These capabilities subsequently support improvements in organizational performance.

However, the role of innovation is not consistently conceptualized across the reviewed studies. In some cases, innovation appears as a direct outcome of talent management practices, while in others it operates as a potential mediating pathway linking talent management to employee and organizational performance. This variation suggests that the relationship between talent management and performance is not purely linear, but may involve more complex, multi-layered mechanisms that remain underexplored in the existing literature.

Therefore, this study highlights the need for future research to more explicitly examine the role of innovation within talent management frameworks, particularly by testing its function as a mediating variable or parallel outcome. Such an approach would provide a more nuanced understanding of how talent management contributes to performance and organizational competitiveness in dynamic business environments.

In increasingly dynamic business environments, organizations that invest in talent development are better positioned to enhance innovation capabilities and adapt to rapid technological changes. Therefore, talent management performs a dual function within organizations by simultaneously improving employee performance and encouraging organizational innovation.

Table 4 presents a summary of the research methods used in the selected studies included in this systematic literature

review. The table provides information regarding publication year, research focus, and methodological approaches employed in previous studies examining talent management and employee performance. This summary helps identify dominant methodological trends and research characteristics across the reviewed literature.

Based on the distribution of research methods presented in Table 4, quantitative approaches dominated the reviewed studies, accounting for 13 out of 23 articles. This was followed by qualitative methods (4 articles) and literature review approaches (2 articles). In addition, a smaller number of studies employed mixed methods, experimental design, content analysis, and the Delphi method, with each approach represented by one article. This distribution indicates that quantitative research remains the dominant methodological approach in studies examining talent management and employee performance.

The predominance of quantitative methods suggests a strong emphasis on hypothesis testing and statistical generalization within the existing literature. Most of these studies employ advanced statistical techniques, such as Structural Equation Modeling (SEM) using AMOS and SmartPLS, to examine the relationships between talent management and employee performance. This methodological orientation enables researchers to assess the strength, direction, and significance of relationships among variables, thereby contributing to a more structured and measurable understanding of the phenomenon.

However, this dominance also implies certain methodological limitations. First, the reliance on quantitative designs may restrict the depth of contextual understanding, particularly in capturing the complexity of organizational

Table 3. Journal Article Data that is Relevant and Meet the Criteria

No	Authors	Year	Research Focus (Revised)	Journal Source	Scopus Quartile
1	(Samidi et al., 2023b).	2023	Talent management and competitiveness of Islamic banking organizations	Cogent Business & Management	Q2
2	(Gandasari et al., 2024).	2024	CSR, employer branding, and career development in attracting talent	Cogent Business & Management	Q2
3	(Van Den Berg et al., 2020)	2020	HR practitioner competencies in digitally transformed organizations	SA Journal of Human Resource Management	Q2
4	(Dzimbiri & Molefi, 2021)	2021	Talent management and job satisfaction among nurses	SA Journal of Human Resource Management	Q2
5	(Elzek et al., 2024)	2023	Green talent management and sustainable performance in tourism	Current Issues in Tourism	Q1
6	(Pocztowski & Pauli, 2023)	2023	Talent management practices and SME performance	Entrepreneurial Business and Economics Review	Q1
7	(Nzonzo et al., 2020)	2020	Integration of talent management and employee wellness programs	SA Journal of Human Resource Management	Q2
8	(Dang et al., 2023).	2023	Talent management challenges in the post-COVID banking sector	Cogent Business & Management	Q2
9	(Pandey et al., 2023)	2024	Digital leadership capability and innovation supported by digital agility	Journal of Global Information Management	Q1
10	(Alzuod, 2024)	2024	Talent management practices and organizational innovation in pharmaceutical firms	Corporate & Business Strategy Review	Q4
11	(Qadri, 2024)	2024	Work-life balance and job satisfaction among senior executives	International Journal of Business Analytics	Q4
12	(Setia et al., 2022).	2024	Talent and knowledge management improving employee performance through job satisfaction	Journal of Eastern European and Central Asian Research	Q3
13	(Shao et al., 2024)	2024	Green talent management strategies for sustainable organizational performance	Journal of Global Information Management	Q1
14	(Bakri et al., 2020).	2021	Organizational turnover prediction using network data analysis	ACM Transactions on Management Information Systems	Q1
15	(Zake et al., 2024)	2024	Talent management in business continuity strategies of manufacturing SMEs	SA Journal of Human Resource Management	Q2
16	(Vetráková et al., 2020)	2020	Strategies for developing talented employees in organizations	Periodica Polytechnica Social and Management Sciences	Q3
17	(Yadav et al., 2024).	2024	Entrepreneurial leadership, innovation, and talent management in handicraft sector performance	Journal of Innovation and Entrepreneurship	Q1
18	(Louis et al., 2020).	2020	Talent management practices in the auditing profession	Humanities and Social Sciences Letters	Q3
19	(Ishiyama & S. Tanaka, 2024)	2023	Perceived talent status and employee outcomes in learning organizations	The Learning Organization	Q2
20	(Taghi Zadeh Ansari, 2024)	2024	Talent development practices in SME hotels	Journal of Industrial Engineering and Management	Q2
21	(Clark-Ambrosini et al., 2023)	2022	Graduate development programs from a talent management perspective	The International Journal of Human Resource Management	Q1
22	(Aloqaily, 2023)	2023	HRM practices supporting talent management in banking sector	ABAC Journal	Q1
23	(Demirbag et al., 2024)	2024	Talent management and value creation in challenging business environments	Human Relations	Q1

Note: Compiled by the authors based on selected Scopus-indexed articles (2020–2024).

practices and human behavior. Second, many of these studies are cross-sectional in nature, which limits the ability to infer causal relationships between talent management and employee performance. Third, variations in measurement constructs and indicators across studies indicate potential issues of measurement heterogeneity, which may affect the comparability of findings.

In addition, the relatively limited use of qualitative and mixed-method approaches suggests that rich, context-sensitive insights such as employee experiences, organizational culture, and implementation challenges remain underexplored. There is also a possibility of publication bias, as studies reporting statistically significant

results are more likely to be published, potentially overestimating the observed relationships.

Overall, while quantitative methods provide robust empirical evidence regarding the association between talent management and employee performance, future research would benefit from methodological diversification, including longitudinal designs, mixed-method approaches, and deeper qualitative inquiry to enhance causal inference, contextual richness, and the overall validity of the evidence base. The findings of this systematic literature review indicate that quantitative approaches dominate studies examining the relationship between talent management and employee performance. Most of the reviewed studies employ statistical

Table 4. Summary of Research Methods in the Reviewed Studies

No.	Year	Research Topic	Research Method
1	2023	Talent management and firm competitiveness in Islamic banking	Quantitative (Descriptive and Correlational)
2	2024	CSR, employer branding, and career development in attracting talent	Quantitative
3	2020	HR practitioner competencies in digitally transformed organizations	Qualitative
4	2021	Talent management and job satisfaction among nurses	Quantitative (Cross-sectional Survey)
5	2023	Green talent management and sustainable performance in tourism	Quantitative
6	2023	Talent management practices and SME performance	Literature Review
7	2020	Integration of talent management and employee wellness programs	Qualitative
8	2023	Talent management challenges in the post-COVID banking sector	Qualitative
9	2024	Digital leadership capability and IT innovation through digital agility	Quantitative
10	2024	Talent management practices and organizational innovation in pharmaceutical firms	Quantitative
11	2024	Work-life balance and job satisfaction among senior executives	Quantitative
12	2024	Talent and knowledge management improving employee performance through job satisfaction	Quantitative
13	2024	Green talent management strategies for sustainable organizational performance	Quantitative
14	2021	Organizational turnover prediction using network data analysis	Experimental Method
15	2024	Talent management in business continuity strategies of manufacturing SMEs	Mixed Methods
16	2020	Strategies for developing talented employees in organizations	Delphi Method
17	2024	Entrepreneurial leadership, innovation, and talent management in handicraft sector performance	Quantitative
18	2020	Talent management practices in the auditing profession	Content Analysis
19	2023	Perceived talent status and employee outcomes in learning organizations	Quantitative
20	2024	Talent development practices in SME hotels	Qualitative
21	2022	Graduate development programs from a talent management perspective	Literature Review
22	2023	HRM practices supporting talent management in banking sector	Quantitative
23	2024	Talent management and value creation in challenging business environments	Quantitative

Note: Classification of research methods based on the methodological approach reported in the reviewed studies.

techniques such as Structural Equation Modeling (SEM), AMOS, and SmartPLS to test the relationships between talent management practices and organizational outcomes. While this methodological orientation allows for hypothesis testing and statistical generalization, it also reflects a strong reliance on measurable constructs and linear modeling assumptions.

However, this dominance of quantitative methods has important implications for the strength and limitations of the existing evidence base. First, the heavy reliance on cross-sectional quantitative designs may limit the ability to capture the dynamic and context-dependent nature of talent management practices. Second, the emphasis on statistical relationships may overlook deeper organizational processes, such as employee experiences, cultural dynamics, and implementation challenges, which are more effectively explored through qualitative or mixed-method approaches. Third, the preference for statistically significant findings raises the possibility of publication bias, potentially leading to an overrepresentation of positive relationships in the literature.

These observations suggest that current research may provide a structured but partial understanding of how talent management influences employee performance. Therefore, future studies are encouraged to adopt more diverse methodological approaches, including longitudinal designs, qualitative inquiry, and mixed-method strategies, in order to capture causal mechanisms, contextual variation, and the complexity of talent management practices more comprehensively.

Most of the reviewed studies employed statistical analysis techniques, including Structural Equation Modeling (SEM), AMOS, and SmartPLS, to examine the relationship between talent management practices and employee performance outcomes. This pattern indicates a strong emphasis on empirical testing and quantitative validation within the

existing literature. The reviewed studies also suggest that researchers increasingly rely on quantitative approaches to evaluate the effectiveness of talent management practices across organizational contexts. Furthermore, several studies highlighted the role of talent management in supporting organizational competitiveness, employee development, and overall organizational performance.

The reviewed literature highlights the growing role of talent management in supporting organizational performance, with several studies explicitly linking talent management practices to digital-related capabilities. Based on the thematic analysis of the 23 selected articles, a subset of studies identifies the integration of digital elements such as digital skills development, technology-enabled recruitment, and data-driven decision-making as part of contemporary talent management practices. These studies indicate that talent management contributes to organizational adaptability by facilitating the development of employee competencies relevant to dynamic and technology-driven environments. In particular, talent development initiatives and training programs are increasingly aligned with digital capability building, enabling organizations to respond more effectively to changing business demands.

In addition, a limited number of reviewed studies discuss the role of digital technologies, including data analytics and artificial intelligence, within talent management processes. These technologies are primarily reported as tools to enhance recruitment efficiency, workforce planning, and employee development through data-driven insights. However, it is important to note that this theme is not uniformly addressed across all studies and remains an emerging area within the literature. Furthermore, the findings consistently demonstrate that talent management practices have a positive impact on employee performance and broader organizational outcomes, including motivation, innovation, and job satisfaction. While

digital integration appears as a supporting mechanism in some studies, the core evidence across the reviewed articles remains centered on the role of structured talent management practices in enhancing employee and organizational performance.

Overall, this synthesis suggests that although digital transformation and artificial intelligence are increasingly relevant in the context of talent management, their role within the reviewed literature is still developing and should be interpreted cautiously. Future research is needed to further examine how digital technologies systematically shape talent management practices and their impact on performance outcomes.

Overall, the findings of this systematic literature review suggest that talent management is associated with improvements in employee performance and organizational outcomes, although the strength and consistency of this relationship vary across contexts, methods, and measurement approaches. This review extends existing theoretical assumptions by indicating that talent management operates through multiple mechanisms including motivation, innovation, and capability development rather than as a uniformly direct predictor of performance.

The reviewed studies generally indicate that talent management practices are associated with positive employee outcomes, including employee motivation, job satisfaction, innovation, and productivity. Several studies also suggest that the integration of digital technologies within talent management processes may support organizational capabilities in managing human resources more effectively. However, findings related to digital technologies and artificial intelligence remain limited and exploratory within the reviewed literature. Therefore, these conclusions should be interpreted within the empirical boundaries of the 23 reviewed studies, with variations observed across organizational contexts, methodological approaches, and performance dimensions.

Conclusion

This study indicates that talent management is consistently associated with improvements in employee performance across the reviewed literature. Specifically, practices such as recruitment, employee development, and retention are frequently linked to positive employee outcomes, including motivation, engagement, and productivity. However, these findings should be interpreted as indicative patterns rather than definitive causal relationships, as the evidence is derived from a limited sample of 23 Scopus-indexed articles published between 2020 and 2024.

Several limitations should be acknowledged in this study. First, the review was limited to articles indexed in the Scopus database and published between 2020 and 2024, which may restrict the comprehensiveness of the reviewed literature. Second, the included studies demonstrated considerable heterogeneity in research contexts, measurement constructs, methodological approaches, and analytical techniques, which may affect the comparability and consistency of findings across studies. Third, this review employed a qualitative thematic synthesis approach rather than a meta-analysis,

limiting the ability to statistically measure effect sizes and causal relationships. In addition, the predominance of quantitative and cross-sectional studies within the reviewed literature may restrict stronger causal interpretation. Finally, the possibility of publication bias should also be considered, as studies reporting significant findings are more likely to be published in indexed journals.

Despite these limitations, this study contributes by providing a structured and transparent synthesis of recent empirical evidence on the relationship between talent management and employee performance, while also highlighting key methodological patterns within the literature. The findings suggest that talent management operates not only through direct performance outcomes but also through intermediate mechanisms such as motivation, engagement, and organizational support, although these mechanisms are not consistently examined across all studies.

Future research is encouraged to address these gaps by adopting longitudinal and mixed-method approaches to better capture causal relationships and contextual complexity. In addition, further studies are needed to explore underexamined contexts, such as different industry sectors and organizational environments, as well as to investigate the specific mechanisms through which talent management influences employee performance. Expanding the scope of databases and incorporating meta-analytic techniques may also enhance the robustness and generalizability of future findings.

Furthermore, variations in measurement constructs and research contexts across studies may affect the comparability of results. It is also important to note that this review does not employ meta-analytic techniques to estimate effect sizes; therefore, the conclusions reflect general patterns and trends rather than statistically aggregated effects. Despite these limitations, the review provides valuable insights into the role of talent management in organizational settings. Future research is encouraged to adopt longitudinal and mixed-method approaches, expand the scope of databases and timeframes, and incorporate meta-analytic methods to strengthen the robustness and generalizability of findings.

Building on the synthesis of the reviewed studies, this study highlights the practical importance of managerial support and structured career planning as enabling conditions for effective talent management implementation. While not all studies explicitly examine these factors as primary variables, several findings suggest that organizational contexts characterized by supportive leadership and clear development pathways tend to facilitate the successful application of talent management practices. In this regard, organizations that emphasize continuous learning opportunities and employee development are more likely to foster higher levels of employee satisfaction, commitment, and capability. These conditions, in turn, are associated with improved employee performance outcomes, as reflected across the reviewed literature.

Therefore, rather than representing direct empirical findings from all included studies, these insights are better understood as managerial implications derived from the broader patterns identified in the systematic review. Investment in talent management, when supported by conducive organizational practices, may contribute not only to employee performance but also to the achievement of broader organizational objectives.

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