

Talent Management in Organizational Landscape: A Systematic Review of Literature

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Abstract

Purpose: This paper gives a synthesis of the literature on management of talent in the current organizations. Talent identification, development, and retention throughout the employee life cycle has grown more and more relevant with evolving global competition as human capital continues to emerge as a core cause of sustainable advantage. The purpose of this review is to bring together the current theoretical and empirical knowledge to come up with a subtle idea on the strategies of talent management and their strategic applicability in changing organizational contexts.

Design/Methodology/Approach: The research adopts the qualitative literature review strategy and incorporates academic input of various organizational settings to investigate the theoretical premises, the fundamental dimensions and the situational determinants of talent management. The review is systematic, which examines previous studies to determine important themes, conceptual differences, and interconnections between organizational culture, leadership behaviors and human resource systems, which influence the efficacy of talent management. Findings The results show that companies with the holistic and strategically-focused approach to talent management show the higher levels of employee engagement, better performance results, and competitive advantage. Besides, the review emphasizes the significance of flexible talent management systems to address dynamic business environments. The present review is useful in developing theoretical knowledge because it incorporates the various scattered views into a logical conceptual system. It can also provide practical experience to organization leaders and human resource professionals that aim to develop comprehensive talent management systems that are in line with the long-term strategic goals. Lastly, the research establishes the future research directions that can be seen in the investigation of the new talent paradigm and research on the effectiveness of talent management in highly dynamic organizational environment. **Keywords:** Talent Management, Human resource practices, organization strategy, employee life cycle, competitive advantage.

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Introduction

Organizations use talent management as a strategic, integrated approach to draw in, nurture, and develop their human resource to the fullest extent possible. It includes a variety of actions meant to find, develop, and use talent wisely in order to accomplish organizational objectives. Talent management has turned into a crucial differentiator in today's fast-paced and cutthroat business world, and successful personnel management strategies are necessary for businesses to succeed (Boudreau, 2005). The idea of talent management has changed over time as businesses have come to understand the strategic value of their human resource capital. It emphasizes a proactive and long-term approach to managing personnel, which goes beyond typical HRM. In order to ensure a sustained competitive advantage, the emphasis is on building a talent pipeline that is in accordance with the organization's strategic objectives (Collings, 2019).

Recruitment and selection, onboarding, performance management, learning and development, succession planning, and employee engagement are important aspects of talent management. These elements work together to provide a comprehensive strategy for managing talent across the course of an employee's career (Cappelli, 2008). A number of theoretical frameworks, including the Resource-Based View (RBV), Human Capital Theory, and Social Exchange Theory, provide the foundation for talent management. These ideas emphasize the need of investing in human capital development, the mutual relationship between employees and the business, and talent as a valued organizational resource (Guthridge, 2008).

Collaboration between leaders of the organization and human resources is necessary for effective talent management. It entails developing a culture of positivity at work, encouraging lifelong learning, and coordinating talent initiatives with overarching corporate plans. As businesses pursue creativity and flexibility, talent management becomes a critical driver of success (Ulrich, 2005).

A lot of work has been done on talent management and its linkage with organizational performance. However the current systematic literature review attempts to focus on the following two important questions.

Q1: How talent management has evolved over the years in literature?

Q2: How talent management, adds to the body of knowledge for future researchers.

Literature Review

Organizations must simultaneously build an innovative and flexible culture in order to recruit and retain top personnel in the ever-changing business environment of today. This problem is not unique; rather, it is closely related to the ideas of organizational agility and intellectual capital. The relationship between people management, intellectual capital, and organizational agility is examined in this story to show how these factors work together to influence an organization's ability to thrive in a world that is changing quickly.

Talent Management as the Catalyst

Developing a workforce with the abilities and know-how required for success is largely dependent on talent management. Organizations can create a pool of human capital that is prepared to contribute to their intellectual capital by recognizing, nurturing, and keeping outstanding talent.

"Effective talent management is the linchpin in nurturing a skilled workforce, ensuring that individuals not only possess the required expertise but also align with the organization's strategic goals" (Edvinsson & Malone, 1997).

Talent Management as a Strategic Imperative

The phrase "war for talent" became well-known in the late 1990s as a result of several studies and papers released by McKinsey & Company. The consulting business emphasized how difficult it is to find great performers and how important talent is to an organization's ability to succeed (Michaels, Handfield-Jones, & Axelrod, 2001). A critical requirement for businesses looking to gain a competitive edge in the global economy is talent management. In the early 2000s, the idea that competent human resource management may be a source of long-term competitive advantage began to take hold (Huselid, 2006).

The first part of the twenty-first century saw a growth in scholarly writing on talent management. Academics and professionals began delving into the tactical elements of drawing in, nurturing, and keeping elite personnel. Papers by writers like Edward E. Lawler III, David Collings, and Peter Cappelli are important works in this field.

Strategic Human Resource Management (SHRM)

Talent management's standing as a crucial organizational function was further cemented by its integration with strategic HRM approaches. HR and organizational studies have made the alignment of talent strategies with overarching company objectives a prominent issue studies (Wright, McMahan, & McWilliams, 1994).

Although the phrase "talent management" has only recently become well-known, the fundamental ideas behind locating, developing, and utilizing human capital are rooted in a number of organizational and management philosophies. The dynamic nature of worker dynamics, organizational needs, and shifting economic conditions are all reflected in the continuous evolution of talent management.

Theoretical Foundations

Understanding and strategically utilizing talent, intellectual capital, and organizational agility has become critical in the dynamic field of organizational management. This thorough story examines the theoretical underpinnings of each of these important ideas, providing insights into their interdependence and importance in promoting organizational success.

Resource-Based View (RBV)

Talent management is based on the Resource-Based View (RBV), a key theoretical framework. This viewpoint, first presented by Barney (1991), holds that having valued and distinctive resources is the source of long-term competitive advantage. The organization's human capital is recognized as a strategic resource in talent management. Organizations can gain a competitive edge by investing in the acquisition, training, and retention of qualified workers (Barney, 1991).

Human Capital Theory

Introduced by Becker in 1964, this theory highlights the financial benefits of investing in people's knowledge and abilities. This idea emphasizes the value of utilizing and growing the workforce's capabilities within the context of talent management. It gives businesses a justification for considering their workers as important assets who enhance overall productivity and business performance rather than just as labor inputs (Blaug, 1976).

Social Exchange Theory

Blau (1964) developed the Social Exchange Theory, which explores the mutual interactions that exist between people and organizations. Positive interactions between employees and the organization are a manifestation of this theory in talent management. Organizations that support employee growth, acknowledge accomplishments, and cultivate a healthy work atmosphere cultivate a sense of mutual commitment and loyalty among staff members, which enhances performance (Emerson, 1987).

Methodology

The research approach adopted for writing this literature review consisted of planning the review, conducting the review and finally reporting the results. This method has been used by Tranfield, 2003. This study's scope is limited to only three months' time due to which, only few articles were thoroughly studied and analyzed for the review. The scope of Talent Management is vast and it was several factors and many contexts for analysis. The studies were taken from organizational context as they had multiple dimensions of organizational dynamics. More specifically, only organizational landscape was analyzed in detail to understand the previous and current change in the concept of talent management in particular its implementation. The process of implementing and applying the talent management and maintaining it requires a strategic approach along with an inclusive view. This can help achieve the organizational goals of the organization overall. Thus the basic goal in this study is to focus on the creation of a work environment that fosters the element of growth by applying the various antecedents and outcomes as explained through the different variables.

Description of the review process: Data Collection

To assess and analyze the body of literature, various articles were collected from the search engines like Google and from that, the various databases like Google Scholar, Elsevier, Research Gate, Academia.edu, Emerald-insight, Semantic Scholar, Elsevier, Sage Publications, Science Direct and JSTOR were used.

Description of the inclusion criteria Articles search and inclusion criteria using keywords

To guarantee the gathering of adequate, pertinent, and accurate data for SLR, the inclusion and exclusion criteria must be decided upon prior to the search (Boselie et al., 2005, p. 69; McWilliams et al., 2005, p. 185; Gallardo-Gallardo and Thunnissen, 2016, p. 34).

The inclusion criteria were based on the recommendations of other SLR studies and were as peer-reviewed, double-blind, non-anonymous, scholarly journal articles written in English. Book reviews, editorial notes, reflections, letters to the editor, and brief communications were not included (Pettigrew and Roberts, 2006, p. 48; Singh et al., 2007, p. 319; The search strategy involved the usage of the set of keywords like "Talent Management", "Intellectual Capital", "Talent Management Practices", "Talent management and Intellectual Capital", then "Talent Management and Organizational Agility". The screening process involved the selection of research papers. A total of forty papers were downloaded from the databases out of which only fourteen were selected for conducting the analysis.

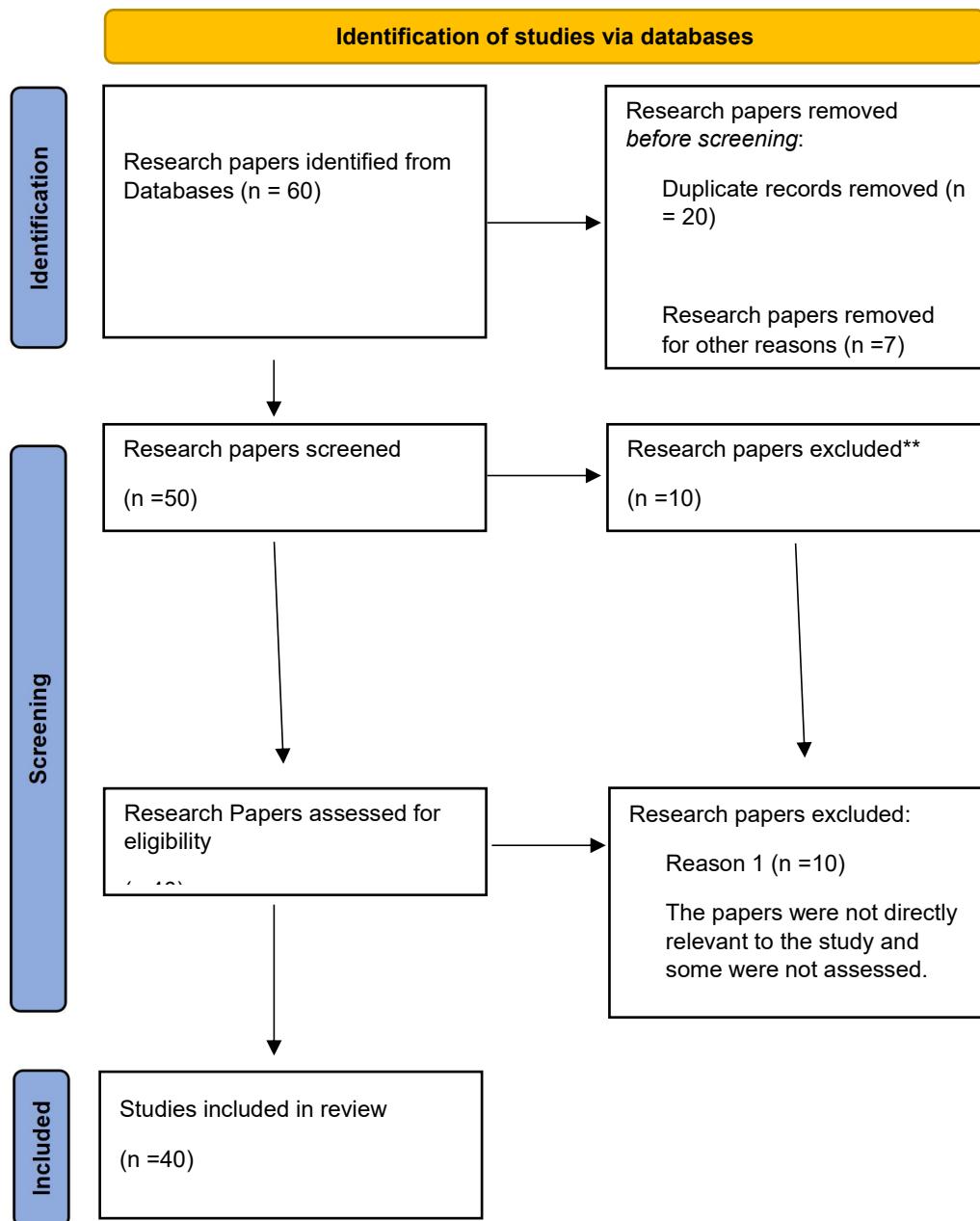


Figure 1 Author's own Creation Explanation of Inclusion and Exclusion Criteria

Data Extraction Procedure Explanation of the Figure

The above diagram shows the inclusion and exclusion criteria. It has been used to include and exclude the research papers that were relevant to the study under question and there four steps have been identified along with changes in it. The basic definitions in features of the PRISMA diagram remain same as Identification, Screening and Inclusion. However, some irrelevant features such as registers etc. have been removed as they were not a part of the study. For this purpose, the Identification criteria involved the selection of forty journals that were retrieved from several databases as JStor, Emerald, Science Direct, Google Scholar, Semantic Scholar etc. Out of the forty records found, two were removed as duplicates and the next process was of screening which involved the seventeen articles which were selected. Out of those seventeen, one couldn't be retrieved due to no access. The remaining fifteen papers were relevant and eligible for inclusion according to the topic. Again out of those

fifteen one paper was not directly related to HPWS so altogether only fourteen papers were included in the review.

After the inclusion and exclusion criteria, the data analysis section included the usage of systematic literature review to analyze the data. The technique used to analyze the data is systematic literature review without meta-analysis. This involves the study of articles without applying quantitative techniques to the data. Literature review was collected from several articles and the articles were studied in detail to check what kind of practices were practiced for the overall performance of the organization.

Results/Findings and Discussions

Table 1: Theories used in Talent Management Research

Theory	Articles (N)	References
Social Exchange Theory	2	Baharin and Hanafi, (2018) Skuza and Scullion (2015)
Psychological Contract Theory	3	Bish & Jorgensen, (2016) Skuza and Scullion (2015), Ghosh et al, (2021)
Achievement Motivation Theory	1	Nawangsari (2019)
Principal Agency Approach	1	Bender, (2017)
Resource Based View	2	Darcy et al, (2014), Hasan and Saifi, (2021)
Job Embeddedness Theory	1	Martdianty et al., (2020)
Knowing Why Theory	1	Chung & D' Annunzio-Green, (2018)
Fuzzy Set Theory	1	Karatop et al., (2015)
Agency Theory	1	Basco et al., (2021)
Generational theory, theory of planned behavior, SET	1	Anggraini, Niken & Ardi, Romadhani. (2020)
Social Role Theory	1	Litwin et al., (2019)
Regulatory Forces Theory	1	Kichuk et al.,
Social Cognitive Career Theory	1	Kichuk et al., (2019)
Human Capital Theory	1	Jooss et al., (2019)
Articles with No Theory	9	<u>Baporikar, (2021), Chaudhuri et al., (2018), Cui et al., (2018), Deeba, (2020), Domi & Domi, (2021), Epie, (2014), Heuri, (2018), Kaur et al., (2015), Krishnan et al.,(2020)</u>

Table 1 The above table shows that talent management has been used in many theories like the social exchange theory, the psychological contract theory, the achievement motivation theory, principal agency approach, job embeddedness approach, resource based view, fuzzy set theory, agency theory, generation theory, theory of planned behavior, social role theory and regulatory forces theory. Other theories such as regulatory forces theory, social cognitive career theory, and human capital theory were also included in some of the articles. There were also articles in the study with no theory specified.

Table 2: Methodologies used in Talent Management

Research Approach	Articles (N)	References
Quantitative	7	Baharin and Hanafi, (2018) Nawangsari (2019) Hasan and Saufi, (2021) Darcy et al, (2014) Martdianty et al., (2020) Festing et al., (2013)
Qualitative	4	Skuza and Scullion (2015), Ghosh et al, (2021) Bender, (2017) Chung & D' Annunzio-Green, (2018), Crowley Henry et al., (2021)
Conceptual Papers	1	Skuza and Scullion (2015)

Table 2, The above table explains the types of studies included in the study under investigation. There were twelve papers that were included for the final analysis which contained work on quantitative, qualitative and conceptual papers for the study. These papers were used to analyze that how the industry uses both quantitative and qualitative methods to interpret the results along with conceptual papers that were also included in the study

Table 3: Antecedents of Talent Management

Variables	Articles (N)	References
Employer Branding	7	Chhabra and Mishra (2008); Gehrels and Looij (2011) Lockwood (2010), (Keller, 2003), (Gomes & Neves, 2010), (Davies, 2008) Maurya and Aggarwal (2018), Davern (2021)
Business strategy	1	(Mucha, 2004; Heinen & O'Neill, 2004). (Henderson, 1989). (Olson et al., 2005) (Mochorwa & Mwangi, 2013). (Lakshmi et al., 2010);, (Morgan 2008), (Bhatnagar (2007), (Ram and Prabhakar, 2011), Schaufeli and Bakker (2004)
Employee Engagement	2	
Top Management Commitment	4	Onyango (2015); Betchoo (2014); Groves (2011); Handfield-Jones et al. (2001) (Grobler & Diedericks, 2009)
Senior Leadership		Wahjosoedibjo (2009)
Organizational Culture	1	Kontaghiorghe (2015)

The table 3 shows a detail of antecedents of talent management. According to Keller (2003), employer branding is a collection of advantages with both immediate and long-term qualities that contribute to the creation of an employer's image. It is a helpful tool that helps a business stand out from the competition in the labor market and attract, hire, and engage top talent. According to Lievens et al. (2007), it is a particular method of managing corporate identities by fostering a distinct understanding of what makes a company stand out and be an attractive

employer both inside and outside the company. It is a long-term plan for drawing in, involving, and keeping talent.

Employer branding has a favorable impact on how job seekers behave. The suggested job search process is moderated by employer branding (Gomes & Neves, 2010). Marketing from the inside out is necessary for employer branding. Employers can attract top talent by using internal employer branding marketing to establish their brand as an employer of choice. Employer branding (EB) essentially controls how job searchers are drawn to a brand based on employment possibilities, brand trust, and economic situations (Davies, 2008). How to compete in a market or industry and obtain a superior competitive advantage is the focus of business strategy (Henderson, 1989). Better performance necessitates the successful implementation of company strategy (Olson et al., 2005). However, to implement and maintain BS, the appropriate worker behaviors and skills are required. An organization is able to design the most effective business plan, acquire the best assets, and fund the most worthwhile initiatives. Nevertheless, if the organization does not develop and recruit the requisite talent, it will fail to put such ideas into practice. Investments won't provide the anticipated profits, and corporate deals won't create synergies (Heinen & O'Neill, 2004).

Top management creates values necessary for long-term success and puts them into practice through suitable actions and behaviors. They also personally oversee the development and implementation of the organization's management system (Handfield-Jones et al., 2001). Finally, top management formulates and facilitates the achievement of the mission and vision. In order to create a cumulative effect for a successful implementation of talent and competency based human capital management throughout the organization, the proactive involvement and commitment of top executives and senior leadership are therefore extremely significant (Grobler & Diedericks, 2009). Senior leadership in an organization is committed, and one of their leadership responsibilities is managing people and human resources.

Companies should take talent retention seriously and look into possible strategies as it is a pressing issue (Morgan 2008). In this regard, Bhatranagar (2007) proposed that one useful strategy for lowering the attrition of talented workers is employee engagement. Additionally, to foster a strong sense of loyalty and devotion among the Young hires, a positive work environment is necessary for employee engagement. This will lower staff turnover, boost stakeholder value, and improve customer loyalty (Ram and Prabhakar, 2011). HR directors set the standard for developing, assessing, and designing practical workplace policies and procedures that support luring and keeping employees with the knowledge and abilities needed for expansion and sustainability in order to foster an engaged culture (Lockwood, 2007). In the same way, Schaufeli and Bakker (2004) discovered a negative relationship between engagement and turnover intention.

Table 4: Outcomes of Talent Management

Variables	Articles (N)	References
Organizational Performance	Level	Bethke-Langenegger et al. (2011) (Gberevbie, 2010).
Organizational Performance	6	

Financial Performance	6	(Joyce and Slocum, 2012) Kontoghiorghes and Frangou (2009) Kaplan and Norton (1996) (Huselid and Becker 1998) (Kontoghiorghes and Frangou, 2009), (Di Romualdo et al., 2009) (Guthridge et al., 2008). (Berger and Berger, 2010). (Janardhanam et al., 2011). (Ringo et al., 2008). et al., (2019)
Operating Profit	1	Batt (2002)
Cost Savings	1	(Bano et al., 2010)
Firm Profitability	1	(Mucha, 2004)
Non-Financial Performance	1	
Organizational Effectiveness	1	
Employee Level Non-Financial Performance		
Employee Performance	4	(Janardhanam et al., 2011) (White, 2009), (Collings and Mellahi, 2009) Further, Farashah et al. (2011)
Organizational Commitment	1	(Julia and Rog, 2008).
Job Satisfaction	1	Bethke-Langenegger et al. (2011) Kontoghiorghes and Frangou (2009)
Motivation	1	Kontoghiorghes and Frangou (2009)
Work Quality	1	Kontoghiorghes and Frangou (2009)
Trust Quality	1	Kontoghiorghes and Frangou (2009)
Trust in Leaders	1	Kontoghiorghes and Frangou (2009)

Table 4, In terms of sales revenue and productivity (Kontoghiorghes and Frangou, 2009), net profit margin and earnings before interest, depreciation, and amortization (Di Romualdo et al., 2009), return on assets and return on equity (Joyce and Slocum, 2012), or return on shareholders' value and market value (Huselid and Becker 1998), organizations that implement TM practices such as talent identification, succession planning, talent development, and talent retention show significantly higher financial outcomes.

The robust relationship between TM practices and financial performance was validated by a McKinsey study (Guthridge et al., 2008). According to Puvitayaphan (2008), organizations adopt TM programs because they understand that top performers and high potential individuals can make a substantial financial and non-financial contribution to the accomplishment of their objectives and goals by providing the sustainable competitive advantage (Berger and Berger, 2010).

In addition to assisting in addressing the skills shortage, integrated TM techniques also produce the improved financial outcomes required to gain the support of all stakeholders (Janardhanam et al., 2011). Moreover, a number of studies have documented variations in operating profit, which can be attributed to the presence of skilled and competent personnel within the company (Ringo et al., 2008).



Additionally, by proactive internal succession planning over the long term and improved retention rates, TM reduces costs (Steinweg, 2009; Tansley et al., 2007; Sebald et al., 2005). High standards for human resources, such as talent retention, have been shown by Batt (2002) to increase a company's profitability and market value.

Kontoghiorghe and Frangou (2009) brought attention to this as well, demonstrating a strong correlation between organizational effectiveness and talent retention. They believed that keeping talent enhances the ratio of technological adoption, boosts the quality of performance of coworkers, and offers the best value to the customer—all of which have a beneficial effect on the success of the organization (Gberevbie, 2010). Additionally, a company's performance always improves when it gives extra attention to developing its top talent. In this sense, Kaplan and Norton (1996) asserted that people are the primary factor in an organization's success. They will be able to operate effectively and perform better if they have the necessary information, abilities, and growth chances.

Talent management and development (TM) is seen as advantageous for both businesses and individual workers (Jyoti et al., 2014). This is because it strikes a balance between the requirements of the individual and those of the organization. For example, an organization with effective TM processes sees an improvement in employee commitment, effectiveness, and productivity as well as placement based on interest, aptitude, and suitability (Julia and Rog, 2008). It provides capacities, skills, and abilities that improve worker performance inside an organization (White, 2009). Employee performance is greatly impacted by the quality of talent identification, which places workers in roles that best utilize their ability (Collings and Mellahi, 2009). Finally, it was found by Bethke-Langenegger et al. (2011) and Kontoghiorghe and Frangou (2009) that succession planning, talent identification, retention, and development positively affect individually focused TM strategies like work quality, qualification, motivation, and trust in leaders.

Table 5: Moderators and Mediators of Talent Management

Variables	Articles (N)	References
Organizational Level		
Moderators		
Gender	1	(Ibeh and Debrah, 2011)
HRM Strategy Alignment	1	(Glaister et al., 2018)
Employee Level Moderators		
Well-Being	1	(Malik and Singh, 2019).
Talent Status Awareness	1	(Ehrnrooth et al., 2018).
Perceived Career Opportunity	1	(Ambrosius, 2018)
Professional Identification	1	(Asplund, 2020)
Organizational Level Mediators		
Intellectual Capital	1	Afshari and Hadian Nasab, 2020). (Benitez-Amado et al., 2015; Ingram, 2016; Latukha and Veselova, 2019; Raman et al., 2013).
Absorptive Capacity	1	
Partnership Quality	1	
Social Responsibility	1	(Kuntonbutr and Sangperm, 2019)
Creativity Climate	1	
Organizational Environmental		

Sustainability

Employee Level Mediators

Sense of belonging	1	Ibrahim et al., (2019)
Affective Commitment	1	Luna-Arcas, R., & Lara, F. J. (2020).
Job Satisfaction	1	Luna-Arcas, R., & Morley, M. J. (2015)
Employee Engagement	2	Alias, N. E., Noor, N., & Hassan, R. (2014). Luna-Arcas, R. (2023)
Innovative Behavior	1	Gelens, J., Dries, N., Hofmans, J., & Pepermans, R. (2013).
Perceived Organizational Justice	1	Luna-Arcas, R., & Morley, M. J. (2015)
Pride in the Organization	1	Luna-Arcas, R., & Lara, F. J. (2020).
Pay Satisfaction	1	Mensah, J. K. (2019).
Perceived Organizational Support	1	Asplund, K. (2020). Younas, M., & Waseem
Felt Obligation	1	Bari, M. (2020).
Competency Development	1	

Table 5, Gender impacted the link between TD practices and managerial role accessibility in organizations at the organizational level (Ibeh and Debrah, 2011). The association between TM practices and organizational performance was tempered by HRM-strategy alignment (Glaister et al., 2018).

The association between TM practices and employees' intention to depart was tempered by perceived career opportunities (Ambrosius, 2018). The association between TM practices and corporate citizenship behavior was tempered by professional identification (Asplund, 2020). The association between TM practices and talent duty is moderated by talent status awareness (Ehrnrooth et al., 2018). The association between TM practices and work effort is moderated by well-being attributions (Malik and Singh, 2019). The relationship between TM practices and organizational performance is mediated by absorptive capacity, a climate for innovation, partnership quality, and operational environmental sustainability (Benitez-Amado et al., 2015; Ingram, 2016; Latukha and Veselova, 2019; Raman et al., 2013). The association between TM practices and organizational learning capacity was mediated by intellectual capital (Afshari and Hadian Nasab, 2020). According to Kuntonbutr and Sangperm (2019), social responsibility acted as a mediator in the relationship between TM practices and both customer satisfaction and organizational citizenship behavior.

Sense of belongingness mediated the relationship between talent management and employee level performance Ibrahim et al., (2019). It was also found in studies that affective commitment, mediated the relationship between talent management and employee engagement Luna-Arcas, R. (2023), whereas, the innovative work behavior was also used as a mediator to check the effects on talent management through employee performance Gelens, J., Dries, N., Hofmans, J., & Pepermans, R. (2013). Perceived organizational justice, pay satisfaction, perceived organizational support, felt obligation and competency development were found to have been used as mediators in many studies at the employee level Luna-Arcas, R., & Morley, M. J. (2015) Luna-Arcas, R., & Lara, F. J. (2020). Mensah, J. K. (2019), Asplund, K. (2020) Younas, M., & Waseem Bari, M. (2020).

Figure 2: Conceptual Framework from Past Studies

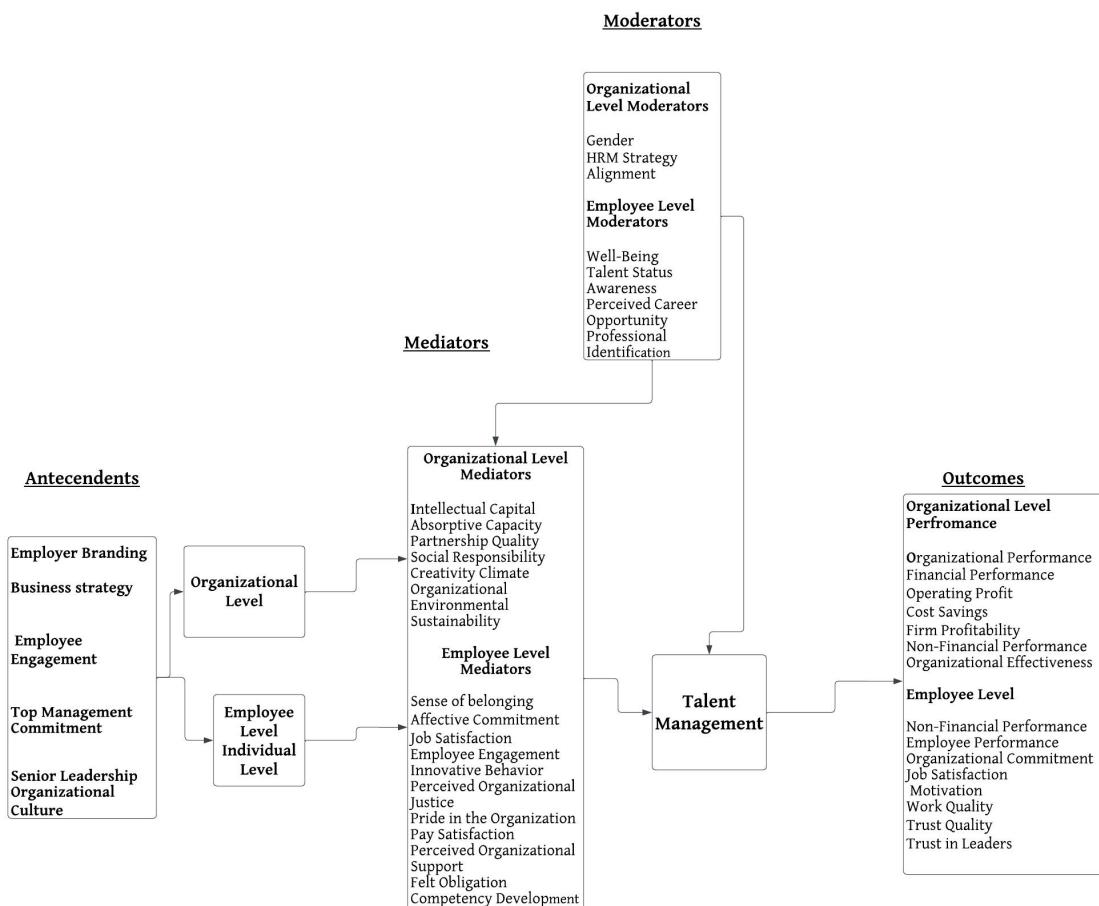


Figure 2 Author's own Creation, Conceptual Framework from Past Literature

Discussion

The above figure is the diagram of the conceptual framework that has been derived from the past studies and it has thus been established that the linkage between the antecedents mentioned employer branding, business strategy, top management commitment, senior leadership and organizational culture as organizational level and employee level or individual level antecedents have an impact on talent management which is mediated by organizational level mediators as intellectual capital, absorptive capacity, partnership quality, social responsibility, creativity climate and organizational environmental sustainability. The sense of belonging, affective commitment, job satisfaction, employee engagement, innovative behavior, perceived organizational justice, pride in the organization, pay satisfaction, perceived organizational support, felt obligation and competency development have also been found to exist as mediators and affect talent management creating organizational performance. Studies were also found that had moderators at the organizational level such as gender, human resource management alignment and employee level moderators such as wellbeing, talent status awareness, perceived career opportunity and professional identification have an effect on outcomes and talent management.

Theoretical and Practical Implications

By providing a thorough analysis of the talent management antecedents, moderators, mediators, and outcomes, this review advances theory and provides a multidimensional, framework for talent management that will direct future study and application. The

combination of all the antecedents, mediators, moderators and outcomes in the framework are supported by evidence through literature, the RBV and social exchange theory as well as

Limitations

There are certain limitations in this review. Firstly, studies examining external contextual factors impacting the aspects of talent management were excluded from this review. Only the few primary components of the talent management literature were examined. In order to expand the theory to national levels, future assessments may incorporate external contextual factors that influence the determinants, practices, and consequences of talent management. In order to provide an overall multi-level and further comprehensive framework, the goal of this review was to identify talent management elements and associated variables. In order to offer more insights and research directions, future reviews could map the literature by categorizing the studies according to the nations, industries, and sample characteristics.

Suggestions for Future Research and Conclusion

This review suggests various potential study directions and makes several contributions. In the first place, it advances our understanding of talent management by compiling data on its foundations, effects, and practices. Based on theoretical foundations, it culminates in an integrated framework that links talent management dimensions with the moderators and mediators (Thunissen et al., 2013a, b). By focusing on areas that have not received enough attention, the framework can aid in directing future studies.

There is undoubtedly still need for more study because of the growing strategic significance of TM and the requirement for empirical investigation. Researchers, practitioners, and academics interested in creating and refining talent management practices models will find this study interesting. While practically all of the effects of talent management practices were found in this study, there may be more factors that influence talent management practices. These factors include the mentor's involvement in talent identification, work-life balance practices, superior-subordinate relationships, and jobs whereas the organizational agility can also be an outcome and the effects of intellectual capital can mediate the talent management.

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