

Mapping Talent Management Research in the Private Sector: A Literature Mapping Study

Abdul Aji Kresna Tri Anggara
Universitas Pembangunan Nasional "Veteran" Jakarta

Siti Rohmawati
National Civil Servant Agency

Corresponding email : abdulajikresna@upnvj.ac.id

ABSTRACT

Talent management is increasingly recognized as a strategic capability that enables organizations to sustain competitiveness in a rapidly changing business environment. This study presents a literature mapping of 23 journal articles, comprising 20 Scopus-indexed publications (Q1–Q3) and three articles published in the Sinta 3-accredited *International Journal of Economics, Business and Entrepreneurship* (IJEBE). The review examines four key dimensions of talent management: conceptual foundations, best practices, implementation challenges, and adaptive strategies. The findings reveal that talent management remains conceptually fragmented across the literature. Current best practices emphasize the integration of artificial intelligence, digital transformation, employee well-being, and organizational justice into talent management systems. Nevertheless, organizations continue to face significant challenges, including talent shortages, resource constraints, algorithmic bias in digital systems, and weak alignment between talent development initiatives and organizational strategy. The review highlights the importance of integrating learning and development with career management, adopting adaptive digital transformation strategies, and strengthening organizational trust and work–life balance policies. Overall, These findings extend the talent management literature while offering practical insights for organizations seeking to establish adaptive and sustainable talent management systems.

Keywords: Talent Management; Human Resource Management; Best Practices; Systematic Literature Review; Digital Transformation; Organizational Performance; Artificial Intelligence; Private Sector

INTRODUCTION

Amid business disruption, digital transformation, and global economic uncertainty, private sector organizations are increasingly confronted with complex issues in securing, nurturing, and maintaining high-potential employees. To address these issues, talent management is increasingly regarded as a strategic necessity for sustaining competitive advantage (Boštjančič & Slana, 2018) (Al Aina & Atan, 2020). Rather than functioning solely as an administrative function within human resource management, talent management has developed into a strategic framework that integrates talent identification, development, retention, and deployment to support organizational objectives (Sinisterra et al., 2024)

Despite its growing strategic importance, the implementation of talent management continues to face significant challenges. Many organizations struggle to attract top talent while simultaneously retaining high-performing employees in an increasingly competitive labor market (Boštjančič & Slana, 2018). Moreover, organizational investments tend to prioritize recruitment activities over the development and retention of existing employees (Martínez-Morán et al., 2021). These challenges are further exacerbated by the lack of a universally accepted definition of talent, leading organizations to rely on subjective judgments, such as equating current job performance with future leadership potential (Tej et al., 2021) (Sinisterra et al., 2024)

The rapid advancement of digital technologies and Artificial Intelligence (AI) has transformed talent management practices across various industries, including information technology, manufacturing, shipping, and hospitality. Previous studies have shown that digitalization enhances the efficiency of recruitment, competency development, and evidence-based decision-making ((Rožman et al., 2022)(Kumari et al., 2025). Nevertheless, the successful use of these technologies is strongly influenced by organizational readiness, the availability of resources, and the level of maturity in digital transformation implementation (Martínez-Morán et al., 2021, 2024)

Previous studies have examined talent management within specific industries and organizational contexts. Some scholars have examined how talent management practices are associated with organizational performance (Al Aina & Atan, 2020) others have analyzed the role of digitalization in talent management (Martínez-Morán et al., 2021, 2024) or the challenges associated with its implementation (Boštjančič & Slana, 2018; Hassanein & Özgüt, 2022). However, these studies remain fragmented, as they primarily address individual aspects of talent management without providing a comprehensive synthesis of its concepts, best practices, implementation challenges, and adaptive solutions in the private sector.

This study employs a literature mapping approach to analyze 23 selected journal articles on talent management in the private sector. It aims to map current research trends, identify dominant themes, synthesize key findings, and highlight future research opportunities. Specifically, the study examines the conceptual foundations of talent management, identifies best practices, analyzes implementation challenges, and summarizes adaptive strategies adopted by organizations. The findings are expected to enrich the development of human resource management while also providing practical insights for organizations aiming to build sustainable talent management strategies in the context of digital transformation.

LITERATURE REVIEW

Talent management is an integrated strategic process that enables organizations to identify, attract, develop, place, retain, and optimize employees with the potential and competencies required to achieve organizational goals. Based on the literature synthesis, talent management involves eight interconnected stages, from talent planning to evaluation. Table 1 presents a summary of each stage, its main activities, and the relevant supporting literature.

Table 1. Stages of Talent Management Identified Through Literature Mapping

Stage	Description	References
1. Talent Planning	Organizations identify talent needs based on strategic direction, key positions, critical competencies, and future business challenges. At this stage, organizations assess workforce requirements, identify competency gaps, and determine development priorities.	Martínez-Morán et al (2024) position talent planning as an integral stage of the talent management process
2. Talent Attraction	Organizations build an attractive employer brand through employer branding, corporate reputation, and a compelling employee value proposition to attract high-quality candidates.	(Al Aina & Atan, 2020; Boštjančič & Slana, 2018)
3. Talent Identification and Selection	Organizations identify employees or candidates with high potential, strong competencies, high performance, and future growth capacity. This stage includes talent identification, selection, and talent mapping.	(Jibril & Yeşiltaş, 2022; Martínez-Morán et al., 2021; Yildiz & Esmer, 2021)
4. Talent Development	Talented employees are developed through training, continuous learning, coaching, knowledge sharing, job rotation, competency development, and leadership development initiatives.	(Al Aina & Atan, 2020; Saleh & Atan, 2021; Zahrani, 2026)
5. Career and Deployment Management	Talented employees are assigned to roles that match their competencies and potential while being provided with clear career pathways to ensure their contributions align with organizational needs.	(Al Aina & Atan, 2020; Martínez-Morán et al., 2021; van der Merwe et al., 2024)
6. Performance Management and Rewards	Organizations evaluate employee performance, provide continuous feedback, and implement reward and recognition systems to enhance motivation and sustain employee contributions.	(Boštjančič & Slana, 2018; Martínez-Morán et al., 2021)
7. Talent Retention	Organizations implement strategies to retain talented employees by enhancing job satisfaction, organizational commitment, employee engagement, career support, and a supportive work environment.	(Hassanein & Özgüt, 2022; Sinisterra et al., 2024; Tej et al., 2021)
8. Evaluation of Talent Management	Organizations measure talent management effectiveness by analyzing its contribution to organizational results, employee engagement, turnover intention, and long-term organizational sustainability.	(Sinisterra et al., 2024; Weng et al., 2023; Zahrani, 2026)

RESEARCH DESIGN

This study employed a literature mapping approach to examine published research on talent management in the private sector. The study aimed to map current research trends, identify dominant themes, synthesize key findings, and highlight future research opportunities. Specifically, the mapping focused on four key dimensions of talent management: conceptual

foundations, best practices, implementation challenges, and adaptive strategies adopted by organizations.

The literature was collected from the Scopus database, focusing on journals indexed in Quartiles 1–3 (Q1–Q3), and complemented by three articles published in the SINTA 3-accredited International Journal of Economics, Business and Entrepreneurship (IJEBE). The search was conducted using the keywords "talent management" and "private sector", covering publications from 2018 to 2026.

Articles were selected based on three inclusion criteria: (1) they focused on talent management in private-sector organizations; (2) they contributed to the advancement of talent management knowledge through empirical, conceptual, or review-based research; and (3) they were available in full text. Conference papers, book chapters, editorials, and studies focusing exclusively on the public sector were excluded. A total of 23 journal articles met the selection criteria and were included in the literature mapping.

The selected studies were analyzed based on five mapping criteria: author(s), publication year, article title, research method, and main research findings. The mapping provides a structured overview of the existing literature and supports the identification of current research trends and potential directions for future studies on talent management in the private sector.

RESULTS

The literature mapping identified 23 journal articles published between 2018 and 2026 that met the selection criteria. Table 2 presents the overall characteristics of the reviewed studies, including the publication period, research methods, geographical contexts, and primary research focus. Overall, the reviewed literature indicates that quantitative research predominates in talent management studies and reflects increasing scholarly attention to strategic and technology-enabled talent management practices. To provide a more structured presentation of the findings, the results are organized into four key dimensions: conceptual foundations of talent management, best practices, implementation challenges, and adaptive strategies adopted by organizations.

Table 2. Characteristics of the Studies Identified Through Literature Mapping

Characteristic	Distribution
Publication period	2018–2026
Number of articles	23
Countries represented	17 country/context categories
Dominant research method	Quantitative (14 articles; 60.9%)
Other methods	Qualitative (4), Exploratory (2), Mixed Methods (1), Conceptual Review (1), Systematic Literature Review (1)
Main research focus	Best Practices (39.1%), Implementation Challenges (21.7%), Adaptive Strategies (21.7%), Conceptual Foundations (17.4%)

A. Concept of Talent Management and Related Issues

The mapped studies demonstrate that talent management remains a concept without a universally accepted definition. Differences in conceptual interpretation have resulted in diverse organizational approaches to identifying, developing, and retaining talent (Sinisterra et al., 2024). Two dominant perspectives emerge from the literature: the inclusive approach, which considers all employees as talents with development potential, and the exclusive approach, which concentrates organizational resources on a relatively small group of employees considered to possess exceptional performance or leadership potential.

The choice between these approaches often depends on organizational and industry characteristics. For example, Yildiz and Esmer (2021) found that container shipping companies in Türkiye predominantly adopt an inclusive approach by viewing all employees as potential talents whose competencies can be continuously developed through structured training programs. Conversely, van der Merwe et al. (2024) emphasized that an excessively exclusive approach may weaken employees' perceptions of fairness and reduce the psychological contract among individuals who are excluded from accelerated development opportunities. These findings highlight the importance of clearly communicating an organization's talent philosophy to ensure transparency and maintain employee motivation.

Another recurring issue identified in the literature concerns the so-called "black box" of talent identification. However, Tej et al. (2021) found that outstanding performance in a current role should not automatically be interpreted as evidence of long-term leadership potential. Consequently, effective talent identification requires more comprehensive assessment methods that evaluate competencies, learning agility, future potential, and organizational fit rather than relying solely on present performance.

B. Best Practices in Talent Management

The mapped studies demonstrate that effective talent management extends beyond conventional recruitment and retention activities. Organizations that achieve superior outcomes tend to implement integrated talent management practices that combine digital innovation, employee development, organizational support, and fair human resource policies. Rather than functioning as isolated HR initiatives, these practices collectively strengthen employee engagement and contribute to sustainable organizational performance.

One of the most frequently reported best practices is the adoption of Artificial Intelligence (AI) to support talent management activities. Rožman et al. (2022) found that AI application in talent management, including precision recruitment, personalized learning, team formation, and the automation of administrative tasks, significantly improves employee work engagement and overall organizational performance. The study further highlights AI-enabled leadership as a critical driver of these positive outcomes.

Another emerging best practice is the development of innovative digital employee experiences, particularly within the information technology sector. Kumari et al. (2025) reported that digital talent management practices foster greater inclusiveness and cohesion in employees' work experiences. Through the mediating role of shared leadership, these practices enhance team performance while encouraging employees to contribute their unique skills and expertise.

The literature mapping also highlights the importance of fostering supportive organizational environments that prioritize employee well-being. Sugiono et al. (2023) reported that employees are more likely to experience psychological well-being, thrive at work, and demonstrate constructive voice behavior when talent management practices are implemented

fairly and consistently. Similarly, Supi et al. (2023) found that distributive justice and perceived organizational support play significant roles in reducing employees' intention to leave the organization. Collectively, these findings suggest that effective talent management extends beyond attracting and developing talent to fostering fairness, organizational support, and employee well-being, thereby strengthening long-term employee retention.

C. Talent Management Challenges in the Private Sector

The mapped studies indicate that organizations continue to encounter multiple barriers when implementing talent management initiatives. These challenges originate from both external environmental pressures and internal organizational constraints, making it difficult to establish sustainable talent management systems. Rapid changes in labor market conditions have intensified competition for highly qualified employees, forcing organizations to compete not only for talent acquisition but also for talent retention. Boštjančič and Slana(2018) found that the greatest challenges faced by medium and large companies are attracting new talent and positioning the organization as an employer of choice in a competitive market.

These external challenges are further exacerbated by internal company limitations, particularly in terms of budget allocation and strategic commitment. According to Hassanein and Özgüt (2022), insufficient organizational commitment and limited resource allocation reduce the effectiveness of talent management initiatives, particularly those related to employee recognition, reward systems, and career development. As a consequence, organizations may experience greater difficulty in retaining high-performing employees, thereby increasing the risk of talented employees leaving for competing organizations.

In addition to budget-related issues, another challenge is technological bias. Martínez-Morán et al.(2021) reported that digitalization in many companies shows a serious imbalance, where technology investment is heavily skewed toward talent acquisition processes, such as digital recruitment, while investment in retention platforms and internal career development for employees remains very limited. This is supported by the findings of Martínez-Morán et al. (2024) which indicate that digitalization in the stages of talent planning and internal placement remains very low in most companies, especially in small and medium-sized organizations with limited budgets to adopt premium digital platforms.

The literature further found that many organizations struggle to align talent development initiatives with their long-term strategic objectives. Jibril and Yeşiltaş (2022) reported a surprising finding that talent development programs implemented in five-star hotels in Northern Cyprus did not have a direct effect on the organization's sustainable competitive advantage when they were not accompanied by strong talent identification and retention systems. This gap was also highlighted by Liu (2021)who found that knowledge-based workers tend to be dissatisfied with training and promotion mechanisms that lack transparency within their companies.

D. ADAPTIVE TALENT MANAGEMENT SOLUTIONS

To address these obstacles, the literature offers several tactical solutions that can be adopted by policymakers in the private sector. The first solution is the comprehensive integration of training systems with talent management programs. Zahrani (2026) emphasizes that alignment between training programs and career management has been shown to be positively correlated with improvements in technical skills, job satisfaction, employee engagement, and long-term organizational sustainability.

The second solution relates to adaptive and proportional digitalization. Martínez-Morán et al.(2024) provide a practical recommendation that companies should design a digitalization

roadmap tailored to their economic scale. Large companies are encouraged to maximize integrated digital platforms for deployment and career development, while medium-sized companies can optimize cost-efficient but consistent internal communication tools to support employee recognition processes.

The third solution is strengthening non-financial aspects to maintain work stability amid economic uncertainty. Ekhsan et al. (2022) propose strengthening organizational trust and employees' emotional engagement to minimize resistance to organizational change. Employees who perceive strong organizational support are more likely to remain committed and actively contribute to organizational goals. In addition, Weng et al.(2023) further add a practical solution through the provision of work-life balance facilities, which have been proven to be a strong moderator in retaining the best talents within the company.

Reporting Research Results

Table 2 presents the mapping of the characteristics and main findings of the 23 journal articles included in this study. The studies are organized according to their authors, publication year, title, research method, and principal findings to provide a structured overview of talent management research in the private sector.

Table 2. Summary of Mapping of Previous Studies on Talent Management in the Private Sector

No.	Author(s)	Year	Title	Method	Main Research Findings
1	Zahrani	2026	<i>Developing a New Model for Talent Management and Employee Performance: The Role of Training and Employee Development in the Sustainability of Organizations</i>	Quantitative; SEM analysis of 273 organizational respondents in Saudi Arabia.	The findings indicate that integrating talent management with employee development initiatives contributes to improved employee capability and organizational performance.
2	Kumari et al.	2025	<i>Innovative Talent Management Practices for a Seamless Digital Employee Experience with Mediation of Shared Leadership in the Information Technology (IT) Industry</i>	Quantitative; two-wave survey of 350 employees in the IT industry in India.	Innovative talent management practices enhance the inclusiveness and cohesiveness of employees' digital work experience, while shared leadership strengthens these positive relationships.
3	M. Claudia	2025	<i>Green HRM as a Bridge from Leadership to Employees' Green Behavior in Sasirangan SMEs</i>	Quantitative; census method using SmartPLS 4.0 with 156 employees of Sasirangan SMEs in Banjarmasin.	Green transformational leadership encourages employees' green behavior, with Green HRM acting as a mediating bridge.
4	Sinisterra,	2024	<i>Connecting the</i>	Systematic literature review;	The study highlights the

No.	Author(s)	Year	Title	Method	Main Research Findings
	Peñalver, & Salanova		<i>Organizational Incomes and Outcomes: A Systematic Review of the Relationship between Talent Management, Employee Engagement, and Turnover Intention</i>	thematic synthesis of 43 studies across countries and sectors.	absence of a universally accepted concept and measurement of talent management. Overall, effective talent management enhances employee engagement, which subsequently contributes to lower turnover intention, while age and organizational tenure influence these relationships.
5	van der Merwe, Nel, & Hoole	2024	<i>How Talent Management Execution Impacts Career Experiences: Exploring the Organization-Individual Intersect</i>	Qualitative; 13 interviews with talent management professionals and 8 Delphi experts in South Africa.	The review identified four key dimensions of talent management: talent philosophy, talent identification, career enablement, and employee experience. Organizations should integrate these elements to strengthen employee commitment and support sustainable talent management.
6	Martínez-Morán et al.	2024	<i>Talent Management Digitalization and Company Size as a Catalyst</i>	Qualitative questionnaire; comparative analysis of 202 organizations in Spain.	Digitalization is highest in attraction, selection, and rewarding; lower in deployment/development; and lowest in planning. Company size is positively associated with the use of specific digital platforms, especially for deployment and development.
7	Weng, Shen, & Kan	2023	<i>Talent Sustainability and Development: How Talent Management Affects Employees' Intention to Stay through Work Engagement and Perceived Organizational Support with the Moderating Role of Work-Life Balance</i>	Quantitative; correlation and mediation analysis of 344 company employees in Taiwan.	Effective talent management strengthens employee work engagement, organizational support, and retention, while work-life balance reinforces these positive relationships.
8	Supi et al.	2023	<i>Talent Management Practices and Turnover Intention: The Role of Perceived Distributive Justice and Perceived Organizational Support</i>	Quantitative; proportional random sampling of 397 employees.	Talent management practices reduce turnover intention by strengthening employees' perceptions of organizational fairness and support.

No.	Author(s)	Year	Title	Method	Main Research Findings
9	Sugiono, Efendi, & Hendryadi	2023	<i>Linking Talent Management to Thriving at Work and Employees' Voice Behavior: The Moderating Role of Person-Organization Fit</i>	Quantitative; mediation and moderation model involving 406 employees across organizations.	Talent management encourages employees to thrive at work and express constructive ideas, with person-organization fit strengthening these positive effects.
10	Hajaina Ravoaja	2023	<i>Can HRM Lead to Occupational Integration? Evidence from Madagascar</i>	Quantitative; survey and Cox regression involving 222 graduates and 182 organizations in Madagascar.	Only employment negotiation agreements, including salary, status, and working conditions, significantly affect long-term retention; formal HRM modes are not significant.
11	Rožman, Oreški & Tominc	2022	<i>Integrating Artificial Intelligence into a Talent Management Model to Increase the Work Engagement and Performance of Enterprises</i>	Quantitative; SEM analysis of 317 managers/business owners in Slovenia.	All AI-based constructs tested have a positive effect on enterprise performance and employee engagement. AI-based leadership has one of the strongest effects.
12	Hassanein & Özgit	2022	<i>Sustaining Human Resources through Talent Management Strategies and Employee Engagement in the Middle East Hotel Industry</i>	Qualitative; in-depth interviews with 37 hotel managers in the Middle East.	Appropriate talent management strategies improves engagement and job satisfaction. Retention targets need to be realistic; lack of investment and rewards can lead to talent loss. Talents improve customer satisfaction through service quality and interaction.
13	Jibril & Yeşiltaş	2022	<i>Employee Satisfaction, Talent Management Practices and Sustainable Competitive Advantage in the Northern Cyprus Hotel Industry</i>	Quantitative; SEM analysis of 368 employees in five-star hotels in Northern Cyprus.	Talent development does not affect hotels' sustainable competitive advantage. Other talent management dimensions, including identification, engagement, performance management, and retention, have significant and positive effects.
14	Edeh et al.	2022	<i>Talent Management in the Hospitality Sector: Predicting Discretionary Work Behaviour</i>	Quantitative; linear regression analysis of 263 employees in hospitality organizations in Nigeria.	Talent attraction, development, engagement, and retention are used to predict discretionary work behavior. The results show positive and significant relationships in the tested dimensions.

No.	Author(s)	Year	Title	Method	Main Research Findings
15	Ekhsan et al.	2022	<i>Employee Retention and Change Management During Times of Uncertainty</i>	Conceptual review; opinion article/theoretical conceptual synthesis without an empirical sample.	The article proposes the integration of talent management, employer branding, engagement, and trust to support employee retention during organizational change. No statistical testing is conducted.
16	Putri Ramadhona, RR. Erlina, & Habibullah Jimad	2022	<i>Effect of Emotional Intelligence and Transformational Leadership on Employee Performance Mediated by Employee Job Satisfaction</i>	Quantitative; survey and SmartPLS involving 110 employees of PT. Surya Tsabat Mandiri.	Higher emotional intelligence enhances employees' job satisfaction and overall performance, whereas transformational leadership contributes to performance by fostering greater job satisfaction.
17	Martínez-Morán et al.	2021	<i>The Digital Transformation of the Talent Management Process: A Spanish Business Case</i>	Exploratory descriptive study; online questionnaire from 180 organizations in Spain.	Only 25% of companies rate their level of digitalization as moderate/high, while 38% rate it as low/very low. Digitalization is stronger in talent acquisition than in retention. Large companies use more digital tools.
18	Saleh & Atan	2021	<i>The Involvement of Sustainable Talent Management Practices on Employee's Job Satisfaction: Mediating Effect of Organizational Culture</i>	Quantitative; SEM analysis of 200 academic/administrative staff in Northern Lebanon.	The study indicates that sustainable talent management practices improve employees' job satisfaction. Organizational culture reinforces this positive relationship, whereas knowledge sharing demonstrates an indirect negative relationship with job satisfaction
19	Liu	2021	<i>An Empirical Study on Talent Management Strategies of Knowledge-Based Organizations Using Entrepreneurial Psychology and Key Competence</i>	Mixed quantitative-qualitative approach; principal component analysis of 255 employees of technology company M in China.	Effective talent management should incorporate entrepreneurial psychological characteristics and core competencies to strengthen knowledge-based talent management. Although knowledge-based employees generally express satisfaction with their organizations, they

No.	Author(s)	Year	Title	Method	Main Research Findings
					remain dissatisfied with existing training and career promotion systems.
20	Yildiz & Esmer	2021	<i>Talent Management Related Concepts and Debates in Container Shipping Industry by an Emerging Market Perspective</i>	Qualitative phenomenology; in-depth interviews with 27 container shipping executives in Turkey.	Talent is generally understood as competence/capability that is valuable to the company, unique, and developable. The industry tends to adopt a subject, innate-but-developable, output, transferable, and inclusive approach; talent management is widely recognized as an integral component of human resource management (HRM).
21	Tej et al.	2021	<i>Examining HRM Practices in Relation to the Retention and Commitment of Talented Employees</i>	Quantitative; canonical correlation analysis of 391 talented employees in Slovakia.	HRM practice bundles are positively associated with talent retention and organizational commitment. Among the most influential practices are transparent information sharing, employee training and development, performance appraisal, internal career opportunities, and collaborative work environments.
22	Al Aina & Atan	2020	<i>The Impact of Implementing Talent Management Practices on Sustainable Organizational Performance</i>	Quantitative; SEM analysis of 306 top managers in the real estate sector in Dubai and Abu Dhabi.	The findings indicate that talent attraction and talent retention are not significant predictors of sustainable organizational performance. In contrast, learning and development together with career management demonstrate a positive and statistically significant contribution to organizational sustainability.
23	Boštjančič & Slana	2018	<i>The Role of Talent Management: Comparing Medium-Sized and Large Companies—Major Challenges in Attracting and Retaining Talented</i>	Exploratory qualitative study; semi-structured interviews with 21 HR professionals in Slovenia.	Organizations employ diverse strategies to attract and develop talented employees. Approximately two-thirds of the surveyed companies assess employee performance through

No.	Author(s)	Year	Title	Method	Main Research Findings
			<i>Employees</i>		annual appraisals, achievement of performance targets, and supervisors' evaluations. The primary challenges involve securing qualified talent and strengthening the organization's attractiveness as an employer.

DISCUSSION

The literature mapping reveals a clear evolution in talent management research within the private sector between 2018 and 2026. Earlier studies primarily focused on fundamental talent management practices, including talent attraction, retention, learning and development, and career management. More recent studies have increasingly examined the integration of digital transformation and artificial intelligence (AI), while also emphasizing employee well-being, organizational support, organizational justice, and sustainable talent development. In addition, recent research highlights the importance of aligning talent management initiatives with organizational strategy and leadership to enhance long-term organizational competitiveness. These trends suggest that talent management has evolved from a conventional human resource function toward a more strategic, technology-enabled, and sustainability-oriented organizational capability.

The evidence synthesized from the mapped literature demonstrates that talent management in private-sector organizations encompasses far more than attracting and retaining high-potential employees. Sustainable talent management emerges from the integration of multiple organizational practices, including employee development, organizational support, digital transformation, and well-being initiatives. Rather than functioning as an isolated human resource activity, talent management should be embedded within the organization's strategic agenda to strengthen long-term competitiveness and organizational sustainability.

The findings can be explained through the perspective of Social Exchange Theory, which argues that reciprocal relationships develop when employees perceive that organizations invest in their growth and welfare. Employees who experience equitable treatment, organizational support, and meaningful career opportunities are more likely to respond with stronger commitment and improved performance. Consequently, recruitment activities alone are insufficient to generate sustainable organizational outcomes unless they are supported by continuous learning opportunities, transparent career advancement systems, and organizational practices that encourage employee development. This interpretation supports the findings reported by Al Aina and Atan(2020), which show that learning and career development programs have a stronger relationship with employee commitment and organizational performance than recruitment activities alone.

A notable finding of the literature mapping is the uneven implementation of digital technologies across different stages of talent management. Existing studies indicate that

organizations have increasingly adopted Artificial Intelligence (AI) and digital platforms to improve recruitment efficiency and talent acquisition processes (Rožman et al., 2022). However, digitalization in subsequent stages, such as career planning, internal mobility, succession planning, and employee development, remains relatively limited (Martínez-Morán et al., 2021, 2024). This imbalance may create inconsistencies in employees' work experience and reduce their perception of organizational support, thereby limiting the long-term effectiveness of talent management programs.

Second, the literature indicates a shift from uniform and top-down talent management practices toward more personalized employment relationships that are oriented toward individual needs. Ravoaja (2023) found that younger generations of workers increasingly value transparency in employment relationships, fair compensation, work flexibility, and clear career development opportunities. Similar conclusions were presented by Sugiono et al. (2023), which emphasizes the importance of person-organization fit in improving employee well-being and encouraging constructive employee voice behavior. Overall, these findings suggest that effective talent management needs to accommodate individual needs and expectations without neglecting the organization's strategic objectives.

The mapped studies further indicate that successful talent management depends on active involvement from organizational leaders rather than exclusive responsibility of the human resource department. Leadership commitment influences the creation of supportive work environments, continuous employee development, digital collaboration, and the integration of sustainability principles into organizational culture (Claudia et al., 2025; Kumari et al., 2025; Ramadhona et al., 2022). When these organizational elements operate in a coordinated manner, they reinforce employee engagement, organizational commitment, and the organization's ability to retain talented employees over time.

Although this review provides a comprehensive synthesis of current evidence, several limitations should be acknowledged. The conclusions are based entirely on secondary evidence collected from published journal articles. Moreover, the identified studies represent diverse national contexts, including Spain, Slovakia, Saudi Arabia, India, Indonesia, China, Slovenia, South Africa, Taiwan, Turkey, the United Arab Emirates, Nigeria, Northern Cyprus, Northern Lebanon, Madagascar, and multi-country settings, where institutional environments, organizational cultures, labor markets, and technological capabilities vary considerably. These contextual differences may reduce the extent to which the findings can be generalized across all private-sector organizations.

Future studies should therefore extend the current evidence by employing longitudinal research designs that capture the long-term effects of talent management practices on organizational performance. Additional research is also needed to examine how emerging digital technologies, particularly generative artificial intelligence, reshape employee development, organizational commitment, employee well-being, and the sustainability of talent management systems. Such investigations would provide deeper insights into how organizations can design talent management strategies that remain effective in increasingly dynamic business environments.

CONCLUSION

The synthesis of evidence from 23 selected journal articles highlights that talent management in private-sector organizations should be viewed as a dynamic strategic capability rather than a routine administrative HR function. Sustainable talent management requires organizations to move beyond an exclusive focus on talent acquisition by integrating employee

retention, continuous learning and development, transparent career progression, and the strategic use of digital technologies across the entire talent management cycle. The literature mapping also identifies several emerging directions in talent management research, including AI-enabled talent management, sustainable talent development, organizational support, employee well-being, and digital transformation. These emerging directions indicate that talent management is evolving from conventional human resource practices toward integrated, technology-enabled, and sustainability-oriented approaches that support long-term organizational performance.

To strengthen talent management practices, several practical recommendations can be proposed. First, organizations should address the imbalance in digital transformation by investing not only in digital recruitment technologies but also in internal digital platforms that support workforce deployment, transparent performance management, career planning, and employee development. Second, organizations should improve the objectivity of talent identification by establishing transparent competency frameworks and standardized assessment systems, thereby reducing managerial bias and providing equitable development opportunities for all employees. Third, organizations should foster a culture of trust and employee well-being by strengthening distributive justice, enhancing perceived organizational support, and implementing effective work-life balance initiatives. These strategic initiatives are expected to cultivate a more engaged workforce, improve employee retention by lowering turnover intention, and strengthen the organization's capacity to sustain high performance over the long term.

REFERENCES

- Al Aina, R., & Atan, T. (2020). The Impact of Implementing Talent Management Practices on Sustainable Organizational Performance. *Sustainability*, 12(20), 8372. <https://doi.org/10.3390/su12208372>
- Boštjančič, E., & Slana, Z. (2018). The Role of Talent Management: Comparing Medium-Sized and Large Companies—Major Challenges in Attracting and Retaining Talented Employees. *Frontiers in Psychology*, 9, 1750. <https://doi.org/10.3389/fpsyg.2018.01750>
- Claudia, M., Bachri, A. A., Dahniar, Dewi, M. S., Wandari, W., Wahyudi, M. H., & Sya'ban, R. (2025). Leading Green, Acting Green: Green HRM as a Bridge from Leadership to Employees' Sustainable Practices in Sasirangan SMEs. *International Journal of Economics, Business, and Entrepreneurship*, 8(2), 188–206. <https://ijebe.feb.unila.ac.id/index.php/ijebe/article/download/357/192>
- Edeh, F. O., Zayed, N. M., Perevozova, I., Kryshal, H., & Nitsenko, V. (2022). Talent Management in the Hospitality Sector: Predicting Discretionary Work Behaviour. *Administrative Sciences*, 12(4), 122. <https://doi.org/10.3390/admsci12040122>
- Ekhsan, M. (2022). Employee Retention and Change Management During Times of Uncertainty. *Frontiers in Psychology*, 13, 916709. <https://doi.org/10.3389/fpsyg.2022.916709>

- Hassanein, F., & Özgit, H. (2022). Sustaining Human Resources through Talent Management Strategies and Employee Engagement in the Middle East Hotel Industry. *Sustainability*, 14(22), 15365. <https://doi.org/10.3390/su142215365>
- Jibril, I. A., & Yeşiltaş, M. (2022). Employee Satisfaction, Talent Management Practices and Sustainable Competitive Advantage in the Northern Cyprus Hotel Industry. *Sustainability*, 14(12), 7082. <https://doi.org/10.3390/su14127082>
- Kumari, A., Khan, M., Singh, S., Niyati, Bajpai, P., & Nagpal, M. (2025). Innovative Talent Management Practices for a Seamless Digital Employee Experience with Mediation of Shared Leadership in the Information Technology (IT) Industry. *Journal of Innovation and Entrepreneurship*, 14, 96. <https://doi.org/10.1186/s13731-025-00574-w>
- Liu, M. (2021). An Empirical Study on Talent Management Strategies of Knowledge-Based Organizations Using Entrepreneurial Psychology and Key Competence. *Frontiers in Psychology*, 12, 721245. <https://doi.org/10.3389/fpsyg.2021.721245>
- Martínez-Morán, P. C., Díez, F., Solabarrieta, J., Fernández-Rico, J. M., & Igoa-Iraola, E. (2024). Talent Management Digitalization and Company Size as a Catalyst. *Systems*, 12(5), 168. <https://doi.org/10.3390/systems12050168>
- Martínez-Morán, P. C., Fernández-Rico Ugoiti, J. M., Díez, F., & Solabarrieta, J. (2021). The Digital Transformation of the Talent Management Process: A Spanish Business Case. *Sustainability*, 13(4), 2264. <https://doi.org/10.3390/su13042264>
- Ramadhona, P., Erlina, R. R., & Jimad, H. (2022). Effect of Emotional Intelligence and Transformational Leadership on Employee Performance Mediated by Employee Job Satisfaction. *International Journal of Economics, Business, and Entrepreneurship*, 5(2), 58–68. <https://ijebe.feb.unila.ac.id/index.php/ijebe/article/download/195/74>
- Ravoaja, H. (2023). Can HRM Lead to Occupational Integration? Evidence from Madagascar. *International Journal of Economics, Business, and Entrepreneurship*, 6(1), 51–61. <https://ijebe.feb.unila.ac.id/index.php/ijebe/article/download/244/108>
- Rožman, M., Oreški, D., & Tominc, P. (2022). Integrating Artificial Intelligence into a Talent Management Model to Increase the Work Engagement and Performance of Enterprises. *Frontiers in Psychology*, 13, 1014434. <https://doi.org/10.3389/fpsyg.2022.1014434>
- Saleh, R., & Atan, T. (2021). The Involvement of Sustainable Talent Management Practices on Employee's Job Satisfaction: Mediating Effect of Organizational Culture. *Sustainability*, 13(23), 13320. <https://doi.org/10.3390/su132313320>
- Sinisterra, L. S., Peñalver, J., & Salanova, M. (2024). Connecting the Organizational Incomes and Outcomes: A Systematic Review of the Relationship between Talent Management, Employee

Engagement, and Turnover Intention. *Frontiers in Psychology*, 15, 1439127. <https://doi.org/10.3389/fpsyg.2024.1439127>

Sugiono, E., Efendi, S., & Hendryadi. (2023). Linking Talent Management to Thriving at Work and Employees' Voice Behavior: The Moderating Role of Person–Organization Fit. *Cogent Social Sciences*, 9, 2244309. <https://doi.org/10.1080/23311886.2023.2244309>

Supi, Noermijati, Irawanto, D. W., & Puspaningrum, A. (2023). Talent Management Practices and Turnover Intention: The Role of Perceived Distributive Justice and Perceived Organizational Support. *Cogent Business & Management*, 10(3), 2265089. <https://doi.org/10.1080/23311975.2023.2265089>

Tej, J., Vagaš, M., Taha, V. A., Škerháková, V., & Harničárová, M. (2021). Examining HRM Practices in Relation to the Retention and Commitment of Talented Employees. *Sustainability*, 13(24), 13923. <https://doi.org/10.3390/su132413923>

van der Merwe, M., Nel, P., & Hoole, C. (2024). How Talent Management Execution Impacts Career Experiences: Exploring the Organization–Individual Intersect. *Frontiers in Psychology*, 15, 1272645. <https://doi.org/10.3389/fpsyg.2024.1272645>

Weng, T.-C., Shen, Y.-H., & Kan, T.-T. (2023). Talent Sustainability and Development: How Talent Management Affects Employees' Intention to Stay through Work Engagement and Perceived Organizational Support with the Moderating Role of Work–Life Balance. *Sustainability*, 15(18), 13508. <https://doi.org/10.3390/su151813508>

Yildiz, R., & Esmer, S. (2021). Talent Management Related Concepts and Debates in Container Shipping Industry by an Emerging Market Perspective. *Journal of Shipping and Trade*, 6, 6. <https://doi.org/10.1186/s41072-021-00090-6>

Zahrani, A. A. (2026). Developing a New Model for Talent Management and Employee Performance: The Role of Training and Employee Development in the Sustainability of Organizations. *Frontiers in Sustainability*, 7, 1741640. <https://doi.org/10.3389/frsus.2026.1741640>