

Review

Catalyzing of talent identification in talent management: A systematic literature review

Henny Wang*, Mohammad Syamsul Maarif, Nimmi Zulbainarni, Harri Kuswanda

School of Business, IPB University, Bogor 16128, Indonesia

* **Corresponding author:** Henny Wang, wanghenny@apps.ipb.ac.id

CITATION

Wang H, Maarif MS, Zulbainarni N, Kuswanda H. (2024). Catalyzing of talent identification in talent management: A systematic literature review. *Journal of Infrastructure, Policy and Development*. 8(16): 10208.
<https://doi.org/10.24294/jipd10208>

ARTICLE INFO

Received: 9 November 2024
Accepted: 27 November 2024
Available online: 30 December 2024

COPYRIGHT



Copyright © 2024 by author(s).
Journal of Infrastructure, Policy and Development is published by EnPress Publisher, LLC. This work is licensed under the Creative Commons Attribution (CC BY) license.
<https://creativecommons.org/licenses/by/4.0/>

Abstract: This study aims to determine the extent to which talent identification is implemented in talent management. A Systematic Literature Review (SLR) was conducted to summarize the application of talent identification in the last six years. Researchers use Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA) to process scientific articles. The literature reveals that while topics related to talent management garner significant attention, research on talent identification within talent management remains relatively scarce despite a gradual increase each year. We compared documents indexed by Scopus Q1 and Q2. The results show that the United States accounted for a significant portion of research on talent identification, representing 16% of the total existing research. Researchers have conducted extensive studies on the medical and pharmaceutical sectors, public services, tourism, and hospitality. The number of citations varied greatly from 1 to 93, with a median value of 20. These studies have also used various research methods with different theoretical bases and produced different analyses. This finding enriches the perspective of talent identification.

Keywords: talent identification; talent management; systematic literature review; human resource management

1. Introduction

Adapting to changes in business from previously based on manual work to jobs that have competencies, there is a paradigm shift in which the growth of a knowledge-intensive economy leads to work relationships in new ways. Acquiring, cultivating, and retaining talent is not easy but requires serious effort from the organization. Talent management is an effort that is integrated with processes, recruiting, developing, and maintaining the best and most talented employees (Rothwell, 2010). Talent management is the main driver of organizational success. Ulrich et al. (2007) state that talent equals competence (meaning being able to do a job well) times commitment (meaning being willing to do a good job) times contribution (meaning finding meaning and purpose in their work). Talent management consists of individuals who can make a difference in organizational performance, either through direct contributions or in a project that receives support by showing high potential contributions (Ramaditya et al., 2023). There is a close relationship between potential and performance (Collings and Mellahi, 2009; Gallardo et al., 2013; Lewis and Heckman, 2006; Tansley et al., 2007).

By combining all potential and creating talent as a resource concept with high potential, including ability, capability, and capacity, talent management is expected to achieve organizational goals optimally and be encouraged at all levels of the organization, especially at the top of the organization (Ramaditya et al., 2022).

Therefore, the success of today's organizations relies heavily on identifying, managing, and actively developing their talent. Investing in talent management strategies is important for ensuring the availability of adequate human resources with a global mindset.

In addition, talent management also provides benefits to companies so that they can reduce mismatches between the skills and abilities of talents and their job positions, and companies will be able to place talents appropriately and in accordance with their respective skills. The emphasis here is on identifying key positions that have the potential to have different impacts on the competitive advantage of the company (Ramaditya, 2022) but talent management research is difficult to obtain (Collings and Mellahi, 2009). Talent management practices are also important in changing business dynamics (Ramaditya et al., 2022).

Talent management aims to improve individual performance (Bagorogoza, 2022; Jimoh, 2022) and utilize individual potential that can add value to an organization, both now and in the future. (Miriam, 2021). Talent management can support individual contributions to organizational success (Cai, 2023; Kafetzopoulos, 2022; Lancaric, 2021; Mahfoozi et al., 2018; Yongyi, 2023). Talented employees influence organizational productivity in the short and long terms (Ananthan et al., 2019). From this explanation, it can be concluded that finding quality talent is very important for organizations in the current era (Thunnissen and Buttiens, 2017; Ulrich and Allen, 2014). Although various studies have shown that talent management improves individual and organizational performance, a number of problems were found during its implementation. In an inclusive approach, talent means that all employees in the organization need the same development and career opportunities (Gallardo, 2013). However, the limited human resources tasked with managing talent and the limited budget for employee development need to be addressed with an exclusive approach, where talent constitutes 10% of the best employees in terms of performance and potential (Gallardo, 2013). Therefore, identifying the targeted talent is necessary to select the best employees who receive development priority. However, talent identification strategies are often not clearly defined (Onwugbolu, 2021).

Organizations commonly use a two-dimensional matrix, known as a nine-grid box, to identify talent based on employee performance and potential. Employee performance describes how well someone performs their work (past and present). Employee potential is future-oriented. This reflects the possibility that individuals will become successful in more important roles in the future based on their qualities (Joss, 2019; Siswanto, 2021). The nine-grid box approach is not without drawbacks. Regarding the element of employee potential, there is no consensus regarding the size of the potential in the nine grid boxes. Some organizations make intuitive assumptions and develop their own definitions for identifying talent. Organizations believe that the potential measure is the competency of the talent at its current level. However, others view the potential as talent competency at the next level. This shows that there is no single best approach for defining and identifying talent. Organizations can choose the most appropriate definition (Skuzza, 2022). In connection with the performance elements in the nine-grid boxes, the talent identification process is sensitive to changes in the classification criteria used, indicating the presence of bias. This is because there are performance data with skewed distributions (Siswanto, 2021). Realizing the

importance of talent management in organizations, accompanied by a number of problems, especially during talent identification, is an interesting research topic for further study. Therefore, this study reveals talent management as a distinctive organizational strategy mechanism and the application of talent management, and other factors can forecast success in companies (Maghdomi, 2017). Based on the preceding description, the following research questions were developed to address the objectives and close the research gap that this research aims to determine the extent to which talent identification is implemented in talent management.

2. Literature review

One of the human resource theories that is still relevant to use is the Human Relations Approach theory (Davis, 1967). The theory focuses on increasing the level of efficiency, employee morale, and job satisfaction through the application of certain techniques or tools and policies, the main aim of which is to ensure that work is equal by enhancing the collective interests of the organization.

According to this theory, human relations as a field of management practice is the integration of people into work situations in a way that motivates them to work together productively, cooperatively, and with economic, psychological, and social satisfaction (Davis, 1967). When human relations are carried out in an organization, the focus is on close working relationships to achieve organizational goals. An important goal of human relations is to cooperate to produce and obtain satisfaction from work (Davis, 1967). Human resource strategies for dealing with human capital do not solely concentrate on the importance of hiring, developing, and motivating employees but also focus on broader and more comprehensive strategies to help companies maintain competitive advantages (Suseno and Pinnington, 2017). Competent human resources play the most decisive role in the successful implementation of any quality management effort in an organization's business (Pantouvakis and Karakasnaki, 2017).

Talent management is a goal-oriented and integrated planning process that recruits, develops, manages, and compensates employees (Sparrow and Makram, 2015). Talent management can also be defined as the process of recruiting, training, managing, developing, assessing, and maintaining an organization's most valuable resources (Polinia, 2017). So it can be said that talent management is a process for attracting, developing and retaining talented individuals who are strategically important for organizational success (Van den Broeck et al., 2014). Talent management originates from the concept of human resource management, which has a more specific focus (Latukha and Veselova, 2019). In the university environment, talent management, as the main component of strategic human resource management, can improve the quality of university performance in the long term by understanding the strategies implemented by these talented individuals (Ibidunni et al., 2016).

Talent management focuses on individuals who are considered by management as potential talents in which the organization can invest for the future (Collings and Mellahi, 2009). Based on the definitions mentioned above, it can be seen that talent management is a method of developing human resources to create advantages through

encouraging human resources within the company through the process of identifying, developing and retaining talented employees (Gu et al., 2024).

3. Methodology

This study used a Systematic Literature Review (SLR) method. SLR is a form of secondary study that uses a well-defined methodology to identify, analyze, and interpret facts and data related to research questions to produce unbiased conclusions that can be carried out and tested repeatedly. In contrast to conventional narrative reviews, systematic literature reviews (SLRs) use reproducible, transparent, and scientific producers. In order to address a particular research subject, it is helpful to compile all relevant articles and documents that meet our pre-established inclusion criteria. In order to reduce the likelihood of bias throughout the search, identification, appraisal, synthesis, analysis, and summary of research, it employs clear and methodical methods. A well-executed technique with minimum mistake can yield dependable data and conclusions from the study, which in turn can assist scientists and decision-makers in taking appropriate action. A well-designed SLR procedure is crucial because it guarantees that the job is meticulously planned out before the review process really begins. However, statistical methods must be used to the resulting results in a meta-analysis. The sample used is purposive sample with several scientific article criteria. This article was created by accessing several scientific articles regarding the application of identification in talent management using the Watase Uake application. The selected scientific articles spanned six years, from 2017 to 2023. Search using a number of keywords: talent mapping, talent succession planning, talent star, talent pipeline, talent management identification, talent map, talent agility, talent assessment, talent pool, and talent criteria.

Based on the **Figure 1** The research range of six years and the large number of keywords in this research are based on the fact that there is not much research focusing on talent identification; therefore, the range of years and keywords must be expanded. Meanwhile, to maintain research quality, researchers only used scientific articles indexed by Scopus Q1 and Q2.

KEYWORD IDENTIFICATION

| No | Keyword | Raw | ABS | x | Act | View | SNA | Tag |
|----|----------------------------------|-----|-----|---|-----|------|-----|-----|
| 1 | talent mapping | 11 | No | x | Get | View | SNA | Tag |
| 2 | talent succession planning | 14 | No | x | Get | View | SNA | Tag |
| 3 | star talent | 17 | No | x | Get | View | SNA | Tag |
| 4 | talent pipeline | 22 | No | x | Get | View | SNA | Tag |
| 5 | talent management identification | 8 | No | x | Get | View | SNA | Tag |
| 6 | talent map | 3 | No | x | Get | View | SNA | Tag |
| 7 | talent agility | 9 | No | x | Get | View | SNA | Tag |
| 8 | talent assessment | 64 | No | x | Get | View | SNA | Tag |
| 9 | talent pool | 48 | No | x | Get | View | SNA | Tag |
| 10 | talent criteria | 15 | No | x | Get | View | SNA | Tag |

Figure 1. A number of identified keywords and scientific articles indexed by Scopus.

To process scientific articles, researchers use the Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA), which is run through the Watase Uake application. Based on the **Figure 2**, at the initial stage of identification, using several planned keywords, we obtained 211 scientific articles indexed by Scopus. From the collected articles, the first stage of screening was carried out by removing duplicate articles (10 articles), articles that were not included in the 2017–2023 research range (92 articles), articles that were not indexed by Scopus Q1 and Q2 (40 articles), and articles without abstracts (3 articles). From the first stage of the selection process, 66 scientific articles remained, which could be processed further in the next stage. The next step is to carry out the second stage of the selection process by reading each article based on its abstract and keywords to determine articles relevant to research related to the application of talent identification in talent management. The selection results identified 40 scientific articles that matched the research topic and were processed further. Many of the 40 scientific articles had been selected, and the researchers then carried out the third stage of selection, namely ensuring that the documents of the 40 scientific articles were accessible and suitable for further research. At this stage, only 21 scientific articles were selected for in-depth analysis.

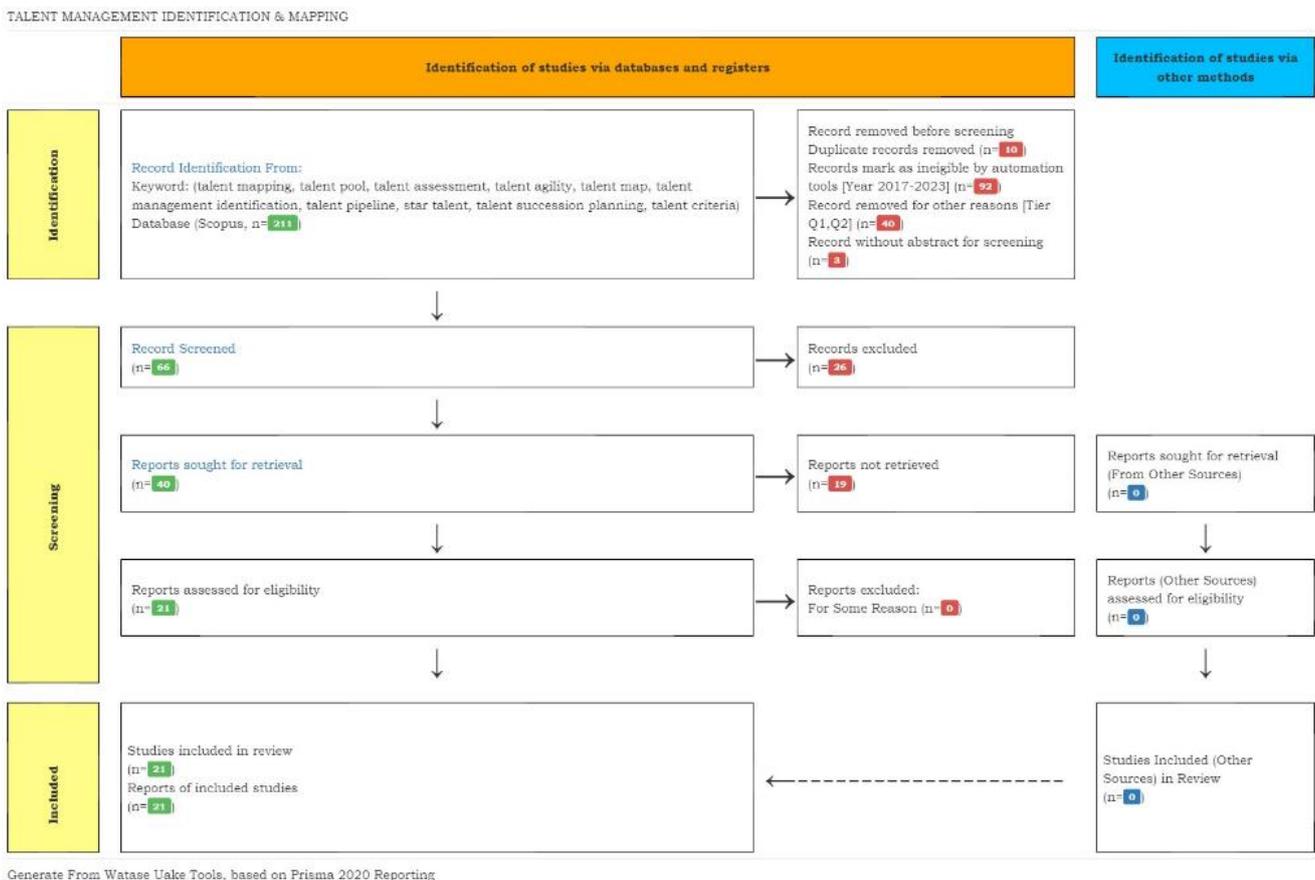


Figure 2. Results of scientific article identification using PRISMA.

4. Discussion

The research results from the collected scientific articles were then grouped based on several aspects and perspectives. These include publication trends per year (either before or after selection), analysis based on publication type, researcher affiliation,

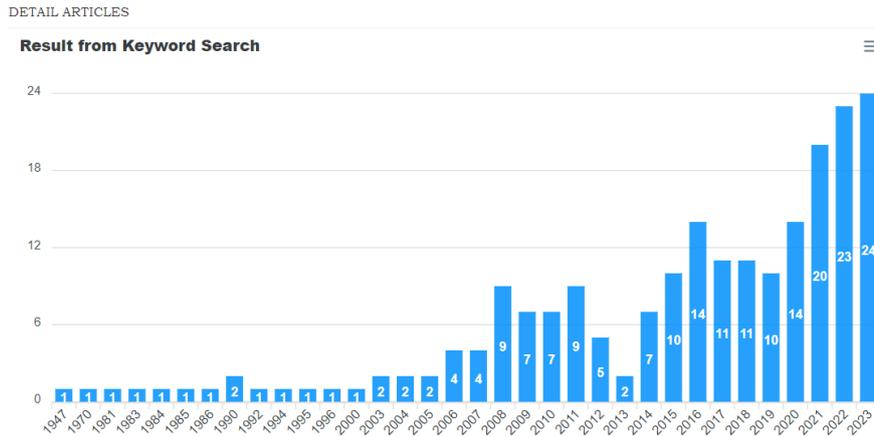


Figure 4. Number of research articles from year to year related to talent identification.

Based on the **Figure 4**, over the 21 scientific articles selected for analysis, the research was distributed across 17 regions, where it was conducted in several regions at once. The distribution of research locations for the 21 scientific articles is presented in **Table 1**. From the regional distribution, it can be concluded that there is still very little research on talent identification, especially on the Asian continent. The Asian region with the most research is China, with four studies (11%), followed by Hong Kong, India, and Thailand, each of which contributed one study (3%). There are still many unexplored areas in research related to talent identification, and each area can produce different findings. The research objects of the 21 selected scientific articles were spread across several sectors. The distribution of the sectors is shown in **Table 2**.

Table 1. Distribution of research locations from 21 selected scientific articles.

| Research Locations | Number of Research | % |
|----------------------|--------------------|-----|
| The United States | 6 | 16% |
| China | 4 | 11% |
| Germany | 3 | 8% |
| Swedish | 3 | 8% |
| Switzerland | 3 | 8% |
| The Netherlands | 3 | 8% |
| United Kingdom | 3 | 8% |
| Australia | 2 | 5% |
| Ireland | 2 | 5% |
| Brazil | 1 | 3% |
| France | 1 | 3% |
| Hong Kong | 1 | 3% |
| India | 1 | 3% |
| New England | 1 | 3% |
| Russia | 1 | 3% |
| Spain | 1 | 3% |
| Thailand | 1 | 3% |
| United Arab Emirates | 1 | 3% |

Table 2. Sectors that are the research objects of the 21 selected scientific articles.

| Sector | Number of Research | % |
|----------------------------|--------------------|-----|
| Medical and Pharmaceutical | 3 | 14% |
| Public Service | 3 | 14% |
| Tourism and Hospitality | 3 | 14% |
| Banking & Financing | 2 | 10% |
| Multi Industry | 2 | 10% |
| Education | 2 | 10% |
| Food & Beverages | 1 | 5% |
| Professional Services | 1 | 5% |
| Manufacture | 1 | 5% |
| Primary Market | 1 | 5% |
| Supply Chain | 1 | 5% |
| Telecommunication | 1 | 5% |

Most research is in the medical and pharmaceutical sectors, public services, tourism, and hospitality. Each of these three sectors has been studied in four studies or 14% of the total existing research. In addition, two studies use multi-industry as their object, namely research conducted by Harsch and Festing (2020) and Jooss et al. (2023). Harsch targets the service, waste disposal, energy, technology, capital, logistics, chemical, trading, media, insurance, construction, oil and gas, and electrical and communication industries. Joss targets the health, energy, technology, consumer services, and communications industries.

Research citations indicate how much of the research produced is included in or referred to by other researchers as sources of information used in a study. Research citation is an important practice in the academic and scientific world to demonstrate the knowledge base and empirical support for arguments or findings presented in research. Citations help readers track and verify information and show appreciation for the original researcher. Although the research analyzed in this article is only research indexed by Scopus Q1 and Q2, the 21 selected scientific articles have various research citations. There are studies that have only been cited once, and there are also studies that have been cited up to 93 times, with an average value of 20. **Table 3** shows the distribution of research and citations. The 21 studies also used a variety of research methods, theories, and analyses. This finding enriches the perspective of talent identification. **Table 3** summarizes the theory, methodology, and research results used.

The research with the highest citations was conducted by Dwivedi et al. (2020) under the title Efficient Team Formation from a Pool of Talent: Comparing the AHP-LP and TOPSIS-LP Approaches. This research uses dominance theory, theories of evidence, and decision-making. With the AHP-LP and TOPSIS-LP methods, it was found that an integrated ranking and optimization approach minimizes costs by suggesting relevant aspects related to the position to be proposed to create an efficient team. AHP offers convenience for human resource managers in structuring the selection process visually by combining qualitative and quantitative criteria. AHP can be used to initiate discussions between the selection panel members. In addition to

AHP, TOPSIS is also used for personnel selection. The AHP and TOPSIS approaches were combined to identify the ideal solution among different alternatives.

Table 3. Research titles with citation, theory, methodology and research results.

| Writer | Publication Year | Citation | Theory | Methodology | Research result |
|---|------------------|----------|---|--|---|
| Dwivedi P, Chaturvedi V, Vashist JK. | 2020 | 93 | Dominance Theory, Evidence and Decision Theory | AHP-LP, TOPSIS-LP | An integrated ranking and optimization approach minimizes costs by suggesting relevant points regarding proposed positions to create an efficient team. |
| Kichuk A, Brown L, Ladkin. | 2019 | 91 | Super's Theories of Career Choice and Development, Social Cognitive Career Theory, Higgin's Regulatory Focus Theory (RFT) | Qualitative Analysis | Employees who are not classified as talented feel frustrated and distrustful of the organization, have low expectations for career development and show an intention to leave the organization. |
| Gallardo GE, Arroyo ML, Gallo P. | 2017 | 91 | - | Social Network Analysis | Identify the key players in each community and offer a dynamic view of them. |
| Jooss S, Collings DG, McMackin J, Dickmann M. | 2023 | 88 | Matching Theory | Qualitative Analysis | Skills matching as an illustration of the view on talent management and creating a strategic development model of agility through skills matching, responsive to external and internal demands. |
| Harsch K, Festing M. | 2020 | 83 | The Dynamic Capability Theory | Exploratory, Qualitative Approach, Interpretative Approach | Three types of dynamic talent management capabilities were identified that increase organizational agility to varying degrees. |
| Johnson KR, Huang T, Doyle A. | 2019 | 80 | - | Literature Review | A partnership approach involving a strong commitment between education, industry and government must be needed to implement and maintain talent development considering the importance of industry for the nation's economic and social progress. |
| Sagawa S. | 2020 | 48 | Cooperation Theory, Institutional Theory, Resource Dependency Theory, Cooperation and Collaborative Innovation Theory | Qualitative analysis, case study | Organizational actors' perceptions of competition differ and may discourage cooperative innovation with competitors, while being perceived as having similar problems and limited resources stimulates competition. |
| Morelli N, Potosky D, Arthur W, Tippins N. | 2017 | 28 | - | Literature Review | The three conceptual candidates are potential candidates for further research, evaluation, and application, and provide arguments for similar conceptual approaches to explaining how technology may influence other psychological phenomena. |
| Lai YL, Ishizaka A. | 2020 | 27 | Social Identity, Social Exchange Theory | Systematic Decision-Making, AHP | Involvement of various decision makers (both managers and employees) in the talent identification procedure increases employee motivation for further development. |
| Wiblen S. | 2018 | 21 | Resource-Based Theory | Qualitative Case Study | A set of processes used to identify talent. |

Table 3. (Continued).

| Writer | Publication Year | Citation | Theory | Methodology | Research result |
|---|------------------|----------|--|--|--|
| Tyskbo D. | 2021 | 20 | Agency Theory, Rational Choice Theory | Qualitative Analysis, Interview | Talent identification focuses on how the cultural norms, symbols and practices of different institutional settings are considered. |
| He Z. | 2018 | 19 | Theoretical Motivation | Quantitative Analysis | Labor market interactions between companies need to be considered in relation to the company's cash holdings. |
| Jooss S, Burbach R, Ruël H. | 2021 | 19 | Classical Test Theory, Item Response Theory | Qualitative Analysis, Interview | The results imply that the talent pool needs to be actively managed and supported by a rigorous and strategic decision-making process. |
| Holland D, Scullion H. | 2021 | 14 | Talent Management, Psychological Contract, Resource-Based Theory | Qualitative Analysis | Combining talent management theory, psychological contracts and process approaches helps map out the foundations of psychological contracts. |
| Asplund K. | 2020 | 13 | Social Exchange Theory; Social Identity Theory | Linear Regression Framework | Employees identified as star talents exert more effort at work, and that this effect is driven by increased perceived obligations. |
| Wikhamn W, Asplund K, Dries N. | 2021 | 6 | Social Exchange Theory; Social Identity Theory | Confirmatory Factor Analysis | Talent management practices contain a wealth of information about talent status and its relationship to group engagement in the workplace. |
| Fu J, Jiang C, Wang J, Xing Y. | 2018 | 3 | - | Literature Review | Talent formation is critical to China's global engagement. First, training. Second, collaboration. Third, innovation. Lastly, sustainability. |
| Kanabar J, Fletcher L. | 2022 | 3 | Social Identity Theory | Quantitative Analysis, Path Analysis | Different talent strategies in organizations, especially for those with high levels of narcissism, and provide further paths to achieving these goals. |
| Bellini D, Crescentini A, Zanolla G, Cubico S, Favretto G, Faccincani L, Ardolino P, Giancesini, G. | 2019 | 2 | The MCS Theoretical, Item Response Theory | Quantitative Analysis | Significant gender impact and positive correlation between students' actual school performance during the same school year in MCS scores. |
| Huber A, Pable J. | 2019 | 2 | Behavioral Theory | Quantitative Statistical Analysis, ANOVA | Video media can be used to convey dynamic information about talent candidates in order to recruit them. |
| Thompson, Winston C. | 2021 | 1 | - | Literature Review | Focusing on talent brings with it concerns regarding fairness in educational opportunities. |

Another interesting study was conducted by Kichuck et al. (2019) using an inductive qualitative analysis method. The author found that employees who were not classified as talent in the talent pool felt frustrated and distrusted in the organization, had low expectations for career development, and showed an intention to leave the organization. With the trigger question “Is it necessary to inform employees about

their status in the talent pool?” The author claims that the differential treatment of such employees in terms of career development and organizational support can be a sensitive issue. If an employee’s excluded status from the talent pool is made public, this can lead to frustration, lack of motivation, and lack of commitment. Designing talent pools becomes more accurate because the company knows exactly what abilities the talent within the company has. This perspective relates to human resource planning, workforce planning, and development (Jackson and Schuler, 1990; Rothwell, 2010). Furthermore, based on the third concept, talent management is seen as a general perspective on talent that focuses on employees who have high potential and high performance. Talent management is considered general and not associated with a specific position or organization (e.g., Becker and Huselid, 2006; Tarique and Schuler, 2010).

Having talented employees is one of management’s dreams. Retaining talent as organizational capital is very valuable, even though it turns out to be most often ignored in practice. One of the central questions in managing talent management is identifying key positions that can contribute to the organization so that it can become a competitive organization. (Ramaditya et al., 2022). Various variables can play a role here, and an accurate strategy must be developed because, according to Lawler (2017), if it turns out that the strategy used to manage and develop talent is not appropriate, then the strategy must be changed. Research shows that several variables can influence the development of talent, including opportunities to develop oneself, opportunities to develop a career, opportunities to have experience and insight, placements, leaders, and training programs (Mulligan and Taylor, 2019).

Glenn (2012) explained that talent is a combination of sharp strategic thinking, leadership abilities, emotional maturity, communication skills, the ability to attract and inspire other talented employees, entrepreneurial instincts, technical abilities, and the ability to provide results (output). This study also shows that optimizing succession planning needs to be implemented to maximize talent engagement and performance. Succession planning occurs at all levels of the organization and allows leaders to identify the best employees for successful career development and ensure the continuity of leadership. Additionally, segmentation within the talent pool allows leaders to divide the broader employee population into groups of individuals who bring unique skills, knowledge, experience, and abilities to the organization. Consistency in talent pool identification can have a positive effect by increasing employee motivation, commitment, and involvement. In this case, the role of leaders is very important in recognizing talented employees, and it is emphasized that talent pools enable leaders to increase performance and productivity. Leaders also need to have a clear understanding of the experiences of employees who are not included in the talent pool, so that they can build effective talent management strategies, provide career development by minimizing adverse reactions from employees, and increase commitment and motivation.

5. Conclusion and recommendation

Realizing the importance of talent management in organizations, accompanied by a number of problems, especially during talent identification, is an interesting

research topic for further study. Each existing study is unique in that it uses different theories, is processed with different methodologies, and is analyzed from different points of view. The existing findings are important for academics and practitioners in organizations to better grasp issues related to talent identification, expand insight from several different perspectives, and implement the most appropriate strategies for organizations to identify talent.

Although much research related to talent management has been carried out, based on the collection of literature reviews regarding the application of talent identification and its processing using the Systematic Literature Review (SLR) method through the Watase Uake application, it was found that research focusing on talent identification has not been carried out much, thus providing opportunities for researchers to further explore research related to talent identification, for example in the Asian region, especially in Indonesia, which may have different research results due to differences in geography and cultural characteristics.

In addition, in this study, the author only focused on identifying talent maps based on the selected literature. As is known, the discussion of talent management includes a broader process, namely recruitment, selection, identification, retention and development of human resources who have high potential and performance (Mahfoozi et al., 2018). Further literature review research can also be conducted to discuss other aspects of talent management, such as recruitment, selection, retention, and HR development. Talent management need to get priority from the leadership. Future direction need to be focus on findings the talent management antecedent and future digital talent.

Conflict of interest: The authors declare no conflict of interest

References

- Asplund K. 2020. When Profession Trumps Potential: The Moderating Role of Professional Identification in Employees Reactions to Talent Management. *The International Journal of Human Resource Management* 31(4): 539-561.
- Bagorogoza JK. 2022. The Mediating Effect of Knowledge Management on Talent Management and Firm Performance in Small and Medium Enterprises in Uganda. *Journal of Management Development Emerald Publishing* 41(6): 349-366.
- Bellini D, Crescentini A, Zanolta G, Cubico S, Favretto G, Faccincani L, Ardolino P, Giancesini G. 2019. Mathematical Competence Scale (MCS) for Primary School: The Psychometric Properties and the Validation of an Instrument to Enhance the Sustainability of Talents Development through the Numeracy Skills Assessment. *Sustainability Journal* 11(9): 2569.
- Dwivedi P, Chaturvedi V, Vashist JK. 2020. Efficient Team Formation from Pool of Talent: Comparing AHP-LP and TOPSIS-LP Approaches. *Journal of Enterprise Information Management* 22(5).
- Ericsson KA, Prietula MJ and Cokely ET. 2007. The Making of an Expert. *Harvard Business Review* 85(7/8): 115-121.
- Fu J, Jiang C, Wang J, Xing Y. 2018. To Establish a Talent Pool for Global Health in China: From Political Will to Action. *Global Health Action Journal* 11(1): 1489603.
- Gallardo EG, Arroyo ML, Gallo P. 2017. Mapping Collaboration Networks in Talent Management Research. *Journal of Organizational Effectiveness: People and Performance* 4(4): 332-358.
- Gallardo EG, Dries N and Cruz TFG. 2013. What is the Meaning of 'Talent' in the World of Work? *Human Resource Management Review* 23: 290-300.
- Gu, A., Nawaz, A., Abbas, S. and Lv, B. (2024), "Enhancing organizational performance through knowledge-oriented leadership: the neglected role of employee creative work behavior and digital citizenship behavior in IT industry", *Kybernetes*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/K-10-2023-2084>

- Harsch K, Festing M. 2019. Dynamic Talent Management Capabilities and Organizational Agility - A Qualitative Exploration. *Human Resource Management and Intercultural Leadership*, ESCP, Wiley Periodicals, Inc. 1-19.
- He ZZ. 2018. Money Held for Moving Stars: Talent Competition and Corporate Cash Holdings. *Journal of Corporate Finance* 51: 210-234.
- Holland D, Scullion H. 2021. Towards A Talent Retention Model: Mapping the Building Blocks of The Psychological Contract to The Three Stages of The Acquisition Process. *The International Journal of Human Resource Management* 32(13): 2683-2728.
- Huber A dan Pable J. 2019. Aristotelian Appeals and the Role of Candidate-Generated Videos in Talent Assessment. *The International Journal of Art & Design Education* 38(1): 90-109.
- Johnson KR, Huang T, Doyle A. 2019. Mapping Talent Development in Tourism and Hospitality: A Literature Review. *European Journal of Training and Development Emerald Insight* 43(9): 821-841.
- Jooss S, Burbach R, Ruël H. 2021. Examining Talent Pools as A Core Talent Management Practice in Multinational Corporations. *The International Journal of Human Resource Management* 32(11): 2321-2352.
- Jooss S, Collings DG, McMackin J, Dickmann M. 2023. A Skills-matching Perspective on Talent Management: Developing Strategic Agility. *Human Resource Management* 63(1): 141-157.
- Kanabar J dan Fletcher L. 2020. When Does Being in A Talent Pool Reap Benefits? The moderating Role of Narcissism. *Human Resource Development International* 25(4): 415-432.
- Kichuk A, Brown L, Ladkin A. 2019. Talent Pool Exclusion: The Hotel Employee Perspective. *International Journal of Contemporary Hospitality Management Emerald Insight* 31(10): 3970-3991.
- Kozjek T and Franca V. 2020. Talent Management in the Public Sector. *Central European Public Administration Review* 18(2): 53-71.
- Lai YL, Ishizaka A. 2020. The Application of Multi-criteria Decision Analysis Methods Into Talent Identification Process: A Social Psychological Perspective. *Journal of Business Research* 109(2): 637-647.
- Mahfoozi A, Salajegheh S, Ghorbani M, Sheikhi A. 2018. Developing a Talent Management Model Using Government Evidence From a Large-Sized City, Iran. *Cogent Business and Management* 5(1).
- Mayo A. 2018. Applying HR Analytics to Talent Management. *Strategic HR Review* 17(5): 247-254.
- Meyers, MC, Woerkom and Dries N. 2013. Talent - Innate or Acquired? Theoretical Considerations and Their Implications for Talent Management. *Human Resource Management Review* 23(4): 305-321.
- Morelli N, Potosky D, Arthur W, Tippins N. 2017. A Call for Conceptual Models of Technology in I-O Psychology: An Example from Technology-Based Talent Assessment. *Society for Industrial and Organizational Psychology* 10(4): 1-20.
- Onwugbolu MCN. 2021. Talent Management Strategies and Employees' Job Performance in the Retail Sector of KwaZulu-Natal, South Africa: A Structural Mode. *African Journal of Business and Economic Research (AJBER)* 16(3): 215-233.
- Putranto RA, Dawud J, Pradesa HA, Harijanto D, Dharmanegara IBA. 2022. Manajemen Talenta Pada Sektor Publik: Sebuah Studi Literatur Serta Arah Model Kajian Untuk Masa Depan. *Jurnal Manajemen dan Professional (JPRO)* 3(2):176-211.
- Ramaditya, M., Maarif, M. S., Affandi, M. J., & Sukmawati, A. (2022). A Systematic Literature Review of Talent Management And Knowledge Management In Improving Higher Education Performance. *International Journal of Indonesian Business Review*, 1(1), 117-128. <https://doi.org/10.54099/ijibr.v1i1.199>
- Ramaditya, M., Syahrul Effendi, & Dwi Fitriani. (2023). Improving work readiness through talent management, knowledge management and learning organizations in private universities. *Jurnal Ekonomi Dan Bisnis*, 26(2), 349-372. <https://doi.org/10.24914/jeb.v26i2.8560>
- Reilly CA and Thusman ML. 2008. Ambidexterity as a Dynamic Capability: Resolving the Innovator's Dilemma. *Research in Organizational Behavior* 28: 185-206.
- Rothwell WJ. 2010. *Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within*. New York (NY): Amacom.
- Sagawa S. 2020. Civic Apprenticeship: Build The Talent Pipeline for The Nonprofit Sector By Expanding National Service And Recognizing Its Role In Workforce Development. *De Gruyter: Nonprofit Policy Forum* 11(4): 20200031.
- Scaringella L and Malaeb RC. 2014. Contributions of Talent People to Knowledge Management. *The Journal of Applied Business Research* 30(3): 715-724.
- Silzer R, Dowell B. 2010. *Strategy-Driven Talent Management*. San Francisco: Gale, Cengage Learning.

- Skuza A, Woldu HG, Alborz S. 2022. Who is Talent? Implications of Talent Definitions for Talent Management Practice. *SCIENDO: Economic Business and Review* 8(22): 109-135.
- Tansley C, Turner P, Carley F, Harris L, Sempik A, Stewart J, et al. 2007. *Talent: Strategy, Management, Measurement*. London: Chartered Institute of Personnel and Development (CIPD).
- Thompson WC. 2020. A Limited Defense of Talent as A Criterion for Access to Educational Opportunities. *Educational Philosophy and Theory* 53(8): 833-845.
- Thunnissen, M. 2016. Talent Management: For What, How and How Well? An Empirical Exploration of Talent Management in Practice. *Employee Relations* 38(1): 57-72.
- Tyskbo D. 2019. Competing Institutional Logics in Talent Management: Talent Identification at the HQ and A Subsidiary. *The International Journal of Human Resource Management* 32(10): 2150-2184.
- Ulrich D. and Smallwood N. 2012. What is talent? *Leader to Leader Executive Forum* 63: 55-61.
- Vladescu, A. 2012. The Possibility of Implementing Talent Management in the Public Sector. *Management and Marketing Challenges for the Knowledge Society* 7(2): 352–362.
- Wiblen S. 2016. Framing The Usefulness of eHRM in Talent Management: A Case Study of Talent Identification in A Professional Services Firm. *Canadian Journal of Administrative Sciences* 33(2): 95-107.
- Wikhamn W, Asplund K, Dries N. 2020. Identification with Management and The Organisation as Key Mechanisms in Explaining Employee Reactions to Talent Status. *Human Resources Mangement Journal* 31(4): 956-976.