Talent Management Practices and Employee Performance: A Bibliometric Approach

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ABSTRACT

This research aims to be able to analyze talent management practices that can improve employee performance. This bibliometric analysis method is used to measure, analyze, and understand patterns in scientific literature and scientific publications related to talent management and employee performance. Through a search using the Publish or Perish tool, 82 articles were selected according to the research needs, starting from 2019 to 2023. The results of this study provide results that talent management can affect employee performance. Practices in talent management that can be applied to improve employee performance as well as important contributions to the understanding of the topic of talent management and employee performance base on existing scientific literature. This research pioneers the analysis of talent management practices aimed at improving employee performance, utilizing a bibliometric approach to uncover patterns in the scientific literature. By carefully selecting and evaluating 82 articles from 2019 to 2023 through the Publish or Perish tool, this research highlights the impactful relationship between talent management and employee performance. These findings not only underscore the applicability of talent management practices for performance improvement but also contribute significantly to the existing scientific literature, offering a new perspective on the complex relationship between talent management and employee performance.

Keywords: *Talent management, Employee performance, Bibliometric*

ABSTRAK

Penelitian ini bertujuan untuk dapat menganalisis praktik manajemen talenta yang dapat meningkatkan kinerja karyawan. Metode analisis bibliometrik ini digunakan untuk mengukur, menganalisis, dan memahami pola dalam literatur ilmiah dan publikasi ilmiah terkait manajemen talenta dan kinerja karyawan. Melalui penelusuran menggunakan tool Publish or Perish, terpilih 82 artikel sesuai kebutuhan penelitian, mulai tahun 2019 hingga tahun 2023. Hasil penelitian ini memberikan hasil bahwa manajemen talenta dapat mempengaruhi kinerja karyawan. Praktek-praktek manajemen talenta yang dapat diterapkan untuk meningkatkan kinerja pegawai serta memberikan kontribusi penting terhadap pemahaman topik manajemen talenta dan kinerja pegawai berdasarkan literatur ilmiah yang ada. Penelitian ini memelopori analisis praktik manajemen bakat yang bertujuan untuk meningkatkan kinerja karyawan, memanfaatkan pendekatan bibliometrik untuk mengungkap pola dalam literatur ilmiah. Dengan memilih dan mengevaluasi 82 artikel secara cermat dari tahun 2019 hingga 2023 melalui alat Publish or Perish, penelitian ini menyoroti hubungan yang berdampak antara manajemen bakat dan kinerja karyawan. Temuan ini tidak hanya menggarisbawahi penerapan praktik manajemen talenta untuk peningkatan kinerja namun juga memberikan kontribusi signifikan terhadap literatur ilmiah yang ada, menawarkan perspektif baru mengenai hubungan kompleks antara manajemen talenta dan kinerja karyawan.

INTRODUCTION

In an increasingly complex and global business era, companies must be able to manage skills such as identifying, developing, retaining and placing the right employees in the right positions in order to compete effectively in the global market. Talent management is an important process in managing company HR (Farndale et al., 2010; Khatri et al., 2010; Sareen & Mishra, 2016). Talent management involves identifying, developing, retaining and placing the right employees in the right positions (Mohammed, 2015; van Zyl et al., 2017). In addition, training is very important in developing quality and competitive human resources. In the midst of increasing global competition, companies must continue to improve their performance with skilled and experienced human resources (Al Rinadra et al., 2023).

Systematic activities called talent management influence the development of employee talent potential. This is where the company looks for talented and appropriate employees to be placed in appropriate places. Effective talent mapping is one way for companies to improve performance through talent management. This allows job placement that suits employee abilities and talents so that there is increased performance (Yusuf et al., 2023). Talent management is demonstrated by three main processes of attracting potential human resources and internal employees, developing human resources through routine training required for business and production processes, and recruiting and retaining superior human resources. Talent management is a process that prepares employees to work better and develops existing employees by providing training and improving their abilities so that companies can achieve higher levels of performance (Rahim et al., 2021). Human resources are the key to success in an organization or company. This is because human resources will act so that the goals of the organization or company can be achieved. Support that can be provided to achieve company goals with talent which will later have an impact on employee performance. This research aims to be able to analyze talent management practices that can improve employee performance. This bibliometric analysis method is used to measure, analyze, and understand patterns in scientific literature and scientific publications related to talent management and employee performance.

This paper makes a significant contribution to the existing literature by exploring the complex process of talent management and its profound impact on employee performance in the contemporary business landscape. This consolidates and extends previous research findings on talent management, confirming its critical role in identifying, developing, retaining and strategically placing employees to increase competitiveness in the global marketplace. An important contribution lies in emphasizing the important interaction between systematic talent management activities and the release of employees' latent potential. This study introduces the innovative concept of effective talent mapping as a strategic approach for companies, providing a new lens that organizations can use to optimize their workforce to improve overall performance. Furthermore, this research underlines the importance of continuous training in forming quality and competitive human resources, as well as aligning talent management practices with the demands of a competitive global environment that continues to develop. By utilizing bibliometric analysis, this paper offers a unique methodological contribution, providing a comprehensive overview and understanding of emerging patterns in the scientific literature and publications related to talent management and employee performance. This careful analysis ensures that this research contributes not only conceptually but also methodologically, increasing the strength and depth of scientific discussions in the field.

LITERATURE REVIEW

According to Rudianto et al. (2023), talent management influences employee performance. The higher the talent management, the higher the employee performance (Almohtaseb et al., 2020). Availability of talent ensures that the right employees can be placed in the right job at the right time based on the company's strategic goals and priorities. Talent management can also be carried out to identify, develop, and place the right people. The success of a company or organization is also reflected in its ability to improve work results, which can be achieved depending on the performance of employees in accordance with their areas of responsibility or how a person is expected to act and behave in line with their duties (Morrison, 1994).

According to Irfani (2023), the talent management process in companies can help determine, develop, and retain talented employees because they tend to have proactive habits towards their work. Besides that, a person's level of commitment to the organization and how it performs are also influenced by employee engagement. Therefore, it can be concluded that increasing employee interest has a strong correlation with employee performance. Talent management helps increase employee interest, which, in turn, improves employee performance in the company (Hongal & Kinange, 2020). Based on research conducted by Avriani et al. (2021), companies must pay attention to human resource factors. Finding the right people with the right skills for the right positions is what is called talent management. Increasing talent management means enhancing retention and development, such as providing non-formal training and education to employees, which will improve employee performance.

Enhancing knowledge discovery, knowledge capture, knowledge sharing, and knowledge application in knowledge management will also improve employee performance, along with a strong commitment from employees to tackle existing business challenges. Agustiani (2019) stated that managing the flow of talent within a company to ensure that the supply of talent is available to the right people based on the organization's strategic goals, organizational activity priorities, or company business is what is known as talent management. To improve employee performance, management must continue to enhance and update the talent management process and increase employee capabilities, especially permanent employees who play an important role as strategic leaders of the company. Talent management can influence employee performance because, by providing resources in the form of training and strategies to retain talent, the quality of performance can be optimal, and company goals can be achieved. To increase productivity in the workplace, talent management is a crucial strategy. The aim is to attract, develop, retain, and utilize employees to meet the company's future needs (Puspitasari & Suhardi, 2023).

METHODS

The research method employed for this study was quantitative. Data were collected by consolidating findings from prior studies that had discussed "talent management" and "employee performance." Detailed descriptions of previous research were available in Appendix 1. The bibliometric analysis aimed to ascertain the role of talent management in relation to employee performance, understand the relationship between talent management and employee performance, identify talent management practices applicable for enhancing employee performance, gauge the effectiveness of talent management in influencing employee performance, and communicate the utilization of talent management in enhancing employee performance to readers. The author's research, supported by bibliometric review, utilized sources obtained through the Publish or Perish tool from Harzing to compile a journal on talent management and employee performance. Searches conducted through Publish or Perish yielded 82 articles from 2019 to 2023. Bibliometric analysis, a research method employed to measure, analyze, and comprehend patterns in scientific literature and publications, was conducted on October 10, 2023, resulting in the selection of 82 articles based on research requirements. These

articles were saved in the RIS format for VoS to access and subsequently present for bibliometric analysis.

RESULTS

Research is not always conducted individually; collaborative writing is crucial in the research context. Thus, collaboration is necessary among researchers and institutional institutions to exchange specific ideas and insights in particular fields. The results of data processing in VOSviewer reveal that authors focusing on this topic share the same time span, specifically in 2023. Figure 1 depicts an author diagram related to the topic of talent management.
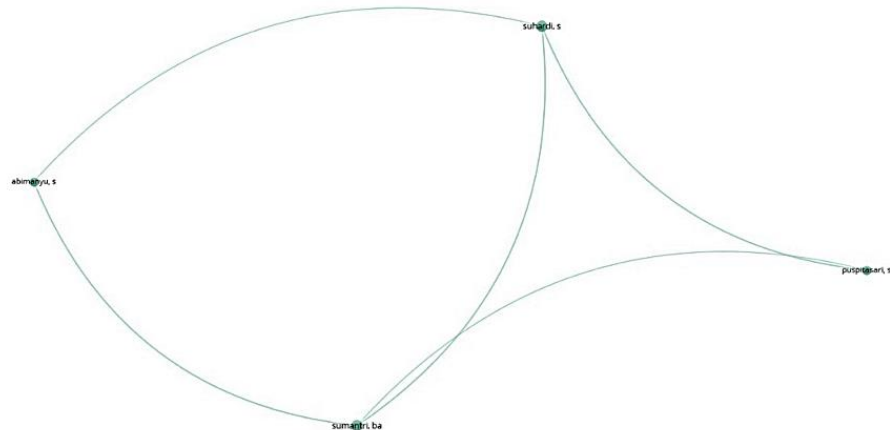

Figure 1. Diagram Author

Figure 2 indicates that authors discussing the topic of talent management in 2023 are interconnected. The authors are marked in turquoise green to signify that the research was conducted in the same year. Next is a Co-Occurrence Diagram, which delves into the classification of talent management topics based on the results of data processing in VOSviewer. The co-occurrence diagram, after removing unrelated words, presents 16 relevant words. Detailed information about the themes in each cluster can be found in Table 1.
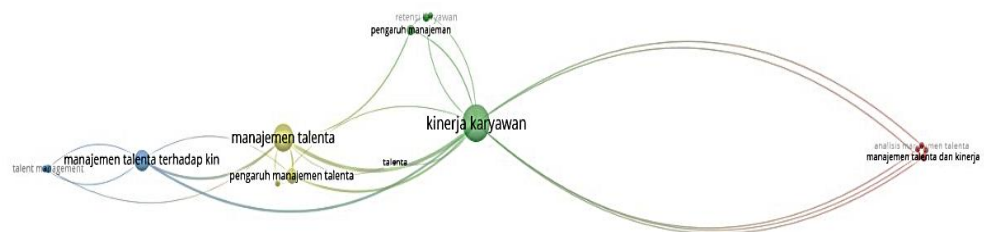

Figure 2. Cluster Diagrams

In the overlay Figure 3 it can be seen that the cluster in purple is employee performance which is more visible compared to other clusters. This means that employee performance has a current theme related to talent management. Talent management involves identifying, developing, retaining, and placing the right employees in the right positions. In the context of increasing global competition, companies must continue to improve their performance with skilled and experienced human resources. Systematic activities called talent management influence the development of employee talent potential, and companies need to pay attention to human resource factors and talent management practices that can be implemented to improve employee performance. According to

research conducted, talent management influences employee performance. The higher the talent management, the higher the employee performance. Effective talent mapping allows job placement according to each individual's skills and talents, so that performance can improve.

<div align="center">Table 1. Cluster Theme</div>

No	Cluster 1 (Red) 5 Items	Cluster 2 (Green) 4 Items	Cluster 3 (Dark Blue) 3 Items	Cluster 4 (Yellow) 3 Items	Cluster 5 (Purple) 1 Items
1	Talent Management Analysis	Employee performance	Employee Performance	Talent Management	Talent
2	Engagement	Management Influence	Talent Management on Employee Performance	Influence of Talent Management	
3	Talent Management and Employee Performance	The Influence of Talent Management on Employee Performance	Talent Management	HR Planning	
4	Career development	Employee Retention			
5	Talent Management on Employee Performance				

Figure 3. Overlay Charts

Overall, the findings, illustrated through VOSviewer, underscore a shared temporal focus among authors specializing in talent management, specifically in the year 2023. Figure 1 and Figure 2 visually represent the collaborative landscape and interconnectedness among researchers, denoted by turquoise markings indicating simultaneous research in the same year. The Co-Occurrence Diagram in Figure 3, with its distinct clusters, identifies key themes related to talent management, prominently featuring employee performance in purple. This visibility signifies the contemporary relevance of employee performance within the talent management discourse. Talent management, encompassing identification, development, and retention of skilled employees, emerges as a strategic response to global competition.

The study posits that systematic talent management activities significantly influence employee potential, urging organizations to prioritize human resource considerations and implement effective talent management practices for performance improvement. Research affirms a positive correlation between talent management levels and employee performance, advocating for the strategic use of talent mapping to optimize individual skills and enhance overall performance. In conclusion, the study advocates for collaborative endeavors, highlights contemporary themes in talent management, and accentuates the strategic role of talent management in shaping employee performance. Previous research has highlighted the role of the effect of talent management on human resources including people related to work or tasks who are also part of the company (Jolliffe & Farnsworth, 2003). To penetrate the global market, a company must have competent and talented employees who are difficult to replace. Human resource

management business needs to manage their work effectively to attract, retain and develop the best employees to get qualified and talented employees. Skills shortage is an important phenomenon for the future growth of companies. Companies that fail to innovate or improve knowledge management will face difficulties in developing better business and development (Irfani, 2023). The success of an organization or company cannot be separated from the performance of its employees (Prihananto et al., 2022). One way companies try to maintain the performance of their employees is by implementing talent management. Effective talent mapping is one way for companies to improve performance through talent management. This allows job placement according to each person's skills and talents, so that performance can increase. The movement between talent management and performance can be identified based on influencing factors. These factors include talent planning, talent management, and talent networking. Talent development in the company allows employees to develop their talents and utilize each individual's talents in such a way that it has a positive impact on performance (Kardo et al., 2020).

CONCLUSION

This research highlights the significance of talent management as a crucial process in human resource management within companies or organizations. It asserts that talent management plays a pivotal role in influencing employee performance, achieved through the provision of resources, such as training and retention strategies. By optimizing work quality, companies can attain their goals effectively. The study emphasizes the efficacy of talent mapping as a strategic approach for companies to enhance performance through talent management. This involves placing individuals in roles that align with their specific skills and talents, contributing to overall performance improvement.

This research significantly advances theoretical perspectives in the realm of Strategic Human Resource Management (SHRM). By underscoring the indispensable role of talent management, the study deepens our understanding of how organizations strategically deploy and develop their human capital for sustained competitive advantage. It aligns with the Resource-Based View (RBV) theory, framing human talent as a critical organizational resource that, when effectively managed, contributes to the organization's long-term success. Moreover, the study extends existing employee performance theories by pinpointing talent management as a key driver in optimizing individual and collective performance within the organizational context. The findings provide a conceptual framework that enriches scholarly discussions on the strategic interplay between talent management and organizational outcomes.

On a practical level, the research offers valuable guidance for human resource practices within organizations. Companies can leverage the insights to refine their talent management strategies, including recruitment, training, and retention initiatives, aligning these practices more closely with organizational objectives. The study also informs the design of training and development programs, emphasizing the need for tailored approaches that hone employees' skills, thereby directly impacting overall performance. Furthermore, the research underscores the strategic importance of workforce planning, advocating for talent mapping as a tool to strategically position employees in roles that optimize their unique skills, fostering a more agile and high-performing organizational culture. In essence, the study equips organizations with practical tools to enhance talent management practices and, consequently, elevate overall employee performance.

However, the research has limitations, including the use of data exclusively from 2019, which may not encompass the latest developments in talent management. Additionally, the study acknowledges the potential influence of other factors not considered in the research. To enhance the quality of discussions on this topic, the authors recommend expanding the scope of research by incorporating other relevant factors and utilizing data from an extended period, ensuring a more comprehensive understanding of the latest developments in talent management.

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Appendix

Appendix 1. Previous Research		
Author(s) & Year	**Sources**	**Findings**
Rudianto et al. (2023)	Innovative: Journal Of Social Science Research	The research hypothesis which states that there is a relationship between talent management and employee performance is acceptable. This means that the higher the talent management, the higher the employee performance. Empirically, improving talent management is one way to improve employee performance
Irfani (2023)	Journal of Business Administration	The results of this research found the influence of talent management on employee performance and the influence of talent management on employee performance which involves employee engagement as an intervening variable.
Avriani et al. (2021)	Pundi Journal	In the results of this research, there are other factors that influence employee performance besides talent management, namely knowledge management organizational commitment
Agustiani, (2019)	Jurnal Riset Perbankan Manajemen dan Akuntansi	On employee performance, talent management has a smaller influence than competency. But both contribute to improving employee performance.
Puspitasari & Suhardi (2023)	Management and Business Symposium II	Employees who have good talent management will improve their performance. Talent management has an influence on employee performance, but there are other things that influence employee performance, namely leadership style and incentives.