

Trends and Future Directions in Talent Management: A Systematic Literature Review and Bibliometric Analysis

*Future Talent
Management: A
Hybrid Review*

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ABSTRACT

This subject has undergone many changes in line with the development of the times. Therefore, this study aims to explore the latest developments by conducting a systematic literature review and bibliometric analysis of talent management based on existing empirical research. The methodology employed in this study is a systematic literature review, utilizing the term “talent management” in article titles, abstracts, and keywords from the Scopus database, yielding 13,582 publications from 2008 to 2025. The collected data will undergo bibliometric analysis using VOSviewer. Research on talent management in 2025 still largely employs classical dimensions such as attraction, recruitment, development, retention, and career management. The conceptual model of talent management has been developed in studies by incorporating digital transformation, AI capability, inclusiveness, shared leadership, organizational culture, and employee value proposition. This study utilizes the Scopus database for talent management articles. Future investigations may enhance generalizability by integrating additional databases such as the Web of Science. The implications relate to organizations’ sustainable management and development in strategies to improve the quality of human resources. This study offers analytical insights to professionals and the broader community regarding sustainable applications in work readiness for the general public.

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ABSTRAK

Subjek ini telah mengalami banyak perubahan seiring dengan perkembangan zaman. Oleh karena itu, penelitian ini bertujuan untuk mengeksplorasi perkembangan terkini dengan melakukan tinjauan literatur sistematis dan analisis bibliometrik manajemen talenta berdasarkan penelitian empiris yang ada. Metodologi yang digunakan dalam penelitian ini adalah tinjauan literatur sistematis, memanfaatkan istilah “manajemen bakat” dalam judul artikel, abstrak, dan kata kunci dari database Scopus, menghasilkan 13.582 publikasi dari tahun 2008 hingga 2025. Data yang dikumpulkan akan menjalani analisis bibliometrik menggunakan VOSviewer. Penelitian tentang manajemen bakat pada tahun 2025 sebagian besar masih menggunakan dimensi klasik seperti daya tarik, rekrutmen, pengembangan, retensi, dan manajemen karir. Model konseptual manajemen bakat telah dikembangkan dalam penelitian dengan menggabungkan transformasi digital, kemampuan AI, inklusivitas, kepemimpinan bersama, budaya organisasi, dan proposisi nilai karyawan. Penelitian ini memanfaatkan database Scopus untuk artikel manajemen bakat. Investigasi di masa depan dapat meningkatkan generalisasi dengan mengintegrasikan basis data tambahan seperti Web of Science. Implikasinya berkaitan dengan manajemen dan pengembangan berkelanjutan organisasi dalam strategi untuk meningkatkan kualitas sumber daya manusia. Studi ini menawarkan wawasan analitis kepada para profesional dan masyarakat luas mengenai aplikasi berkelanjutan dalam kesiapan kerja untuk masyarakat umum.

Kata kunci: *Analisis Bibliometrik, Transformasi Digital, Tinjauan Literatur Sistematis, Manajemen Bakat, VOSviewer.*

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INTRODUCTION

In today's rapidly evolving organizational environment, talent management has become a critical determinant of sustainable competitive advantage, as organizations must continuously attract, develop, and retain highly skilled employees to respond to technological advancements, globalization, and shifting workforce expectations (Alias et al., 2023; Dávila, 2023). Despite its recognized importance, many organizations struggle with persistent challenges such as high turnover rates, skill gaps, and misalignment between employee competencies and strategic objectives (Groenewald et al., 2024). Moreover, fragmented research on talent management has focused largely on sector-specific interventions or isolated practices, leaving a limited understanding of how these efforts collectively influence organizational performance.

Even though talent management is increasingly crucial in facing digital disruption, companies in Indonesia are encountering significant skill gaps. According to data from the Ministry of Manpower, 52.1% of companies still struggle to find employees with adequate digital skills, while only 7% find it easy to acquire digital talent (Caesaria & Ihsan, 2023). The LinkedIn Talent Report Indonesia 2024 survey indicates that 61% of companies report difficulties in recruiting digital talent, further widening the competency gap amid the ongoing digital transformation. Predictions from ASEAN-BAC suggest that Indonesia will need an additional 9 million ICT professionals by 2030, a major challenge given the low integration between education and industry skills (Weno et al., 2025). In this situation, organizations face not only difficulties in attracting qualified talent but also a high risk of losing digital employees due to competition and high skill expectations, which further complicates talent management strategies.

Although interest in talent management research is very high, there is still a lack of comprehensive studies that systematically explore the evolution, distribution of research, and its theoretical and practical implications for future research perspectives. Alias et al. (2023) and Dávila (2023) studies have explored the theoretical basis and practical application of talent management, such as talent management in sectors such as manufacturing talent management in workforce strategies. Conducting a systematic literature review on talent management variables is essential in today's dynamic organizational environment, as it provides a comprehensive synthesis of existing studies and offers both theoretical and practical contributions.

First, SLR facilitates a holistic understanding of talent management practices such as recruitment, development, retention, and evaluation by consolidating fragmented research into coherent thematic structures (Agarwal et al., 2023; Ntalakos et al., 2025; Tiwari et al., 2025). Beyond theoretical clarity, this review produces practical implications by equipping organizations and human resource professionals with evidence-based recommendations to strengthen retention strategies, increase employee engagement, and address talent shortages in both public organizations and niche industries such as the craft sector (Haller, 2024; Dávila, 2025). From a methodological perspective, SLRs ensure accuracy and reliability by adhering to systematic review protocols and incorporating quality assessment criteria, which improve the validity of their findings (Mitosis et al., 2021). Together, conducting SLRs on talent management provides scholars and practitioners with a strong and strategic understanding of the field, thereby supporting evidence-based decision-making and the pursuit of sustainable competitive advantage.

Moreover, understanding the evolving dimensions of talent management is critical for organizations to remain competitive in rapidly changing economic and technological environments. By identifying patterns, trends, and emerging concepts within the literature, this study also facilitates a more strategic approach to human resource development and long-term workforce planning (Alias et al., 2023). Such synthesis allows both academics and practitioners to prioritize areas of research and practical intervention that are most likely to yield organizational value.

This research focuses on exploring the current landscape of talent management research and evaluating the continued relevance of this topic for scholarly inquiry. The study reviews the evolution of academic discourse on talent management and aims to

identify how this research contributes to the theory of workforce development and organizational practice. This study examines the relevance of talent management for future research, the distribution of investigations in the field, and the theoretical and practical implications derived from existing studies. Therefore, this study aims to explore the latest developments by conducting a systematic literature review and bibliometric analysis of talent management based on existing empirical research.

LITERATURE REVIEW

Framework of Talent Management

The conceptualization of talent management has advanced significantly, shifting from a traditional administrative HR function to a strategic organizational framework designed to enhance long-term competitiveness. Recent literature emphasizes that talent management must be integrated with broader organizational goals, technological advancements, and evolving workforce expectations (Demirbag et al., 2025). Nesindande et al. (2025) propose an integrated talent management framework within the digital banking sector, highlighting the necessity of aligning talent management strategy with digital capability development and organizational transformation to respond effectively to Fourth Industrial Revolution demands. The framework underscores the need for strong employee value propositions and talent development systems to support digital workplace readiness (Carazas et al., 2025).

Complementing this perspective, Algethami et al. (2025) introduce a conceptual framework for continuous improvement that positions talent management as a cultural foundation for organizational learning and operational excellence. The model includes a diagnostic tool enabling organizations to evaluate cultural alignment with continuous improvement initiatives, demonstrating that talent management plays a central role in fostering collaboration, engagement, and innovation. In the healthcare domain, Gül and Sönmez (2025) develop the Nurses' Perception of Talent Management Scale (NPTMS), offering a validated measurement instrument to assess talent management perceptions and strengthening theoretical discourse through psychometric evidence.

Factors Influencing Talent Management

A wide body of recent scholarship highlights diverse factors that shape the effectiveness of talent management across industries and national contexts. One major determinant relates to generational expectations and workforce engagement characteristics. In the hospitality sector, El-Hajal and Losekoot (2025) identify flexibility, communication, technology integration, teamwork, and career development opportunities as critical elements influencing the retention and motivation of Generation Z employees, emphasizing the need to redesign work environments and educational curricula to align with evolving talent expectations. Psychological factors also play a significant role: Menezes et al. (2025) demonstrate that psychological empowerment acts as a key mediator strengthening the impact of talent management on employee retention, particularly in resource-constrained labor markets such as São Tomé and Príncipe.

Technological advancement represents another influential factor. Chen et al. (2025) show that AI capability substantially enhances human resource processes in the healthcare sector through data-driven recruitment, personalized learning, and predictive analytics, explaining 75.2% of variance in human resource performance outcomes. Likewise, Kumari et al. (2025) find that innovative talent management supported by digital tools improves the digital employee experience, with shared leadership mediating team performance and cohesiveness.

External macro-level forces also influence talent management practices. Shvetsova (2025) identifies technological, socio-economic, and cultural megatrends shaping the Korean talent ecosystem, while highlighting regulatory and communication barriers that hinder global talent mobility. These constraints coexist with opportunities for capability development, illustrating complex interactions between national context and talent management outcomes.

Recent Developments in Talent Management

Recent developments in talent management reflect rapid changes driven by digital transformation, evolving work identities, and shifting organizational capabilities. Reyes-Cornejo et al. (2025) emphasize that digital transformation significantly reshapes talent management by demanding new human resource competencies, enhancing digital capabilities, and enabling flexible structures. Some findings highlight the necessity of promoting adaptability and work–life balance amid technological acceleration, while also noting limited research visibility and calling for mixed-method approaches. Complementing this perspective, Priyanto et al. (2025) find that learning organizations fully mediate the relationship between TM and digital leadership, indicating that organizational learning, rather than talent management alone, drives leadership capability in digital contexts.

Another major development concerns the transformation of workforce identity. Martorell et al. (2025) examine the rise of algorithmic management, revealing how data-driven decision systems redefine performance expectations and reshape human–machine relations, shifting employees toward the concept of the “dividual.” This illustrates the growing influence of predictive analytics in talent assessment and productivity enhancement.

Educational innovation also contributes to talent management advancement. Allowaymel et al. (2025) show that talent management educational interventions significantly increase student knowledge, self-efficacy, satisfaction, and achievement, demonstrating the importance of structured learning in preparing future talent. Meanwhile, Rony et al. (2025) identify challenges in talent management implementation within national private television companies, particularly weak leadership commitment and inadequate human resource planning to meet globalization demands.

RESEARCH METHODS

A systematic literature review employs a bibliometric technique to objectively examine the literature in order to find trends, patterns, and significant research entities within a topic. This method ensures a thorough and reproducible literature review by utilizing frameworks such as PRISMA, providing a clear and transparent picture of the subject under research. VOSViewer was used to visualize bibliographic data for bibliometric analysis, revealing the subject field’s vitality and intellectual structure through the analysis of co-occurring keywords, author collaborations, and citation networks. Combining bibliometric analysis and systematic review allows researchers to map the landscape of research activity, including identifying major contributors and emerging trends. The combination of these two strategies provides a thorough understanding of the field’s evolution, historical trajectory, and future directions, which is particularly beneficial for gaining deeper insights into multidisciplinary studies. Developed a bibliometric analysis, which is now used strategically in scholarly publications to rank scientific journals based on their economic weight.

Furthermore, this study applied a multi-stage eligibility assessment to ensure rigor throughout the review process. After the initial screening, full-text evaluations were conducted to verify conceptual alignment with talent management research and to exclude studies that lacked empirical contribution or methodological relevance. A data extraction matrix was then developed to systematically capture key bibliographic information, including authorship, country of origin, publication source, keywords, research context, and citation insights, allowing for structured comparison across studies.

Quality assurance was strengthened by limiting the dataset to peer-reviewed articles published in English and indexed in Scopus, ensuring high scholarly credibility and consistency in academic standards. The bibliometric component employed VOSviewer to perform co-word analysis, citation mapping, and co-authorship network visualization. These techniques enabled the identification of influential research clusters, emerging thematic trends, and intellectual structures shaping the talent management field. All analytical activities were executed using transparent and reproducible procedures,

enhancing the validity of findings and supporting the formulation of well-grounded recommendations for future research trajectories.

RESULTS

Systematic Literature Review

Based on Figure 1, the first phase in this research process is keyword selection, which can be done in a macro (top-down) manner, progressing from broad search pathways to more targeted studies and topics. Following an examination of the inadequacies of past research and the scarcity of studies on talent management, this study employs the term “talent management” as a primary theme throughout the article’s title, abstract, and keyword sections. Scholars also utilize the Scopus database to conduct literature reviews, locate subject-matter experts, and monitor research trends.

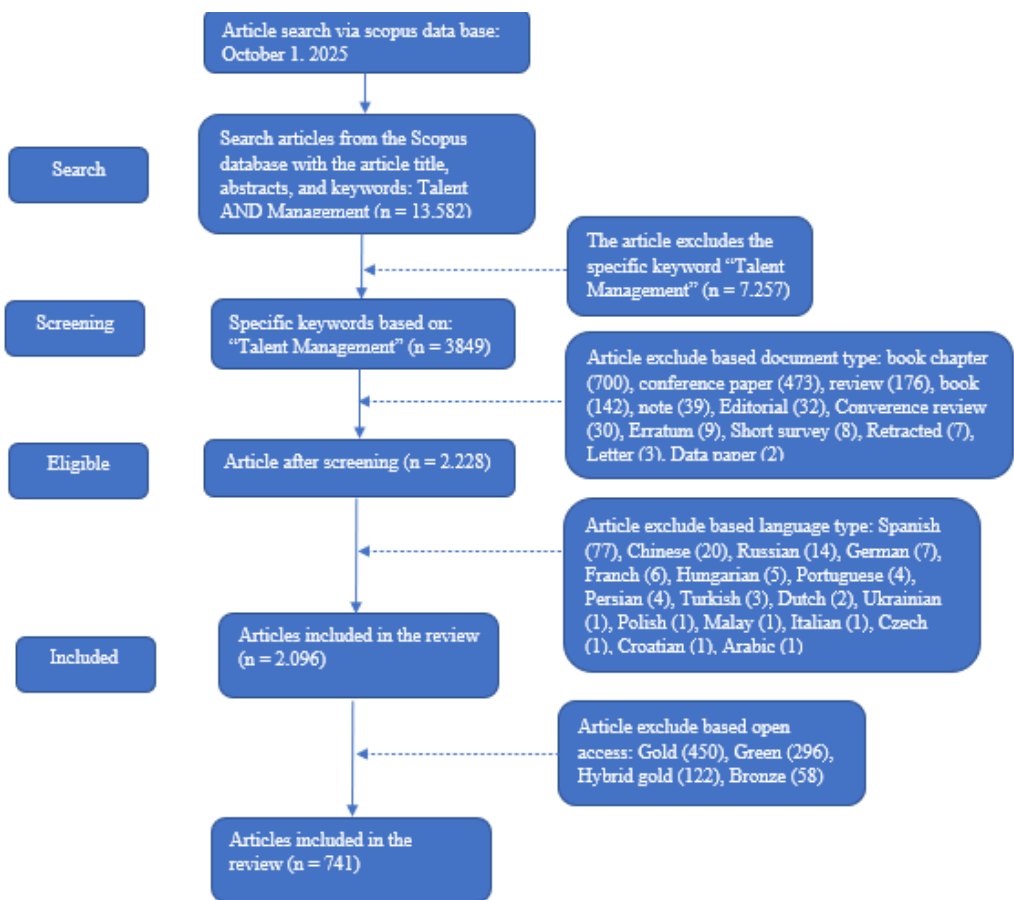


Figure 1. Systematic Literature Review Information Flow Using PRISMA

The total number of articles about talent management is 13,582 documents, based on search results from the Scopus database in October 2025 using the article title, abstract, and keywords: “talent and management” across a variety of academic disciplines, from the earliest publication in 2008 to the most recent in 2025 (see Figure 1). A screening mechanism classifies the documents based on these findings. Articles are deleted based on their document type: book chapter (700), conference paper (473), review (176), book (142), note (39), Editorial (32), Convergence review (30), Erratum (9), Short survey (8), Retracted (7), Letter (3), Data paper (2), totaling 1,621 articles.

The findings of this study are based on 741 publications in the Scopus database on talent management. This data is derived by determining the number of articles published, publications over time, and journal sources. This study will also emphasize the most

influential aspects of talent management, such as the authors, affiliations, and countries involved.

Bibliometric Analysis

Data statistics from the Scopus database show that there were 741 scientific papers on talent management published over the course of a decade; this indicates that research into talent management was still rather infrequent in 2008, as seen in Figure 2. The first investigation into talent management was conducted by D’Annunzio et al. (2008) and was titled “Concluding commentary on the contemporary human resource issues for talent management in hospitality and tourism”. This marked the introduction of the concept that is now known as talent management.

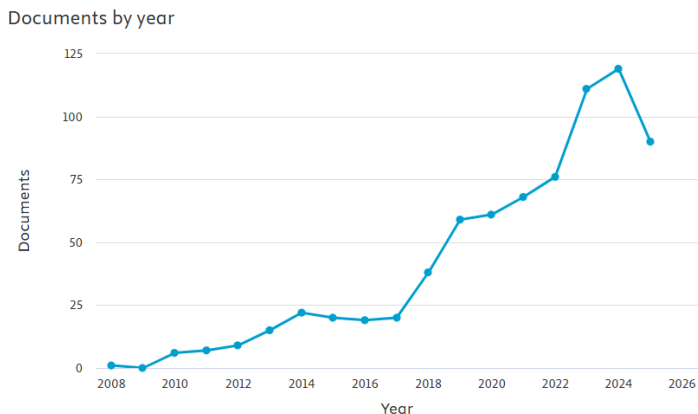


Figure 2. Number of Talent Management publications

Currently, the evolution of studies on talent management has begun to interest academics, with 82 studies published by 2025, a significant rise over prior years. Researchers are increasingly interested in the evolution of talent management study, which focuses on leadership, management development, monitoring, digital transformation, global talent and employee retention (Evans et al., 2025; Menezes et al., 2025; Merello, 2025; Reyes et al., 2025; Vargas, 2025).

The 741 papers were categorized based on factors such as country, area, affiliation, source, and author in order to analyze the distribution of talent management research. Only the top 10 articles in each category were included in the analysis. Being astute in the distribution of talent management-related scholarship will help academics and professionals clarify the future research agenda, especially for the long-term development of the talent management paradigm.

First, according to country or region, the United Kingdom leads the way in the distribution of academic research related to talent management with 109 articles, followed by South Africa with 76, the United States with 58, Malaysia with 49, China with 44, India with 42, Spain with 42, Indonesia with 40, Poland with 30, and Australia with 29.

The allocation of scholarly inquiries pertinent to talent management, as categorized by nation or territory, reveals the preeminence of the United Kingdom with 109 manuscripts, followed by South Africa with 76 articles. A number of other nations have also contributed significantly to this research, including the United States (58 articles), Malaysia (49 articles), China (44 articles), India (42 articles), Spain (42 articles), and Indonesia (40 articles). These results demonstrate that the topic of talent management has drawn interest from both industrialized and developing nations, demonstrating the topic’s worldwide applicability. Using VOSviewer software, researchers will also examine the connections among the nations participating in talent management studies. This stage is crucial for creating a methodical, forward-looking research agenda. Figure 3 presents the results of the VOSviewer analysis, showing how different countries collaborate in the study of talent management.

Documents by country or territory

Compare the document counts for up to 15 countries/territories.

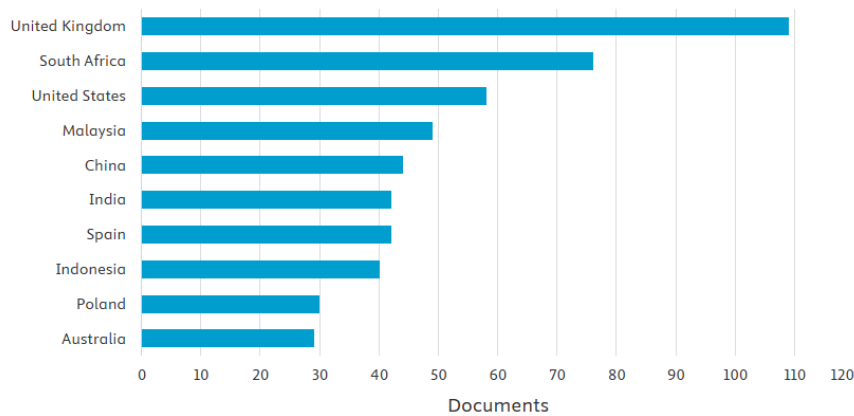


Figure 3. Number of articles by country or territory (top 10 countries)

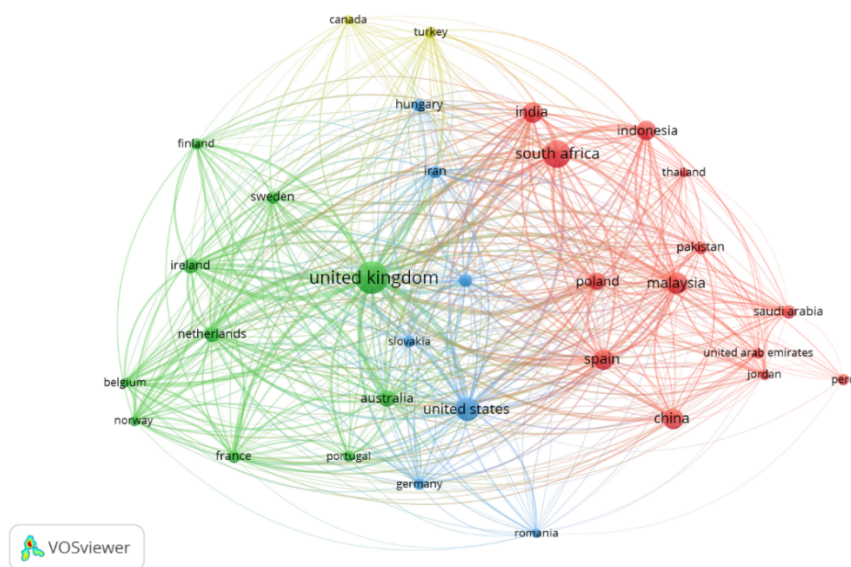


Figure 4. Network country visualization

Based on Figure 4, these findings further strengthen the idea that developed and developing countries have problems in the field of talent management. Problems related to talent management in an organization have various topics that must be solved in each region, and almost all countries are still trying to develop talent management to improve organizational performance.

Based on Figure 5 the allocation of scholarship pertinent to talent management predicated on institutional affiliations is predominantly characterized by North-West University (South Africa) with 20 articles, University of Johannesburg (South Africa) with 14 articles, University of Portsmouth (United Kingdom) with 11 articles, Universiti Teknologi MARA (Malaysia) with 10 articles, Universitat de València (Spain) with 9 articles, Tshwane University of Technology (South Africa) with 9 articles, Nottingham Business School (United Kingdom) with 9 articles, Edinburgh Napier University (Scotland) with 8 articles, College of Business and Economics (South Africa) with 8 articles, and University of South Africa (South Africa) with 7 articles.

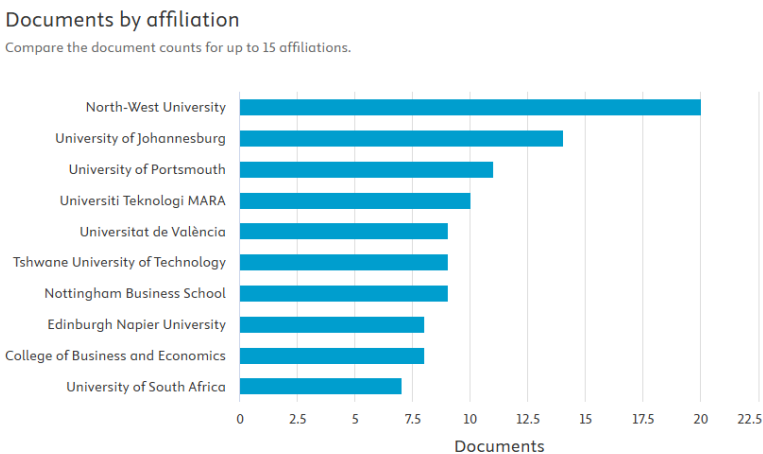


Figure 5. Number of articles by Affiliation (top 10 countries)

Figure 6 shows the allocation of scholarship pertinent to talent management predicated on Funding Sponsor is predominantly characterized by National Natural Science Foundation of China (China) with 8 articles, Ministry of Higher Education, Malaysia (Malaysia) with 5 articles, UK Research and Innovation (United Kingdom) with 4 articles, Economic and Social Research Council (United Kingdom) with 3 articles, European Commission (Belgium) with 3 articles, European Regional Development Fund with 3 articles, Fonds Wetenschappelijk Onderzoek (Netherlands) with 3 articles, Japan Society for the Promotion of Science (Japan) with 3 articles, KU Leuven (Belgium) with 3 articles, and Narodowe Centrum Nauki (Poland) with 3 articles (see Figure 6).

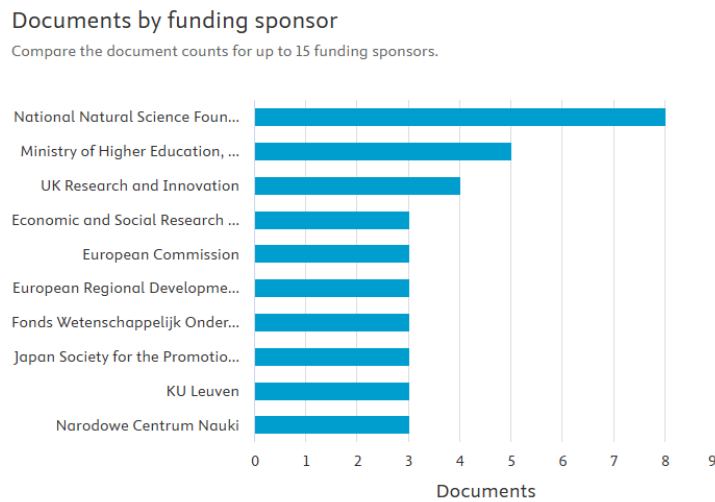


Figure 6. Number of articles by Funding sponsor (top 10 countries)

The dissemination of Talent management scholarship and sponsor in the premier 10 publications predicated on affiliations elucidates that in institutional affiliations, it turns out that universities from South Africa dominate in the push of the topic, namely North-West University (South Africa) and the University of Johannesburg (South Africa). Then for China (National Natural Science Foundation of China) and (Ministry of Higher Education, Malaysia) Malaysia encourages sponsors to be bigger than sponsors from countries in Europe.

Figure 7 shows the allocation of inquiries about talent management based on the source is predominantly characterized by SA Journal of Human Resource Management with 39 articles, Sustainability Switzerland with 31 articles, International Journal of

Documents per year by source

Compare the document counts for up to 10 sources.

[Compare sources and view CiteScore, SJR, and SNIP data](#)



Figure 7. Number of Articles by source (top 10 sources)

Figure 8 presents the top ten writers. Barkhuizen, N., with eight articles, led the talent management research distribution. Collings, D.G., Dries, N., and Tansley, C., followed with seven articles each. Next is D'Annunzio-Green, N., Jooss, S., McDonnell, A., and Schutte, N., with 6 articles each. Then there are the last 2 researchers with a total of 5 journals, Luna-Arocas, R. and Saurombe, M.D.”

Documents by author

Compare the document counts for up to 15 authors.

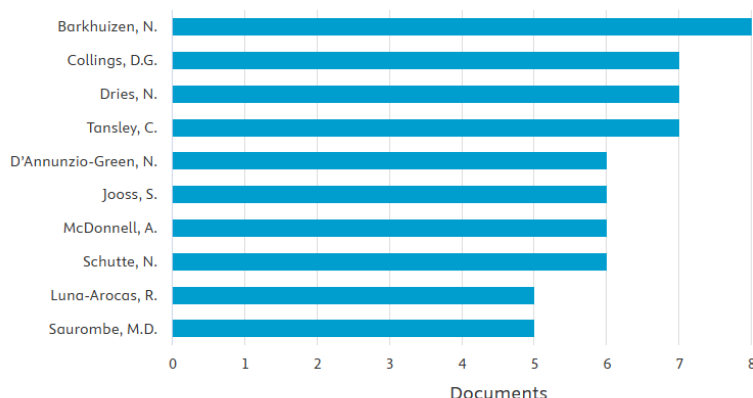


Figure 8. Count of publications by author (top 10 authors)

A total of 741 manuscripts collected from the Scopus repository were examined. VOSviewer was used to demonstrate how the findings might have theoretical and practical implications for future research on talent management. Figure 9 shows that the results of the metadata analysis using VOSviewer will help researchers and practitioners better understand the assumptions and findings related to Talent management. Future

study can be built upon the bibliometric analysis results obtained with VOSviewer, which can reveal which factors have been thoroughly studied by earlier researchers and which have not. From the standpoint of a practitioner, the findings of the literature analysis conducted using VOSviewer will help practitioners promote the talent management style for businesses throughout the world and execute talent management in a sustainable manner in the future.

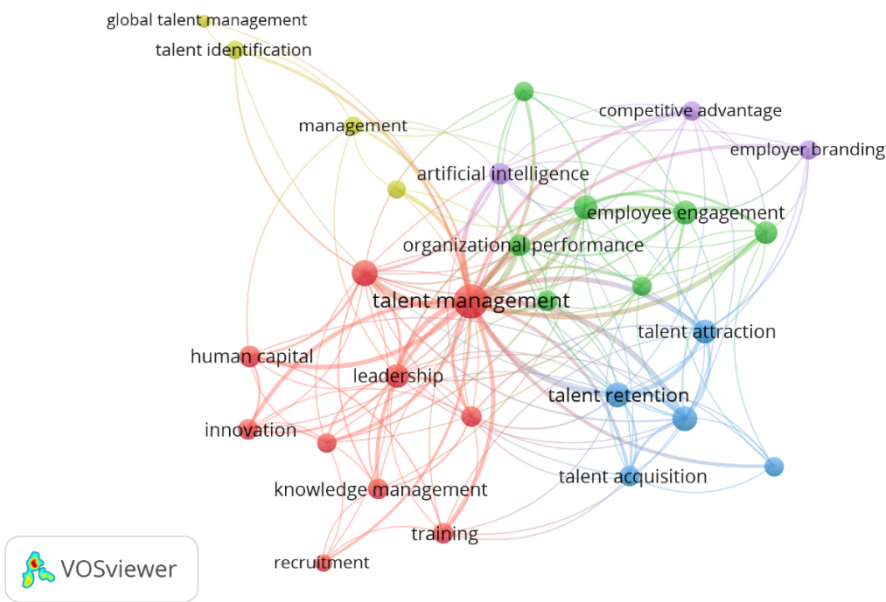


Figure 9. Co-occurrence framework and representation of key terms

Table 1. Top 10 Key Terms

Rank	Keyword	Total link Strength
1	Talent Management	320
2	HR Management	71
3	Talent Retention	56
4	Talent Development	54
5	Leadership	46
6	Talent Attraction	46
7	Employee Engagement	45
8	Job Satisfaction	40
9	Employee Retention	36
10	Organizational Performance	30

Based on Table 1, the mapping outcomes and an examination of antecedent investigations, a deficiency has been recognized in former research; the bibliometric analysis using VOSviewer demonstrates the co-occurrence network of keywords related to talent management research. The central and most dominant keyword is Talent Management, with a total link strength of 320, highlighting its position as the primary research focus in the field. This is followed by HR Management (71), which shows its strong association with talent-related studies. Other significant themes include talent retention (56) and talent development (54), indicating that retaining and developing employees remain critical issues in organizational practices. Leadership and talent attraction, both with a score of 46, illustrate the close connection between leadership strategies and the ability to attract skilled employees. Meanwhile, employee engagement (45) and job satisfaction (40) underline the importance of maintaining motivation and satisfaction to ensure sustainable talent outcomes. Employee retention (36) appears as another crucial dimension, reinforcing the link between organizational practices and long-term workforce stability. Organizational performance (30) shows that all aspects of talent management are ultimately directed toward enhancing organizational effectiveness.

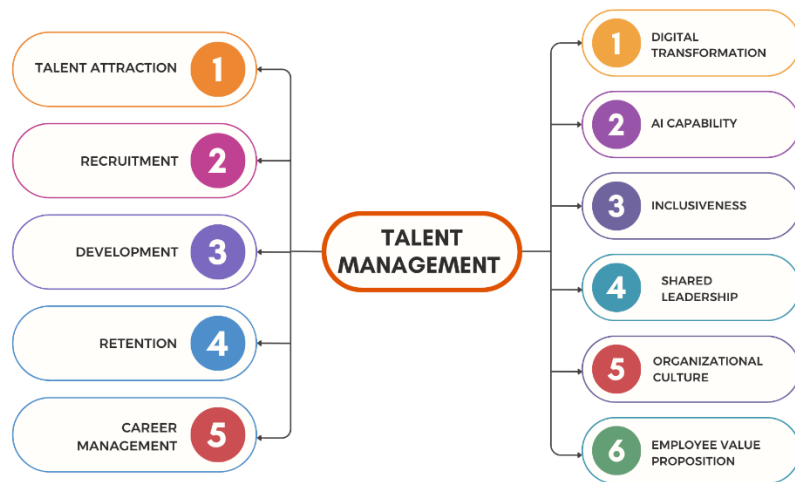


Figure 10. Classical Dimension Framework and Expansion of the Concept of Talent Management 2025

Figure 10 shows that from the various studies reviewed, we focus on research published in 2025. The dimensions of talent management show variations according to the context of the sector, technology, and organizational needs. Some studies emphasize classic dimensions such as attraction, recruitment, development, retention, and career management, while other studies expand the concept of talent management to include digital transformation, AI capability, inclusiveness, shared leadership, organizational culture, and employee value proposition. In a global and industry-specific context (such as digital banking, healthcare, education, and information technology), talent management also involves technology adaptation, technical and generic competencies, work-life balance, and retention strategies based on compensation and career paths. Some studies even highlight the strategic dimension of talent management that emphasizes placing the right people in the right positions at the right time, as well as the importance of an organizational climate that supports employee engagement, well-being, and productivity.

DISCUSSION

Digital transformation has emerged as a central force in reshaping talent management by integrating advanced technologies and redefining traditional HR processes. Organizations increasingly leverage digital tools and social networks to enhance talent attraction and acquisition (Martínez-Morán et al., 2021), while AI and machine learning improve resume evaluation, candidate-job fit, and recruitment efficiency (Chao et al., 2025). In talent development, digital learning platforms, microlearning, and gamification facilitate continuous upskilling and engagement, and AI-driven performance tracking provides real-time feedback and sentiment analysis (Mann & Mann, 2025; Elmenzhi et al., 2025).

Predictive analytics further supports retention strategies by anticipating turnover and improving employee loyalty (Jogarao et al., 2024). Similarly, AI streamlines recruitment, personalized development, retention, and workforce planning, replacing traditional annual reviews with data-driven insights to identify skill gaps and design targeted training programs (Das et al., 2023; Tariq, 2024; Kadirov et al., 2024; Shaikh et al., 2025; Farinha & de Fatima Pina, 2025). Despite these advantages, both digital transformation and AI raise challenges, including ethical concerns, data privacy, algorithmic bias, and the need for reskilling (Fahmy et al., 2022; Arora et al., 2024; Căvescu & Popescu, 2025; Mann &

Mann, 2025; Choudhari et al., 2025; Jahwari et al., 2025). Scholars emphasize sector-specific applications and human-centered integration of technology for sustainable talent management practices (Atay et al., 2025; Saadatmand et al., 2022; Montero & Danvila, 2024; Rajeev et al., 2025).

Inclusiveness in talent management focuses on recognizing and nurturing the potential of all employees, promoting organizational justice, fairness, and well-being through equitable career development, skill-building, and compensation (Holck & Stjerne, 2020; Björk et al., 2022; Kaliannan et al., 2023; Setiawati et al., 2024). Inclusive talent management integrates recruitment, training, performance management, and succession planning to enhance innovation, address talent scarcity, and improve retention (Lester et al., 2016; Darmalinggam & Kaliannan, 2022; Tolettini & Di Maria, 2025). Shared leadership complements this approach by distributing leadership responsibilities among team members, fostering collaboration, flexibility, and innovative knowledge creation, which enhances digital employee experiences and performance, particularly in virtual or hybrid teams (Carson et al., 2007; Engel & Rentsch, 2011; Wu et al., 2021; Nishinaka & Shirahada, 2023; Pagnozzi et al., 2024; Kumari et al., 2025). Challenges include aligning shared leadership with hierarchical cultures and managing coordination–autonomy tensions, requiring supportive environments and coaching (Delerue & Sicotte, 2017).

Organizational culture is a critical determinant of talent management success, influencing acquisition, development, engagement, and retention, while ensuring alignment with strategic goals (Dalal & Akdere, 2023; Alzghoul & Khaddam, 2024). Key components such as leadership, engagement, and career development embedded in culture enhance inclusiveness, transparency, and resilience, while addressing challenges of cultural fit and evolving societal values (Morales et al., 2021; Bermeo & Perez, 2022; Villanca, 2023; Castro et al., 2023; Patra et al., 2024; Bal, 2024; Georgescu et al., 2024; Chubova et al., 2024; Kravariti et al., 2025). Similarly, EVP functions as a strategic mechanism to attract, retain, and engage employees through intrinsic and extrinsic rewards, career development, work-life balance, and organizational branding (Crespo et al., 2022; Ngonyama, 2023; Bronlet et al., 2024; Ahmed et al., 2024; Nasution et al., 2025). A strong EVP strengthens commitment, loyalty, and competitive advantage, supporting sustainable and human-centered talent management practices (Suri, 2015; Pattnaik & Misra, 2016; Katou, 2017; Shepherd, 2024; Bronlet et al., 2024).

CONCLUSION

The investigation examined 741 academic publications from the Scopus repository and shed light on five key conclusions. First, investigations related to talent management were relatively rare in 2008 but continued to increase until the most in 2024. Second, research on talent management is not only conducted in developed countries, but also in developing countries. Third, research on talent management is relatively largely sponsored by publications by institutions located in South Africa. Fourth, talent management in 2025 will still use classic dimensions such as attraction, recruitment, development, retention, and career management. Fifth, the conceptual model of talent management has been developed in the research by incorporating digital transformation, AI capability, inclusiveness, shared leadership, organizational culture, and employee value proposition.

The findings of this study imply that organizations need to strategically integrate technological, human-centered, and cultural factors to optimize talent management outcomes. Specifically, leveraging digital tools, AI, and predictive analytics can enhance recruitment, development, and retention processes, but must be balanced with ethical considerations and reskilling initiatives. Simultaneously, fostering inclusiveness, shared leadership, strong organizational culture, and a compelling Employee Value Proposition can improve employee engagement, commitment, and long-term performance, highlighting the importance of a holistic, integrated approach to contemporary talent management.

The researchers also acknowledge that this examination has certain constraints. First, this investigation used only publications extracted from the Scopus database, which may indicate limitations regarding generalizations. The next investigation is anticipated to combine findings from the Scopus database and the Web of Science to improve the completeness of the research results. Future research can investigate domains within this discipline to add to the findings. Although researchers have applied rigorous methodologies to reduce interpretation bias, future studies may use new research techniques that complement the results of these investigations.

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