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Talent Development And Talent Acquisition As An Approach To Core Talent Management In Uniformed Leadership In Sabah: A Systematic Literature Review

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Abstract

Uniformed service ;leadership face challenges in retaining good uniformed staff due to market competition and talent shortages, which forces uniformed leaders to improve their human resource strategies. Organizations often look for talent development and acquisition exclusively rather than building talent inclusively. Exclusivity refer to the tendency of uniformed organization to take top talent from outside the organization when need arise, or is uniformed staff need to find candidates internally, only those identified as high performers within their elite group are chosen. Literature suggests that inclusive talent development and acquisition (that is, career development through training for all employees regardless of individual performance) can complement management in retaining staff. This study conducts a systematic review of articles published from 2015 to 2025 related to talent development and talent acquisition, especially inclusive building to enable cost effective human resource management that is developing human talent inclusively: to what extent are talent development and acquisition represented in the broader talent management literature?, how do talent acquisition and talent development contribute to individual talent growth and organizational performance? And what are the current research limitations on talent development and talent acquisition? Analyzed to provide theoretical and practical; insights. This review presents research gaps in inclusive talent development and talent acquisition and highlights future research directions such as broader coverage to develop a more comprehensive scope.

1.0 Introduction

Talent Management (TM) first emerged in management literature. It has since become a subject of considerable academic debate and a central component of managerial discourse and organizational practice. Numerous journals have commissioned special issues on Talent Management: Talent Development and Talent Acquisition reflecting its growing significance. This significance rests on the assumption that superior Talent Management: Talent Development and Talent Acquisition constitutes a key source of competitive advantage. Demographic changes worldwide, which have reportedly created talent supply challenges, have further driven interest in Talent Management: Talent Management: Talent Development and Talent Acquisition practices. (Riham Al. A., & Tarik A. (2020)) Since the term what extent are talent development and acquisition represented in the broader talent management literature?, how do talent acquisition and talent development contribute to individual talent growth and organizational performance? And what are the current research limitations on talent development and talent acquisition?“, its prevalence in corporate organizations has steadily increased (Kang & Sidhu, 2014). Organizations must recognize the importance of employee performance and actively address it (Bolarinwa et al., 2019). Appropriate actions must be taken to train and inspire staff to meet organizational performance standards. Skilled workers represent a valuable resource that rivals find difficult to measure or duplicate. Talented employees/individuals provides organizations with sustained competitive advantage (Karatepe et al., 2019). Talent Management is crucial when organizations seek to leverage their workforce to create winning teams. These teams enable organizations to address weaknesses and develop solutions to complex problems (Jimoh, 2022). Skilled employees possess the knowledge and expertise to enhance organizational outcomes and improve job performance (Anlesinya & Amponsah-Tawiah, 2020).

Escalating interest in Talent Management:Talent Development and Talent Acquisition necessitates a comprehensive and systematic critical review of leadership to analyze the state of the field. A systematic review retrieves, appraises, and summarizes all available evidence on a specific challenges of enquiry. Existing reviews have assisted researchers but have been narrowly focused on practitioner-oriented journals and specific segments of the literature.Talent Management (TM) facilitates more efficient Talent Acquisition talent selection and comprehensive talent development within organizations (Mensah & Bawole, 2016). The ultimate outcome of Talent Management: Talent Development and Talent Acquisition is the creation of employees with highly valued skills who are essential to organizational effectiveness (Bayona et al., 2020). Advances in technology and shifts in the economic climate have increased the demand for modern operational methods that require specialized employee competencies. Talent Management represents an organized

approach to managing human resources, encompassing the identification, recruitment, and development of individuals who are highly valuable to the organization (Jimoh et al., 2020). These individuals are capable of filling critical positions and demonstrate strong potential for future contributions (Chartered Institute of Personnel Development, 2017).

Previous papers were neither systematic nor comprehensive in reviewing the wider field of Talent Management. A significant contribution by Thunnissen et al. (2013) was identified. This work represents the most encompassing review to date but excluded a notable area by limiting publications on global talent management (p.1746). In contrast, the present review does not delimit or pre-empt the potential scope of the field, thereby enabling a more acute analysis of current analysis. The objective is to grasp comprehensively the state of the field, to assess its development, and to evaluate whether claims of being overly employees based and lacking empirical grounding remain valid following systematic analysis (Collings et al., 2011).Uniformed service as employees in organization face challenges in retaining good uniformed staff due to market competition and talent shortages, to fulfill significant roles that contribute to strategic advantage, effective management requires the systematic recruitment, engagement, deployment, evaluation, development, and retention of high-potential employees (Gallardo-Gallardo et al., 2019; Mensah & Bawole, 2016; Jimoh et al., 2023). Talent Management (TM) encompasses talent development and planning, which are core responsibilities of Human Resource Management (HRM). The term "war for talent" was originally coined in the late 1990s to describe the challenges organizations faced in attracting and retaining exceptional employees (Claus, 2019). Similar to a machine, organizations require planning, execution, and maintenance, functions carried out by skilled intellectual resources. Talented employees represent the most significant lever for driving organizational improvement (Jimoh & Kee, 2020). Over time, organizations in both the public and private sectors have shifted emphasis toward managing workforce potential and ensuring the recruitment of the right individuals. Empirical evidence confirms that Talent Management has a positive and significant relationship with attracting, developing, and retaining talented employees (Kadiri & Jimoh, 2017; Monandi & Ombui, 2019). The objective of this paper is to conduct a systematic review of peer-refereed, published research addressing Talent Management (TM) issues. The review captures the breadth of Talent Management: Talent Development and Talent Acquisition research, identifies key themes and debates, and highlights impediments to progress in the field. Critical directions for future research are outlined. The paper provides insights into approaches used to explore Talent Management practices and identifies theories and methods that offer strong potential for building the theoretical and empirical foundations of the field. Consequently, this paper synthesizes the expanding literature base and delivers a coordinated, coherent road map for researchers in developing Talent Management research agendas.

The review draws from high-quality, refereed journals and encompasses 88 papers published between 1998, the year the term "war for talent" was coined, and May 2013, the search date. This represents a broader range of published works than other reviews, though search criteria differed. For instance, Thunnissen et al. (2013) reviewed 62 papers, including 43 refereed journal articles and 19 conference papers, dissertations, books, or book chapters. Accordingly, the present review doubled the number of refereed articles. The analysis initially focused on understanding the range of publications, including outlets, themes, methods (empirical or conceptual), contexts, and key findings. Following the literature summary, key gaps were identified to stimulate research-informed discussion and debate. Papers included in the review are marked with an asterisk in the references list, Despite the significant role played by Talent Management (TM) practices in organizations, their impact on organizational performance has not been fully explored. The review process revealed several gaps. Anlesinya et al. (2019) identified multiple approaches and obstacles to Talent Management in the African context, noting that research remains limited, particularly in North, West, and Eastern Africa, and is still in an embryonic stage. Li et al. (2018) highlighted challenges in the Talent Management process, including attracting and retaining personnel, tensions between subsidiaries and headquarters, conflicts between high-performers and non-high potentials, and succession struggles. Mkamburi and Kamaara (2017) observed that few studies have examined the impact of Talent Management on employee performance, underscoring the need for future research on how talent attraction, training, and development improve performance. Gallardo-Gallardo and Thunnissen (2016) noted that Talent Management research lags in providing organizational solutions, while Mensah and Bawole (2016) recommended incorporating variables such as engagement, motivation, and perceived organizational support as moderators. Although Talent Management has attracted considerable interest in management and organizational studies, substantial gaps remain (Mensah & Bawole, 2016; Maurya & Agarwal, 2018). In response, this study systematically reviews Talent Management literature, focusing on keywords used in prior research and recommendations for future study, to identify the areas and directions in which future research should be conducted.

2.0 The Growing Importance Of Talent Mangement:Talent Development And Talent Acquisition

Talent refers to an innate ability or skill (Tansley, 2011). Compared with other factors, talent provides a sustained competitive advantage (Jimoh et al., 2020; McDonnell et al., 2017). This demonstrates that organizations recognize the importance of integrating business strategy with Talent Management: Talent Development and Talent Acquisition to

achieve success. Talent Management is defined as an integrated set of activities designed to ensure the recruitment, retention, motivation, and development of talented employees for both present and future needs (Armstrong, 2017). It encompasses the identification, evaluation, and development of individuals who bring value to the organization (Eriksson, 2019). When talented individuals are assembled into effective teams, TM becomes critical, as these groups possess the expertise necessary to address organizational weaknesses and challenges (Jimoh et al., 2020). Investment in Talent Management : Talent Development and Talent Acquisition is essential for organizational prosperity. Organizations employ both intrinsic and extrinsic rewards to inspire and develop their workforce (Jimoh et al., 2020). Employees who find their work fulfilling and enjoyable are more likely to exert greater effort and deliver higher performance. The growing importance of Talent Management is well established in the literature, with its rise often attributed to the McKinsey Group's introduction of the "war for talent" agenda (Chambers et al., 1998). McKinsey emphasized concerns regarding the supply of human talent, recognized as the most valuable corporate resource, and highlighted organizational challenges in attracting and retaining key staff. Since then, consultancy reports have reinforced the narrative of talent shortages and underscored the role of Talent Management in organizational success. A survey of 418 international executives revealed that eight in ten considered an effective Talent Management strategy essential to competitive success, with more than half predicting its increasing strategic importance in future years.Talent Management (TM) implies the identification of employees' innate potential and its development to achieve organizational goals. In this context, "talent" refers to highly qualified workers. Talent Management focuses on employees' capacity, authority, and ability within the organization (Boštjančič & Slana, 2018). It is defined as a collection of entrepreneurial human resource practices that ensure the long-term effectiveness of the most qualified employees (Gallardo-Gallardo et al., 2019). Talent Management involves the strategic and deliberate sourcing, attraction, selection, development, training, promotion, transfer, and retention of staff. Organizational talent provides capabilities that competitors find extremely difficult to benchmark or replicate. Supply concerns in Talent Management are driven by demographic changes, including an ageing workforce and declining birth rates in many developed economies. These demographic shifts, combined with globalization and the rise of the knowledge worker is an employee whose primary contribution is the use, creation, and application of knowledge rather than physical labor, knowledge worker, are central factors in the emergence of Talent Management. The increasing internationalization of small and medium-sized organization intensifies competition for talent, particularly individuals with global business acumen (Tarique and Schuler, 2010). Rising global mobility has produced increasingly diverse working populations, creating both opportunities and challenges in attracting, managing, and retaining talent. The coexistence of multiple generations in the workforce raises doubts about the long-term effectiveness of traditional people management approaches.

Talent attraction, talent retention, training, and development constitute the three main pillars of Talent Management (TM) (Chartered Institute of Personnel Development, 2017). Mensah and Bawole (2016) identify three concepts within Talent Management: generic talent, talent pools, and a collection of human resource practices and processes. These practices include recruitment, selection, training, development, career management, acquisition and succession management (McDonnell et al., 2017). According to Armstrong (2017), talent attraction also encompasses the employee value proposition, employee branding, employer choice, and recruitment and selection. The initial step in developing a Talent Management strategy is the identification of members of the talent pool (Abubakar et al., 2020). This study was designed to address three research objectives concerning Talent Management (TM) practices in contemporary organizations through a systematic literature review. Specifically, the objectives were to identify the keywords applied in previous studies, to examine the suggestions for future research, and to analyze collaboration patterns, key authors, most cited authors, and bridging roles. These objectives were achieved through a methodical review and synthesis of fifteen research articles. The data analysis produced several notable findings. First, the majority of studies on TM practice employed survey research designs, relying primarily on questionnaires to collect data from respondents. Based on results generated using VOS viewer, it was discovered that the key variables most frequently examined were talent. Talent Management (TM) research include management, job performance, human resource management, organizational culture, and artificial intelligence. Most studies recommend that future research should focus on diverse industries such as banking, manufacturing, ministries, and other corporate organizations where Talent Management practices are actively embedded. Scholars also encourage the use of larger sample sizes to enhance generalization and advocate for longitudinal studies, given that the majority of existing research has relied on cross-sectional designs.(Kravariti, F., Voutsina, K., Tasoulis, K., Dibia, C., & Johnston, K. (2022)).

Future research should prioritize the integration of technology and data analytic into Talent Management (TM) practices. Organizations now have access to vast volumes of data that can be leveraged to enhance talent identification, recruitment, development, and retention strategies through big data analytic. Subsequent studies should examine the effectiveness, potential limitations, and ethical implications of incorporating technology-driven solutions into Talent Management processes. In addition, insufficient research has been conducted on the impact of Talent Management strategies on organizational outcomes such as performance, innovation, and sustainability. Future investigations should therefore

provide practical insights for practitioners by exploring these relationships in dept, to establish causal relationships between specific Talent Management (TM) practices and organizational outcomes. Identifying these causal links will provide stronger empirical evidence on the effectiveness of Talent Management strategies and enable practitioners to design interventions that directly enhance performance, innovation, and sustainability. Three fundamental questions regarding Talent Management (TM) practices in contemporary organizations: What keywords have been applied in previous studies? What suggestions have been made for future research? And what are the collaboration patterns, key authors, most cited authors, and bridging roles? From the systematic literature review revealed that prior studies employed diverse Talent Management components, with the majority adopting survey research designs. However, the review also identified several limitations in the existing body of research. These include conceptual ambiguity, methodological weaknesses, insufficient attention to varied organizational environments, limited exploration of technology integration, and inadequate understanding of the influence of Talent management on organizational outcomes.

3.0 Global Talent Management

Global Talent Management (GTM) is the strategic practice of attracting, developing, retaining, and deploying high-performing employees across multinational enterprises (MNEs). It is increasingly critical as firms face skill shortages, global mobility challenges, and disruptive market conditions. Approximately one-third of the reviewed papers focus on Global Talent Management (GTM) within multinational corporations. The review reveals that GTM suffers from similar limitations as the broader Talent Management literature, with limited theoretical and conceptual consensus regarding its meaning. Broadly defined, GTM encompasses the attraction, selection, development, and retention of the best employees in strategic roles—those necessary to achieve organizational priorities—on a global scale. It accounts for both the global strategic priorities of organizations and the national contextual differences in how talent is managed across countries (Scullion et al., 2010). Stahl et al. (2012) reiterate challenges already noted in defining and assessing performance and potential, emphasizing that these difficulties are magnified in the global context of multinational corporations. Tarique and Schuler (2010) identify a range of exogenous and endogenous challenges in Global Talent Management (GTM) and highlight the major international HR activities that should be incorporated into GTM systems. Schuler et al. (2011) further examine global talent challenges and the opportunities they present for multinational corporations, developing nine propositions that integrate external forces, global talent challenges, practices, and expected outcomes. Kim and McLean (2012) emphasize the necessity of GTM and identify three central challenges in developing global talent: concerns regarding global mobility, reliance on ethnocentric strategies, and barriers between headquarters and subsidiaries. Global Talent Management today are increasingly attentive to Talent Management (TM) practices as they seek to maximize human capital for competitive advantage. Despite this growing interest, the current literature reveals several shortcomings that require further research. A major limitation is the conceptual ambiguity and inconsistency surrounding the definitions of talent and Talent Management components include Talent development and Talent Acquisition. The absence of an internationally recognized definition has led to confusion and discrepancies in research findings. Future research should therefore focus on developing a clear and comprehensive theoretical framework that distinguishes the diverse dimensions of talent and Talent Management within organizational contexts.

Kim and McLean (2012) propose four Human Resource Development (HRD) roles for Global Talent Management (GTM): balancing centralized and decentralized strategies, developing global competencies, creating structured global talent development, and fostering global team building. McDonnell et al. (2010) provide large-scale survey evidence from multinational corporations in Ireland, encompassing several of these roles. Their findings highlight the importance of contextual factors as predictors of GTM effectiveness, with larger MNCs and those offering standardized products and services across subsidiaries demonstrating particularly significant outcomes. Minbaeva and Collings (2013) reiterate the long-standing argument in international HRM literature that managing talent on a global scale presents additional challenges compared with domestic contexts. They identify relevant to multinational corporations and, by extension, to Talent Management more broadly. Talent Management is not an Human Resource responsibility. While top management plays a critical role in effective Talent Management, the corporate Human Resource function must retain a central role in operationalizing Global Talent Management across subsidiaries. The central issue is the capacity of the Human Resource function to demonstrate and convince senior management that it possesses the capabilities to manage the multinational corporation's global talent pool. The role of corporate Human Resource has been examined through the proposal of distinct functions that facilitate Global Talent Management effectiveness (Farndale et al., 2010; Sparrow et al., 2013). Specifically, Serving as guardians of organizational culture, acting as champions of processes, managing receptivity across subsidiaries, and providing network leadership and intelligence.The identified by Minbaeva and Collings (2013) is that Talent Management is solely about people, countered by the argument that pivotal positions form the foundation of any effective system. Challenges the assumption that all positions require A players, instead emphasizing the importance of positioning and retaining A players in pivotal roles within multinational corporations, the

portability of talent, questioning the assumption that talent can be seamlessly transferred across contexts and disputes the notion that employee turnover is inherently negative.

4.0 Management Of Talent

The majority of reviewed focuses on the management of talent and its implications for the identification, development, and retention of talented individuals, as well as organizational outcomes. Consistent with earlier work, this literature can be classified into three distinct approaches. Approach to Talent Management emphasizes the management of high-performing and high-potential employees, regardless of their organizational position. This perspective promotes the classification of individuals by performance and advocates that all roles should be filled with consistently poor performers, should be managed out of the organization. The talent as an unqualified positive resource to be managed according to performance levels, thereby emphasizing forced performance distribution. The approach is premised on differentiating employee performance and was popularized, it prioritizes the recruitment, retention, and differential compensation of top performers, regardless of role or specific organizational requirements, the central focus of this work is on corporations obtaining and managing a sufficient number of highly talented individuals including high level executives, those with high managerial potential, and those with rare technical skills to deal with the challenge of the global. This perspective views talent as an unqualified positive resource to be managed according to performance levels, thereby emphasizing forced performance distribution. The management of talented individuals is more concerned with broader organizational challenges than with specific Talent Management practices such as succession, recruitment, or compensation. There is a significant gap in knowledge regarding how talented individuals are managed, particularly in relation to recruitment, motivation, and reward processes. Talent retention is a notable exception. Organizations should adopt a market-oriented approach to retention, rejecting long-term loyalty strategies as neither desirable nor achievable.Employee turnover should not always be viewed negatively, but instead assessed in terms of who is leaving and where they are moving. This perspective calls for tailored retention programs aligned with the level of external labor market demand for specific talent.(Jooss, S., Burbach, R., & Ruël, H. (2019)).

Survey evidence from India (Tymon et al., 2010) demonstrates that employee perceptions of corporate social responsibility are positively associated with organizational pride, which in turn enhances satisfaction and reduces turnover intentions while improving perceptions of career success. A subsequent study using the same dataset (Doh et al., 2011) identifies responsible leadership as another critical factor in talent retention. Hiltrop (1999) concludes that tailored strategies are required to attract and retain specific target groups, ensuring alignment with their expectations and needs. Zheng et al. (2008) report that manufacturing firms in Asia, particularly in Indonesia, Malaysia, the Philippines, and Thailand, must adopt aggressive strategies to secure highly skilled managerial and professional staff. Ready et al. (2008) propose principles for attracting and retaining talent centered on organizational purpose, culture, brand, and opportunities for individuals. They caution against assuming that domestic talent strategies are effective in emerging markets, emphasizing the importance of developing a core of local talent as vital to business success. Talent Management emphasizes the identification of strategic positions and the development of TM systems within organizations. A growing body of research highlights the importance of identifying pivotal roles that have the potential to differentially impact organizational competitive advantage (Boudreau and Ramstad, 2005; Collings and Mellahi, 2009). This perspective shifts the focus from talented individuals to key positions, arguing that not every role requires the highest performers. Collings and Mellahi (2009) contend that the starting point for any Talent Management system should be the systematic identification of positions that contribute disproportionately to sustainable competitive advantage. This approach reflects the evolution of strategic Human Resource Management, which increasingly advocates for differentiation between roles, emphasizing strategic over non-strategic jobs (Becker and Huselid, 2006) and distinguishing between positions with marginal

Talent Management emphasizes the identification of strategic positions and the development of Talent Management systems within organizations. A growing body of research highlights the importance of identifying pivotal roles that have the potential to differentially impact organizational competitive advantage, this perspective shifts the focus from talented individuals to key positions, arguing that not every role requires the highest performers. Collings and Mellahi (2009) contend that the starting point for any Talent Management system should be the systematic identification of positions that contribute disproportionately to sustainable competitive advantage. This approach reflects the evolution of strategic Human Resource Management, which increasingly advocates for differentiation between roles, emphasizing strategic over non-strategic jobs (Becker and Huselid, 2006) and distinguishing between positions with marginal impact and those capable of delivering above-average impact (Boudreau and Ramstad, 2007). This approach contrasts with the common organizational tendency to over invest in non-strategic roles (Boudreau and Ramstad, 2007; Huselid et al., 2005). It diverges from the traditional bottom-up focus of strategic Human Resource Management, which emphasizes employee

value and uniqueness as contributors to strategic objectives (Becker and Huselid, 2006). Instead, it advocates a top-down perspective, recognizing that not all strategic processes are highly dependent on human capital and that not all roles require, In the context of Global Talent Management, the term "A players" refers to employees who consistently deliver exceptional performance and are considered top talent within an organization. They are often seen as indispensable for driving business success, innovation, and competitive advantage. The differentiating factor in explaining strategic value becomes the job rather than the individual. "A positions" are defined by their disproportionate importance to executing elements of organizational strategy and by the wide variability in employee performance within these roles. A positions" are a central concept in Global Talent Management and Strategic HRM. Unlike "A players" (individuals), "A positions" refer to roles within an organization that disproportionately impact strategic success. The focus shifts from who fills the job to the strategic importance of the job itself.Human capital is of limited economic value unless deployed in the implementation of strategic intent or concentrated in pivotal organizational roles. Collings and Mellahi (2009) draw upon the ability-motivation-opportunity (AMO) framework to emphasize that organizational performance is more complex than simply employing highly talented individuals. The Employee performance (P) is a function of ability (A), motivation (M), and opportunity (O). Assuming ability is a given, as organizational systems focus on key talent, it is essential that organizations provide opportunities for performance through development initiatives and effective deployment. Equally important is ensuring high levels of motivation through appropriate Human Resource policies and support mechanisms. Maximizing performance therefore requires systems that integrate opportunity and motivation alongside ability (Song, D., Zhang, P., Shi, R., & Yin, Y. (2024))

Talent in a manner free of bias and grounded in virtue. Key considerations include whether an elitist Talent Management program is necessary, how it can be effectively communicated to the workforce, the extent to which the program is free of bias (e.g., gender), and whether it differentiates between genuine talent and popularity. The ethical concerns in the identification of talent, emphasizing the importance of providing all individuals with a fair opportunity to be considered. Central questions include whether all staff are afforded equal opportunity in the identification process and what measures have been implemented to eliminate bias at this stage.(Jimoh, L.A. and Kee, D.M.H. (2022)). The ethical evaluation concerns the development of talent. This stage raises questions about how individuals not classified as talent perceive exclusion from exclusive Talent Management programs and what resources are allocated to them compared with those designated as talent. The final stage focuses on evaluating the program and considering its benefits for excluded individuals. Duty and virtue ethics emphasize that Talent Management should be ethical, while distributive justice, stakeholder theory, and utilitarianism suggest that excluded individuals should still derive some benefit. Downs and Swailes (2013) argue that the current emphasis on talented individuals and high performers represents a "dark side" of Talent Management, which may be detrimental to both individuals and organizations.

5.0 Individual Talent Perspectives

Research on individual talent perspectives has received limited attention, though Bjorkman et al. (2013) provide an illustrative exception. Their study identifies significant differences between individuals who were recognized as talent, those who were not, and those uncertain of their status. Employees who perceived themselves as identified talent demonstrated lower turnover intentions, stronger commitment to improving performance, greater support for organizational strategic objectives, stronger identification with the organization, and higher commitment to developing competencies of value to the firm. Informing individuals of their talent status appears to have a motivational impact. Dries et al. (2012a) examined whether the traditional career model remains relevant for high potentials compared with average performers. Their findings indicate that high potentials report higher levels of job security and salary increases than average performers, suggesting that attitudes and inducements associated with traditional careers are more evident among the highest performers. Bjorkman et al. (2013) caution that organizations should consider the long-term implications of identifying talent and recommend counterbalancing the focus on top talent with approaches that embrace diversity and inclusivity, rather than relying on elitist systems. The definition of talent remains a critical issue requiring greater scholarly attention, particularly in relation to the identification of high potential employees—a term often used interchangeably with talent. Dries and Peppermans (2012) employ both qualitative and quantitative methodologies to examine leadership potential, developing a four-quadrant model encompassing analytical skills, learning agility, drive, and emergent leadership. This model achieved notable consensus, albeit within a limited sample, and addressed persistent challenges such as the performance versus potential distinction. Dries et al. (2012b) further evaluate learning agility as a predictor of high potential identification from the perspective of raters. Their findings demonstrate that learning agility is a stronger predictor of talent designation than job performance, with career variety positively associated with an individual's learning agility.

The 21st century global business environment is becoming more complex and interconnected, and embracing emerging trends and methodologies will help optimize human capital and foster organizational excellence. A number of papers have highlighted key challenges within the Talent Management (TM) literature, often through guest editorials in special issues. Building on this discourse and the findings of our systematic review, we propose several research trajectories that warrant particular attention. A consistent finding across reviews of the Talent Management (TM) field is the existence of multiple meanings and definitions. While a single definition of Talent Management is neither desirable nor necessary, greater consensus on the boundaries of the field is required. Without the establishment of parameters, the development of Talent Management into a mature field will remain challenging. The absence of clear boundaries was evident in the exclusion of certain articles, despite initial inspection suggesting inclusion, published works have strongly focused on exploring the meaning of Talent Management and organizational perspectives across business contexts, more thorough empirical research is needed. Doubts persist as to whether Talent Management constitutes a new and discrete strategic management activity that extends beyond Human Resource Management or Human Resource Development. Until comprehensive empirical studies and enhanced theorization are undertaken, uncertainty will remain regarding the distinctiveness of Talent Management as a field.(Jimoh, A.L., Yahaya, I.J., & Salman, A. (2023))

The question of whether Talent Management (TM) constitutes a discrete concept remains contested. As scholars and gatekeepers of the field, it is essential to articulate clearly how Talent Management is defined in published work. Talent Management is a distinct field that contrasts with mainstream Human Resource in several important ways. Specifically, Talent Management should focus on identifying where human capital adds value within organizations, understanding how talented individuals influence organizational performance, and determining how talent practices can maximize these contributions. The ultimate goal of Talent Management is to support sustainable organizational performance.(Sun, Y. Zhuang, F., Zhu, H., Song, X., He, Q., and Xiong, H. 2023). The underlying premise is that managing talented individuals requires practices that are qualitatively different from baseline Human Resource activities. Talent Management is positioned as a discrete field, it is evident that it intersects with related domains such as supply chain management, corporate strategy, and employer branding, each of which offers potential utility for advancing Talent Management practices.

6.0 Talent Management Practices

Our review demonstrates that a central focus of Talent Management (TM) research has been on systems and processes, particularly the management of star employees (e.g., Groysberg et al., 2008). Schuler et al. (2011, p.2) summarize this emphasis as corporations seeking to obtain and manage a sufficient number of highly talented individuals—including senior executives, those with high managerial potential, and those with rare technical skills—to address the global talent shortage. A critical gap in the literature concerns the determinants of high performance. Most studies bypass this question, presuming a linear association between talent and outstanding performance, and instead focus on how talent should be managed. This represents a significant limitation in understanding how best to manage top talent. There remains considerable ambiguity regarding the interaction of factors that produce high performance. Without identifying the antecedents of high performance, it is difficult to determine how to deliver it effectively. Consequently, a key objective for future research should be to investigate the antecedents of high performance among individuals classified as talent. Without such understanding, the relationship between talent and organizational performance cannot be fully clarified. A critical issue in Talent Management (TM) concerns how organizations identify talent. The central question is what criteria are used to determine whether individuals qualify as key talent. While high levels of performance are likely to be important, performance alone may not equate to talent; additional characteristics are required. Commitment is also a significant factor, though it is not the sole component of talent. The review highlights frequent use of the term “high potential,” yet clarity is lacking regarding what constitutes potential in practice. In Global Talent Management, the term “high potential” (often abbreviated as *HiPo*) refers to employees who demonstrate the ability, motivation, and characteristics to rise into leadership or critical roles in the future. Unlike “A players” (current top performers), high potentials are identified based on their future promise rather than just present performance. Establishing transparent and objective criteria for talent identification is essential, as decisions perceived as subjective or opaque risk generating employee dissatisfaction, particularly among those excluded from talent pools (Bjorkman et al., 2013). Consequently, organization must revisit the foundational questions of effective Talent Management Practices: how talent is defined and how it is identified in organizational practice.

The consideration of Talent Management Practices beyond large private-sector firms is essential. The public sector has faced heightened scrutiny in developed economies during and after the Global Financial Crisis (GFC). emerging reports raise concerns about potential success due to significant Talent Management Practices challenges, particularly skills gaps (e.g., Hay Group, 2011). Questions remain regarding the extent to which the public sector has engaged in strategic thinking about talent needs and whether it possesses the capacity to deliver reforms and future strategies in the context

of reduced resources and heightened expectations for improved service delivery and transparency.(Downs, Y. and Swailes, S. (2013))

7.0 Uniformed Leadership: Equity,Ethics And Justuce

One of the most controversial aspects of Talent Management (TM) is the treatment of high-performing individuals which risks polarizing employees within organizations. Despite the ubiquity and significance of equity, fairness, and justice, these principles have been largely overlooked in Talent Management practices, this omission is critical, as fairness, justice, and equity are widely recognized as cornerstones of healthy organizations (Bloom and Michel, 2002). Cosier and Dalton (1983, p.311) emphasize that concepts such as justice, fairness, and equity are of fundamental importance in the workplace, and mishandling them can have dramatic consequences for organizational functioning. Issues of equity and fairness are central to Talent Management (TM), given that many TM systems place disproportionate emphasis on A performers and talented individuals occupying pivotal positions. This emphasis often produces employment structures characterized by extreme wage dispersion and differentiated treatment of employees. Groysberg (2010, p.3) argues that inequitable rent distribution in knowledge companies stems from the belief that settling for employee leads to mediocrity, prompting managers to aggressively recruit and retain the best talent. However, the performance of star employees is contingent upon the contributions of numerous supporting staff, this dynamic risks generating psychological tensions within organizations and exacerbating perceptions of inequality and unfairness. Furthermore, the perspectives of individuals classified as talent, underscoring a critical gap in understanding how Talent Management practices are experienced by those directly affected, several studies have examined the role of information technology in the identification and management of talent, reflecting the growing emphasis on evidence-based decision-making (Vaiman et al., 2013). Harris et al. (2011) highlight the use of analytic to demonstrate how investment in human capital can generate returns on financial capital. For such approaches to be effective, organizational data, analyses, and processes must be fully integrated. This requires moving beyond static reporting of convenience data toward outcome-focused predictive measures that support strategic talent decisions.

Uniformed Leadership typically refers to leadership exercised within military, police, or other uniformed services, where authority, discipline, and hierarchy are central. It emphasizes command structures, standardized practices, and collective identity through uniforms. Uniformed Leadership must understand the challenge the extent to which data generated by organizational systems informs talent decisions. Drawing on the social construction of technology literature, find the role of IT is contested and often marginalized by decision-makers, who prefer to rely on individual and collective sense-making of their environment. Talent identification decisions are typically based on subjective interpretations, with significant variation in understanding what constitutes talent and how it should be identified. The analysis concludes that the potential of IT to improve talent identification remains under-realized, with analytic being used only in a limited capacity even when available (.Bahuguna, P. C., Bangwal, D., & Kumar, R. (2022) The dominant focus on a small and exclusive group of employees Uniformed Leadership has drawn attention to the ethical implications of Talent Management, particularly the emphasis on individuals with high potential, a differentiated and exclusive approach may appear intuitively rational, it raises significant ethical challenges. To address these concerns, understand the Talent Development and Talent Acquisition that organizations:employees Uniformed Leadership can employ to assess the ethical standing of their Talent Management practices.

8.0 Conclusion

this paper provides a comprehensive systematic review of the current state of Talent Management, highlight on how the field might usefully evolve in the Talent Development and Talent Acquisition previous reviews have addressed TM, the approach adopted here has surfaced caveats not previously highlighted, including the greater volume of published papers and the higher proportion of empirical studies. With adopt the view that the Talent Management (TM) field is progressing toward adolescence, with a long and complex trajectory ahead before reaching maturity (Scott, 1987). The trajectory to date has been overwhelmingly positive, advancing knowledge of Talent Management and organizational responses to its inherent challenges. However, caution is warranted, as the term Talent Management is often used loosely, which risks undermining conceptual and theoretical advancement—the foundation of a critical research field. Scholars must continue to push intellectual boundaries to ensure Talent Management: Talent Development and Talent Acquisition develops into a sustainable field of research that contributes not only to academic theorization but also to bridging the persistent practice gap (McDonnell, 2011). For the field to advance toward maturity, the fragmented nature of the literature must be consolidated into a more coherent paradigm, and this should be a primary focus for future Uniformed Leadership attention, advancing the Talent Management (TM) field effectively will require greater levels of interdisciplinary and multidisciplinary information. Although widely discussed in academic circles, such approaches remain relatively

uncommon. Several literature resonate strongly with Talent Management which has clear relevance to Talent Development and Talent Acquisition. Greater alignment between Talent Management information across these fields could yield significant benefits.Advancing Talent Management (TM) requires improvement not only from conceptual and theoretical perspectives but also through significantly increased empirical investigation. Such efforts are essential to address the fragmentation evident in the literature. While our review contradicts earlier claims that Talent Management is dominated by conceptual work, there remains no room for complacency regarding the quality and quantity of primary research. Increased empirical research, with particular emphasis on improving the quality, depth, and breadth of methodologies employed. Single case studies have been, and can continue to be, valuable in enhancing understanding, but many require deeper levels of analysis. Greater inclusion of diverse stakeholders is necessary to advance multi-level research designs. In addition to Human Resource managers and top management teams, the perspectives of middle and line managers, consultants, recruitment agencies, employees, and their representatives must be incorporated. Furthermore, there is a pressing need to conduct more generalize analysis. Methodological rigor is frequently lacking in empirical research on Talent Management (TM) practices, which undermines the validity and generalizability of findings. Future investigations should adopt comprehensive research designs, including mixed-method approaches and longitudinal studies, to provide more reliable insights into the effectiveness of diverse Talent Management strategies and interventions. Moreover, existing literature disproportionately focuses on large multinational corporations, neglecting the distinct Talent Management challenges faced by other organizational contexts. Subsequent studies should therefore examine how Talent Management practices can be adapted and customized to meet the unique requirements and constraints of different types of organizations.

Future research offer useful insights and practical recommendations for practitioners through the establishment of a clear analysis, the adoption of strong research methodologies, the exploration of various organizational contexts, the adoption of technology-driven solutions, and the investigation of the impact on organizational outcomes. These developments will strengthen the theoretical underpinnings of talent management while also empowering organizations to create more specialized and successful plans for luring, nurturing, and keeping talent in the cutthroat and dynamic modern workplace. To put it simply, the global business environment is becoming more complex and interconnected, and embracing emerging trends and methodologies will help optimize human capital and foster organizational excellence the global business environment is becoming more complex and interconnected, and embracing emerging trends and methodologies will help optimize human capital and foster organizational excellence

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