

UNLEASHING INNOVATION THROUGH EFFECTIVE TALENT MANAGEMENT: A COMPARATIVE ANALYSIS OF STRATEGIES AND PRACTICES IN DIVERSE INDUSTRIAL

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ABSTRACT

This research discusses the urgency of talent management in four industrial sectors: technology, health, education, and manufacturing. The main objective is to understand how each sector faces the challenges of attracting, developing and retaining quality talent and the impact on company performance. Qualitative methods were used with in-depth interviews with HR managers and executives in each sector. The research results show that each sector has unique needs and challenges. The technology industry is facing stiff competition for talent with high technical skills and is adopting innovative approaches to recruitment. The health sector emphasizes the importance of scholarships and training programs to overcome the shortage of qualified medical personnel, especially in remote areas. Educational institutions focus on professional development and competitive compensation to attract and retain quality faculty. Meanwhile, the manufacturing sector prioritizes training programs and collaboration with vocational schools to develop technical and managerial skills. Effective talent management strategies have proven important in improving company performance in all sectors studied. This research suggests that companies need to adapt talent management strategies according to their respective industry contexts to maximize organizational competitiveness and success in dynamic global markets.

Keywords : Talent Management, innovation, Technology, Health, Education, Manufacturing, Career Development, Recruitment, Talent Retention, Company Performance

INTRODUCTION

Talent management has become one of the main focuses in human resource strategies in various organizations. With increasingly fierce competition, companies are required to have employees who are not only qualified but also able to adapt to rapid changes (Edeh, Zayed, Perevozova, Kryshtal, & Nitsenko, 2022). Rapid technological changes, globalization, and ever-evolving market dynamics force companies to be more selective in finding and retaining the best employees. This makes talent management a crucial aspect in a company's long-term success. Through effective talent management, companies can ensure that they have the right human resources to drive innovation and maintain competitiveness (E. N. Barkhuizen & Masale, 2024).

Talent management not only involves the recruitment and selection process, but also includes employee development, training and retention (Narayanan, Rajithakumar, & Menon, 2018). In this context, talent management is considered as a strategic approach to identifying, developing and retaining high-potential individuals in the organization. Companies that implement talent management well will be better able to navigate business challenges and take advantage of existing opportunities. Therefore, it is important for every organization to understand and implement the concept of talent management thoroughly and effectively (Collings & Mellahi, 2009).

In the current era of digital disruption, organizations are faced with an unprecedented complexity of challenges and opportunities. Increasing competition, rapid technological developments, and rising expectations from customers are the main dynamics changing the global business landscape. To remain relevant and successful in this rapidly changing environment, innovation has become a key element that cannot be ignored (Sivakami, 2018).

Talent management plays a central role in facilitating innovation within organizations. Innovation is not the result of chance, but rather the result of directed and creative efforts from individuals within the organization. An effective talent management approach helps organizations in several crucial ways. First, by identifying high-potential individuals who have talent and innovative ideas, organizations can ensure that the right human resources are positioned to formulate valuable new solutions. Second, through developing innovative talent, organizations provide support in the form of training, career development, and learning opportunities that encourage employees to hone their abilities in creative thinking, solving problems, and collaborating effectively (Tuli, 2023).

Apart from that, creating a culture that supports innovation is also key. A conducive work environment, where new ideas are valued, risks are taken wisely, and failure is viewed as an opportunity to learn, is an important element in building a strong

innovation foundation. Finally, retaining innovative talent through providing competitive compensation and benefits, as well as opportunities for sustainable growth and development, is a strategy that should not be ignored in efforts to maintain the quality and excellence of the best employees (Trigunait & Taruna, 2020).

As a concrete example, a technology company might implement a job rotation program that allows employees to learn different skills and broaden their perspectives, which can spark the emergence of innovative ideas for new technology solutions. On the other hand, manufacturing companies can hold internal contests that invite employees to compete in developing new ideas to improve operational efficiency and productivity. Likewise, service companies can create open collaboration spaces where employees from different departments can meet and collaborate to produce innovative solutions that better meet customer needs.

However, without effective talent management, organizations will face some serious challenges. Difficulties in finding and developing employees with innovative potential can result in the loss of valuable talent, while existing innovative ideas may not be implemented well without the support of an organizational culture that supports innovation and a clear implementation process. In the long term, organizations that fail to deliver innovation risk falling behind their competitors and experiencing a decline in competitive advantage, which can threaten their sustainability and growth in this competitive market (Neo, Almunawar, & Raimi, 2023).

The background to the importance of talent management can be traced to paradigm changes in the business world. Previously, the company's main focus was on performance management and operational efficiency. However, with the increasingly complex business environment and increasing demand for innovation, attention is turning to how to manage and maximize employee potential (N. E. Barkhuizen & Gumede, 2021). In a dynamic business environment, employees are not only seen as resources that must be managed, but as strategic assets that need to be developed and well cared for. Companies that are successful in talent management tend to have stronger competitive advantages and are able to create sustainable added value (Shikweni, Schurink, & Van Wyk, 2019).

Talent management also involves a holistic approach that covers various aspects of human resource management. These include workforce planning, career development, performance management, and employee retention programs (Cai, Ji, Wijekoon, & Yuan, 2023). This approach demands collaboration between various functions within the organization, including top management, line managers, and the human resources department.

Through close collaboration, companies can ensure that every employee gets the support and opportunities needed to develop according to their potential. This not only improves individual performance but also drives overall organizational growth (Kumar, 2022).

Definitions of talent management can vary, but at its core, talent management is a systematic and planned process for attracting, developing, and retaining individuals with the skills and competencies necessary to meet an organization's strategic goals (Kaliannan, Darmalinggam, Dorasamy, & Abraham, 2023). Talent management involves identifying future skills needs, developing clear career paths for employees, and creating a work environment that supports professional growth. Apart from that, talent management also emphasizes the importance of effective leadership in guiding and motivating employees to achieve their best performance (Jooss, Collings, McMackin, & Dickmann, 2024).

The aim of this research is to conduct a comparative study of the urgency of talent management in various industrial sectors. By understanding how various industries view and implement talent management, this research is expected to provide useful insights for human resource practitioners and corporate managers (Reis, Sousa, & Dionísio, 2021). This research will explore differences in talent management approaches between the technology, finance, manufacturing and service sectors. Through this analysis, the factors that drive the urgency of talent management in each sector will be revealed and how companies can adjust their strategies to increase the effectiveness of talent management (Mujtaba, Mubarik, & Soomro, 2022).

In the technology sector, for example, the pace of change and innovation requires a flexible and responsive talent management approach. This sector often faces challenges in retaining employees with specialized skills that are highly sought after in the market (Collings, Scullion, & Vaiman, 2015). Meanwhile, the financial sector may focus more on developing analytical and managerial skills to deal with regulatory complexities and market dynamics. On the other hand, the manufacturing sector may place greater emphasis on developing technical and operational skills to increase efficiency and productivity. The service sector, which relies heavily on human interaction, may prioritize the development of communication and customer service skills (Painter-Morland, Kirk, Deslandes, & Tansley, 2019).

Finally, this research will also discuss the practical implications of the findings obtained. By understanding the differences in urgency and talent management approaches across sectors, companies can design more targeted strategies to attract, develop and retain top talent. This research is

expected to make a significant contribution to the talent management literature and offer recommendations that can be implemented by companies to improve their competitiveness. By implementing effective talent management, companies can ensure that they have employees who are capable of supporting the organization's long-term growth and success.

RESEARCH METHODS

This research uses qualitative methods with a case study approach to examine the urgency of talent management in various industries. Qualitative methods were chosen because they provide an in-depth understanding of complex phenomena and allow researchers to explore individual perspectives and experiences in detail. The case study approach allows researchers to focus on a specific context and explore the differences and similarities between various cases (Sopiah, Kurniawan, Nora, & Narmaditya, 2020).

This research uses a comparative case study design involving four main industries: technology, health, education, and manufacturing. Each industry was selected based on the different characteristics and challenges they face in talent management (Samidi, Maarif, Saptono, & Arsyanti, 2023). This research involves companies operating in each of these industries to obtain a comprehensive picture of the urgency of talent management.

Participants in this study were HR managers and executives from companies operating in the technology, health, education, and manufacturing sectors. A total of 20 in-depth interviews were conducted with participants selected based on the following criteria:

1. Have a managerial or executive position in the HR field.
2. Have a minimum of 5 years work experience in the current company.
3. Willing to provide in-depth information regarding talent management policies and practices in their company.

Data was collected through in-depth interviews and document analysis. In-depth interviews were chosen because they allowed the researcher to explore participants' perspectives and experiences in detail. Each interview lasts 60-90 minutes and is conducted face-to-face or via virtual communication platforms such as Zoom or Microsoft Teams (Mitosis, Lamnisos, & Talias, 2021).

Apart from interviews, data was also collected through analysis of internal company documents, such as annual reports, HR policies and talent development strategies. These documents provide additional information regarding the context and talent management practices implemented by the company.

The main instrument used in this research is a semi-structured interview guide. The interview guide was prepared based on a literature review regarding talent management and includes questions related to:

1. The importance of talent management in the corporate context.
2. Implemented talent management strategies and policies.
3. Challenges faced in talent management.
4. The impact of talent management on company performance.
5. Comparison with talent management practices in other industries.

The research procedure consists of several stages, namely participants are selected based on predetermined criteria and contacted via email or telephone to ask for their willingness to participate in the research. Interviews were conducted according to a schedule agreed with the participants. Each interview was recorded with the participant's permission for transcription and data analysis purposes (Kozjek & Franca, 2020). Internal company documents were collected and analyzed to obtain additional information regarding talent management practices. Interview data was transcribed verbatim and analyzed using a thematic approach. The analysis process involved coding the data to identify key themes relevant to the urgency of talent management. To ensure the validity and reliability of the data, researchers triangulated the data by comparing the results of interviews and document analysis. Additionally, some participants were asked to review their interview transcripts to ensure accuracy.

Data yang telah dikumpulkan dianalisis menggunakan pendekatan tematik, which involves several steps, namely interview transcripts are read repeatedly to identify words, phrases or sentences related to the urgency of talent management (Aina & Atan, 2020). These sections were then given initial codes. Initial codes were grouped based on similarity and relevance to form initial themes. Each theme is identified based on specific aspects of talent management, such as recruitment strategies, career development, or talent retention. The initial themes were further analyzed to identify key themes that reflect the urgency of talent management in each industry. The main themes are then organized into a more comprehensive framework. Key themes were interpreted to explore the relationship between talent management urgency and industry characteristics. This interpretation is supported by direct quotes from interviews and information from document analysis (Skuzza, Woldu, & Alborz, 2022).

RESULTS AND DISCUSSIONS

This research explores the urgency of talent management in four industry sectors: technology, health, education, and manufacturing. Data was

obtained from in-depth interviews with HR managers and executives in each sector. This section will present the research results based on the main themes identified: recruitment strategies, career development, talent retention, main challenges, and the impact of talent management on company performance.

Recruitment Strategy

Technology

The technology industry stands out with great urgency in recruitment strategies. Intense competition for talent with highly technical skills is driving technology companies to adopt proactive and innovative recruiting approaches. Companies often collaborate with top universities, host hackathons, and attend technology conferences to attract potential candidates. The use of artificial intelligence (AI) in the recruitment process is also becoming a trend, allowing companies to screen candidates more efficiently (Sparrow, 2019).

One HR manager from a large technology company explained, "We hold hackathons and recruitment events at top campuses to attract young talent. AI technology also helps us in sifting through thousands of applications more efficiently."

This approach shows that technology companies focus not only on meeting technical skills but also on the candidate's innovation potential and adaptability.

Health

In the health sector, recruiting quality medical personnel is a top priority, especially in remote areas. Hospitals and healthcare facilities often collaborate with medical educational institutions to attract aspiring professionals through scholarship programs and hands-on training (Rožman, Tominc, & Štrukelj, 2023).

An HR executive at a large hospital explained, "We provide scholarships to medical students in the hope that they will join us after graduation. We also work with universities to provide hands-on training programs at our hospitals."

This approach highlights the importance of intrinsic motivation and long-term support in attracting talent in the healthcare sector.

Education

Educational institutions face challenges in attracting and retaining quality teaching staff. Recruitment strategies focus on offering research incentives, professional development, and competitive compensation. Institutions also provide a supportive work environment to encourage long-term career development (Lewis & Heckman, 2006).

An HR manager at a leading university stated, "We offer research incentives and opportunities for ongoing professional development

to our faculty. This is important for attracting and retaining quality teaching staff."

This strategy reflects the need to create a supportive work environment and provide career development opportunities in the education sector.

Manufacture

In the manufacturing sector, recruitment is focused on workers with technical and managerial skills. The main challenge is attracting young talent interested in the industry. Companies often work with vocational schools and technical training programs to attract job candidates.

An HR manager from a large manufacturing company explained, "We have internship programs and work closely with vocational schools to ensure a steady flow of young talent interested in the industry. We also offer internal training for skills development."

This approach shows the importance of education and training in attracting talent in the manufacturing sector.

Career Development

Technology

Tech companies focus heavily on career development to retain their talent. Intensive training programs, mentoring, and clear career paths are some of the strategies used. Technology companies also often provide opportunities for employees to work on challenging, innovative projects (Faqihi & Miah, 2023).

An HR manager at a large technology company said, "We have a mentoring program that helps new employees adapt and develop. Additionally, we encourage employees to continue learning and developing their skills through various training."

This approach shows the importance of structured career development and opportunities for innovation in retaining talent in the technology industry.

Health

Career development within the health sector is essential to ensure medical personnel continue to develop their skills. Hospitals and healthcare facilities offer continuing education programs and specialty training for medical staff. These programs are important for maintaining the quality of health services (Gallardo-Gallardo, Thunnissen, & Scullion, 2020).

An HR executive at a large hospital stated, "We provide continuing education programs for our doctors and nurses. This training covers a wide range of medical specialties to ensure they are always up-to-date with the latest developments in the medical field."

This approach highlights the importance of continuing education and specialized training in career development in the health sector.

Education

Educational institutions focus on the professional development of their teaching staff. Training programs, conferences, and research opportunities are some of the ways used to support the career development of lecturers and teachers. Institutions also often hold workshops and seminars to develop teaching skills (Claus, 2019).

An HR manager at a large university stated, "We support our teaching staff by providing funding for research and participation in international conferences. We also hold regular teaching skills development workshops."

This approach emphasizes the importance of support for professional development and research opportunities in attracting and retaining quality faculty.

Manufacture

Career development in the manufacturing sector often focuses on improving technical and managerial skills. Internal training programs and professional certifications are some of the ways manufacturing companies develop their employees. Companies also often offer clear career paths for employees who show managerial potential.

An HR manager at a large manufacturing company stated, "We offer a comprehensive technical training program for our employees. Additionally, we have clear career paths for those who show potential for managerial positions."

This approach highlights the importance of professional training and certification programs in career development in the manufacturing sector.

Talent Retention

Technology

Technology companies face huge challenges in retaining talent due to high demand and competition. To combat this, they offer competitive compensation, a flexible work environment, and an innovative company culture. Some companies also provide stock options and long-term incentives to increase retention (Musakuro, 2022).

An HR executive at a large technology company stated, "We provide a flexible work environment and competitive compensation. Additionally, we offer stock options to employees who have made significant contributions."

This approach shows the importance of competitive compensation and a flexible work environment in retaining talent in the technology industry.

Health

Talent retention in the health sector is critical to maintaining continuity of health services. Hospitals and healthcare facilities offer financial incentives, work recognition, and wellness programs to retain medical personnel. A supportive and collaborative work environment also plays an important role in talent retention (Montero Guerra, Danvila-del-Valle, & Méndez-Suárez, 2023).

An HR executive at a large hospital explained, "We provide financial incentives and work recognition to our medical staff. Additionally, we create a supportive and collaborative work environment to ensure they feel valued."

This approach shows the importance of financial incentives and welfare support in the retention of medical personnel.

Education

Retention of teaching staff in the education sector is achieved through competitive compensation, professional development opportunities, and a supportive work environment. Educational institutions also often provide incentives for quality research and teaching.

One HR manager at a large university stated, "We offer competitive compensation and opportunities for professional development. In addition, we provide incentives for quality research and teaching."

This approach highlights the importance of professional development and work recognition in faculty retention.

Manufacture

Talent retention in the manufacturing sector is focused on providing ongoing training, financial incentives, and job recognition. Manufacturing companies also often offer a stable work environment and opportunities for internal promotion.

An HR manager at a large manufacturing company stated, "We provide ongoing training and financial incentives to retain our employees. We also offer opportunities for internal promotion for those who demonstrate good performance."

This approach shows the importance of continuous training and promotional opportunities in employee retention in the manufacturing sector.

Main Challenges

Technology

The main challenges in the technology sector are high employee turnover rates and intense competition for the best talent. Technology companies must continually innovate their recruitment and retention strategies to remain competitive.

An HR manager at a large technology company explained, "High employee turnover rates

and intense competition mean that we must constantly innovate our recruitment and retention strategies."

This approach shows that the technology industry needs a flexible and adaptive approach to talent management.

Health

In the health sector, the main challenge is ensuring the availability of qualified medical personnel in remote and less developed areas. Scholarship programs and collaboration with medical educational institutions are key strategies to overcome this challenge.

An HR executive at a large hospital stated, "Attracting qualified medical personnel to work in remote areas is our main challenge. We use scholarship programs and hands-on training to address this problem."

This approach demonstrates the importance of long-term support and intrinsic motivation in overcoming recruitment challenges in the health sector.

Education

A major challenge in the education sector is attracting and retaining quality teaching staff. Educational institutions face competition from other industries that offer higher compensation and broader career development opportunities.

An HR manager at a large university explained, "Attracting and retaining quality faculty is our main challenge. We must compete with other industries that offer higher compensation and broader career development opportunities."

This approach highlights the importance of competitive compensation and career development opportunities in addressing retention challenges in the education sector.

Manufacture

The main challenge in the manufacturing sector is attracting young talent interested in the industry and developing technical and managerial skills. Internal training programs and collaboration with vocational schools are key strategies to overcome this challenge.

An HR manager at a large manufacturing company stated, "Attracting young talent and developing technical and managerial skills is our main challenge. We use internal training programs and work with vocational schools to overcome these problems."

This approach shows the importance of education and training in overcoming recruitment challenges in the manufacturing sector.

The Impact of Talent Management on Company Performance

Technology

Effective talent management in the technology industry contributes to innovation and competitive advantage. Companies that are able to attract, develop and retain quality talent tend to be more innovative and able to compete in the global market.

An HR executive at a large technology company explains, "Effective talent management allows us to continuously innovate and remain competitive in the global marketplace."

This approach shows that effective talent management is the key to innovation and competitive advantage in the technology industry.

Health

In the healthcare sector, effective talent management contributes to improving the quality of healthcare services and patient satisfaction. Trained and motivated medical personnel can provide better and more efficient care.

An HR executive at a large hospital stated, "Effective talent management helps us improve healthcare quality and patient satisfaction."

This approach shows that effective talent management is the key to improving healthcare quality and patient satisfaction.

Education

Effective talent management in the education sector contributes to improving the quality of education and academic achievement. Qualified and motivated teaching staff can provide better teaching and support students' academic development.

An HR manager at a large university stated, "Effective talent management allows us to improve the quality of education and academic achievement of students."

This approach shows that effective talent management is the key to improving the quality of education and academic achievement in the education sector.

Manufacture

In the manufacturing industry, effective talent management contributes to improved operational efficiency and product quality. Skilled and motivated workers can work more efficiently and produce better quality products.

An HR manager at a large manufacturing company stated, "Effective talent management helps us improve operational efficiency and product quality."

This approach shows that effective talent management is the key to improving operational efficiency and product quality in the manufacturing industry.

Discussion

This research highlights the approaches and challenges faced by four key industry sectors in talent management: technology, health, education and manufacturing. Each sector has specific needs and faces unique challenges in attracting, developing and retaining quality talent. This discussion will outline the main findings from each sector and emphasize the practical and theoretical implications of the results of this research.

Technology Sector

Recruitment Approach and Challenges

The technology industry is known for its dynamism and innovation, which creates an urgent need for talent with high technical skills and the ability to adapt quickly to technological change. Tech companies use proactive recruiting strategies, such as collaborating with top universities, hosting hackathons, and attending tech conferences to attract potential candidates. Additionally, artificial intelligence (AI) technology is used to screen candidates efficiently.

However, the main challenge faced is the high level of employee turnover due to very tight competition. Companies must continually innovate their recruitment and retention strategies to remain competitive.

Career Development and Talent Retention

Career development in the technology sector is highly structured, with intensive training programs, mentoring and clear career paths. The opportunity to work on innovative projects is also a major attraction for talent in this sector. To increase retention, technology companies offer competitive compensation, flexible work environments, and long-term incentives such as stock options.

Impact on Company Performance

Effective talent management in the technology sector has a direct impact on a company's innovation and competitive advantage. Companies that are able to attract, develop and retain quality talent tend to be more innovative and able to compete in the global market.

Health Sector

Recruitment Approach and Challenges

The health sector faces major challenges in ensuring the availability of quality medical personnel, especially in remote areas. Recruitment of medical personnel is carried out through collaboration with medical education institutions, scholarship programs, and direct practical training. The main challenge is attracting medical personnel to work in less developed areas.

Career Development and Talent Retention

Career development in the health sector is focused on continuing education programs and specialization training. These programs are important for maintaining the quality of health services and ensuring medical personnel are always up-to-date with the latest developments. For retention, hospitals offer financial incentives, work recognition, and wellness programs.

Impact on Company Performance

Effective talent management in the healthcare sector contributes to improving the quality of healthcare services and patient satisfaction. Trained and motivated medical personnel can provide better and more efficient care, ultimately improving the reputation and overall performance of a health facility.

Education Sector

Recruitment Approach and Challenges

Educational institutions face challenges in attracting and retaining quality teaching staff. Recruitment focuses on offering research incentives, professional development, and competitive compensation. The main challenge is competition from other industries that offer higher compensation and broader career development opportunities.

Career Development and Talent Retention

Career development in the education sector involves training programs, conferences, and opportunities for research. Educational institutions support teaching staff by providing funding for research and participation in international conferences, as well as holding workshops and seminars for the development of teaching skills. For retention, competitive compensation and a supportive work environment are key.

Impact on Company Performance

Effective talent management in the education sector contributes to improving the quality of education and academic achievement. Qualified and motivated teaching staff can provide better teaching and support students' academic development, which ultimately improves the reputation and performance of educational institutions.

Manufacture Sector

Recruitment Approach and Challenges

In the manufacturing sector, recruitment is focused on workers with technical and managerial skills. The main challenge is attracting young talent interested in the industry. Companies often work with vocational schools and technical training programs to attract job candidates.

Career Development and Talent Retention

Career development in the manufacturing sector often focuses on improving technical and managerial skills through internal training programs and professional certification. The company also offers clear career paths for employees who demonstrate managerial potential. For retention, companies provide ongoing training, financial incentives, and job recognition.

Impact on Company Performance

Effective talent management in the manufacturing sector contributes to improving operational efficiency and product quality. Skilled and motivated workers can work more efficiently and produce better quality products, which ultimately improves company performance and competitiveness.

Practical and Theoretical Implications

The results of this study provide several important practical and theoretical implications. Practically, this research suggests that companies must adapt talent management strategies according to their respective industrial contexts. An approach that works in one sector may not be effective in another. Therefore, it is important for companies to understand the specific needs and unique challenges faced in their industry.

Theoretically, this research adds to understanding of how talent management can contribute to company performance in various sectors. These findings enrich the existing literature by providing insights into effective strategies in talent management and their impact on company performance.

CONCLUSION AND SUGGESTION

The results of this research show that the urgency of talent management varies greatly depending on the industry sector. Each industry faces unique challenges and needs when it comes to talent management, requiring different approaches and strategies.

The technology industry shows great urgency in attracting and retaining talent with high technical skills. The health sector focuses on the availability and development of qualified medical personnel. Education faces challenges in attracting and retaining quality teaching staff, while manufacturing focuses on developing technical and managerial skills.

Effective talent management strategies contribute to company performance in different ways in each industry. This research provides insight for HR practitioners and executives to develop talent management strategies that suit their respective industrial contexts, so as to increase organizational competitiveness and success in the global market.

Overall, this research confirms the importance of effective talent management in improving company performance in various industrial sectors. Each sector has unique needs and challenges when it comes to talent management, requiring different approaches and strategies. Companies that are able to adapt talent management strategies according to their industry context tend to be more successful in attracting, developing and retaining quality talent, ultimately increasing organizational competitiveness and success in a dynamic global marketplace.

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