



ENHANCING PRODUCTIVITY THROUGH PSYCHOLOGICAL PERSPECTIVES IN THE ERA OF GLOBAL TRANSFORMATION

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## Talent Management Strategies in Improving Employee Performance: Literature Review

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**Abstract:** Talent management is an important strategy in human resource management that focuses on identifying, developing, and retaining high-potential individuals to achieve organizational goals. In an era of global competition and digital transformation, organizations are required to have competent, adaptive, and innovative employees to increase productivity and performance effectiveness. This study aims to comprehensively examine various research results related to talent management strategies in improving employee performance. The method used is a literature review by examining five scientific journals published from 2021 to 2025 that are relevant to the research topic. The results of the study show that the implementation of talent management has a positive and significant effect on employee performance in various sectors, both public and private. This study also confirms that the success of talent management implementation is greatly influenced by leadership support, organizational culture, and a fair and sustainable reward system.

**Keywords:** Employee Performance, Talent Management, Career Development.

### Introduction

In an increasingly competitive business environment, organizations are required to have excellent human resources (HR) in order to survive and thrive. One strategic approach that is now widely used is talent management, which is a systematic process of attracting, developing, and retaining outstanding individuals to achieve organizational goals. This strategy involves the process of finding, developing, retaining, and placing the right individuals in the appropriate roles. According to Huliselan et al., (2022), talent management includes strategies to fill key positions in the organization with individuals who have high capabilities and ensure that they continue to develop through coaching and relevant work experience. Talent management generally changes individuals' perspectives and ways of thinking about their work.

This perspective assumes that human resources are company assets that must be managed strategically and proactively (Roswiyanti et al., 2025). Through this strategy, the

organization not only ensures the availability of 1 J-MAS (Journal of Management and Science) November 2025 competent workers but also creates a work environment that encourages increased employee performance productivity as a major factor in the success of the organization.

Talent management plays an important role in improving employee performance, which includes work quality, productivity, and individual and organizational effectiveness. Talent management is a long-term approach to managing human resources, placing individual potential as a strategic asset of the organization (Putranto et al., 2022). According to Farndale et al., (2010), talent management has become a major concern for HR in companies across various industries. By increasing employee productivity and performance, effective human resource and knowledge management can provide significant business value. According to Armstrong in Sopiah and Sangadji (2018) the factors that influence performance are individual factors, leadership factors, group/co-worker factors, system factors, and situational factors. With the rapid development of science and technology, competition has also become more intense. Organizations need employees who have the talent to maximize performance.

Employee performance is the result of the synergy of a number of factors, including internal employee factors, internal organizational environment factors, and external organizational environment factors that can influence employee work behavior and subsequently affect employee performance. The procedures and structures implemented within a company have a significant impact on high employee performance, in addition to individual skills (Qifari, 2025). Employee performance, on the other hand, is defined by Campbell in Koopmans et al. (2011) as behavior or conduct that is relevant to corporate goals. There are three ideas from the definition of performance, namely: 1) work performance is behavior, not results; 2) work performance only covers behavior that is relevant to organizational goals; and 3) work performance is multifaceted.

## Literature Review

This study is related to research by (Masrurroh et al., (2023) which shows that talent management significantly and positively improves the performance of civil servants in Kuningan Regency, confirming that effective human resource management can produce high-achieving and productive civil servants. This finding is also supported by research by Rahmayanti et al., (2024), which identified that talent and knowledge management both significantly affect employee performance at PT Bank BNI (Persero) Tbk, with knowledge management being the most dominant factor.

Furthermore, Dermawan et al., (2022) emphasize that the positive impact of talent management on employee performance will be maximized if organizations are able to overcome implementation barriers, such as lack of training, unstructured performance evaluations, and weak commitment from top management. With a structured strategy, organizations can ensure that their talents not only develop individually, but also contribute maximally to the overall goals of the organization.

Looking at several journals that have discussed the importance of talent management in employee improvement, there is consistency that talent management plays a significant role in improving employee performance. However, there are still gaps in implementation in various industry contexts, especially in small and medium-sized organizations that do not yet have a structured talent management system. Therefore, this literature review was conducted to analyze in depth various empirical studies related to talent management

strategies and their implications for improving employee performance, with the aim of developing a comprehensive conceptual understanding and providing strategic recommendations for human resource development in various organizational sectors.

## Research Methods

No	Researcher	Title	Year	Method	Analysis
1	Firly Nur Agustiani dan Stefanus M.S. Sadana	Analysis of Talent and Competency Management in Improving Employee Performance at PT. Bank BRI TBK	2021	Kuantitatif	Talent management has a positive and significant effect on employee competence. Good talent management can improve employee competence, and through this improvement, employee performance will also increase. Competence acts as a mediating variable that strengthens the relationship between talent management and employee performance.
2	M. Riswan Dermawan, Ahmad Multazam, I Gde Dharma	The Influence of Talent Management and Knowledge Management on Employee	2022	Descriptive research method	Talent management and knowledge management have a positive and significant combined effect on employee
3	Rina Masrurroh, Indah Fiki Apriani, Pipih Sopiyon	The Role of Talent Management and Knowledge Management in Improving Employee Performance	2023	Survey method with descriptive and quantitative analysis	Talent management and knowledge management simultaneously have a positive and significant effect on the performance of civil servants in the Kuningan Regency Youth, Sports, and Tourism Office. Employee talent management and development contribute more to performance improvement than the implementation of knowledge management, which

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4	Sri Fausiah Rahmayanti, Fitriani Latief, Nurkhalik Wahdaniel Asbara, Iradat Rayhan Sofyan	The Influence of Talent Management and Knowledge Management on Employee Performance Improvement at PT Bank	2024	Kuantitatif	Talent management and knowledge management have a positive and significant effect, both partially and simultaneously, on employee performance. Improving employees' ability to manage and apply knowledge
5	Adelia Ayu Larasati, Ariyanto, Ratih Nur Cahyati	Analysis of the Influence of Talent Management and Career Management on Improving Employee Performance Effectiveness	2024	Survey method and multiple linear regression analysis	Talent management and career management have a positive and significant effect on employee performance effectiveness in the retail and culinary sectors in Yogyakarta. Employee performance improvement will be more effective if companies are able to strategically manage career development and talent potential, so that these two aspects become important factors in improving work effectiveness.

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## Result and Discussion

Knowledge management and career management on employee performance can be concluded that all studies agree that the implementation of a targeted and strategic human resource management system has a positive effect on improving employee performance, albeit with varying levels of significance and context.

Most studies indicate that employee performance and talent management have a positive correlation. According to Pella & Inayati (2011) in Wicaksana (2021), talent is defined as J-MAS (Journal of Management and Science) November 2025 organization members who possess specialized skills and contribute significantly to the achievement of business objectives. Amid increasingly complex business dynamics, talent management has emerged as a critical component of organizational strategy to ensure competitive advantage. Talent management is not merely a part of conventional human resource management (HRM), but rather

a strategic approach that aims to identify individuals with high potential, develop their skills, and retain them in the organization so that they can make maximum contributions. Research by Agustini and Sadana (2021) shows that talent management has a strong influence on improving employee competence, which in turn has an impact on improved performance. This reinforces the theory that improving individual abilities will have a direct impact on better work results.

Furthermore, research by Dermawan et al., (2022) found that talent management and knowledge management have a positive and significant simultaneous effect on employee performance, but not a significant partial effect. This indicates that the synergy between talent and knowledge management is more effective than separate implementation. These obstacles include a lack of continuous training, limited resources, and an organizational culture that does not fully support learning.

Research conducted by Masruroh et al., (2023) found that the effective implementation of talent management can increase the productivity of civil servants in the government sector. Talent mapping, development, and retention have been proven to play an important role in fostering employee motivation and commitment to the organization. These results are also reinforced by research conducted by Rahmayanti et al., (2024) at PT. Bank BNI (Persero) Tbk, which confirms that talent management has a significant impact on employee performance in the banking sector. In this context, employees who are placed according to their expertise and potential show better performance improvements, both in terms of efficiency and effectiveness.

The research by Larasati and Cahyati (2024) expands the study by including career management as a supporting variable. The results show that both talent management and career management have a positive and significant effect, both partially and simultaneously, on employee performance effectiveness in the retail and culinary sectors in Yogyakarta. This shows that a planned career development strategy can strengthen the relationship between individual potential (talent) and work effectiveness, especially in small and medium-sized enterprises that require high flexibility in human resource management. In addition, this approach creates an adaptive work environment and encourages employees to innovate and improve performance continuously.

Silzer & Dowell (2010) in Waruwu et al., (2023) state that in a company, talent management involves five main interrelated stages, namely: 1) identification and selection of talented employees, especially from external sources, 2) evaluation of the competencies and skills of these employees, 3) reviewing and formulating placement strategies, 4) development and placement, and 5) coaching and retention of talented employees. Several factors that can determine the success of talent management implementation include leadership commitment, work competency standards, employee competency mapping, and career planning and development programs for employees. In practical terms, organizations are advised to design talent management strategies that cover four main aspects: (1) planning and identifying potential talent, (2) continuous development through training and mentoring, (3) reward and retention systems for high-performing employees, and (4) integration with career and knowledge management policies. Thus, a talent management strategy not only increases productivity but also builds a work culture that is innovative, collaborative, and performance-oriented.

## Conclusion

Based on the results of a literature review that supports the idea that talent management significantly improves employee performance in various departments of an organization. This strategy helps companies find, develop, and retain high-potential employees to increase output and productivity. Effective talent management is not merely an administrative activity, but rather a long-term business strategy to create added value through superior human resources. In addition, knowledge and competency management play an important role as supporting factors that strengthen the relationship between talent management and performance. The integration of these three elements encourages the development of employees who are adaptive, innovative, and highly committed to the organization. Overall, the implementation of planned and sustainable talent management is essential for building superior human resources and achieving organizational competitive advantage. Further research is recommended to evaluate the role of digital technology and organizational culture as factors that can strengthen the effectiveness of talent management strategies.

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