Finding Talent: What Does Talent Management Require in Order to Change?

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ABSTRACT: This study examines the concept of "talent management for change" through a comprehensive review and mapping of the literature from a multilevel perspective. It utilizes published journals sourced from the Publish or Perish (PoP) database based on Google Scholar, with a subsequent elimination process to ensure relevance and credibility, including only those indexed by Scopus. The literature review reveals current research trends related to organizational change in talent management. Additionally, it identifies key variables and suggests future research directions from a multilevel perspective. A limitation of this study is its reliance on data from sources with high credibility and Scopus indexing, included based on their relevance. For the implication, this literature review offers conceptual and practical insights into talent management for change, providing a general overview and identifying specific needs. Furthermore, it enhances understanding of the topic and offers guidance for future research. This study maps existing research in published journals concerning talent management for change, highlighting its relevance and identifying essential elements for managing talent in the context of change.

Keywords: Talent Management, Change Management, Finding Talent, Literature Review

INTRODUCTION

The most crucial factor in determining an organization's success in a competitive environment is the quality of its human resources and the management of its talent pipeline. Talent encompasses a wide range of attributes, including intelligence, skills, abilities, knowledge, intrinsic gifts, behavior, judgment, attitude, character, and drive (Michaels et al., 2001). As noted by Anlesinya et al. (2019) and Schuler and Tarique (2012), the global competition for attracting and retaining scarcely talented employees is intensifying. Organizations must systematically identify critical positions that

contribute uniquely to sustainable competitive advantage and develop a talent pool with high potential and performance to fill these roles. This requires a differentiated human resource architecture that ensures competent individuals are placed in crucial positions and maintain an ongoing commitment to the organization.

Talent management practices are typically divided into three categories: talent attraction and acquisition, talent development, and talent retention management (Tarique & Schuler, 2010). Effective talent management necessitates that HR managers understand the mindset of their talent to invest appropriately and place them in strategic roles that will enhance organizational performance (Hatum, 2010). Hans (2015) suggests that employees feel valued and appreciated when organizations show care and provide career development and training opportunities. Therefore, if an organization can implement talent management practices evenly, it will enhance its competitiveness, allowing it to thrive globally and sustain itself amidst ongoing changes.

Talent management aims to achieve sustainable organizational performance that aligns with operational and strategic objectives. Miller et al. (2010) emphasize that sustainability has become a more critical issue for organizations across all sectors in today's unpredictable economic climate. Sustainability, in this context, refers to an organization's ongoing contributions in terms of its environmental, financial, human, and societal impact over time. Although previous studies have explored the relationship between talent management and organizational performance (Chien & Tsai, 2012; Ejovwokeoghene et al., 2018; Russell & Bennett, 2015; Sivathanu & Pillai, 2019, 2020; Williamson, 2011), the specific relationship between talent management and organizational change remains less understood. This relationship is intricately tied to the roles of leaders and managers in developing, enhancing, and maintaining the organization, as well as the role of individuals in responding to changes. Therefore, organizations must adapt and innovate continually to remain competitive.

The concept of change is multifaceted and examined from various perspectives and disciplines. Understanding the antecedents that influence organizational change within the context of talent management is essential. Organizational change typically involves multiple levels, including individual, team, and organizational levels. At the individual level, factors such as attitudes towards change (Vakola & Nikolaou, 2005), perceptions of change (Weber & Weber, 2001), strategies for dealing with uncertainty (DiFonzo & Bordia, 1998), and stress induced by organizational changes play significant roles. At the team level, organizational change is influenced by the organizational context and the organizational identification and institutionalization processes, as seen in research on group processes and social identity (Van Leeuwen et al., 2003). Resilience and competitiveness are critical at the organizational level, as failure to adapt can lead to decline or dismissal.

Given the complexity of organizational change, it is crucial to understand the development of antecedents at the individual, team, and organizational levels to manage talent for change effectively. The literature often lacks a clear differentiation between individual and organizational readiness for change, leading to definitional and conceptual ambiguity and complicating research and practice. Furthermore, individuals are likely to resist organizational changes that are not supported by group norms and expectations (Cummings, 2004).

Research by Bhattacharya et al. (2018) explains that managing talent management practices can create conditions and leadership characteristics in IT services companies. However, this research only focuses on talent management for female employees. Research by Alves et al. (2020) explains talent management practices that can create practical commitment for employees, but this research only focuses on talent management practices globally. Research by Razali et al. (2024) explains the general development of talent management practices based on bibliometric analysis and literature reviews. However, this research does not specifically analyze talent management practices regarding organizational change.

Rafferty et al. (2013) highlight that a significant limitation in the study of change readiness is the lack of a multilevel perspective, which is crucial for comprehending the implications of change readiness at both individual and organizational levels. This research addresses what is required regarding talent management at each level to facilitate change and extends existing studies on multilevel processes (S. Caldwell et al., 2009; S. D. Caldwell et al., 2004; DiFonzo & Bordia, 1998; Pettigrew et al., 2001; Van Leeuwen et al., 2003; Weber & Weber, 2001; Whelan-Berry et al., 2003). The research questions are as follows:

RQ 1. How does talent management impact the readiness of individuals, teams, and organizations to face change?

RQ 2. How do individual, team, and organizational variables interact to support the effective implementation of change through talent management?

LITERATURE REVIEW

Talent Management

Talents are a unique and non-imitable human resource that can help the organization achieve a strategic advantage as key assets that can enhance innovation and social development, which are crucial for organizational sustainability due to the knowledge, skills, and expertise they possess (Razali et al., 2024). Talent management (TM) can be conceptualized as the systematic process of attracting, identifying, developing, engaging, retaining, and deploying talents that support organizations toward sustainable success (Kumar, 2022). Talent in an organizational context is "drive, energy, applied intelligence, a willingness to face challenges and demonstrated ability to make a distinctive difference to the business in a management or leadership context" (Chartered Institute of Personnel Development, 2005).

Talent at the group level is what is usually called a talent pool. The talent pool is a collection of employees who are identified as talented (Tansley, 2011). Therefore, it represents organizational thinking that includes activities and processes involving the systematic "attraction, identification, development, engagement, retention, and deployment" of talent within the organization (Battisti et al., 2023). Talent management practices are part of human resource management that focuses on workforce segments that aim to improve and maintain organizational performance (Iles et al., 2010).

The significance of ethical behavior and value commitment through talent management mechanisms (Swailes, 2013), to enhance employee retention (Vaiman et al., 2012). Employee turnover or demotivation will cause significant losses to the talent pipeline and productivity (Kumar, 2022). These costs will be unrecoverable and will have a detrimental effect on human capital investment (Kwon & Rupp, 2013). Organizations endeavor to recruit employees who possess qualities compatible with their colleagues and whose objectives and principles are consistent with the organization (Saleem et al., 2021). Employees who do not perceive their values as aligning with those of the organization or do not feel a sense of belonging will depart (Pariyanti et al., 2023).

METHOD

This study relied on secondary data obtained from literature reviews conducted by researchers who have published papers, journals, and documents. The literature analysis was performed using Publish or Perish (PoP) and Google Scholar to establish a credible link between talent management and organizational change (see Figure 1).

The total number of articles obtained was 537. Subsequently, the collection of articles was curated. The documents chosen are scientific publications published in reputable journals. The curation process ultimately resulted in 324 articles.

The study's sources are indexed by Scopus, ensuring their reliability. A wide range of publications, journals, and documents were collected to construct and support the conceptual framework. The search terms used included "Talent Management," "Talent Management Practices," and "Organizational Change." This literature review, categorized as a conceptual study, does not involve hypothesis testing to confirm the conceptual framework.
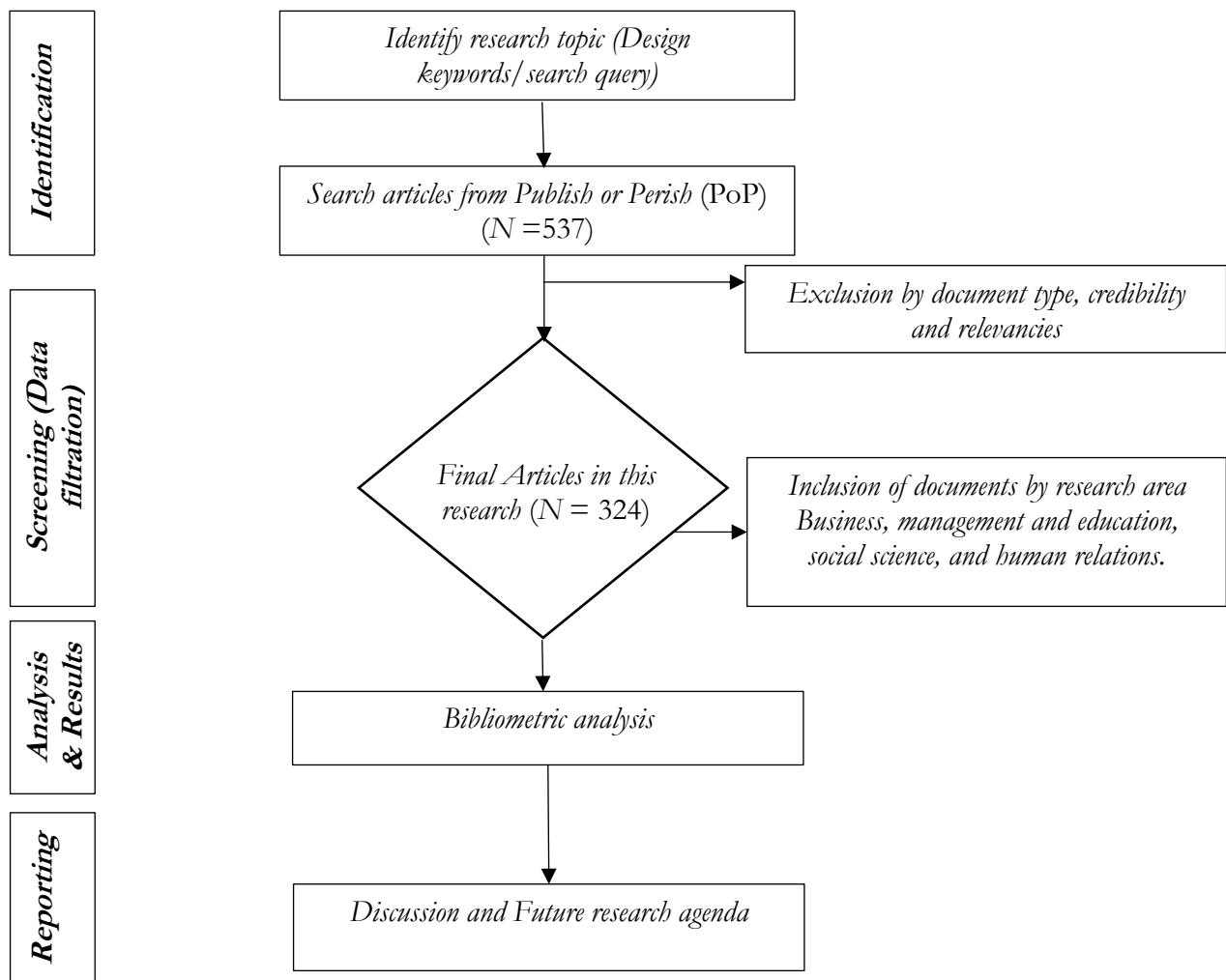
Figure 1. Process flow diagram

RESULT AND DISCUSSION

Through a comprehensive analysis of the literature on talent management and its relationship to change, we have identified the specific variables that impact each level of talent management in the context of change. The influential variables can be categorized according to different levels, namely individuals, teams, and organizations (see Table 1).

Table 1. Talent management for change

Employee Level	Team Level	Organizational Level
Adaptability	Readiness to change	Readiness to change
Employee Readiness to change	Communications	Attraction
Communications	Anticipation	Selection
Participation	Collective emotional	Transformational and charismatic leadership role
Perceived value and organizational support	Workgroup psychological safety	Organizational culture
Perceived leadership	Top management ambidexterity	Knowledge management
Individual culture	Decision-making	Organizational learning
Knowledge sharing	Performance	Learning organization
Learning agility	Innovation	Coaching
Learning culture	Creativity	Collective performance
Openness to change	Group attitudes	Innovation
Ambidexterity behavior		Change capabilities
Decision-making		Change supportive behavior
Performance		Job performance
Innovation		Job attitudes
Gender diversity and inclusion		Resistance to change
Commitment		Organizational capability
Creativity		

Source: Authors' own work

There were 18 factors at the employee level, 11 at the team level, and 17 at the organizational level. The definitions and discoveries of the variables that impact each level are further elucidated.

Organizational Level

Research on talent management at the organizational level encompasses 17 aspects. The factors include Readiness to change, Attraction, Selection, Transformational and charismatic leadership role, Organizational culture, Knowledge management, Organizational learning, Learning organization, Coaching, Collective performance, Innovation, Change capabilities, Change supportive behavior, Job performance, Job attitudes, and Resistance to change. The cornerstone of this framework is the organization's overall readiness to change. This refers to the preparedness of the entire organization, including its systems, processes, and culture, to embrace and implement change effectively. A high level of readiness is essential for minimizing resistance and facilitating smooth transitions.

Central to achieving readiness is the process of attraction and selection (Alves et al., 2020; Player et al., 2019). Attracting the right talent ensures that the organization brings in individuals who are skilled, open to, and capable of handling change. Effective selection processes further ensure that these individuals align with the organization's values and possess the adaptability required for a dynamic environment. Transformational and charismatic leadership is pivotal in fostering a climate conducive to change (Hentschel et al., 2018; Şahin et al., 2017). Leaders who inspire and motivate their teams can instill a positive attitude towards change, encouraging employees to embrace new

initiatives and navigate challenges confidently. Such leaders are instrumental in shaping an organizational culture that supports and values change.

Instances of transformational leadership toward change are demonstrated (Appelbaum et al., 2015; Chang, 2016; Chou, 2015; Holten & Brenner, 2015; Van der Voet et al., 2016; Widodo & Mawarto, 2020). Transformational leadership, as defined by Brown & Keeping (2005), refers to leaders who have the skill to effectively communicate a shared vision for the future, inspire colleagues intellectually, and acknowledge the unique qualities of each employee. Furthermore, transformational leadership is distinguished by leader conduct that inspires individuals to surpass their interests for the benefit of the collective; displaying confidence, a desire to influence others, and a firm conviction in the correctness of their beliefs and ideas; and possessing the ability to sway others through the use of charisma, attentiveness, compliance, and motivation (Konopaske et al., 2018).

In addition, transformational leadership in the context of change is also associated with psychological affective emotions (Rafferty et al., 2013). This pertains to cultivating mutual feelings among employees concerning organizational transition events, arising from a shared understanding of the advantages and disadvantages. Connelly et al. (2013) showed that transformational leaders may generate a collective positive emotional reaction to change inside an organization by effectively communicating the organizational goal to hope still and optimism.

Organizational culture itself is a significant determinant of readiness (Campuzano, 2019; Longman et al., 2018). A culture that prioritizes innovation, flexibility, and continuous improvement creates an environment where change is perceived as an opportunity rather than a threat. This culture is closely tied to knowledge management and organizational learning, which involve systematically handling information and fostering an environment where learning and development are continuous. The concept of a learning organization is particularly critical (Choi & Ruona, 2011). Organizations prioritizing learning at all levels encourage employees to develop new skills and knowledge, making them more adaptable to change. This is supported by coaching, which provides personalized guidance and support, helping employees navigate transitions more effectively and confidently.

In addition, in the specific context of change, such as in knowledge management (Chien & Tsai, 2012; Oltra & Vivas-López, 2013; Rusly et al., 2012; Sharipov et al., 2021; Vance et al., 2013), there are notable examples. Knowledge can be described as the perceived beliefs held by individuals and organizations (Nonaka, 1994). Effective knowledge management, which includes generating, utilizing, storing, and disseminating knowledge, is crucial for maintaining organizational competitiveness (Bhasin, 2006).

Collective performance and innovation are also crucial components (Galbreath, 2019). When teams work collaboratively and drive innovation, they are better equipped to handle change. High collective performance ensures that the organization moves forward cohesively, while a focus on innovation keeps the organization competitive and responsive to market dynamics. Change capabilities and change supportive behavior are essential traits that organizations must cultivate (Choi & Ruona, 2011). These involve developing the skills and behaviors necessary to manage and support change initiatives effectively. These capabilities directly impact job performance and job

attitudes, as employees who are proficient in managing change tend to perform better and maintain positive attitudes toward their work.

Resistance to change is a natural response but can be mitigated by addressing the aforementioned factors (McKay et al., 2013). Organizations can reduce resistance and enhance readiness by fostering a culture that supports change, providing strong leadership, and ensuring continuous learning. Addressing resistance involves understanding and addressing the underlying concerns and providing adequate support throughout the change process. In addition, it is connected to the variable of organizational capability. Previous research that focused on organizational capability has highlighted the importance of knowledge process capability in enhancing the effectiveness of organizational knowledge management (Aujirapongpan et al., 2010; Liao & Wu, 2010). Insight indicates that the efficacy of knowledge management is determined by the capacity to control knowledge activities, such as generating new information and spreading current knowledge (Eftekharzadeh, 2008).

Team Level

Research on talent management at the team level encompasses 11 variables. The factors include readiness to change, communication, anticipation, collective emotions, psychological safety in the workgroup, top management ambidexterity, decision-making, performance, innovation, creativity, and group attitudes.

Readiness to change, such as team readiness or workgroup preparedness, is interconnected. According to Anderson & King (1995) study, the factors contributing to collective resistance are group cohesion, social norms, participation in decision-making, and autonomy to select one's actions. Additionally, it recognizes comparable methods by which teams operate to oppose change, specifically team cohesion, aversion to external influences, adherence to established standards, discord, and team discernment. In order to address this resistance and effectively prepare teams for organizational change, change management literature provides several valuable insights. These include actively engaging team members in comprehending the necessity for change, facilitating their understanding of their circumstances, fostering a sense of ownership in the design and implementation stages, and involving them in the decision-making process—choice (Cummings, 2004).

Group-level readiness is also associated with collective emotionality (Rafferty et al., 2013). Sanchez-Burks and Huy (2009) contend that groups can have collective emotional reactions that reflect the combined feelings of their members in response to evolving circumstances. Several theoretical mechanisms, such as comparison and emotional contagion, are expected to form shared emotional reactions to evolving situations (Barsade, 2002; Sanchez-Burks & Huy, 2009). This phenomenon of collective emotionality indicates that each person will harmonize their emotions with others, whether concerning their interpretations or response to the significance of others' outward expressions under specific circumstances. Barsade (2002) examines the concept of emotional contagion, which refers to the phenomenon where one individual or a group affects the emotions or conduct of others by intentionally or unintentionally inducing emotional states.

In addition, leadership significantly impacts team creativity in medium-scale operations (Jia et al., 2021). Leaders exert influence by being receptive to others, treating all subordinates impartially, acknowledging their abilities, and attending to their requirements (Hollander, 2012; Nembhard & Edmondson, 2006). In addition, leaders can engage in conversations about work-related matters and maintain frequent communication with the team (Carmeli et al., 2010), which has been crucial in fostering the team's growth (Mitchell et al., 2015). Bowen (2004) contends that the effectiveness of an HRM system is influenced not only by the exact details of the practice but also by how it is executed.

Thus, as creativity influences HRM ideology, the efficacy of HRM systems can furnish team members with reliable and unambiguous information, enabling them to make informed decisions about implementing creative activities. According to a study conducted by Jia et al. (2021), the effectiveness of the HRM system has the potential to impact the mediating influence of team empowerment.

Employee Level

Research on talent management at the individual level reveals 18 characteristics that impact transformation circumstances. The factors include Adaptability, Willingness to change, Communication, Participation, Perceived value and organizational support, Perceived, Individual culture, Knowledge sharing, Learning agility, Learning culture, Open leadership to change, Ambidexterity behavior, Decision-making, Performance, Innovation, Gender diversity and inclusion, Commitment, and Creativity.

The perceived value of organizational support is also crucial. When employees believe their organization provides adequate resources, training, and encouragement, they are more likely to feel confident and prepared to navigate change. This perception is often shaped by the organization's culture and leadership practices. Individual culture, or the personal values and beliefs that employees bring to the workplace, can significantly impact their readiness for change. An organizational culture that promotes knowledge sharing and learning agility—defined as the ability to learn quickly and apply knowledge effectively—fosters an environment where employees feel empowered to innovate and adapt.

For instance, the willingness to change at the individual level or the readiness to change (Choi & Ruona, 2011). Researchers assert that companies can only undergo change and take action through the efforts of their members. Furthermore, lasting and successful change can only be achieved when individuals modify their workplace behavior suitably (George & Jones, 2001). Additionally, they contend that numerous change initiatives are unsuccessful because change leaders frequently underestimate individuals' pivotal role in the change process. Greenhalgh et al. (2004) discuss the concept of individuals reacting to the events and circumstances in their surroundings. Individuals form assumptions regarding the change process, assesss them, derive significance from them, and cultivate emotions towards them.

A learning culture within the organization, characterized by continuous professional development and skill enhancement, supports employee readiness by ensuring they are equipped with the necessary tools and knowledge to handle change (Choi & Ruona, 2011). Open leadership to

change, where leaders model and encourage flexibility and innovation, further strengthens this culture. Ambidexterity behavior, which involves balancing exploitative and explorative activities, is another vital characteristic . Employees who can simultaneously refine existing skills while exploring new ones are better positioned to contribute to organizational change. This dual capability is closely linked to effective decision-making, as employees must navigate complex situations and make informed choices during transformations.

Performance and innovation are also critical. High-performing employees who consistently deliver results are often more confident and capable of managing change (Kyriakidou et al., 2011; Szymanska & Rubin, 2018). Their ability to innovate—generating and implementing new ideas—adds value to the organization and supports continuous improvement. Gender diversity and inclusion contribute to a broader perspective and richer pool of ideas, enhancing the organization's capacity for change (Chadwick & Dawson, 2018; Kossek & Buzzanell, 2018; Moreno-Gómez et al., 2018). A diverse workforce is better equipped to understand and respond to various market demands and challenges.

The impact of an individual's flexibility is also a crucial issue. This pertains to the concept of adaptation. Employee adaptability refers to the capacity to quickly adjust to new circumstances, effectively handle workplace transitions, and manage stress associated with change (Savickas & Porfeli, 2012). Meaning-making refers to the ability of employees to sustain a sense of meaningfulness and purpose in their work (Van Den Heuvel et al., 2009). When employees identify methods through which change might be personally significant, it can foster acceptance and a feeling of agency concerning the new circumstances. Over time, this can develop a capacity to cope with and adapt to change effectively. Adaptability is a fundamental trait, that enabling employees to adjust their attitudes and behaviors in response to new situations. It is closely linked to a willingness to change, which reflects an individual's openness to embrace new ideas and processes. Together, these attributes form the bedrock of change readiness, as adaptable and willing employees are more likely to support and engage with organizational transformation initiatives.

Effective communication is another essential factor (Grant & Taylor, 2014). Clear, transparent, and consistent communication helps employees understand the reasons behind changes, reducing uncertainty and resistance. Participation in the change process further enhances readiness, allowing employees to contribute their insights and feel valued, fostering a sense of ownership and commitment to the change. Regarding the concept of commitment. The research conducted by Meyer et al. (2007) demonstrates a favorable correlation between an individual's normative and affective commitment to change and their supporting behavior, including collaboration and assertiveness. Individuals also consider whether the organization shares the same ideals as they do. In addition to personality attributes, the ability to adapt to change and overall confidence in one's abilities.

Commitment to the organization is another key factor. Committed employees are more likely to support and engage with change initiatives, driven by their loyalty and dedication to the organization's success. Lastly, creativity plays a pivotal role in change readiness. Creative employees can think outside the box, offering innovative solutions to challenges that arise during

transformation (Bakker & Xanthopoulou, 2013). Some personal characteristics that have been researched include individual needs (V. D. Miller et al., 1994), values (Kirkman et al., 2000), and personality traits such as dispositional resistance to change (Appelbaum et al., 2015; Hon et al., 2014; McKay et al., 2013; Oreg & Sverdlik, 2011; Pieterse et al., 2012; Thomas & Hardy, 2011). This text provides evidence supporting the study by Armenakis & Harris (2002), which introduced five components of change messages that describe the psychological aspects of an individual's preparedness for change. The five components of these messages are disagreement, appropriateness, efficacy, principal support, and personal valence.

Theory

Through an extensive literature study on talent management and change, we have gathered a collection of theories commonly referenced in talent management journals. Acquired seven commonly utilized theories (see Table 2).

Table 2. Theories used in talent management towards change

No	Theory	Explanation	Reference
1	Conservation of Resources (COR)	Individuals use various resources to complete work tasks, such as time, cognitive attention, and physical energy, but they must replenish these resources during breaks to avoid stress.	(Van den Heuvel et al., 2013; Volberda et al., 2014; Waddock et al., 2015)
2	Attitude Theory	As an individual's tendency to evaluate an object as positive or negative, this attitude helps achieve primary goals.	(Katz, 1960; Rafferty et al., 2013)
3	Multilevel Theory	Explains the constructs and processes of organizations operating and interacting within and across levels.	(Klein et al., 1999; Rafferty et al., 2013)
4	Theory of Planned Behavior (TPB)	Individuals act rationally, according to their attitudes, subjective norms, and perceived behavioral control	(McKay et al., 2013; Alves et al., 2020; Stevens, 2013; Armenakis & Harris, 2002)
5	Knowledge-based Theory	The resource-based view of the firm, which utilizes knowledge within the firm, creates value by transforming inputs into outputs.	(Chou, 2015; Rusly et al., 2012; Chien & Tsai, 2012; Oltra & Vivas-López, 2013; Rusly et al., 2012; Sharipov et al., 2021; Vance et al., 2013)
6	Social Cognitive Theory	Describes the influence of individual experiences, actions of others, and environmental factors on individual health behavior.	(Chou, 2015)

No	Theory	Explanation	Reference
7	Social Identity Theory	Developed to explain how individuals create and determine their place in society.	(Chou, 2015)

Source: Authors' own work

Thus, we can identify the theories that are frequently employed. This can also be seen as a gap. Exploring lesser-utilized theories or those that have received less attention may be beneficial in conducting additional research or studies on talent management for change.

For example, Social Cognitive Theory (SCT) is a theory that elucidates the ways in which environmental factors, the actions of other individuals, and the individual's own experiences influence health behavior (Bandura, 2001; Chou, 2015). In the context of talent management, SCT can be implemented to understand the manner in which employees adapt to organizational change and learn. For example, learning can be promoted by establishing a work environment that promotes desired behaviors and practices, as well as by observing role models within the organization, through the development of training and development programs.

Simultaneously, Social Identity Theory (SIT) was developed to clarify the process by which individuals establish and define their position within society (Brown, 2000; Chou, 2015). The significance of this theory is that an individual's social identity is derived from their membership in a particular social group and the way in which they identify themselves and others in accordance with their member status. SIT can be implemented in talent management to develop strategies encouraging employees to identify with the organization and their teams. This may include initiatives that cultivate an inclusive and supportive corporate culture and programs that encourage employee engagement and collaboration.

Organizations can facilitate successful organizational change and create more effective talent management strategies by understanding and applying the principles of Social Cognitive Theory and Social Identity Theory. This point of view underscores the importance of the work environment, social influences, and individual experiences in shaping employee behavior and identity, which can subsequently improve the organization's overall performance and success. For example, mentors facilitate employee development programs, a supportive work environment, the selection of talent that is consistent with organizational values contributes to the development of organizational identity, and communication and engagement strategies with employees are implemented.

CONCLUSION

This article analyzes literature studies on talent management and explores the potential for cross-level or multi-level analysis. This research helps address the lack of clarity in existing research by comprehensively analyzing the gaps in the current literature. Talent management significantly enhances the readiness of individuals, teams, and organizations to face change. This is achieved through tailored development programs, supportive environments, and strategic initiatives that

foster adaptability and resilience. The interaction between individual, team, and organizational variables is crucial for effectively implementing change through talent management. It aims to shed light on what has been studied and what areas still require further investigation at various levels.

Furthermore, this research broadens the scope of the study and tackles the disconnect between talent management and change, both in theory and in real-world application. This study provides a clear and comprehensive analysis of the theories utilized in talent management regarding change. This study offers valuable insights for future research on talent management and its relationship with change. Future research can provide further clarity on research directions by utilizing the bibliometric analysis to empirically examine the relationship or relevance between variables in talent management within the context of change.

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