



DOI: <https://doi.org/10.38035/gijea.v3i1>
<https://creativecommons.org/licenses/by/4.0/>

The Effect of Talent Management and Work Motivation on Employee Performance: A Systematic Literature Review

Didin Sjarifudin¹, Erwin Barita Maniur Tambunan², Jakfat Haekal³, Tubagus Hedi Saepudin⁴

¹Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia, didin.sjarifudin@dsn.ubharajaya.ac.id

²Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia, erwin.barita@dsn.ubharajaya.ac.id

³Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia, jakfat.haekal@dsn.ubharajaya.ac.id

⁴Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia, tubagus.hedi@dsn.ubharajaya.ac.id

Corresponding Author: didin.sjarifudin@dsn.ubharajaya.ac.id¹

Abstract: Employee performance represents the achievements, work capabilities, and outcomes produced by individuals in an organization. It plays a crucial role in helping companies reach their strategic goals by leveraging high-quality human resources. Performance is measured by the quality and quantity of work accomplished in alignment with an employee's responsibilities. To enhance performance, organizations require skilled and talented employees who are driven to contribute effectively. Work motivation serves as a key factor in enabling employees to perform at their best. This study explores the relationship between talent management, work motivation, on employee performance through a systematic literature review. The article aims to develop a hypothesis on the influence of these variables, providing a foundation for future research. Data sources include online academic libraries, Google Scholar, Mendeley, and other open-access research platforms. The study adopts a library research method, utilizing e-books and peer-reviewed journal articles to examine existing findings. The results indicate that both talent management and work motivation significantly impact employee performance. Effective talent management strategies contribute to better performance outcomes, while work motivation serves as a crucial driver in enhancing employee productivity and engagement.

Keywords: Talent Management, Work Motivation, Employee Performance.

INTRODUCTION

According to Armstrong and Baron (1998) (Wibowo, 2013), performance is the outcome of an employee's work that directly aligns with an organization's strategic goals, customer satisfaction, and economic contributions. Hasibuan (2017) defines performance as the level of success in implementing programs, activities, or policies that contribute to achieving an organization's vision, mission, and objectives through strategic planning. In the context of sustainable business growth, employee performance plays a vital role in supporting the United Nations' Sustainable Development Goals (SDGs), particularly SDG 8 (Decent Work and Economic Growth). Companies that invest in enhancing employee performance

through effective talent management and motivation strategies contribute to economic productivity, job creation, and workplace well-being. An essential factor in employee performance is talent—employees with strong capabilities tend to perform better.

In today's highly competitive business environment, companies must actively seek and develop top talent to maintain a competitive edge. Organizations that fail to implement effective talent management strategies risk falling behind those that do. As a result, many companies have adopted talent management systems, which have demonstrated a significant impact on employee performance. Talent management is a structured approach used to assess and manage employees effectively, ensuring that the right individuals contribute to the company's success. This process includes recruitment, placement, performance evaluation, training, career development, and succession planning to optimize human resource potential (Lewis & Heckman, 2006).

Recognizing the importance of talent, organizations increasingly compete to attract highly skilled employees from both external sources and internal training programs. Talent management plays a crucial role in ensuring that companies have the right individuals for key leadership positions and roles that support core business functions (Pella & Afifah, 2011). Firms that successfully acquire and nurture high-caliber employees gain a competitive advantage, as having superior talent directly translates to improved performance.

Kusumowardani & Suharmono (2016) highlight that talent management is a structured process that fosters employee development. A shortage of skilled employees can hinder an organization's long-term growth. Effective talent management practices, such as job rotation, enhance employee competencies, leading to higher performance. Aksakal et al. (2013) further emphasize that talent management ensures employees are placed in roles that match their skills while providing opportunities for skill enhancement and career growth. Similarly, Nafei (2015) argues that talent management is a systematic approach that nurtures potential, strengthens competitive advantage, improves organizational performance, and maximizes productivity.

Talent management consists of three key phases: Input (identifying and acquiring talent), Process (developing and managing talent), and Output (evaluating performance and retention). Given this background, this study seeks to explore the following research questions:

1. How does talent management influence employee performance?
2. How does employee motivation influence employee performance?

METHOD

The Library Review Essay employs a structured methodological approach, integrating Library Research and Systematic Literature Review (SLR) to ensure a comprehensive analysis of existing academic materials.

Methodology

1. **Library Research** This method involves systematically collecting, evaluating, and synthesizing relevant academic resources from libraries, databases, and digital repositories. It provides foundational knowledge and contextual background for the research.
2. **Systematic Literature Review (SLR)** The SLR follows a rigorous and structured process for identifying, assessing, and synthesizing all available research materials related to a specific research problem. This method minimizes bias and enhances the reliability of findings by ensuring that literature selection is transparent, reproducible, and aligned with predefined inclusion and exclusion criteria.

Qualitative Analysis Approach

A qualitative evaluation of the selected literature is conducted to identify key themes, trends, and gaps in existing research. The qualitative analysis is carried out in adherence to methodological principles, ensuring consistency and validity in interpreting data. Given that the research is exploratory in nature, qualitative analysis is particularly suited to uncovering deeper insights and patterns within the literature (Duli, 2019). To ensure credibility and comprehensiveness, academic sources such as Mendeley, Google Scholar, and institutional repositories are utilized to access peer-reviewed research, systematic reviews, and scholarly articles. By integrating these methodological approaches, the Library Review Essay provides a structured, in-depth, and reliable analysis of the selected research problem.

RESULTS AND DISCUSSION

Result

The findings from this **literature review** on *The Influence of Talent Management and Work Motivation on Employee Performance* are based on research articles published in internationally recognized journals indexed by **Google Scholar** and **Scopus**. The key insights derived from these studies will be explained in the following sections.

The Effect of Talent Management on Employee Performance

Talent management is a strategic system that organizations must implement to develop highly skilled, competitive, and high-performing employees. When a company invests in cultivating qualified and superior talent, it directly enhances overall organizational performance. Therefore, organizations should prioritize a well-structured talent management system to optimize employee potential and drive business success.

Additionally, employee performance—which directly impacts company performance—must be supported by a well-planned and effective management system to ensure that organizational goals are met. Research has consistently demonstrated the positive influence of talent management on employee performance, as evidenced by studies conducted by Rachmadinata & Ayuningtias (2017), Jadhav (2018), Rafliani (2023), and Andriani et al. (2023).

The Effect of Work Motivation on Employee Performance

Motivation is a key factor that directly influences employee performance. Numerous studies have shown that highly motivated employees tend to perform better, ultimately contributing to overall organizational success. When employees are motivated, they are more likely to achieve their performance targets, which in turn enhances company performance as a whole. To sustain motivation, organizations must implement effective strategies to keep employees engaged and driven. One essential approach is providing appropriate compensation and incentives, ensuring that employees feel valued and motivated to perform at their best. Research has consistently demonstrated the positive relationship between work motivation and employee performance, as supported by studies conducted by Nurcahyo (2011), Sutrisno et al. (2022), Sadat et al. (2020), and Prayogi & Nursidin (2018).

Discussion

Table 1 below contains previous research and serves as the foundation for establishing research hypotheses by examining the findings of past studies and identifying similarities and differences with the planned research.

Table 1. Relevant Previous Research Results

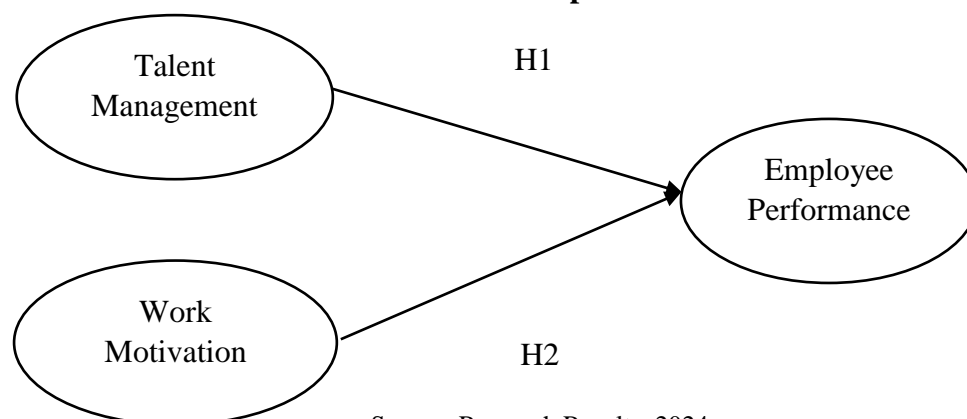
Author (Year)	Research Results	Similarities With these Articles	Difference Between these Articles	Basic Hypothesis
Ivana & Marzuki (2023)	Human Resource Planning influences employee performance and talent management does not influence employee performance	The influence of talent management on employee performance	The influence of human resource planning on employee performance	H1
Rachmadinata & Ayuningtias (2017)	The talent management variable significantly contributes to the performance variable. The effect of changes in the talent management variable on the performance variable	The influence of talent management on performance.	The influence of change management on the performance	H1
Jadhav (2018)	There is a significant relationship between talent management practices and retention strategies.	The influence of talent management employee	The influence of talent management on employee retention	H1
Tunio (2024)	Talent management has a beneficial impact on sustainable performance and the role of process innovation as a moderator exhibited a statistically meaningful association between talent management and sustainable performance,	The influence of talent management on performance	The role of process innovation as a moderator exhibited a statistically meaningful association between talent management	H1
Andriani et al., (2023)	Talent management, Knowledge management, and Self-efficacy influence significantly to employee performance	The influence of talent management on employee performance	The influence of knowledge management and Self-efficacy on employee performance.	H1
Rafliani (2023)	Talent management significantly to turnover intention and job satisfied	The influence of talent management on employee performance	The influence of talent management on turnover intention	H1

Author (Year)	Research Results	Similarities With these Articles	Difference Between these Articles	Basic Hypothesis
Ekhsan et al, (2023)	These findings show that the implementation of good talent management can improve employee performance through increased employee engagement	The influence of talent management on employee performance	The Influence of talent management on employee performance through employee engagement	H1
Moynihan, D. P., & Pandey, S. K. (2007)	Talent Development influences employee performance significantly.	Talent management influences employee performance	Talent Development, talent retention, and talent attraction have an effect performance of the employee	
Abdullahi, et all. (2022).	Talent management practices (succession planning practice, promotion practice, and performance appraisal practice) have an effect performance of the employee, and employee engagement mediates the relationship between talent management practices and employee performance.	Talent management influences employee performance	Employee engagement as a mediated to influence employee performance	

Conceptual Framework

Based on the research results, previous research, and the discussion above, the following framework has been determined:

Picture 1. Conceptual Framework



Source: Research Results, 2024

Figure 1. Research Framework

As illustrated in Figure 1, the implementation of talent management and employee motivation significantly influences employee performance. Talent management involves identifying, developing, and retaining employees with high potential, ensuring that organizations maintain a skilled workforce capable of meeting strategic goals. Meanwhile, employee motivation encompasses both intrinsic and extrinsic factors that drive employees to put forth their best efforts, enhancing overall productivity and job satisfaction.

However, in addition to these independent variables, other factors also contribute to shaping employee performance. One such factor is self-efficacy, where employees' confidence in their abilities plays a crucial role in their work outcomes (Pratomo, 2022; Nan-Nan & Sanamthong, 2020; Mahasneh & Alwan, 2018). Employees with high self-efficacy are more likely to take initiative, persist through challenges, and demonstrate resilience in the face of obstacles. This confidence not only influences their individual performance but also contributes to a positive workplace environment where employees support one another in achieving common goals.

Another key factor is work discipline, which refers to an employee's commitment to following company policies, maintaining punctuality, and adhering to organizational standards. A disciplined workforce ensures that tasks are completed efficiently, deadlines are met, and workplace disruptions are minimized. Strong work discipline fosters a culture of accountability and responsibility, ultimately improving productivity and operational efficiency (Prayogi & Nursidin, 2018; Nurcahyo, 2011; Caissar et al., 2022; Kirana et al., 2022). Moreover, organizations that emphasize discipline through clear policies and structured performance evaluations tend to experience lower turnover rates and higher levels of employee engagement.

Additionally, compensation serves as a motivating factor that directly influences employee satisfaction and commitment. Fair and competitive remuneration encourages employees to perform optimally, reducing turnover rates and increasing loyalty to the organization. Compensation not only includes base salaries but also encompasses benefits, bonuses, incentives, and career advancement opportunities. Organizations that provide equitable compensation structures demonstrate their commitment to employee well-being, which in turn fosters a motivated and dedicated workforce (Siagian, 2018; Sutrisno et al., 2022; Siagian, 2018; Supriyadi et al., 2017). When employees perceive that they are fairly compensated for their contributions, they are more likely to be engaged, productive, and aligned with organizational goals.

CONCLUSION

Based on the problem formulation, research findings, discussion, previous studies, and conceptual framework, this study concludes that talent management and work motivation play crucial roles in enhancing employee performance. The implementation of structured talent management strategies has a significant impact on employee productivity, ensuring that individuals are equipped with the necessary skills, knowledge, and career development opportunities to excel in their roles. Additionally, increased work motivation positively influences employee performance, as motivated employees are more likely to demonstrate higher levels of efficiency, commitment, and effectiveness in their tasks. When organizations prioritize both talent management and motivation, they create a supportive work environment that fosters engagement, reduces turnover, and contributes to overall organizational success.

These findings emphasize the critical role of talent management and employee motivation in improving overall organizational performance by fostering a highly skilled, engaged, and productive workforce. Effective talent management ensures that employees are equipped with the necessary skills, knowledge, and career development opportunities to excel in their roles, while strong motivational strategies drive commitment, job satisfaction, and

overall efficiency. When organizations prioritize both talent development and employee motivation, they create a positive work environment that enhances performance, reduces turnover, and ultimately contributes to sustained business success and competitive advantage.

Based on the conclusions of this study, several recommendations can be made to enhance employee performance through effective talent management and motivation strategies. First, organizations should implement structured and well-defined talent management programs that focus on employee development, career progression, and succession planning. By investing in continuous learning opportunities and mentorship programs, companies can ensure that employees remain engaged, skilled, and prepared for future leadership roles. A strategic approach to talent management will not only enhance individual performance but also contribute to overall organizational success. Second, organizations should prioritize work motivation by adopting both intrinsic and extrinsic motivational strategies. Providing fair compensation, recognition programs, and career advancement opportunities can significantly improve employee engagement and productivity. Additionally, fostering a positive work environment that encourages collaboration, innovation, and a sense of purpose will help sustain motivation levels and drive higher performance outcomes. Lastly, organizations should continuously evaluate and adapt their talent management and motivation strategies based on employee feedback and performance data. Regular assessments, such as employee surveys and performance reviews, can help identify areas for improvement and ensure that management practices align with employee needs. By taking a proactive and data-driven approach, organizations can maintain a high-performing workforce and achieve long-term business success.

REFERENCE

- Abdullahi, M. S., Raman, K., & Solarin, S. A. (2022). Talent management practices on employee performance among academic staff of Malaysian private universities: employee engagement as a mediator. *Journal of Applied Research in ...* <https://doi.org/10.1108/JARHE-08-2020-0283>
- Aksakal, E., Dağdeviren, M., Eraslan, E., & Yüksel, İ. (2013). Personnel Selection based on Talent Management. *Procedia - Social and Behavioral Sciences*, 73, 68–72. <https://doi.org/10.1016/j.sbspro.2013.02.021>
- Andriani, T., Hakimah, E. N., & Djoko, E. (2023). Pengaruh Talent Management, Knowledge Management Dan Self Efficacy Terhadap Kinerja Karyawan Di Cv. Pusan Air Rifle Gedangsewu Pare Kediri. *Jurnal Ekonomi Bisnis, Manajemen Dan Akuntansi*, 2(1), 161–182.
- Caissar, C., Hardiyana, A., Nurhadian, A. F., & ... (2022). Pengaruh Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan: Studi pada salah satu perusahaan BUMN di Jawa Barat. ... *Management Journal*. <http://journal.lemlit.org/ojs/index.php/aj/article/view/27>
- Duli, N. (2019). *Metodologi Penelitian Kuantitatif Beberapa Konsep Dasar Untuk Penulisan Skripsi & Analisis Data Dengan SPSS*.
- Ekhsan, Muhamad, and Dita Manisha Ratman Sari. 2022. —Peran Komitmen Organisasi Sebagai Mediasi Pada Pengaruh Talent Management Terhadap Employee Retention. *Jesya* 5(2): 1609–20.
- Fikra, M. Y., & Susanti, F. (2022). The Effect Of Incentives And Work Discipline On Employee Performance At Pt Adhiguna Putera Padang Branch. ... *and Critics Institute-Journal (BIRCI-Journal)*. <https://www.bircu-journal.com/index.php/birci/article/view/6386>
- Gultom, H. N., Nurmaysaroh, Sitanggang, H. A., & Zakirin, Y. A. (2021). Pengaruh pemberian motivasi terhadap kinerja karyawan di PT. Bank Syariah Mandiri

- kantor cabang pembantu kampung pajak Kabupaten Labuhanbatu Utara. *Transekonomika –Akuntansi Bisnis Dan Keuangan* , 1(no.2), 1–8.
- Hasibuan, M. S. P. (2017). *Manajemen Sumber Daya Manusia*. Bumi Aksara. <https://books.google.co.id/books?id=ZQk0tAEACAAJ>
- Hongal, P., & Kinange, U. (2020). A study on talent management and its impact on organization performance-an empirical review. *International Journal of Engineering and* https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3559991
- Iddekinge, C. H. Van, Aguinis, H., & ... (2018). A meta-analysis of the interactive, additive, and relative effects of cognitive ability and motivation on performance. *Journal of* <https://doi.org/10.1177/0149206317702220>
- Ivana, T., & Marzuki, F. (2023). Pengaruh Perencanaan SDM, Manajemen Talenta, Dan Manajemen Pengetahuan Terhadap Kinerja Pegawai. *Journal of Young Entrepreneurs*, 2(3), 122–138.
- Jadhav, M. S. S. (2018). Impact of talent management practices on employee retention with respect to selected private hospitals in Sangli City. *International Journal of Trend in Scientific Research and Development*, Volume-2(Issue-3), 1685–1691. <https://doi.org/10.31142/ijtsrd11617>
- Kirana, I. B. G. A., Sriathi, A. A. A., & Suwandana, I. G. M. (2022). The Effect of Work Environment, Work Discipline, and Work Motivation on Employee Performance in Manufacturing Company. *European Journal of Business and Management Research*, 7(3), 26–30. <https://doi.org/10.24018/ejbmr.2022.7.3.1396>
- Kusumowardani, A., & Suharmono. (2016). Analisis Pengaruh Manajemen Talenta dan Global Mindset Terhadap Kinerja Karyawan dan Turnover Intention Dengan Komitmen Organisasi Sebagai Variabel Intervening (Studi Pada Karyawan PT. Cipta Busana Mandiri Demak). *Diponegoro Journal of Management*, 5(3), 1–15. <http://ejournal-s1.undip.ac.id/index.php/management>
- Mahasneh, A. M., & Alwan, A. F. (2018). The effect of project-based learning on student teacher self-efficacy and achievement. *International Journal of Instruction*. <https://eric.ed.gov/?id=EJ1183424>
- Maizun, W. O. Z., Kaltum, U., & Sule, E. T. (2019). Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan. *Perwira Jurnal Pendidikan Kewirausahaan Indonesia*, 2(1), 61–75. <https://doi.org/10.31328/bmb.v1i2.100>
- Miner, J. B. (1988). Organizational behavior: Performance and productivity. (*No Title*).
- Moynihan, D. P., & Pandey, S. K. (2007). Finding workable levers over work motivation: Comparing job satisfaction, job involvement, and organizational commitment. *Administration and Society*, 39(7), 803–832. <https://doi.org/10.1177/0095399707305546>
- Muyela, D., & Kamaara, M. (2021). Effect of talent management practices on employee performance in the civil service in Kenya: A case study of manufacturing sector state departments in the In *Journal of Human Resource* [grandmarkpublishers.com. https://grandmarkpublishers.com/journals/49987DavidMuyela-Publication.pdf](https://grandmarkpublishers.com/journals/49987DavidMuyela-Publication.pdf)
- Na-Nan, K., & Sanamthong, E. (2020). Self-efficacy and employee job performance: Mediating effects of perceived workplace support, motivation to transfer and transfer of training. *International Journal of Quality &* <https://doi.org/10.1108/IJQRM-01-2019-0013>
- Nafei, W. (2015). The Effects of Talent Management on Service Quality: A Study on Commercial Banks in Egypt. *International Business Research*, 8(4). <https://doi.org/10.5539/ibr.v8n4p41>
- Novriani Gultom, H., & Nurmayasroh. (2021). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan. *Transekonomika: Akuntansi, Bisnis Dan Keuangan*, 1(2), 191–198.

- <https://doi.org/10.55047/transekonomika.v1i2.36>
- Nurchayyo, A. (2011). Analisis Variabel-Variabel Yang Mempengaruhi Kinerja Karyawan Pada PT. Quadra Mitra Perkasa Balikpapan. *Jurnal Eksis*, 7(2), 1972–1982. <http://www.karyailmiah.polnes.ac.id>
- Nursam, N. (2017). Manajemen Kinerja. *Kelola: Journal of Islamic Education Management*, 2(2), 167–175. <https://doi.org/10.24256/kelola.v2i2.438>
- Pratomo, R. (2022). Pengaruh Efikasi Diri Terhadap Kinerja Karyawan Dengan Keterikatan Karyawan Sebagai Variabel Intervening. *Jurnal Manajemen Terapan Dan Keuangan*, 11(04), 1021–1033. <https://doi.org/10.22437/jmk.v11i04.16752>
- Prayogi, M. A., & Nursidin, M. (2018). Pengaruh Pelatihan Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Universitas Dharmawangsa. *Seminar Nasional Royal (SENAR)*, 2(1), 216–222.
- Putri, P. E. V., & Wibawa, I. M. A. (2018). Pengaruh Self-Efficacy Dan Motivasi Kerja Terhadap Kepuasan Kerja Pegawai Bagian Perlengkapan Sekretariat Kabupaten Klungkung. *E-Jurnal Manajemen Unud*, 5(11), 7339–7365.
- Rachmadinata, N. S., & Ayuningtias, H. G. (2017). Pengaruh Manajemen Talenta Terhadap Kinerja Karyawan Lintasarta Kota Jakarta. *Jurnal Manajemen Indonesia*, 17(3), 197. <https://doi.org/10.25124/jmi.v17i3.1156>
- Rafliani, F. (2023). Pengaruh Talent Management terhadap Turnover Intention melalui Kepuasan Kerja Karyawan pada Hotel Grand Zuri Pekanbaru. *Journal on Education*, 05(04), 15261–15278.
- Robbin, S. P. (1996). *Perilaku Organisasi 1 (ed. 12) HVS*. Penerbit Salemba. <https://books.google.co.id/books?id=IwrWupB1rC4C>
- Robbins, S. P., & Coulter, M. K. (2007). *Management*. Pearson Prentice Hall. https://books.google.co.id/books?id=1_0JAQAAMAAJ
- Sadat, P. A., Handayani, S., & Kurniawan, M. (2020). Disiplin Kerja dan Motivasi Terhadap Kinerja Karyawan. *Inovator*, 9(1), 23. <https://doi.org/10.32832/inovator.v9i1.3014>
- Siagian, M. (2018). Peranan Disiplin Kerja Dan Kompensasi Dalam Mendeterminasi Kinerja Karyawan Dengan Motivasi Kerja Sebagai. *Universitas Puteran Batam*, 6(2), 22–49. <https://doi.org/https://doi.org/10.33884/jimupb.v6i2.675>
- Siswandi. (2011). *Aplikasi manajemen perusahaan : analisis kasus dan pemecahannya / Siswandi..* Jakarta :: Mitra Wacana Media,.
- Sivathanu, B., & Pillai, R. (2020). Technology and talent analytics for talent management—a game changer for organizational performance. *International Journal of Organizational Analysis*. <https://doi.org/10.1108/IJOA-01-2019-1634>
- Supriyadi, M. F., Priadana, S., & Setia, B. I. (2017). Compensation and Work Discipline on Employee Job Satisfaction at Kampoeng Daun Restaurant. *Journal of Business Research and Management*.
- Sutrisno, S., Herdiyanti, H., Asir, M., & ... (2022). Dampak Kompensasi, motivasi dan Kepuasan Kerja Terhadap Kinerja Karyawan di Perusahaan: Review Literature. ... *Journal (MSEJ)*. <https://journal.yrpiiku.com/index.php/msej/article/view/1198>
- Tunio, M. K. (2024). Impact Of Talent Management On Organizational Sustainable Performance: A Moderating Role Of Process Innovation. *Educational Administration: Theory and Practice*, 30(5), 3375–3390. <https://doi.org/10.53555/kuey.v30i5.3458>
- Wibowo. (2013). *Perilaku Dalam Organisasi* (4th ed.). Rajagrafindo Persada. <https://books.google.co.id/books?id=K6nvzwEACAAJ>