Research Article

Talent Management Research in a VUCA World: A Bibliometric and Systematic Literature Review

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Abstract.

This research examines the development of talent management studies within a volatile, uncertain, complex, and ambiguous (VUCA) context through an integrated bibliometric analysis and systematic literature review. Based on 231 publications from 2020 to early 2025, it identifies major patterns, thematic areas, cross-disciplinary links, and geographic trends shaping the field. The bibliometric review shows a notable increase in academic focus after the pandemic, influenced by the rising strategic role of talent management in digital changes, sustainability issues, and workforce robustness. Thematic analysis emphasizes transitioning from traditional HR practices to creating flexible talent networks, incorporating insights from business, social sciences, environmental studies, and information technology. The study also emphasizes an increasing contribution from developing nations, indicating the importance of adopting local-global talent strategies. Though comprehensive, the study recognizes limitations, such as excluding nonindexed sources and not conducting a detailed qualitative analysis. The results provide valuable insights for both researchers and practitioners seeking to develop resilient, sustainable, and adaptable talent management strategies suited to the complexities of today's organizational environment.

Keywords: talent management, VUCA environment, bibliometric analysis

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1. Introduction

The modern organizational environment is increasingly characterized by volatility, uncertainty, complexity, and ambiguity (VUCA), requiring strategic flexibility and resilience in every sector [1]. In this dynamic environment, talent management has emerged as a critical organizational function, shifting from traditional administrative practices toward a strategic driver of innovation, competitiveness, and long-term sustainability [2]. The global disruptions triggered by the COVID-19 pandemic have further accentuated the importance of effective talent strategies, compelling organizations to reconfigure their human resource management systems to address new challenges, including remote work, digital transformation, and the evolving expectations of a diverse workforce [3]. As organizations confront unprecedented pressures to remain agile and

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responsive, the role of talent management extends beyond recruitment and retention, encompassing the development of adaptive ecosystems that align individual capabilities with organizational objectives [4]. Consequently, a nuanced understanding of how talent management practices have evolved in response to VUCA dynamics is essential for both scholars and practitioners seeking to foster organizational resilience and sustained competitive advantage in an increasingly complex global environment.

Despite the growing recognition of talent management as a strategic imperative in volatile and rapidly changing environments, a comprehensive synthesis of how scholarly research has adapted to these shifts remains limited [5]. Existing studies often concentrate on isolated dimensions of talent management, such as digital human resource practices, leadership development, or employee engagement, without capturing the broader structural evolution of the field in response to systemic disruptions [6]. Moreover, while numerous articles address specific challenges posed by the COVID-19 pandemic and technological transformations, few endeavors systematically map the interplay between these forces and the development of talent management strategies within a VUCA context. This fragmented understanding creates a critical gap in the literature, limiting both theoretical advancement and practical application. Addressing this gap, the present study focuses on systematically analyzing and mapping the trajectory of talent management research over the period 2020–2025, with particular attention to its thematic expansion, disciplinary diversification, and geographic dispersion in the post-pandemic era.

In response to the identified gap, this study aims to systematically map and critically analyze the development of talent management research from 2020 to early 2025. Specifically, the research seeks to identify temporal publication trends, uncover dominant thematic clusters, and examine disciplinary and geographic patterns shaping the evolution of the field. By employing a combined bibliometric analysis and systematic literature review approach, this study endeavors to provide a comprehensive overview of how talent management has adapted to the exigencies of a VUCA environment. Furthermore, the study aspires to generate actionable insights that contribute to the refinement of theoretical frameworks and inform evidence-based talent management practices capable of fostering organizational agility, resilience, and sustainable competitive advantage in an increasingly complex global context.

Although several literature reviews and bibliometric studies on talent management exist, most are constrained by limited temporal scopes, primarily focusing on pre-pandemic developments or narrowly examining specific facets such as leadership

succession, digital HRM, or employee engagement [7]. Few studies have holistically addressed the broader, systemic shifts in talent management research prompted by global disruptions and the intensification of VUCA conditions. Moreover, existing analyses often neglect the interdisciplinary expansion of the field, particularly the growing intersections with environmental science, technology, and social sustainability discourses. Additionally, the emerging contributions from the Global South—regions increasingly shaping the global human capital agenda—remain underrepresented in the mainstream literature [8]. This fragmented coverage highlights a pressing need for an updated, comprehensive, and globally inclusive synthesis that not only maps the evolution of talent management research but also captures its thematic diversification and glocal adaptation trends. Addressing this lacuna is essential to advancing both academic understanding and practical application in navigating the complexities of contemporary talent ecosystems.

This study offers a novel contribution by integrating bibliometric analysis with a systematic literature review to comprehensively map the evolution of talent management research within a VUCA environment. Unlike previous works, it captures not only publication trends and thematic developments but also the interdisciplinary nature and geographic diversification of the field, particularly the rising influence of emerging economies. By highlighting the convergence of sustainability, digital transformation, employee wellbeing, and glocal adaptation within talent management discourse, this research advances the theoretical understanding of talent ecosystems as dynamic, adaptive systems. Furthermore, the study's findings provide empirical insights crucial for informing the design of resilient, inclusive, and future-ready talent strategies. In doing so, this research addresses a critical gap in existing literature and offers valuable guidance for both scholars and practitioners striving to navigate the complexities of human capital management in an increasingly volatile and interconnected global context.

2. Methods

This study employs a Systematic Literature Review (SLR) combined with bibliometric analysis to explore the intellectual structure, thematic trends, and geographic dynamics of talent management literature published from 2020 - 2025. The integration of bibliometric mapping enables a quantitative synthesis of large volumes of academic output, while co-word analysis facilitates the identification of emerging thematic clusters. This

methodological approach is well-suited for consolidating fragmented knowledge in a rapidly evolving field [9].

The research data is sourced from the Scopus database, because Scopus provides literature from reputable journals. The search was conducted using keywords. TITLE-ABS-KEY (talent AND management) AND PUBYEAR > 2019 AND PUBYEAR < 2026 AND (LIMIT-TO (SUBJAREA , "SOCI")) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (EXACTKEYWORD , "Talent Management") OR LIMIT-TO (EXACTKEYWORD , "Human Resource Management") OR LIMIT-TO (EXACTKEYWORD , "Leadership") OR LIMIT-TO (EXACTKEYWORD , "Human Resource") OR LIMIT-TO (EXACTKEYWORD , "Management Practice") OR LIMIT-TO (EXACTKEYWORD , "Talent Retention") OR LIMIT-TO (EXACTKEYWORD , "Training") OR LIMIT-TO (EXACTKEYWORD , "Resource Management") OR LIMIT-TO (EXACTKEYWORD , "Knowledge Management") OR LIMIT-TO (EXACTKEYWORD , "Knowledge") OR LIMIT-TO (EXACTKEYWORD , "Human Resources Management") OR LIMIT-TO (EXACTKEYWORD , "Recruitment") OR LIMIT-TO (EXACTKEYWORD , "Performance") OR LIMIT-TO (EXACTKEYWORD , "Employee Engagement") OR LIMIT-TO (EXACTKEYWORD , "Technology") OR LIMIT-TO (EXACTKEYWORD , "Talent Cultivation") OR LIMIT-TO (EXACTKEYWORD , "Skills") OR LIMIT-TO (EXACTKEYWORD , "Employee Performance") OR LIMIT-TO (EXACTKEYWORD , "Competitiveness") OR LIMIT-TO (EXACTKEYWORD , "Talent Acquisition") OR LIMIT-TO (EXACTKEYWORD , "Organizational Commitment") OR LIMIT-TO (EXACTKEYWORD , "Learning") OR LIMIT-TO (EXACTKEYWORD , "Talent Attraction") OR LIMIT-TO (EXACTKEYWORD , "Digital Transformation") OR LIMIT-TO (EXACTKEYWORD , "Training And Development") OR LIMIT-TO (EXACTKEYWORD , "Talent Management Practices") OR LIMIT-TO (EXACTKEYWORD , "Recruitment (employment)") OR LIMIT-TO (EXACTKEYWORD , "Strategic Management")) AND (LIMIT-TO (LANGUAGE , "English")) AND (LIMIT-TO (SRCTYPE , "j")) AND (LIMIT-TO (OA , "all")).

The initial search yielded 12,460 documents, which were then selected based on publication year 2020 - 2025 (6,016 documents), subject area social science (1,619 documents), document type journal (1,091 documents), keyword (459 documents), English Language (410), and Open Access (231 documents). While the use of open-access sources enhances transparency, accessibility, and replicability of the research, it is important to acknowledge and critically reflect upon the implications of this selection criterion. The decision to include only open-access publications was based on the intention to ensure that all analyzed literature would be freely and publicly accessible

for verification, reuse, and broader dissemination, particularly for policymakers and scholars in low-resource contexts.

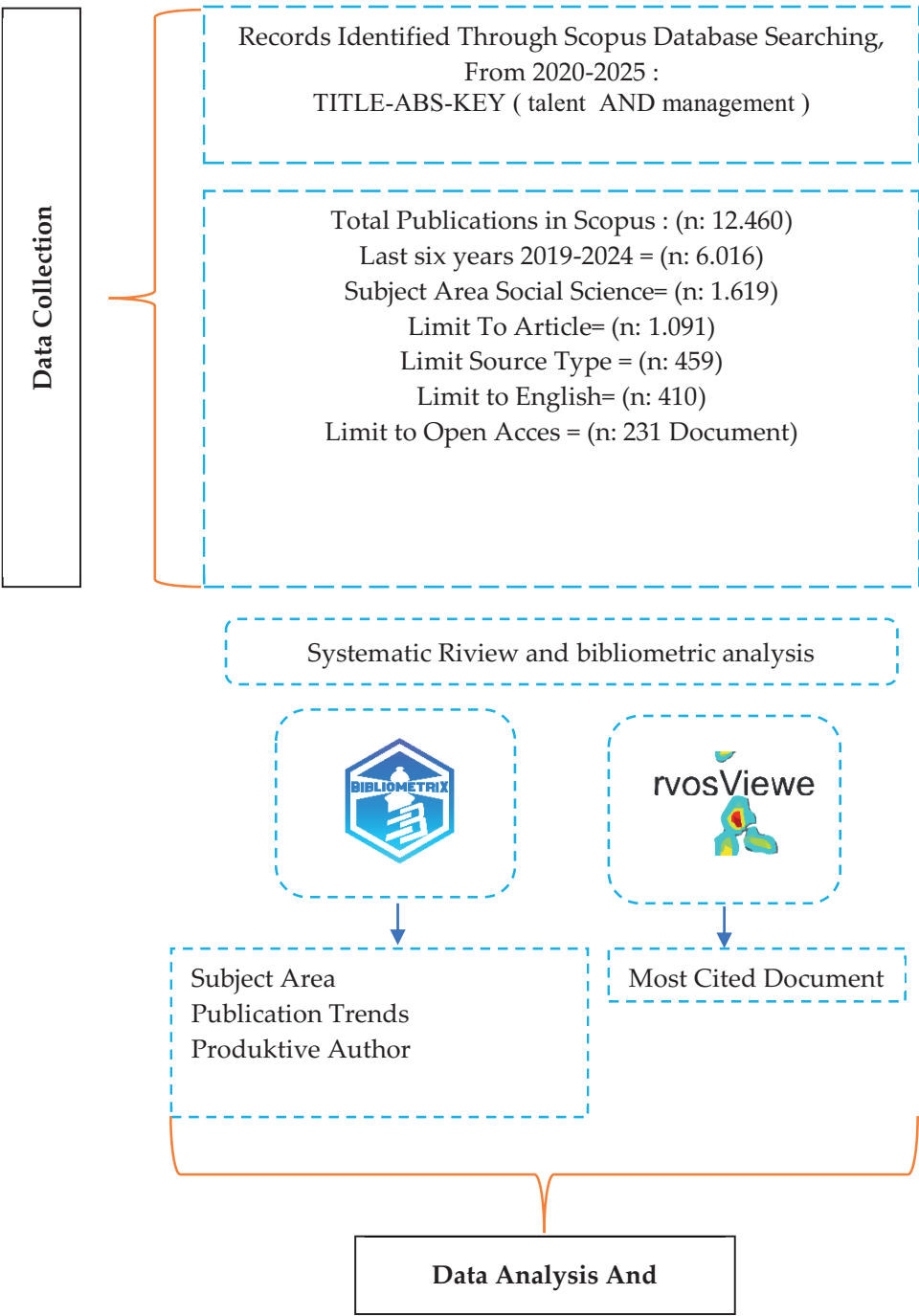Figure 1 illustrates the methodological framework for this research process.

Data Collection

Records Identified Through Scopus Database Searching, From 2020-2025 :
TITLE-ABS-KEY (talent AND management)

Total Publications in Scopus : (n: 12.460)
Last six years 2019-2024 = (n: 6.016)
Subject Area Social Science= (n: 1.619)
Limit To Article= (n: 1.091)
Limit Source Type = (n: 459)
Limit to English= (n: 410)
Limit to Open Acces = (n: 231 Document)

Systematic Riview and bibliometric analysis

BIBLIOMETRIX

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Subject Area
Publication Trends
Produktive Author

Most Cited Document

Data Analysis And

Figure 1: Research Workflow for Bibliometric Analysis.

3. Results and Discussion

A. Result

Analysis Tren Publikasi And Subject Area

The findings of a systematic review of literature on talent management from 2020 to early 2025 (Figure 2) indicate significant developments, both temporally and across multiple disciplines. From a temporal perspective, the number of publications exhibits a fluctuating trend, with a notable increase in the post-pandemic period. In 2020, 40 documents were published, marking the initial surge of academic attention toward talent management strategies in response to the COVID-19 disruption. A decline to 32 publications in 2021 may be attributed to a temporary shift in focus toward crisis management and the adaptation to remote work systems.
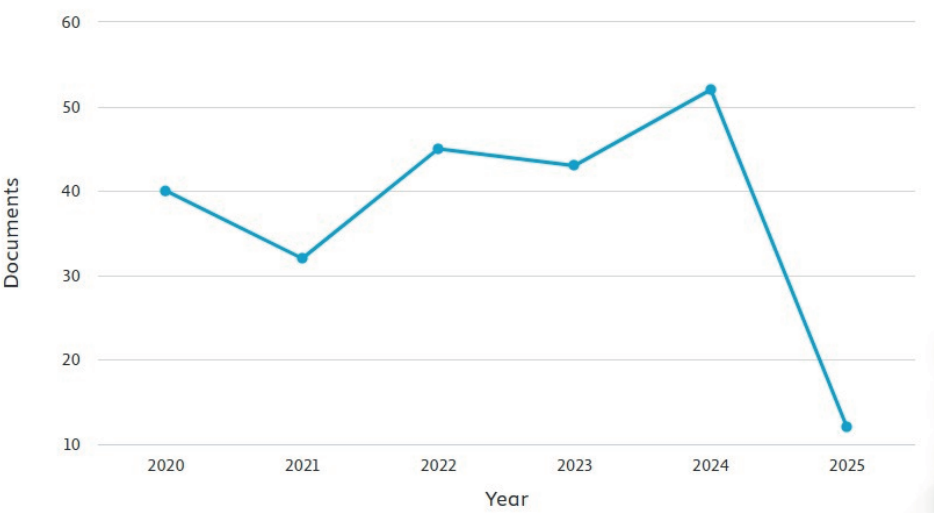

Figure 2: Document by Year.

However, the period from 2022 to 2024 (Figure 2) shows a resurgence of broader academic interest. In 2022, 45 documents were published, followed by 43 in 2023, and peaking in 2024 with 52 publications. This trend reflects a transition in the role of talent management from an operational function to a more integrated and proactive organizational strategy, particularly in response to the challenges of a VUCA (Volatility, Uncertainty, Complexity, Ambiguity) environment [10]. Meanwhile, partial data for 2025—reporting only 12 documents as of early April—may suggest a preliminary shift in research interest toward emerging themes such as artificial intelligence, automation, and hybrid work models in human resource management.

From a multidisciplinary perspective, analysis of over 231 documents reveals that the literature is predominantly concentrated in Social Sciences (37.3%) and Business, Management, and Accounting (16.3%) (Figure 2). The substantial contribution from the social sciences indicates that talent management is increasingly framed within organizational behavior, leadership, and social relations, rather than solely as a managerial practice [11]. This approach enhances understanding of employee experience, work motivation, and alignment between individual and organizational values.
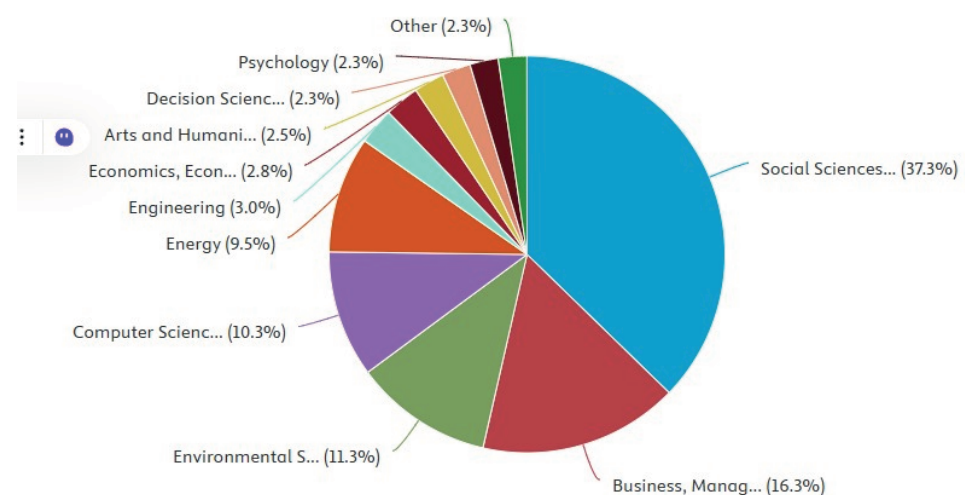

Figure 3: Documents by Subject Area.

From a managerial standpoint, literature within the business and management fields reaffirms the strategic role of talent management in building organizational capability (Figure 3). Theoretical frameworks such as the resource-based view [12] and strategic human resource management [10] are widely employed to emphasize the alignment of human capital strategies with long-term business objectives, particularly in the context of sustainability and innovation [13].

Interestingly, a considerable share of contributions also comes from Environmental Science (11.3%) and Computer Science (10.3%). Studies in environmental science highlight the concepts of green HRM and sustainable talent management, emphasizing the need to align talent practices with sustainability principles and ESG values [14]. Meanwhile, computer science contributes to the advancement of technology-driven talent processes such as AI-based recruitment, people analytics, and digital onboarding systems [15].

This interdisciplinary dominance indicates that talent management has evolved into a complex and intersectoral field of study. Talent practices can no longer be separated from technological, ethical, sustainability, and social justice dimensions. This is consistent with the glocal HRM concept proposed by Brewster [16], which advocates for integrating global best practices with local adaptations tailored to national cultural, regulatory, and institutional contexts.

The main implication of these findings is the need for a context-sensitive and cross-disciplinary approach to designing effective talent strategies. The development of adaptive talent ecosystems is increasingly relevant to address the demands of dynamic and digitized organizational environments [17], [18]. Moreover, the literature suggests that the success of talent management is no longer measured solely by recruitment or retention efficiency, but also by its contribution to shared value creation, innovation, and long-term organizational resilience.

3.1. Analysis of Document by Country

A systematic analysis of scholarly publications on talent management from 2020 to early 2025 also reveals a significant spatial dimension, as evidenced by the affiliation of authors or research locations (Figure 4). These findings provide valuable insights into the geographic concentration of academic interest in talent management issues across diverse national contexts and indicate how local dynamics shape research orientations and thematic focus.
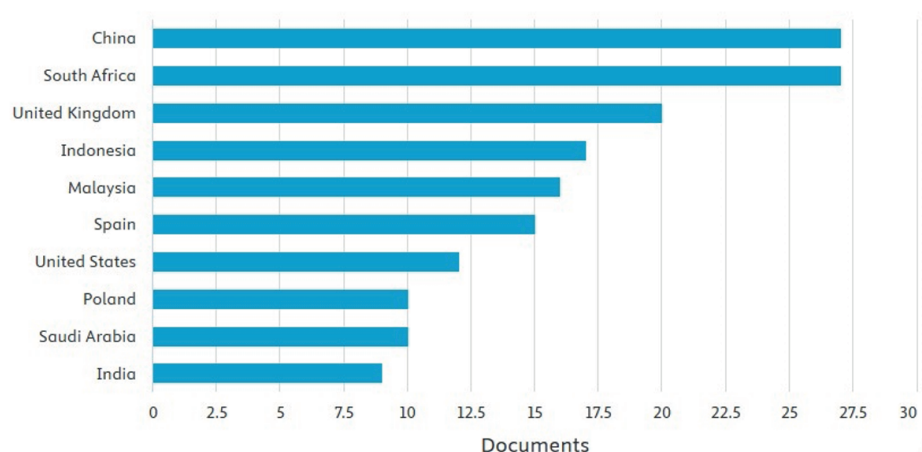

Figure 4: Document by Country.

Overall, China and South Africa lead the global landscape, each contributing 27 documents, positioning them as dominant contributors in the discourse on talent management (Figure 4). In China, the strong focus on talent strategy is driven by the national imperative to accelerate innovation and competitiveness through state-coordinated policy frameworks [19]. Meanwhile, South Africa's high contribution reflects attention to diversity, social justice, and public sector HR reform in a post-colonial context [20]. These patterns reinforce the argument that talent management practices are deeply embedded within a country's socio-political structures and historical realities [21].

The United Kingdom ranks third with 20 documents, reaffirming its consistent role as a knowledge hub in human resource management across Europe. Studies from the UK typically highlight the integration of talent strategies within frameworks of organizational agility, digital transformation in HR processes, and the development of inclusive systems [10], [11]. Indonesia ranks fourth with 17 documents, reflecting a notable rise in scholarly engagement with talent management in the Global South. Indonesian research often addresses the enhancement of public sector human resource capacity, the influence of cultural values on talent retention, and the integration of sustainability principles into HRM practices [14]. Similar trends are evident in Malaysia (16 documents) and India (9 documents), where talent management discourse is shaped by demographic pressure, digital transformation challenges, and the need to upgrade workforce competencies at scale [22], [23].

Other countries such as Spain (15 documents) and the United States (12 documents) show relatively stable contributions, although lower than expected given their historical leadership in global HRM literature. In the case of the U.S., this may reflect a shift in research priorities toward more specific sub-themes such as employee experience, remote work, and the future of work, which are often categorized separately from the explicit term "talent management." Poland and Saudi Arabia, each contributing 10 documents, represent a mid-level group of countries. Research from these regions highlights the integration of organizational culture and tech-driven HR systems, while also exposing institutional challenges and limitations in academic research infrastructure [18].

Taken together, this spatial distribution indicates that while talent management literature remains largely dominated by countries from the Global North, there is a rising and increasingly visible contribution from the Global South, particularly Southeast Asia and Africa. These findings underscore the importance of a glocal (global, local) approach to talent management, as proposed by Brewster et al. [16], which emphasizes the need

to combine global best practices with adaptation to local realities. Such an approach is essential for ensuring the relevance of talent strategies across diverse cultural, economic, and institutional settings.

From a theoretical standpoint, the findings reaffirm the relevance of institutional theory in understanding how talent management practices are shaped by regulatory frameworks, social norms, and cultural values [21]. Studies from emerging economies point to the need for more adaptive and context-sensitive frameworks, integrating institutional perspectives with the resource-based view and cultural contingency theory [17]. This integration supports the formulation of talent management models that are not only strategically aligned and capability-driven but also responsive to local complexity.

The relatively low number of publications from high-potential countries such as India, Saudi Arabia, and Poland indicates the presence of institutional voids that is, gaps in academic infrastructure, research ecosystems, or supportive HR policy environments [18]. This situation presents both a challenge and an opportunity for future research through more systematic cross-country comparisons that examine how national contexts mediate the diffusion and effectiveness of talent management strategies.

3.2. Analysis of the Thematic Structure of Talent Management Literature

The bibliometric visualization using VOSviewer, based on more than 231 documents on talent management, reveals a complex and interconnected thematic structure derived from keyword co-occurrence analysis (Figure 5). The resulting map displays several key clusters that represent the conceptual focus of talent management scholarship. The most prominent cluster appears at the center of the network and is characterized by the high frequency of keywords such as talent management practice, organizational performance, employee engagement, and employee retention.

This finding indicates that the literature broadly explores the relationship between strategic human resource practices and organizational outcomes, particularly through improved employee retention, organizational commitment, and work engagement (Figure 5). Terms such as psychological wellbeing and work engagement further highlight a shift toward more holistic, employee-centered approaches, reflecting post-pandemic trends that emphasize individual wellbeing in the workplace [11], [24].

The second cluster includes terms such as resource, competency, innovation, and implementation, which point to organizational capability development. The links
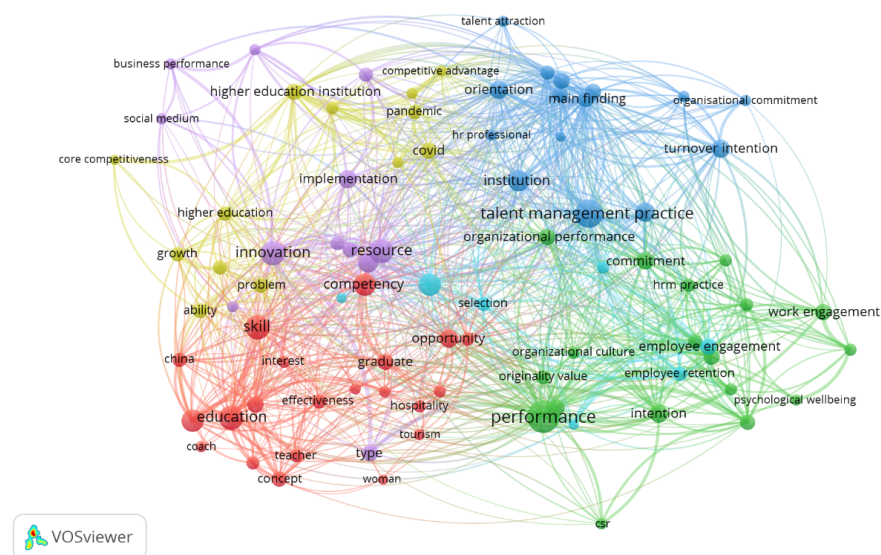
Figure 5: Network Visualization of Talent Management.

between these terms and others like pandemic and covid suggest that the crisis period acted as a catalyst for innovation in talent management practices. In this regard, the capability-based approach anchored in the resource-based view [12] serves as a dominant theoretical framework to explain how organizations generate competitive advantage by developing unique and inimitable competencies [13], [17].

A third cluster centers on keywords such as education, graduate, skill, and teacher, representing the intersection between education systems and workforce readiness. This cluster underscores the role of higher education as an integral part of the talent pipeline within both organizations and national systems. Literature within this group often addresses the mismatch between educational output and labor market demands, particularly in developing countries [14].

Other relevant clusters, including higher education institution, competitive advantage, and social medium, emphasize the strategic role of academic institutions in fostering long-term national competitiveness through talent development. This aligns with the view that talent management is not solely a business function but also a systemic component of education policy and national development [16].

Overall, the visualization demonstrates that talent management has evolved into an interdisciplinary field, integrating perspectives from strategic management, organizational behavior, work psychology, education, and digital transformation. Contemporary approaches to talent management emphasize not only operational efficiency but also sustainability, work–life balance, and competence-driven competitiveness. Furthermore,

the emergence of themes such as orientation, main finding, and institution signals a growing effort to conceptually and systematically synthesize the field, reflecting the increasing demand for adaptive frameworks that can respond to VUCA conditions [10].

In light of these findings, it can be concluded that the talent management literature is increasingly oriented toward the development of adaptive talent ecosystems human capital systems that integrate intelligent technologies, employee experience insights, and cross-institutional collaboration. Future research should prioritize empirical exploration of the integration between digitalized HRM, cross-sector competency development, and the influence of cultural diversity and national policy on talent strategy effectiveness [15], [18].

B. Discusssion

The integrated findings of this systematic literature review reveal a multi-layered perspective on how the field of talent management has evolved over the past few years, both in terms of publication volume and conceptual substance. The combination of temporal trend analysis, disciplinary diversity, geographic contributions, and thematic structure demonstrates that the discourse surrounding talent management is dynamic and interdisciplinary, particularly in the post-pandemic context.

Temporally, the increase in publications after 2021 reflects a shift in the research focus—from emergency responses and operational HR adjustments during the COVID-19 pandemic to more strategic, systemic, and future-oriented talent strategies. This transition is aligned with the broader organizational shift toward resilience and adaptability in facing the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) work environment [10]. The surge in 2024 publications also suggests growing urgency to optimize human capital capabilities as part of digital transformation and ESG (Environmental, Social, Governance) agendas.

From a disciplinary perspective, this review shows that talent management has transcended traditional HRM boundaries and now includes contributions from the social sciences, environmental sciences, and computer science. This interdisciplinary expansion confirms that talent management is no longer merely an administrative issue, but has become part of global concerns such as sustainability (e.g., green HRM), technological integration (e.g., AI-based recruitment, people analytics), and inclusive leadership [24], [14].

Geographically, the rise of contributions from the Global South—particularly Indonesia, Malaysia, and South Africa—indicates a shift in the center of knowledge production.

These contributions reflect not only increased academic engagement in developing countries but also the emergence of glocal (global–local) frameworks that are responsive to institutional, sociopolitical, and economic conditions unique to each region [16], [21]. The dominance of China and South Africa in publication volume also highlights two distinct yet significant strategic orientations: China's national innovation agenda and South Africa's equity-driven public sector HR reform [20].

The thematic structure visualized through VOSviewer further clarifies how core concepts within the talent management literature are interrelated. Central themes such as talent management practices and organizational performance reflect a direct link between HR strategies and value creation. Supporting clusters include the development of organizational capabilities (resources, innovation), workforce readiness (education, skills, graduates), and institutional competitiveness (higher education institutions, social platforms). The convergence of these themes underscores the evolution of talent management into a systemic ecosystem shaped by educational policy, digital infrastructure, psychological wellbeing, and global competitiveness demands [17], [15].

This necessitates the development of adaptive talent ecosystems—human resource management frameworks that are not only theoretically robust and empirically validated, but also operationally flexible across diverse institutional settings. Future studies are encouraged to empirically explore the integration of digital HRM, cross-sectoral competency development, and the influence of cultural diversity and national policy on the effectiveness of talent strategies [15], [18].

Nevertheless, the current study is subject to several methodological and epistemological limitations that warrant consideration. First, although bibliometric visualization provides a comprehensive overview of the structural landscape of talent management literature, this approach remains descriptive and exploratory in nature. It does not capture causality or the in-depth content of each document. In-depth qualitative content analysis of key articles within each thematic cluster was not conducted, leaving conceptual synthesis largely reliant on keyword frequency and network proximity.

Second, the bibliographic database used in this study is limited to select indexed sources (e.g., Scopus or Web of Science), which may exclude relevant literature from local journals, grey literature, or practice-based research that is not indexed. This limitation may affect the completeness of the thematic map, especially in the context of developing countries whose academic contributions are often underrepresented in global databases. Third, although the study successfully maps trends by country and

subject area, it does not differentiate by sector or organizational type (e.g., public vs. private sector, large enterprises vs. SMEs). Consequently, generalizing the results to specific managerial contexts should be approached with caution.

To address these limitations, future studies should integrate manual qualitative content analysis of key documents within each thematic cluster and expand the scope to include contextual case studies, mixed-method approaches, and cross-sectoral comparisons. Such efforts will yield deeper, more nuanced insights and contribute more substantially to the development of conceptual frameworks and policy-relevant talent management strategies that are responsive to real-world organizational needs.

Incorporating VUCA Adaptation in Talent Management Models: A Critical Perspective

To enrich the conceptual rigor and practical relevance of this study, it is indeed important to critically examine how talent management models respond to the dynamic challenges posed by VUCA environments, particularly across distinct organizational contexts such as the public and private sectors. While traditional talent management frameworks have largely been developed in stable, efficiency-driven environments—often within private sector paradigms—their applicability in more rigid and politically nuanced public sector institutions remains underexplored. Public organizations, in contrast to their private counterparts, typically operate under stricter regulatory constraints, longer decision-making cycles, and shifting political mandates, which significantly influence how talent is identified, deployed, and retained.

This divergence necessitates the adaptation of talent management models that are context-sensitive and resilience-oriented. For example, in public sector settings, adaptive capacity, stakeholder engagement, and mission alignment may serve as more critical selection criteria than pure performance metrics. Conversely, private sector organizations might emphasize agility, innovation, and scalability in response to market volatility. Therefore, future research should critically analyze how talent deployment strategies are recalibrated in response to VUCA realities, not only in theory but also through empirical case comparisons across sectors. Integrating this perspective into the analysis would strengthen the study's contribution by situating talent deployment within broader organizational and environmental dynamics, offering actionable insights for public managers navigating complex and uncertain governance landscapes.

The notable increase in scholarly contributions from emerging economies, particularly within the Global South, presents an important opportunity to contextualize publication trends in relation to evolving national human resource (HR) policy frameworks and

demographic shifts. In several of these countries, strategic reforms in civil service systems—often driven by public sector modernization agendas, decentralization, or merit-based recruitment initiatives—have catalyzed academic interest in talent deployment and management. For instance, national talent development plans, competency-based placement policies, and digital governance strategies have created fertile ground for scholarly inquiry, particularly as governments seek to build agile bureaucracies in response to VUCA (Volatile, Uncertain, Complex, and Ambiguous) realities. Simultaneously, demographic pressures—such as youthful labor forces, urbanization, and expanding middle classes—have heightened the urgency of aligning human capital strategies with institutional capacity-building goals. These contextual drivers not only shape research agendas but also influence the types of models, frameworks, and policy recommendations being produced. By situating bibliometric trends within these broader structural dynamics, a more nuanced understanding of the rise in Global South scholarship can be achieved, underscoring the interplay between academic output, institutional reform, and socio-demographic transformation.

To complement the reflective and future-oriented conclusion, the inclusion of a visual framework illustrating the talent management ecosystem in a VUCA world would enhance the conceptual clarity and practical utility of the study's findings (Figure 6). Based on the bibliometric and systematic literature review, such a framework may depict talent management not as a linear or static process, but as a dynamic and adaptive ecosystem influenced by multiple interdependent forces. The proposed model could be structured around four core domains: (1) Strategic Inputs (e.g., leadership vision, policy mandates, digital infrastructure), (2) Institutional Enablers (e.g., governance capacity, regulatory frameworks, data systems), (3) Operational Mechanisms (e.g., recruitment, deployment, reskilling, mobility), and (4) Contextual Drivers (e.g., demographic shifts, labor market volatility, socio-political uncertainty). These domains are nested within a surrounding layer of VUCA conditions, which continuously shape and challenge the functioning of the ecosystem.

Arrows between these components would represent feedback loops and adaptation mechanisms, highlighting the recursive nature of strategic talent deployment in public institutions. Additionally, the framework could differentiate between the public and private sector contexts by annotating distinct institutional characteristics or constraints relevant to each. This integrative visual would not only crystallize the study's conceptual
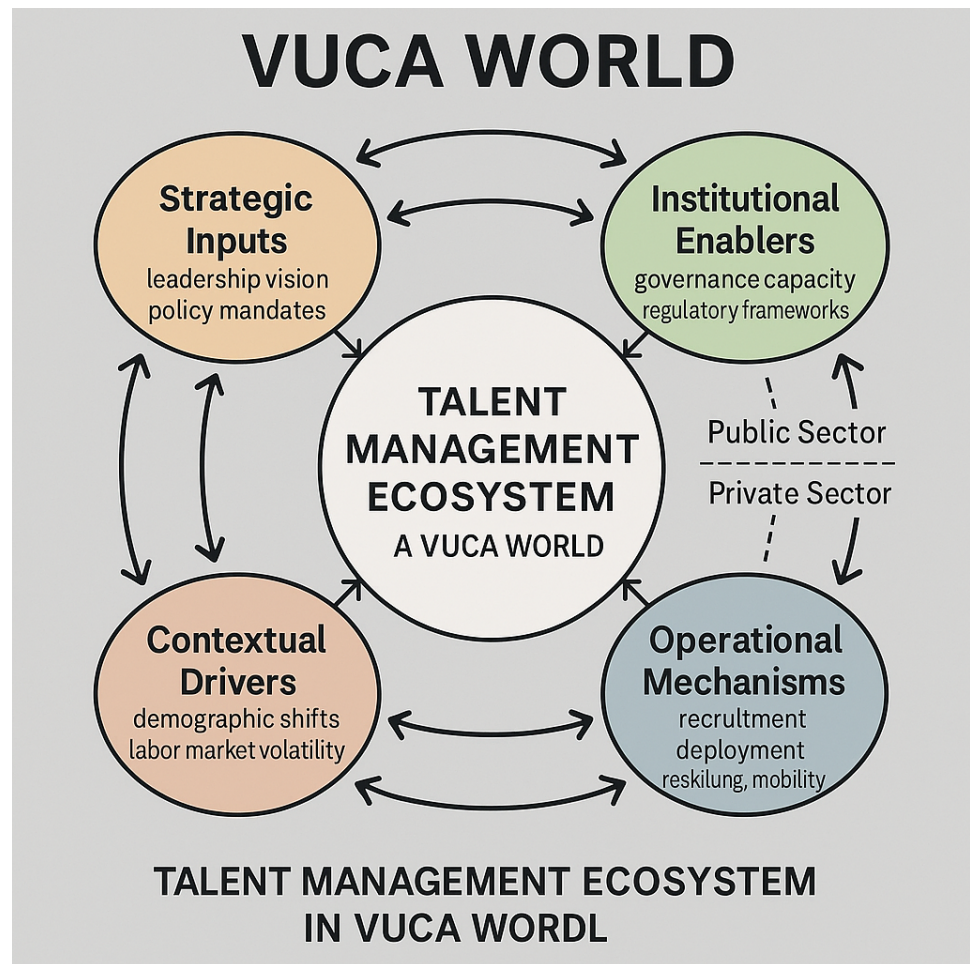
Figure 6: Talent Management Ecosystem in Vica World.

contribution but also provide a practical reference for policymakers and scholars seeking to design talent systems that are resilient, evidence-informed, and context-sensitive amid ongoing uncertainty.

4. Conclusion

This systematic literature review demonstrates that talent management has undergone a profound transformation over the past five years, evolving from a traditionally operational function into a strategic and interdisciplinary field. The temporal trajectory of publications, with a notable surge in the post-pandemic era, reflects heightened global attention to human capital issues in response to the demands of digitalization, organizational resilience, and sustainability.

Disciplinary analyses confirm that talent management now draws from a broad array of fields, including social sciences, business, environmental science, and computer

science signifying a conceptual shift toward employee wellbeing, green HRM, digital integration, and inclusive leadership. Geographically, the literature remains dominated by countries from the Global North, yet emerging economies, particularly from Southeast Asia and Africa, are playing an increasingly significant role. This underscores the growing importance of glocal frameworks that adapt global best practices to local institutional, cultural, and economic realities.

Thematic mapping using VOSviewer reveals the field's core conceptual anchors: talent practices, organizational performance, capability development, workforce readiness, and institutional competitiveness. These findings suggest that talent management must now be understood as a systemic ecosystem that intersects with education, technology, governance, and social impact.

Despite its contributions, this study is subject to several limitations, particularly the lack of in-depth content analysis and the exclusion of non-indexed sources. Future research should employ mixed-method approaches, case-based analyses, and cross-sectoral perspectives to deepen understanding and enhance the practical relevance of emerging frameworks.

In conclusion, talent management literature is progressively moving toward the development of adaptive talent ecosystems human capital systems that are strategically aligned, technologically enabled, employee-centered, and contextually responsive. These ecosystems will be critical in enabling organizations and nations to compete, innovate, and thrive in the rapidly evolving global landscape.

While the analysis effectively captures the shift from operational human resource management toward more strategic and ecosystem-based approaches, a deeper examination of how institutional voids in emerging economies influence research trajectories and practical applications would further enrich the discussion. Institutional voids—such as underdeveloped regulatory frameworks, weak governance structures, limited research infrastructure, and inconsistent policy enforcement—can significantly constrain both the generation of empirical data and the operationalization of strategic talent management models. In many emerging contexts, the absence of reliable labor market analytics, standardized competency frameworks, and performance-based evaluation systems hinders not only evidence-based HRM practices but also the ability of scholars to engage in rigorous, context-sensitive research. Moreover, funding limitations,

restricted access to international academic networks, and political volatility may discourage longitudinal or interdisciplinary studies that are essential for capturing the complexities of talent ecosystems. These structural gaps may partly explain the dominance of conceptual or policy-oriented publications over empirical, data-driven contributions in certain regions. Addressing such institutional deficiencies is therefore critical—not only to support research capacity development—but also to enable more effective, scalable, and locally grounded talent management interventions in the public sector.

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