



TALENT MANAGEMENT IN MICRO AND SMALL COMPANIES: SYSTEMATIC LITERATURE REVIEW

HERMENEGILDO CHACCARA-HUACHACA¹, VICENTE QUISPE-HUISA², EDGAR QUISPE-VARGAS³,
EDISON VEGA-OTAZU⁴, ROBERT JULIO CONTRERAS-RIVERA⁵

^{1,3,5}Cesar Vallejo University, Lima, Perú

hchaccara@ucvvirtual.edu.pe, equispeva88@ucvvirtual.edu.pe, rjcontrerasr@ucvvirtual.edu.pe

^{2,4}Universidad Nacional Micaela Bastidas de Apurímac, Perú

vquispeh@unamba.edu.pe, evega@unamba.edu.pe

Abstract - Talent management has become a strategic element of organizations; since it depends on achieving competitiveness and reaching your goals. The objective of this research was to describe talent management in organizations. A systematic literature review methodology has been followed, which consists of three steps: planning the review, conducting the review, and presenting the results of the review for publication purposes. The results show that talent management is absolutely valid and is very interesting for study by academics; His field of study covers not only multinational companies but also small companies, as well as various organizations that are not necessarily for-profit; Its concept is constantly evolving, going from the simple process to attraction, selection, development or retention to more complex approaches such as practice in scenarios such as pandemics or in digital environments or aimed at managing the talents of new generations of employees who have other practices and ways of managing their careers like those of generation Y. In this way, it can be concluded that talent management is essential not only because it can be inclusive and seek the development of all workers, but also because, being exclusive, it seeks structure positions and therefore assign them to talented people who make a difference in organizations in an increasingly complex market.

Keywords: talent management; career; retention; talent practice; development.

INTRODUCTION

In a highly competitive business world, in constant evolution and subject to various factors of change, such as the COVID-19 pandemic, it is vitally important to have talent within organizations (Sigala et al., 2023), organizations they will increasingly understand the importance of human talent as a fundamental strategic resource to achieve success (Son et al., 2020). Talent management has become a vital approach to attract, develop and retain the most competent and committed professionals in the labor market (Marinakou & Giousmpasoglou, 2019). It is a strategic approach that aims to maximize the human potential within an organization to achieve its mission, objectives and goals (Jooss et al., 2021). As companies embrace the critical importance of having the best professionals, talent management has become a fundamental discipline to attract, develop and retain the most competent employees (Afshari & Hadian Nasab, 2021).

This discipline goes beyond the simple recruitment and selection of personnel, covering aspects such as the identification of key skills, professional development and growth, and the creation of an organizational culture that encourages outstanding performance (Srivastava & Tang, 2022). By adopting a holistic approach, talent management will contribute to the sustainable success of a company by fully capitalizing on the potential of its human talent, aligning it with its strategy and seeking its highest production, in such a way that it allows it to deliver what the company promises. company (Abeuova & Muratbekova-Touron, 2019). In this context, it becomes a catalyst for the sustainable success of companies, since it allows them to fully capitalize on the potential of their collaborators (Usanova et al., 2022). By focusing on identifying and cultivating internal talent, as well as attracting quality external talent, organizations can build strong, motivated, and committed teams capable of facing challenges and achieving ambitious goals (Latukha, Shagalkina, et al., 2022). Talent management not only focuses on identifying and attracting external talent,



but also on leveraging existing internal talent (Bonneton et al., 2022). By developing development and training programs, organizations can enhance the skills and competencies of their employees, creating strong and motivated teams that drive innovation and goal achievement (Glaister et al., 2018).

In the ever-changing digital age, we find ourselves in, talent management faces new challenges. Companies must adapt to new ways of working, promote diversity and inclusion, and take advantage of technology to enhance their talent management practices (Montero Guerra et al., 2023). Companies need to prepare to embrace diversity, foster inclusion, adapt to new ways of working, and take advantage of technology to enhance their talent management practices (Ishiyama, 2022). In addition, it is aligned with the strategic objectives of the company and contributes to the creation of a competitive advantage in the market. By ensuring that the right people are in the right roles, the organization can drive innovation, productivity and overall performance, quickly adapting to changes in the business environment (Kumar, 2022). Therefore, it has become an essential discipline for all organizations that want to stay relevant and competitive in today's business landscape. Through innovative and strategic approaches, companies can develop and nurture their employees, creating a skilled and engaged workforce that drives long-term growth and development (Harsch & Festing, 2020).

The objective of this research is to describe talent management within organizations, mainly within micro and small companies and how this becomes the strategic factor that allows companies to be different, stand out, fulfill their organizational mission and become keep in time. For this, a systematic review of the existing literature in the last ten years has been carried out, in which an explosive interest in its study can be realized, mainly in an era of constant change, of digital tools and after having gone through a strong pandemic that has drastically marked the way of managing the most valuable resource of organizations such as humans.

1. Methodology

For the development of a systematic review about the literature of a subject, it is necessary to identify the most relevant that has been studied and published on it, for which it is necessary to implement approaches and a series of methodological steps that have previously been established. to achieve this goal (Jahan et al., 2016). The established protocols follow a series of steps that are already established, in which various tests have been incorporated that must be carried out to conclusively determine their achievement. These processes must be algorithmic, exhaustive and generate value (Tranfield et al., 2003). In such a way that they allow other researchers interested in the study of the same subject, following the same steps, to achieve their replica and obtain similar results (Mcquade et al., 2021).

In this study, the three-stage process proposed by Tranfield et al. (2003), processes that have been implemented in various research studies (Luciano & Arévalo, 2023). The steps to follow are to first plan the review to be carried out, then carry out the review itself, and present the results and disseminate it. Then we proceed with the steps that have been followed and answers to the questions that have been raised.

1.1. First stage: plan the review to be carried out

The planning of the review to be carried out began with the consultation of a panel of three specialists in human resources, who gave a favorable opinion regarding the subject to be reviewed, in addition, a scope study was carried out through the exhaustive review of documents in the databases and at the level of narrative publications.

Review questions:

From the panel of experts and the initial review, four questions have emerged that will be answered by the investigation.

- What is the concept of talent management?
- What methodological aspects are most used to study talent management?
- What variables are associated with the study of talent management?



- How much progress has been made in the study of talent management in micro and small companies?

Review Criteria

In an effort to be able to select the most relevant information for this research, criteria for including and other criteria for excluding literature have been included in this section (Denyer & Tranfield, 2009). These criteria were:

Literature inclusion criteria

- Peer reviewed articles.
- Articles that are relevant to answer the research questions.
- Articles that consider both in the title or in the summary "talent management".
- Articles that are relevant to achieve the main objective of the investigation.
- Articles developed empirically.
- Articles that were published from 2013 to the present.

Literature exclusion criteria

- Articles that do not include references.
- Articles that are far from the objective of the investigation.
- Unpublished documents that did not undergo peer review.
- Writings that are part of gray literature.
- Articles that were published before 2013.

1.2. Second stage: review process

According to the research protocol, firstly, a manual search and then an electronic search of the various databases was carried out, using generic words for said purpose on the websites. It began by searching Google Scholar, which served to identify the main databases, since it is the most widespread and used by the majority of publications globally, thus allowing a clear identification of the main databases in which which is talent management, and substantially reducing the search.

Within these databases consulted are: a) Emerald insight; b) Taylor & Francis online; c) Web of science; d) Scopus; e) Springer link; f) Elsevier; g) SAGE journals, data sources that have already been used in various literature reviews (Luciano & Arévalo, 2023). In these databases, the following search strings were applied:

- Talent management (in the title)
- Talent management (anywhere).
- Human talent management (in the title).
- Human talent management (anywhere).
- Tal***** and manag***** (in the title)
- Tal***** and manag***** (anywhere)

Both the root and the other search strings yielded a total of 1,246 articles; the documents were then submitted to both the inclusion and exclusion criteria, finding 68 duplicate documents in the process, which we proceeded to eliminate. Then a fairly rigorous review of each article has been carried out, as proposed by Harrison et al. (2016). Said process suggests that it must be ensured that the selected documents provide unequivocal information on what is to be studied, for this, those that show arguments and evidence and have a certain suitability for the study that is carried out must be selected. This process yielded a selection of 58 documents, which were later reviewed again in light of the criteria established for selection or exclusion, leaving 51 documents. Finally, the entire process ended on June 28, 2023.

1.3. Third stage: Present the results and disseminate it

After having presented the process followed for the selection of the selected articles, we proceed with the description of the main findings of this review, in the same way the questions posed will be answered.

Descriptive analysis

The first part describes the main results that characterize the selected studies. The geographical location where the studies were developed, the research approach used, data collection methods,

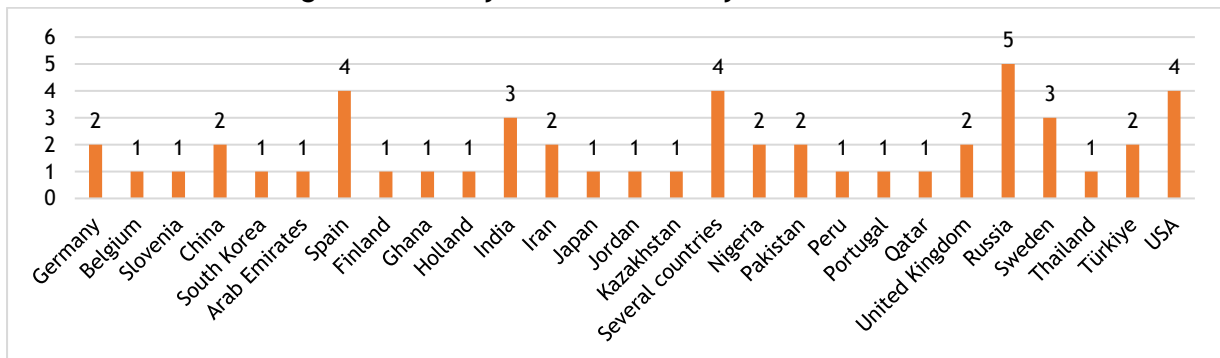
the strategies used for the analysis of the results, articles by year of publication, citations of each article, journals in which it has been published, are considered. published, sample size of data collection, as the most important.

The selected studies are scattered in different countries of the world; however, Russia stands out with 5 articles, Spain and the United States with 4 articles each and Sweden and India with 3 articles each as the most outstanding, in addition to 4 articles that were made in more than one country at the same time. More detail is shown in Figure 1.

Geographic location

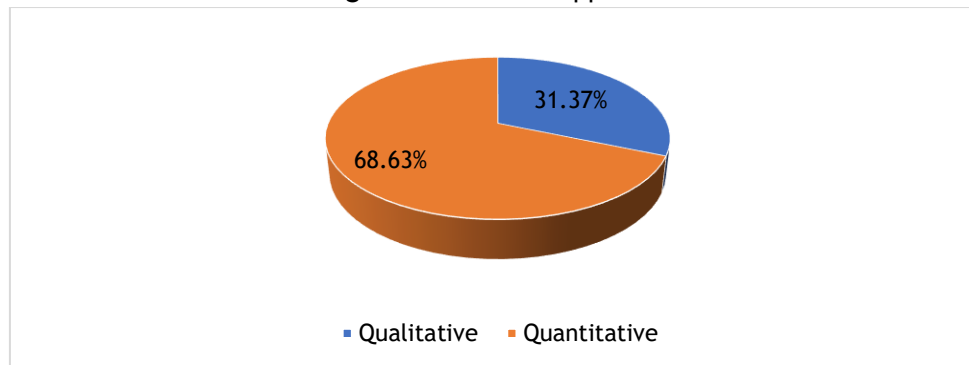
The documents analyzed have been carried out in several countries, in the results Peru stands out with 11 cases, Australia and Russia with 4 studies each as the most outstanding. The results are shown in figure 1.

Figure 1. Country in which the study was carried out



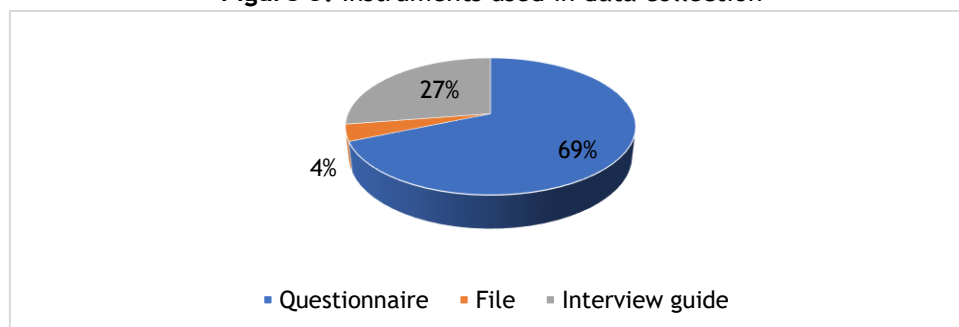
In relation to the approaches there is a certain preponderance of the quantitative in 69%, while the qualitative reaches 31% of studies. See figure 2.

Figure 2. Research approach



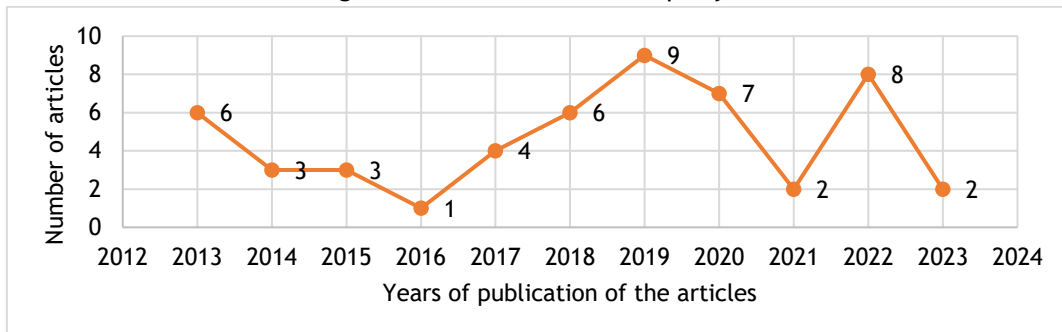
Regarding the instruments that were used to collect data in the investigations, 69% of cases used the questionnaire of questions, 27% resorted to the interview guide and 4% used observation sheets. See figure 3.

Figure 3. Instruments used in data collection



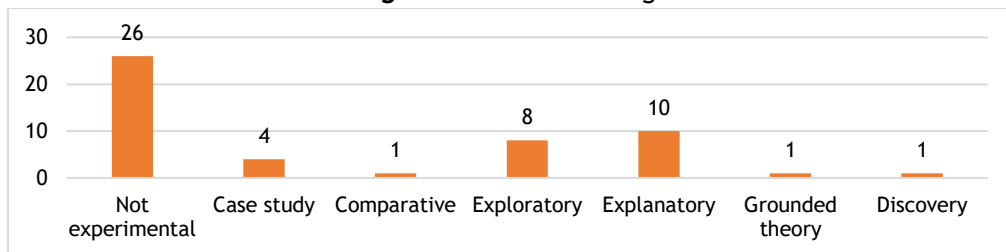
Regarding the publications per year, it has been found that the year 2019 is the highest in number with 9 studies, in the year 2022 there are 8 articles published and the year 2013 with 6 articles, thus demonstrating the importance and validity of the topic in recent years. See figure 4.

Figure 4. Number of articles per year



Regarding the designs used, the non-experimental one prevails with 26 articles, explanatory designs with 10 studies and exploratory ones with 8 investigations. See figure 5.

Figure 5. Research design



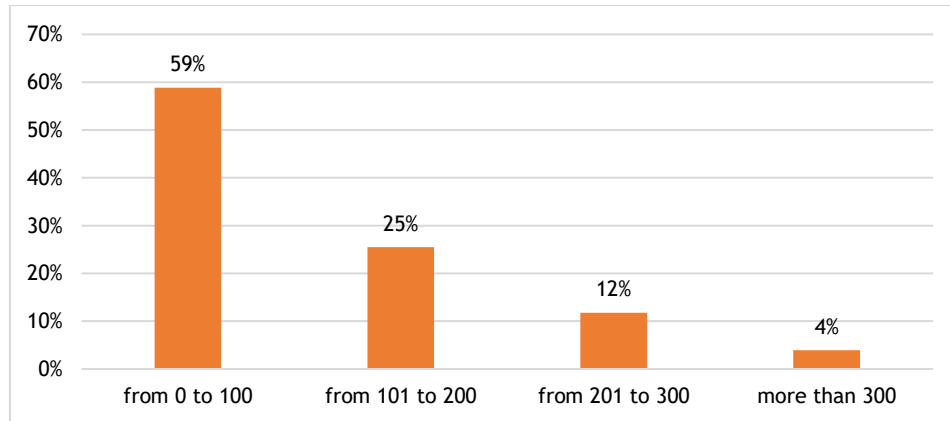
Regarding the journals where the articles were published, The International Journal of Human Resource Management stands out in first place with 12 published articles, followed by the Journal of World Business with 5 publications and Employee Relations: The International Journal with 4 publications, such as the most important. See figure 6.

Figure 6. Journals in which the research was published



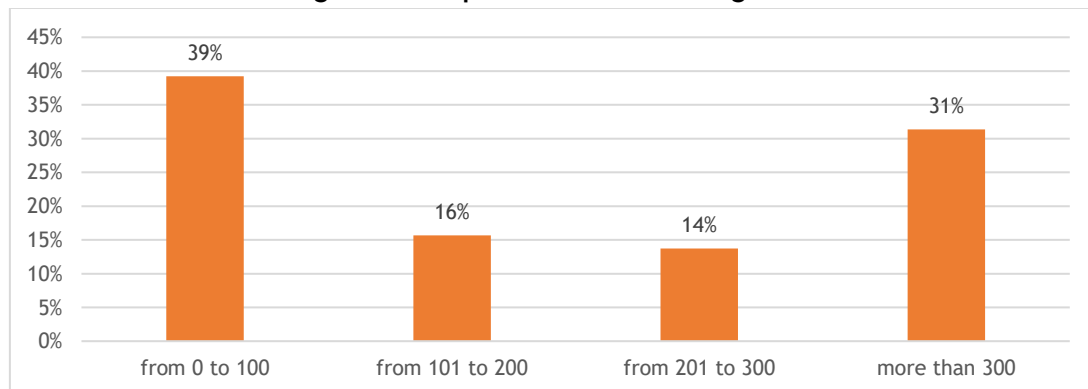
The most cited article is that of Cooke et al. (2014) with 386 citations, followed by Thunnissen (2016) with 365 citations and Festing et al. (2013) with 288 citations, as the most important; On the other hand, it can be stated that 59% of the articles have less than or equal to 100 citations, 25% have more than 110 and less than 200 citations, 12% have more than 200 and less than 300 citations, and 4 % of articles have received more than 300 citations. See figure 7.

Figure 7. Number of citations of published articles



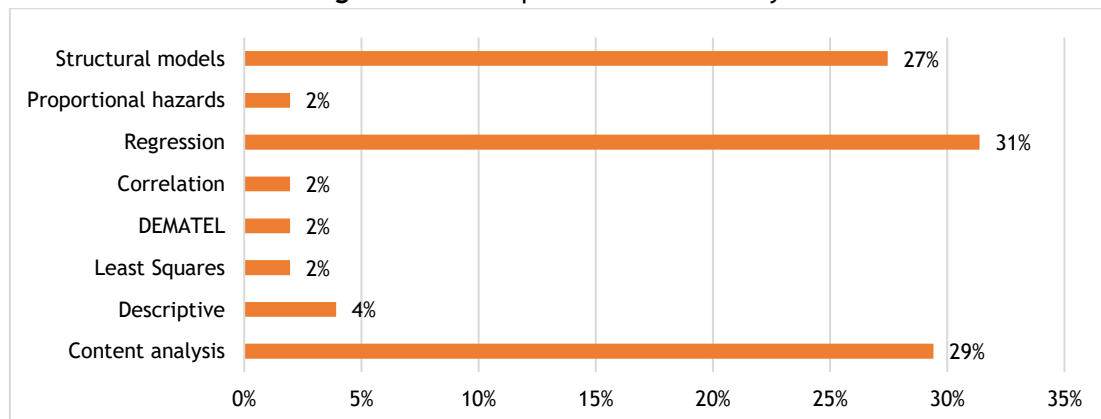
Regarding the size of the sample, 39% of the studies have used 100 or less members, 31% of the cases used a sample of more than 300 members, 16% have used between 101 to 200 members of the sample and 14% between 201 and 300 members for the sample. See figure 8.

Figure 8. Sample size of the investigations



For data analysis, 31% of cases were analyzed using regressions, 29% have performed content analysis and 27% structural models, as the most relevant. See figure 9.

Figure 9. Technique used in data analysis





Providing answers to research questions

Next, the questions raised will be answered in the literature review study.

What is the concept of talent management?

The concept of talent management is not yet consolidated, so you can find different ways to define it. Some authors associate it with career management and within it the management of the most outstanding within the organization, classified as valuable and unique for it (De Vos & Dries, 2013). On the other hand, it is defined as the strategic type of integration of resources, their development and the deployment carried out in high performance employees, who also have high potential (Farndale et al., 2014). Thus, it is also necessary that talent management is focused on the identification of key positions for the competitive advantage of the organization, which have an impact on its performance, finding four philosophies for its explanation: oriented to people, groups, positions and practice (Tatoglu et al., 2016).

In the same way, it is defined as the process of systematically attracting, identifying, developing, retaining and deploying talent, associated with terms such as talent, excellence in skills, key employees of the organization or people who have high potential and who they are valuable to the organization (Thunnissen, 2016). On the other hand, it is considered as a code used by leaders or managers to help an organization achieve its proposed goals; Therefore, there is talk of managerial talent that combines strategy, leadership capacity, degree of maturity of emotions, various communication skills and the ability to attract more talented people, business instinct, functional skills and a clear ability to achieve results (Tafti et al., 2017).

It is also defined as the integral process, which is planned and systemic, which includes the attraction, selection, development and evaluation of employees with a certain level of talent that allow the increase in the efficiency of activities within the organization; having as variants an inclusive approach that allows the development of workers to achieve their maximum potential, or exclusive where people are sought to fill certain positions that make a difference and allow the achievement of the success of the organization (Boštjančič & Slana, 2018). Or it is affirmed that this concept should not only contain employment in its definition but also work practices in which the configuration and structure of work is considered, that is, how to work as a team (Harsch & Festing, 2020).

On the other hand, it is stated that it is a planned strategy that allows the development of recruitment, selection, improvement and retention of people with outstanding skills that the company needs and that is concatenated with the organization's plans in which precise objectives are included. to achieve on which it is necessary to have valued human resources (Fathi et al., 2020). Likewise, words such as competence, commitment and contribution have been considered in their concept, which makes people different within the organization (Mujtaba & Mubarik, 2022). Or a process that implies systematically identifying the key positions that provide differential and sustainable advantage of a certain organization, for which a group of talents with high potential and superior performance must be developed to fulfill these roles, as well as structuring the organization. organization in a differentiated way, in such a way that these positions can be filled with competent people and obtain their commitment (Tyskbo, 2021).

Another definition stream includes key positions and key employees, thus being considered as a set of key factors to achieve high performance of workers and organizational achievements; In this process, the functions, planning of the labor force, its training, performance management, career management, succession planning, and proper management of compensation are considered; stressing that there are two approaches, the inclusive one in which all employees must be developed to achieve a certain level, while an exclusive approach focuses only on developing key workers for key positions (Kumar, 2022).

What methodological aspects are the most used to study talent management?

Regarding the methodological aspects used to study talent management, a large majority opt for the quantitative approach, that is, established procedures have been used that begin with the identification of the problem, going through the formulation of hypotheses, which they have been tested with empirical data, such as to prove that the composition of human capital positively



affects the way in which talent management policies are implemented (De Vos & Dries, 2013); the incorporation of high performance managers significantly affect the volume of sales (Festing et al., 2013); measure talent management practices and how they affect compliance with the psychological contract (Sonnenberg et al., 2014); relate corporate social responsibility practices and talent recruitment (Story et al., 2016); another study tries to measure the link between talent management, organizational performance and the role played by strategic alignment in companies in emerging environments (Glaister et al., 2018); In this way, they also used the quantitative approach when measuring how talent management affects performance at an economic and financial level in hotels (Flores-Quispe, 2019); The quantitative approach has also been used by measuring four talent management philosophies in the organizational context and talent management practices (Meyers et al., 2020).

Other studies, although to a lesser extent, are guided by the qualitative approach, that is, they build their knowledge as they progress in the research. Among the studies addressed under this approach, Cooke et al. (2014) when addressing the concept of talent management, what practices are usually given and what are the main challenges it faces; It was also used by Thunnissen (2016) when contributing to the construction of a broad and above all balanced theoretical framework for talent management, including the context and the various actors within the organization; or in the study by Järvi & Khoreva (2020) about the role that talent management plays in organizational strategic renewal; applied by Tyskbo (2021) to identify talent at headquarters and subsidiaries of multinational companies; also used by Sigala et al. (2023) when carrying out an analysis of talent management in a hotel environment; among other studies.

In several cases, qualitative studies opt for interviews and in many cases use interview guides, such as the case of Farndale et al. (2014) conducted a study on talent management and global talent mobility; or Bolander et al. (2017) in their study about talent management in which they determine four types: humanist, competitive, elitist and entrepreneur; There is also Harsch & Festing (2020) who through interviews explain how talent management allows the training of talent based on the agility that a company needs that allows them to obtain a competitive advantage.

More common are the studies that use questionnaires for data collection, among which are Oltra & Vivas-López (2013) when measuring the relationship of talent management with the designs and dynamics of teamwork, in which processes for learning at the organizational level are developed and stimulated; this technique was also followed by Church et al. (2015) when studying evaluation practices and programs to obtain high performance in business executives; similarly it was used by Tatoglu et al. (2016) when comparing the motivation and practice in talent management in multinational and local companies; o Latukha (2015) when relating talent management with the absorption capacity and performance of the organization; as some examples to cite.

In data analysis, talent management researchers mostly prefer the use of statistical tests, such as regressions (Edeh et al., 2022; Latukha, Shagalkina, et al., 2022; Masri & Suliman, 2019; Maurya & Agarwal, 2018); or structural equation models (Afshari & Hadian Nasab, 2021; Bonneton et al., 2022; Khoreva et al., 2017; Montero Guerra et al., 2023; Mujtaba & Mubarik, 2022); correlations (Owate Minim et al., 2018); least squares (Son et al., 2020); and content analysis (Jooss et al., 2021; Usanova et al., 2022; Valverde et al., 2013; Whysall et al., 2019).

What variables are associated with the study of talent management?

In the study of talent management, various variables are associated, among others, the composition of human capital, career management policies (De Vos & Dries, 2013), important managerial skills to manage a career (Claussen et al. al., 2014), evaluation practices and programs for high performance (Church et al., 2015), attraction and recognition of talented employees (Boštjančič & Slana, 2018), person-organization adjustment and job satisfaction (Mensah & Bawole, 2018), professional success (Abeuova & Muratbekova-Touron, 2019), barriers to sustainable talent management (Gardas et al., 2019), organizational performance and commitment (Edeh et al., 2022), talent attraction and retention (Aina & Atan, 2020; Kumar, 2022), mentoring, strategic leadership, social networks and knowledge sharing (Younas & Bari, 2020), company performance from a gender perspective (Latukha, Michailova, et al., 2022).



Also included as variables associated with talent management are salary satisfaction, business loyalty and organizational success (Luna-Arocas et al., 2020), fairness, stress and employee turnover (Boonbumroongsuk & Rungruang, 2022), work commitment (Ishiyama, 2022), the Matthew effect (Srivastava & Tang, 2022), obstacles, challenges and factors that lead to success when managing talent in the organization (Tafti et al., 2017).

How much progress has been made in the study of talent management in micro and small companies?

Although it is true that the studies are focused on transnational or multinational companies and large companies, studies have also been carried out within local or smaller companies; In Belgium, it has been studied that the composition of an organization's human resources is a predictor of the importance given to continuity in career management practices (De Vos & Dries, 2013); In the case of small and medium-sized German companies, it has been found that they give greater preference to the inclusive approach to talent management, and it has also been found that cooperation is used as a strategy to protect themselves from the war for talent (Festing et al., 2013); In small Spanish companies, it has been found that there is little knowledge and awareness of talent management, also when its principles and practices are used (Valverde et al., 2013).

On the other hand, in Turkey it has been found that in small companies talent management is more strategic and there are weak management systems (Tatoglu et al., 2016); In this same context, it has been found that training, development, recruitment, selection, workforce planning, is directly related to talent management practices, management is more focused on the creation of social capital that is associated with performance, in addition to the fact that the commercial strategy mediates the relationship between talent management and practices (Glaister et al., 2018).

In Slovenia, it has been found that the greatest difficulty is in attracting talented employees and managing to establish organizations as employers that workers want (Boštjančič & Slana, 2018); In the Nigerian context, it has been found that there is a positive and significant relationship between talent management and innovation, thus demonstrating the importance of managing talent to achieve better levels of innovation in all senses (Owate Mnim et al., 2018). ; while in the Peruvian environment it has been found that the success of organizations depends more on adequate talent management, above financial resources (Flores-Quispe, 2019).

On the other hand, in the Arab context it has been found that the attraction and retention of talented people did not find evidence for the relationship with organizational performance, contrary to learning, development and career management that did have direct impacts (Aina & Atan, 2020); in Pakistan it has been found that talent management has a direct impact on organizational sustainability, also finding mediation in the role of sustainable behavior (Mujtaba & Mubarik, 2022); on the other hand, it has been determined that mentoring, strategic leadership and social networks have positive effects on the intention to stay in generation Y (Younas & Bari, 2020). In this way it is shown that talent, although it is true, is usually given greater importance at the level of large companies, it is also applied and developed in micro and small companies in various aspects of talent management.

CONCLUSIONS

Talent management is a strategic element of organizations, mainly in times of great volatility, ambiguity, complexity and uncertainty; These new scenarios are not only faced with average or normal workers, but also require employees who make a difference, that is, they are talented, in such a way that they allow organizations to achieve levels of growth, development and sustainability, through the creation of competitive advantages make the difference over your competitors.

Although it is true that there is great interest in the study of talent in recent years, it has been evolving and there is an increasing call to continue delving into its knowledge and practice. For this, academics come in a construction and constant improvement of the concept, construction and application of various measures that allow their better understanding as a phenomenon of organizations; In addition, its relationships with various antecedent, consequent, moderating or




mediating variables that lead to the construction of an accepted model and its application in various contexts have been studied.

Talent management is conditioned to the evolution of organizations and the context, therefore it will always be in constant change, so the various situations that arise in its conceptualization, planning, development, practice, evaluation and feedback must continue to be studied. , for its empowerment; In this way, not only should the implementation of the exclusive approach be sought, which postulates talented employees for strategic and tailored positions, but the inclusive approach that proposes the empowerment of employees that organizations already have to make them talented must also be implemented. that is to say, to improve their competences in such a way that they allow giving sustainability to the organizations.

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