

THEORETICAL LITERATURE REVIEW ON THE IMPACT OF TALENT MANAGEMENT
ON ORGANIZATIONAL EXCELLENCE

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received: Dec, 1st 2025</p> <p>Accepted: Feb, 2nd 2026</p>	<p>Objective: The purpose of this study is to investigate the impact of talent management practices on achieving and sustaining organizational excellence.</p> <p>Theoretical Framework: Forged by the resource-based view and human capital theory, the study defines talent management as a strategic system that includes attracting talent, developing them, managing their performance and retention. Organizational excellence is multi-dimensional construct and includes, but not limited to, leadership quality, workforce capability, innovation, service quality and continuous improvement.</p> <p>Method: A systematic literature review was performed with structured criteria to identify and analyze studies available in major academic databases, such as Scopus, Web of Science, ScienceDirect and Google Scholar. Of the 120 articles that were identified, 54 were included in this review based on pre-established inclusion and exclusion criteria, and an approach to data synthesis that was driven by concept.</p> <p>Results and Discussion: The synthesis shows that talent management practices have a meaningful positive impact on organizational excellence. Talent development and training were found to be most effective, with the impact of talent retention varying by context. The results indicate that internally focused talent practices tuned to strategy make a larger contribution to performance than external hiring alone.</p> <p>Research Implications: The study contributes theoretically by reinforcing talent management as a strategic enabler of excellence and from the practical point of view for any organization's leaders considering embracing hr in order to embed human capital strategies in their excellence frameworks.</p> <p>Originality/Value: In this study, we offer a brief review of the literature on the impact that talent management has on organizational excellence based on empirical evidence.</p>
<p>Keywords:</p> <p>Talent Management; Organizational Excellence; Talent Development; Human Capital.</p> 	<p>Doi: https://doi.org/10.26668/businessreview/2026.v11i3.5862</p>

REVISÃO DA LITERATURA TEÓRICA SOBRE O IMPACTO DA GESTÃO DE TALENTOS NA
EXCELÊNCIA ORGANIZACIONAL

RESUMO

Objetivo: O objetivo deste estudo é investigar o impacto das práticas de gestão de talentos na conquista e manutenção da excelência organizacional.

Estrutura teórica: Baseado na visão baseada em recursos e na teoria do capital humano, o estudo define a gestão de talentos como um sistema estratégico que inclui atrair talentos, desenvolvê-los, gerenciar seu desempenho e retê-los. A excelência organizacional é um conceito multidimensional e inclui, entre outros, a qualidade da liderança, a capacidade da força de trabalho, a inovação, a qualidade do serviço e a melhoria contínua.

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Método: Foi realizada uma revisão sistemática da literatura com critérios estruturados para identificar e analisar estudos disponíveis nas principais bases de dados acadêmicas, como Scopus, Web of Science, ScienceDirect e Google Scholar. Dos 120 artigos identificados, 54 foram incluídos nesta revisão com base em critérios de inclusão e exclusão pré-estabelecidos e uma abordagem de síntese de dados orientada por conceitos.

Resultados e discussão: A síntese mostra que as práticas de gestão de talentos têm um impacto positivo significativo na excelência organizacional. O desenvolvimento e o treinamento de talentos foram considerados os mais eficazes, com o impacto da retenção de talentos variando de acordo com o contexto. Os resultados indicam que as práticas de talentos focadas internamente e alinhadas à estratégia contribuem mais para o desempenho do que apenas a contratação externa.

Implicações da pesquisa: O estudo contribui teoricamente, reforçando a gestão de talentos como um facilitador estratégico da excelência e, do ponto de vista prático, para os líderes de qualquer organização que estejam considerando adotar a gestão de recursos humanos para incorporar estratégias de capital humano em suas estruturas de excelência.

Originalidade/valor: Neste estudo, oferecemos uma breve revisão da literatura sobre o impacto que a gestão de talentos tem na excelência organizacional com base em evidências empíricas.

Palavras-chave: Gestão de Talentos, Excelência Organizacional, Desenvolvimento de Talentos, Capital Humano.

REVISIÓN DE LA LITERATURA TEÓRICA SOBRE EL IMPACTO DE LA GESTIÓN DEL TALENTO EN LA EXCELENCIA ORGANIZACIONAL

RESUMEN

Objetivo: El propósito de este estudio es investigar el impacto de las prácticas de gestión del talento en el logro y el mantenimiento de la excelencia organizativa.

Marco teórico: Basándose en la perspectiva basada en los recursos y la teoría del capital humano, el estudio define la gestión del talento como un sistema estratégico que incluye la atracción de talento, su desarrollo, la gestión de su rendimiento y su retención. La excelencia organizativa es un constructo multidimensional que incluye, entre otros aspectos, la calidad del liderazgo, la capacidad de la plantilla, la innovación, la calidad del servicio y la mejora continua.

Método: Se llevó a cabo una revisión sistemática de la literatura con criterios estructurados para identificar y analizar los estudios disponibles en las principales bases de datos académicas, como Scopus, Web of Science, ScienceDirect y Google Scholar. De los 120 artículos identificados, se incluyeron 54 en esta revisión basándose en criterios de inclusión y exclusión preestablecidos, y en un enfoque de síntesis de datos impulsado por el concepto.

Resultados y discusión: La síntesis muestra que las prácticas de gestión del talento tienen un impacto positivo significativo en la excelencia organizativa. Se observó que el desarrollo y la formación del talento eran los más eficaces, mientras que el impacto de la retención del talento variaba según el contexto. Los resultados indican que las prácticas de talento centradas internamente y adaptadas a la estrategia contribuyen en mayor medida al rendimiento que la contratación externa por sí sola.

Implicaciones de la investigación: El estudio contribuye teóricamente al reforzar la gestión del talento como un facilitador estratégico de la excelencia y, desde el punto de vista práctico, para los líderes de cualquier organización que estén considerando adoptar la gestión de los recursos humanos con el fin de integrar estrategias de capital humano en sus marcos de excelencia.

Originalidad/valor: En este estudio, ofrecemos una breve revisión de la literatura sobre el impacto que la gestión del talento tiene en la excelencia organizativa, basada en pruebas empíricas.

Palabras clave: Gestión del Talento, Excelencia Organizativa, Desarrollo del Talento, Capital Humano.

1 INTRODUCTION

Contemporary society functions within a highly globalized planet: Gone are the days when people—only some years ago, could expect to lock themselves into lifelong employment with one employer and an established geographic location. Several factors can explain this

transformation including the crumbling of national borders, greater ease in terms of modern transportation, fast technological and knowledge development as well as above all the proliferation of non-standard work arrangements (Shet, 2020). This change has been further accelerated and consolidated by the global coVid-19 Pandemic of 2020–2022 (skuza et al., 2022). This changing landscape has resulted in a business culture that is more open and permeable than ever, and staff turnover is an explicit characteristic of business which has accelerated to the point at which the acquisition and retention of talent is essentially an international activity (McDonnell et al., 2017). Thus, organizations should reconsider their management strategies, especially HRM as a unique source for managing competition and also business problems to be in line with the continued changes and emerging challenges (Abu Ziyada & Jadallah, 2021).

Talent management is a structured administrative process that involves identifying the top tier of the workforce, understanding what they want, feeding their development and working with them to achieve shared goals (Michaels et al., 2001). It goes beyond traditional human resource management with a focus on the strategic connection between human capacity and organizational goals, thus enabling the right people to be held in the right place at the right time, contributing to increased organization nimbleness, innovation and competitive advantage (Vieira et al., 2024).

Organizational excellence is not a point in time but an ongoing practice of achieving higher levels of performance in all aspects of organizational operations. It is the way in which a business delivers excellent results in fundamental concepts such as leadership, people, processes, strategy and culture (EFQM, 2020). This level of excellence can only be accomplished by effective systems/ frameworks and a people-based focus on unleashing the potential of employees to generate engagement, innovation and continuous improvement (Oakland, 2011).

In today's fast-changing and highly competitive operating environment, organizational excellence is no longer a static state but ongoing activity and work; Growth is continuous. As Peters puts it (1982, 1), There is never a permanently excellent organization, only organizations that are constantly on the move from good to better. This also shows the need for a flexible, dynamic workforce with special abilities. Talent managed successfully not only ensures the achievement of tasks but also provides a flexible source of human resources that can adapt quickly to new trends and technologies. In addition, the long-term maintainability of an organization's reputation as an excellent enterprise is founded entirely on offering employees

opportunities for both personal and professional development--a kind supplier not simply It is feedstock! Lacking in this regard will reduce any organization to only a second-class one. While increasingly acknowledged as a driver of sustainable excellence, talent management in practice still remains a narrow operational activity in most organizations rather than being integrated fully into business strategies. Without the strategic integration of talent management, its capacity to convert human capital into a source of sustained organizational excellence must necessarily be limited.

From the above background, the root causes of this study problem include a lack of clear and full grasp about the strategic relations between talent management and organizational excellence, and whether how current best practice could really contribute towards achieving sustainable organizational excellence. Therefore, the key study question that guides this study is: ***To what extent can talent management practices promote from achieving and sustaining organizational excellence in enterprises?***

This study aims through a theoretical and empirical review to construct a systematic theoretical framework clarifying the strategic relationship between talent management and organizational excellence, highlighting which practices of talent management contribute to achievement of sustainable excellence in contemporary organisations. The study breaks new ground in both theory and practice; it stresses the strategic integration of talent management into organizational strategy rather than viewing it only as an operational activity, thus offering insights for both leaders and hr practitioners into how to develop a flexible, dynamic, highly skilled workforce. Ultimately, it helps to deepen our understanding of how talent management acts as a foundation element of long-term organizational excellence.

2 METHODOLOGY

This article takes the form of a theoretical literature review to determine the nexus between talent management and organizational excellence. The review was performed by means of a focused and structured examination of pertinent theoretical as well as empirical works, in order to integrate existing knowledge and articulate a holistic conceptualisation on how talent management practices enable the attainment and maintenance of organizational excellence.

2.1 SEARCH STRATEGY

The search strategy was 2-staged - automatic search and manual search. The search strategy was carried via three primary steps: in the first step, a number of highly reputed academic databases (including Scopus, Web of Science, ScienceDirect, Emerald Insight, EBSCOhost, Mandumah and Google Scholar) were searched.

A list of related keywords was searched, which include Talent Management, Strategic Talent Management, Organizational Excellence, Business Excellence, HR Strategy and Organizational Performance. Selected Studies were included for their significant contribution to the study problem and for exploring the strategic relationship between talent management and organizational excellence.

Downloaded citations were imported into EndNote citation management software for reference collection management and duplicate study elimination. After the automated search, a manual search was performed in order to strengthen the comprehensiveness of the review. This consisted of searching the reference lists of our initially included studies to find other related articles. The studies identified through manual screening were similarly included in End Note and together formed the ultimate reservoir of candidate studies.

2.2 INCLUSION AND EXCLUSION CRITERIA

To guarantee relevance and quality of the included literature, strict inclusion and exclusion criteria were used. Articles were included if they had been published in a peer-reviewed journal, written in English and Arabic and focused to the gestation of talent management, organizational excellence or both linked strategically in this regard, either from a theoretical perspective, conceptual approach and also if it took an empirical focus. Such studies that were not well-directed on the study problem or had less adequate theoretical base have been systematically excluded in this review.

2.3 STUDY SELECTION PROCESS

We outline the process of identifying, screening, and assessing the eligibility of articles in Table 1. This contributes to increasing the clarity and reproducibility of our systematic review.

Table 1*Stages of the Study Selection Process*

Stage	Description	Records Identified	Records Remaining
Stage 1: Identification	Articles identified through database searches using predefined keywords	120	120
Stage 2: Screening	Duplicate records removed using EndNote	22	98
Stage 3: Eligibility	Articles screened based on inclusion and exclusion criteria (title, abstract, and full-text review)	44	54
Stage 4: Final Selection	Studies included in review	-	54

Source: Author

2.4 DATA EXTRACTION AND SYNTHESIS

Data were extracted through a close reading of each chosen primary paper. Data were extracted and recorded in a standardized manner using EndNote and Microsoft Excel. Extracted data were year of publication, authors, context of the study, methodology used, essential concepts and key findings in relation to talent management and organizational excellence.

For literature synthesis, the concept-based approach of Webster and Watson was adopted. This allowed us to cluster findings together by themes as opposed to by study, and may have helped us see repeated patterns and connections between the literature. The synthesis of the studies has formed a holistic theoretical model which efforts to present talent management as an influential force paving way for organisational Change.

3 THEORETICAL FRAMEWORK**3.1 TALENT MANAGEMENT (TM)**

The phrase “talent” was initially used by Lewis Terman in 1925 through his study of gifted individuals, and then again by Leta Stetter Hollingworth in 1931 (Al-Taie et al., 2015, 143). As for the issue of obtaining individuals with talent, it became a furiously fought war between two companies, for just as McKinsey released in 1997 a research report called “War for Talent: The Competitive Global Challenge of Attracting and Keeping Top Employees” (Chambers et al., 1998), and this required the development of the concepts of human resource management to the concept of human talent management, which was referred to as a concept by Watkins David

in 1998, who drew attention to the need to pay attention to human resources, which is a mass of feelings and emotions, and the success of the organization depends on the good management of these talents (Vieira et al., 2024).

In order to explain the idea of talent, there are two perspectives that are commonly mentioned: One is that talented workers were expected not only to master the skills required for their job but also show ambition & sacrifice-put immense amounts of effort and time-plus dedication into working out a solution one could call permanent. More so, talented individuals will demonstrate a high level of learning ability from previous experience (or mistake), as well as being mentally agile to solve sudden problems (Ulrich & Smallwood, 2012). An alternative view holds that talent is the confluence of three dimensions: action, passion, and vision. Action means the abilities required for task execution; passion reflects employees' keenness, dedication and credit to the company for their results; vision implies that one is able to foresee problems in advance of implementation so as not go astray when one makes a mistake (da Camara et al., 2007).

According to Michaels et al (2001, 1-9), a person's combined capabilities are talent and may include abilities, expertise, experience, knowing, intelligence, judgment and attitude, personality as well leadership ability to learn and grow talented individuals are those who can profoundly influence organizational performance in the desired direction, contributing to it for the future. Consequently, TM must create, develop, and retain such individuals if it is to satisfy current needs and enable growth as well as competitive success into a long-term future.

TM is an integrated set of processes, programs, and cultural norms designed and implemented to attract, develop, deploy, and retain talent to achieve strategic objectives and meet future business needs (Silzer & Dowell, 2010). TM, according to Dessler (2020, 99), involves a comprehensive process for integrating plans in these areas of work; recruiting qualified people with geographic mobility who will remain after they have been developed; managing the human resources for implementation in these different areas and then compensating them. Davis et al. (2016, 1) describes it as the recruitment, development, and retention of individuals who perform consistently above average. As Trost (2014, 75), TM is seen as a part of HR processes which looks to identify, assess, develop and retain those talents that will make a difference for the customers and help the organization gain competitive advantage.

Rizwan (2012, 6) argues that the focus has shifted from "Is this employee suitable for the job?" to "Is this employee suitable for the job, the organization as a whole, and future roles

that may emerge?”

Attracting as well as holding onto employees with the requisite skills or qualities needed by your organisation is the strategic process of talent management. Moving from stage one towards this comprehensive process is an active process, where managing employee motivations is key to keeping them at peak performance (Schiemann, 2014; Stuss, 2020). TM by nature tends to run up against complexity and should be coherent throughout the entire cycle of employment from initial recruitment, application and entry into service, through training, subsequent injection of employees into the performance optimization program, ongoing development (Cappelli & Keller, 2014; Schiemann 2014). As employees interact with an organization at different points in this lifecycle, TM manifests as a cyclical and ongoing process.

The retention of skilled employees through TM carries significant organizational implications, it lower costs related to recruiting new employees and turnover while also lowering investments in training and development for both current staff and high-potential talent (Rothwell, 2011). More importantly, the value of TM lies in the influence that skilled employees have on organizational performance, often serving as a critical source of competitive advantage (Barney, 1991; Barney et al., 2011; Gelens et al., 2013). With highly capable human resources, productivity and profitability can be doubled, generally bringing out the best outcomes to the overall organization (Arocas & Morley, 2015).

The development of TM grew out of certain basic organizational theories: the Resource-Based View (RBV) and Human Capital Theory. According to RBV, unique resources such as human capital can provide a sustainable competitive advantage; Human Capital Theory tends to focus on the upgrading of employees' skills and performances up to organization level (Groenewald, 2024). Motivation theories like Maslow's hierarchy and Herzberg's two-factor theory tell us how to increase employee satisfaction and retention. Social Exchange Theory, on the other hand, offers another reason for an organization's investment in staff development, it leads to greater loyalty and commitment along with better performance (Oham & Ejike, 2024).

3.1.1 Talent mamangement dimension

Various dimensions of talent management have been identified by scholars, each of these dimensions plays a key role in the effectiveness of the organization. The initial stages of talent management are about recruiting and selecting candidates who are in harmony with the

organization's goals and culture — people who have high potential and intelligence (Collings & Mellahi, 2009). The subsequent stages are concerned with employee development, which encompasses training, mentoring and coaching initiatives designed to develop an individual's skills and thus their career (Blass & Ferris, 2007). Moreover, succession planning is a crucial part of talent management which ensures there are always people ready to occupy those essential leadership positions, thus mitigating the risk of talent gaps developing. (Rothwell, 2010).

According to Armstrong and Taylor (2006, 250–267), talent management includes five key dimensions. Talent planning is developing policies and strategies for effective talent acquisition and retention while forecasting an organization's future needs. Talent recruitment refers to identifying the most suitable talented individuals to meet pre-stated job requirements and acquiring them from internal and external labour markets. Talent development is a systematic process of acquiring new knowledge, skills and behaviours by talented employees, enhancing their capability, preparing them for greater responsibilities, and aligning the individual's demand with the needs of the organization. Employee retention concentrates on understanding why employees choose to stay in or leave a job: for example, Career advancement is the most important factor affecting the choice of employment for early-career employees (30 or younger), Career management and job satisfaction for middle-aged (31–50), Job safety for older workers (over 50). Other factors affecting talent retention include organizational reputation, person job fit, learning and career development opportunities, and performance recognition and rewards. Finally, talent performance management involves setting objective standards for both technical and non-technical performance to assess talent and identifying performance gaps, thereby ensuring individual efforts are aligned with organizational strategic objectives.

Talent management is not a strictly linear process, but rather a cyclic one, consisting of six dimensions: talent planning, talent identification, talent attraction, talent acquisition, talent development and talent deployment /retention (Yildiz & Esmer, 2023), involving issues such as recruitment, training, compensation, performance management etc. (Pandita & Ray, 2018; Cajander & Reiman, 2024).

3.2 ORGANIZATIONAL EXCELLENCE (OE)

Organizational success may have different means and every organization has a different

success perspective. Rezaei et al.(2018) said that, organizations should have a sustained level of high performance for long-term success. Maqableh and Al Shawabkeh (2025) said that excellent organizational performance one of the main objectives for organizations, and at the global level organizations aspire to obtain such maintain an excellent performance because it is an essential prop to keep ahead of your competitors.

To have a general understanding of what meant by organizational performance (OP) and what is excellent organizational performance (EOP), we should first define organizational excellence (OE), OP, EOP. OE can be defined as the optimum use of both internal and external resources to meet or exceed customer needs as well as the continued existence of a business (Ionica et al. 2010). Antony and Bhattacharyya (2010) defined OP as ‘the measure of how well organizations are managed and maximize the value they deliver to customers and other stakeholders’ and redefined EOP as “the excellent measure of the correlation between all performance variables affecting an organization’s operation”. Antony and Bhattacharyya (2010) also said that to be on EOP level, organizations should have holistic focus as compared to organizations aspiring only for performance and that an organization cannot attain excellence merely by adding onto the existing level of a single performance variable.

Therefore, Maqableh and Al Shawabkeh (2025) stated that excellent organizations are continuous learners, without pausing on the path toward OE. At a minimum, in order to achieve an OE state of performance upper limit, the organization must employ an Organizational Excellence Method (OEMs). Ubaid and Dweiri (2019) viewed OEMs as a system of methods, techniques, tools, and self-assessment approaches, used by organizations to build necessary performance management system and excellent performance fundamentals that encompasses the creation of necessary core competencies, people capabilities, innovative culture, strong partnership relations, customer focus business model, top management commitment, ISO system adoption, optimum resources utilization, and managing organization behaviours. Then, use equipment, fundamentals, and performance management system, as the foundation to convert organization inputs to output through the process to achieve and sustain excellent organizational performance.

3.2.1 Organizational excellence dimensions

Organizational excellence is widely conceived as an integrated system of leadership, strategy, people, processes, and results that enables organizations to achieve superior and

sustainable performance (Talwar, 2011).

Leadership is consistently identified as a core dimension of organizational excellence. In organizations that reach high levels of excellence, their leaders have a clear vision for the future. They promote quality and innovation as organisational norms and encourage employees to knowingly participate in decision-making situations. Researches has shown that leadership commitment is essential to embed excellence practices and sustain continuous improvement throughout your organisation (Dahlgaard-Park, 2011). Strategy, another essential element of excellence depends on the ability of an organization to formulate and implement coherent but flexible strategies that are aligned with both its mission and environmental conditions (Talwar, 2011).

Human resources and organisational culture are also prime features in striving for excellence. Previous research findings show that investment in employee development, empowerment and motivation can lead to enhanced organisational performance and innovation capabilities. A supportive culture which emphasizes learning, teamwork and continuous improvement will increase employee commitment and facilitate the successful implementation of excellence initiatives (Sila & Ebrahimpour, 2005; Oakland, 2014).

Finally, organizational excellence is seen in effective process management, customer focus and results. Excellent organizations are those that continually improve their processes to increase efficiency and quality. At the same time, they pay attention to understanding and meeting the expectations of customers to win business. Performance results, whether financial, operational, human or societal, are evidence as to how well the organization is integrating all excellence dimensions--as argued by models such as the Malcolm Baldrige National Quality Award (EFQM, 2020).

3.3 THE IMPACT OF TALENT MANAGEMENT ON ORGANIZATIONAL EXCELLENCE

A number of studies have found that talent management is positively correlated with organizational performance. For example, Hafedh and Hameed (2024) articulated talent management as a strategic process involving such core practices as training, recruitment, development and retention, and considered organizational excellence to be an outcome evidenced through leadership effectiveness, innovation, competitive advantage and overall quality dimensions. The findings revealed that strategic talent management can significantly contribute to organizational excellence in the hotel industry in Baghdad. For instance, training

and development activities provided staff with the capacities necessary for improving service quality and operational performance; retention practices-maintained staff stability, safeguarding institutional knowhow. A balanced recruitment policy allowed the hotels to attract high-grade talent, which in turn improved the hotels' reputation, stimulated innovation, and introduced fresh insights that supported organizational advancement. The most critical discovery of all was that by developing, training and retaining internal talent it was feasible to make achievements in the realm of excellence and that sole reliance on external hiring is insufficient, underscoring the need to focus on nurturing existing human capital.

The study by Sweit'i and Ldadweh (2024) conceptualized talent management based on basic sub-dimensions of talent management, such as to attract talents, select the best ones, train and develop talented people, retain the qualified people within the institution for long time, while measuring organizational excellence as a combination of leadership excellence, HR excellence and knowledge excellence. The results unveiled a significant positive influence for talent management on organizational excellence within General Personnel Council in Palestine. This positive effect implies that talent management adds value to excellence by enhancing leadership capability through well-prepared leaders, increasing human resources effectiveness by aligning staff competencies with organization's goals and cultivating knowledge excellence by building employees' expertise and fostering learning within an institute while sharing of knowledge. These results emphasize the strategic significance of talent management in terms of facilitating organizational excellence and imply that systematic processes developed to manage human talent not only enhance operational performance, but also foster environments where leadership quality, workforce capability, and organizational knowledge are continuously developed and leveraged for superior institutional effectiveness.

The study of AlQdeimat and Alkshali (2023) constructed talent management as a multi-dimensional construct consisting of four constructs: talent attraction, talent development, talent retention, and performance management whereas organizational excellence was measured in terms of five dimensions which include strategic excellence, leadership excellence, subordinates' excellence, organizational structure excellence, and organization culture excellent. The findings revealed that talent management has a direct and significant positive impact on overall organizational excellence in Amman Arab University, specifically through attracting talent, developing talent and managing performance; all these elements contribute to achieve strategic alignment, leadership capacity, workforce enablement, system adaptability as well as culture of excellence. However, in this particular institutional framework, talent

retention did not appear to have a significant effect, showing potential contingencies of its effectiveness as a mechanism for retention.

The results of the study by Mohammed and Nouri (2023) also showed a positive and statistically significant correlation between the practices of talent management (talent needs, attraction, development and retention) and organizational excellence in the Duhok Technical University, which indicates that better management of talent is associated with stronger perceived excellence. While the institution exhibited weaknesses in applying structured talent management strategies, the results showed that even in its current form, talent management contributed meaningfully to excellence by enhancing how the university engages and supports its human capital. The results indicate that a perception among staff of active management of their talent — even if done informally — is associated with greater alignment to organizational objectives and better institutional performance. At the same time, however, some challenges in strategic planning and application to attract, develop and retain skilful personnel were also identified from the study indicating that effective and strategic integration of talent management practices is critical for its contribution to organizational excellence.

Rawat (2023) authors observed that successful talent management practices positively impact the knowledge base systems of an organisation, and when these systems are correlated, provide enhancement to higher outcomes related with organizational reputation. While not excellence per se, organizational reputation is widely acknowledged in the strategic management literature as a key component of organizational excellence and as an indicator of its ability to generate sustainable value creation, stakeholder trust, and ultimately long-term strategic success and competitive advantage-- fundamental conditions for organization excellence in many theoretical models. Consequently, even though traditional dimensions of excellence (i.e., operational efficiency or quality) were not directly measured in the study, it appears that talent management indirectly contributes to organizational excellence by cultivating a platform for knowledge creation and innovation—key determinants associated with excellent firms-ability to generate sustainable performance, as well as long-term competitive differentiation.

As highlighted in the study by Epebinu et al. (2023), talent management was found to have a significant positive impact on organizational performance in the two chosen wire and cable companies of South-West Nigeria, hence explaining about 62 % of the variations in performance. This means that there are good practices in key areas — such as talent attraction, talent retention, learning and development, career management — which correlate to higher

levels of organizational performance outcomes (e.g time-to-market for products, customer satisfaction and internal customer satisfaction). While the study considered organisational performance as opposed to OE itself, its results are relatable to excellence frameworks, because efficiency and effectiveness, quality of service, customer satisfaction and employee engagement are encompassed in the broader versions of OE models. By demonstrating that robust talent management practices predict superior performance outcomes, so talent management contributes to organizational excellence through enhancing operational efficiency, stakeholder satisfaction, and human capital utilization — all of which are recognized as hallmarks of excellence in both private and public sector settings.

According to study of Patel et al. (2022), talent management was defined as a comprehensive, proactive process of sourcing, attracting, selecting, hiring, developing, motivating, and retaining high-potential individuals for organizations—viewed as vital for organizational success. The investigation revealed that a statistically significant positive relationship ($r = 0.78$) between the talent management and organizational excellence could be evidenced from among three healthcare sector companies in the Delhi-National Capital Region, this suggests that when healthcare organizations engage in talent management practices, these are associated with improved organizational outcomes such as service quality, workforce capability, resilience and strategic performance. These findings suggest that talent management is not just a human resource process, but it is also a strategic complement towards the excellence, reinforcing the importance of aligning talent initiatives with broader organizational structure.

The study by Azmy et al. (2022) investigated the impact of talent management optimizing on workforce agility with the mediating role of job satisfaction and employee engagement to creating excellent service at a private hospital in Jakarta, Indonesia. The study found that talent management optimization significantly enhances workforce agility — explaining 76.5 % of its variance — largely by strengthening employee engagement and, to a lesser extent, through job satisfaction pathways. Talent management positively influenced employee engagement by 46.4 % and directly impacted workforce agility by 54.4 %, implying that when organizations adopt talent practices including competency development, strategic career planning, and performance support in a systematic way, its employees will be more flexible, creative, and responsive to change. These results suggest that the management of talent is a strategic practice for promoting agility and high-quality service delivery—agility and high-quality service delivery that are basic constituents of excellence, on which organizations must

focus, particularly in those sectors focused on the provision of services because responsiveness, adaptability, and consistent quality are key features for achieving efficient performance competence.

The empirical study by Abu Zyeada and Jadallah (2021) focused on the reality of talent management (talent attraction, training and development, performance management, succession planning for talents, and retention of talents), and its effect on organizational excellence (strategic excellence, leadership excellence, subordinates' excellence, and service excellence) in the Palestinian ministries of West Bank governorates. Statistical analysis also showed that the talent management practices significantly influenced organizational excellence in general, suggesting that improving how ministries identify, develop, maintain and utilize talented employees can positively influence organizational performance and level of excellence. The findings suggest that even in environments where talent management is not fully developed, incremental improvements in these practices supports better strategic alignment, leadership capability, workforce performance, and service delivery, thereby reinforcing the strategic role of talent management in fostering organizational excellence.

Aboseif (2021) demonstrated that talent management practices (identification of critical positions, training effectiveness, development, and rewards management) have a direct positive effect on organizational excellence classed as consisting of HR excellence, partnership excellence, process excellence and product excellence in Egyptian hospital situated in Assiut. The findings also indicated that, when a smart organization (an organization based on learning, agility, innovation and effective application of knowledge and technology) is in existence, the relationship between talent management and organizational excellence may be partially mediated. This suggests that talent management not only directly contributes to excellence, but also indirectly by cultivating savvy organizational attributes, which, in turn, promote performance, responsiveness and quality of results. However, the study did not find a mediating effect for the reward dimension in the context of smart organization.

In the Khasawneh et al. (2020) found the higher the quality of human capital, the better performance and excellence of organizations. Moreover, the research show that talent management significantly moderates the relationship between human capital and institutional excellence in government sector of the Emirate of Abu Dhabi, when executing talent management mechanisms effectively, the impact of human capital on Institutional Excellence will be most prominent. This moderating effect highlights the strategic role of talent management: rather than acting only as an independent predictor of organizational excellence,

it enhances the value of human capital is transformed by facilitating opportunities to enable employees' knowledge, skills, expertise and innovativeness ever more positively to matter for institutional success. This result implies that talent management not only to support human capital development but also to shape the context in which human capital translates into superior performance outcomes.

The dimensions influencing talent management to sustain organizational excellence are performance defined culture, low turnover of employees, high levels of employee satisfaction, availability of qualified replacements, effective investment in employee development and the utilization of organization competencies in selecting and evaluating an individual's performance on the job. The need of the hour has become a pro-active talent management system and those organisations who do not believe in adopting it, will find it hard to sustain organisational excellence (Singh, 2012).

4 RESULTS AND DISCUSSIONS

The results of the empirical literatures reviewed reveals a statistically significant effect of talent management practices on organizational excellence across diverse organizational settings. The findings suggest that organizations with such configured talent systems achieve stronger outcomes in terms of excellence, namely: leadership performance, workforce capability, service delivery quality and innovation and overall organizational performance.

With those examined dimensions, both talent development and training were identified as the most important practices, followed by talent attraction and performance management. The effects of talent retention were heterogeneous, with its impact varying depending on organizational and sectoral context. On the whole, results indicate that organizations that engage in talent management (either through formal practices or emerging ones) demonstrate stronger alignment between human capital and organizational goals, which is reflected in higher excellence indicators.

The results of the studies reviewed together confirm that talent management is a strategic enabler for organisational excellence and not just some kind of HR add on. This also provides support for the primary argument of the study, that systematic investment in acquiring, developing and deploying talent dramatically improves an organization's ability to excel over time in leadership quality, performance results, innovation outcomes and service excellence. The positive association observed across multiple contexts indicates that excellence is not just

technologically or structurally driven but most essentially by the organisation's capacity to develop, deploy, and sustain its human capital.

The prominence of talent development and training suggests that excellence is directly linked to continuous learning and capability building. By enhancing employees' skills, adaptability, and knowledge, organizations strengthen their internal capacity to deliver high-quality performance and respond effectively to environmental challenges. This finding reinforces the view that internal talent cultivation is more sustainable for excellence than exclusive reliance on external recruitment.

The difference in the level of retained talent demonstrates the contextual nature of talent management practices. In certain environments, particularly academic and public institutions, retention mechanisms may be limited by external labour markets or institutional regulations. This means that talent management strategies must be aligned with organizational context and sectoral characteristics in order to make an optimal difference towards excellence.

Furthermore, the results reveal that talent management affects firm excellence directly as well as indirectly by enabling factors namely employee engagement, knowledge management, organizational reputation and workforce agility. These mechanisms substantiate the argument that talent management is a fundamental system for achieving excellence, by enhancing internal capabilities of being adaptable and innovative and performing to sustain in dynamic, service-oriented environments.

Overall, the discussion reveals that effectiveness of TM is reliant on embedding its practices in a comprehensive strategic framework. Organizations that adopt proactive, aligned, and context-sensitive talent management systems are better positioned to achieve and sustain organizational excellence.

5 CONCLUSION

The purpose of this research was to explore how talent management contributes to achieving organizational excellence: drawing by synthesizing empirical evidence from previous studies. The results reaffirm that talent management is a crucial strategic driver of organizational excellence, impacting leadership calibration, workforce efficiency, innovation and continuous performance.

The findings suggest that talent development, training and performance management practices contribute most strongly to outcomes of excellence, while the impact of talent

retention varies according to organizational context. The findings emphasize the importance of investing in internal human capital and aligning talent management practices with organizational strategy and environmental conditions.

From a theoretical perspective, the study has also confirmed the premise that the conceptualisation of talent management as a strategic mechanism for enabling organisational excellence and not merely as a traditional human resource function. From a practical point of view, the result indicates that organizations interested in high and long-lasting performance would need to develop comprehensive and proactive talent management to sustain learning, adaptability and fit. Although informative, the study is subject to limitations related to its reliance on secondary empirical evidence and contextual variability across sectors. Empirical validation of the full talent management and organizational excellence models, extensive study on mediating and moderating variables, and incorporation of longitudinal designs to enhance an understanding of the dynamicity of talent management and organizational excellence over time are recommended for future research.

In conclusion, it can be concluded that effective talent management is seen as the cornerstone of sustainable organisational excellence in today's organisational environment.

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