

A BIBLIOMETRIC REVIEW OF TALENT MANAGEMENT, ORGANIZATIONAL WELL-BEING, AND EMPLOYEE RETENTION RESEARCH

D.W.W.Dahanayake¹, H.M.S.V.Silva²

Abstract

This study explores the relationship between talent management practices and employee retention, emphasising the mediating role of organisational well-being. The research aims to determine how strategic HR initiatives such as talent acquisition, training and development, performance management, and reward systems, enhance employee retention through improved well-being. A systematic literature review (SLR) was conducted using a five-stage PRISMA-based approach, analysing 54 peer-reviewed journal articles published between 2015 and 2025 from major databases. Bibliometric analysis using VOSviewer identified three thematic clusters: talent management, organisational well-being, and employee retention. The study aims to determine the way strategic HR practices, such as talent attraction, training and development, performance appraisal, and improve employee retention by improving organisational well-being.

Keywords: Employee retention, organisational well-being, performance management, talent acquisition, talent management, training and development

¹Department of Human Resource Management, University of Kelaniya, Sri Lanka
Email: Dumindiwathsara2001@gmail.com*

²Department of Human Resource Management, University of Kelaniya, Sri Lanka
Email: michellevindya@kln.ac.lk



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Introduction

Bibliometric mapping combined with systematic reviews allows scholars to trace intellectual structure, identify leading authors and journals, and reveal gaps where the mechanism of well-being–retention remains under-researched in contexts and across sectors. The dynamic interaction of talent management, organisational well-being, and employee retention has accelerated in tempo, becoming the centre of HR scholarship and practice, especially in the wake of COVID-19 dislocations that reshaped work, expectations, and mobility (Menezes et al., 2025). Talent management research has grown rapidly, and recent bibliometric research has identified growing thematic clusters in the themes of digital HR, strategic retention, and inclusive development practice. At the same time, review and empirical research indicate high correlations between initiatives for well-being, from psychological support to flexible work arrangements, and lower turnover intentions and higher commitment (Mathur & Srivastava, 2024). To provide a research agenda connecting theory and practice for resilient talent systems, this research synthesises the literature from 2020–2025 to study publishing patterns, map co-authorship and keyword webs, and detail methodological decisions (Sinisterra et al., 2024). The study offers evidence-based recommendations for managers, HR professionals, policymakers, and researchers interested in human capital construction and organisational performance maintenance through the three connected variables. To inform transdisciplinary policy worldwide, it also identifies methodological blind spots, regional variations, and practical implications for managers, HR professionals, and policymakers worldwide.

Theoretical Framework

Theoretical underpinnings of this bibliometric study converge employee retention (ER), organisational well-being (OWB), and talent management (TM) into a multidimensional human resource framework. The Resource-Based View (RBV), upon which talent management has been formulated, postulates that companies are able to maintain competitive advantage by the strategic attraction, development, and retention of desirable people assets (Barney, 1991; Shah et al., 2024). This is matched by emerging research that identifies technology-driven and inclusive TM systems that lift the level of employee engagement and value propositions (Menezes et al., 2025). Based on Self-Determination Theory (SDT) and Positive Organisational Psychology, Organisational Well-Being establishes psychological safety, autonomy, and a sense of meaningful work as key factors linking TM practices to positive outcomes (Ryan & Deci, 2020; Mujajati et al., 2024). According to Sinisterra et al. (2024), the supportive environment that facilitates well-being increases emotional commitment and intrinsic motivation and decreases turnover intentions. his article highlights the changing intellectual landscape and suggests directions for the future development of an integrative theory relating human capital development, well-being, and long-term retention sustainability in turbulent work environments through the combination of bibliometric mapping and theoretical synthesis.

P1: Relationship Talent Management practices and Employee retention

Again and again, it is demonstrated that talent management activities like recruitment and selection, learning and development, performance management, career/succession planning, rewards, and inclusive development have a positive impact on staff retention by enhancing employees' positive feelings of their worth, fit, and opportunities for career progression within the company (Menezes et al., 2025). Effective direct impacts of TM on retention and lower turnover intentions are evident in empirical research in various industries.

P2: The Relationship between Talent Management Practices and Organisational Well-being

According to the most recent research, Talent Management (TM) practices highly contribute towards Organisational Well-Being (OWB) through constructing empowering, supporting, and building work cultures. Some of the effective TM systems include training, career development, and equitable performance management that positively affect employee engagement, psychological safety, and satisfaction, ultimately leading to organisational well-being (Menezes et al., 2025; Shah et al., 2024).

P3: The Relationship between Organisational Well-being and Employee Retention

According to more recent studies, organisational well-being (OWB) and employee retention (ER) have a very strong positive relationship, and employees wish to remain in organisations that provide a healthy and positive workplace environment. Psychological safety, blending of work and life, and supportive leadership are all characteristics of an organisation that increase organisational commitment and job satisfaction and decrease turnover intentions (Mujajati et al., 2024; Sinisterra et al., 2024).

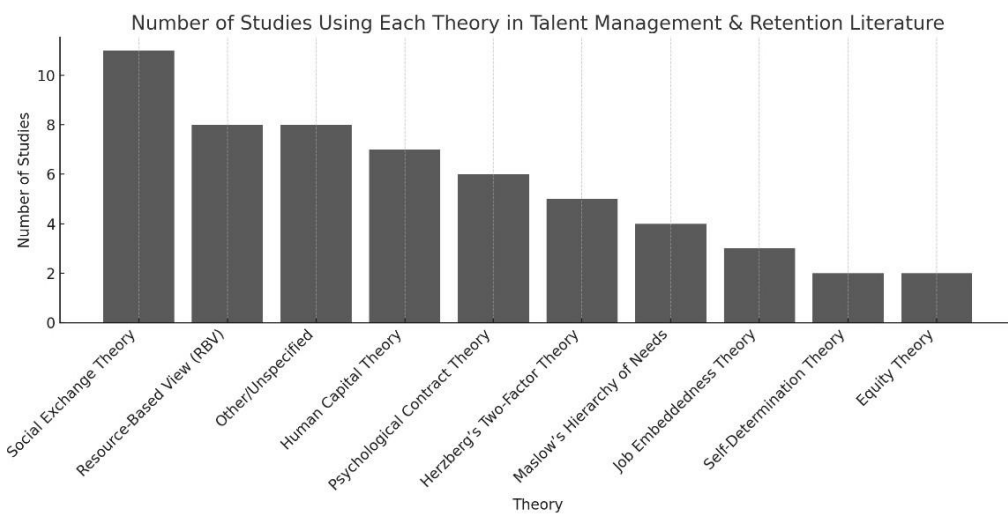
P4: Mediating Role of Organisational Well-being

Organisational well-being (OWB) has also been found in contemporary research as an important mediating variable between employee retention (ER) and talent management (TM) strategies. By creating participation, psychological safety, and job satisfaction, effective TM strategies like staff development, recognition, and equitable incentive schemes improve OWB (Menezes et al., 2025; Shah et al., 2024). Additional OWB further improves retention performance through stress reduction and intentions to turnover (Mathur & Srivastava, 2024; Sinisterra et al., 2024).

Theoretical gap

As research on the connection between employee retention (ER), organisational well-being (OWB), and talent management (TM) is on the rise, no theoretical integration among them exists as yet. Rather than a single paradigm, existing studies tend to apply the Organisational Citizenship Behaviour (OCB) Theory, Self-Determination Theory (SDT), and Social Exchange Theory (SET) separately. Though recent research rarely connects how

Figure 1
Theoretical Map



Source: (Authors' work)

TM practices result in OCB through well-being mechanisms that facilitate retention. OCB Theory describes how organisational performance is increased by employees' discretionary behaviours (Sinisterra et al., 2024). So, SDT recognises relatedness, competence, and autonomy as internal motivational drivers that promote engagement and well-being; however, little has been explored to evaluate these internal motivational processes within TM–ER models (Menezes et al., 2025).

Although research never examines how OWB serves as a mediator of this exchange to preserve retention outcomes, SET gives a foundation on how the bidirectional relationship between organisational support and employee loyalty can be understood (Mathur & Srivastava, 2024; Mujajati et al., 2024). Therefore, the lack of an overarching model that integrates OCB, SDT, and SET ideas to explain how TM practices support OWB, which in turn boosts retention, is a theoretical shortfall

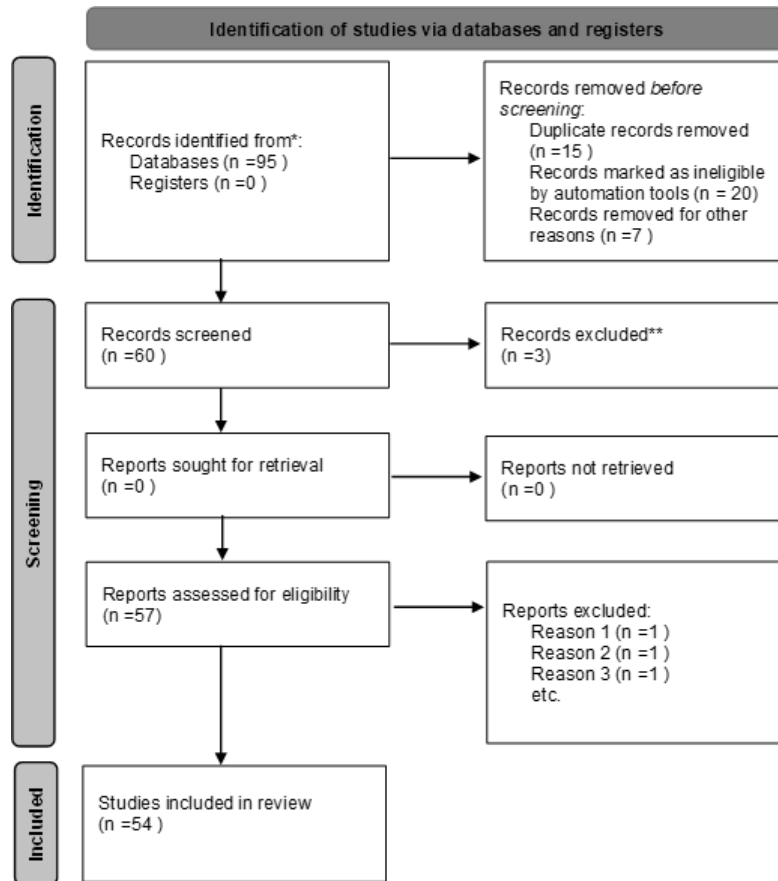
Methodology

The PRISMA diagram illustrates the study selection process in the research. Initially, 95 records were identified through databases and registers. After removing 15 duplicates, 60 records were screened. Of these, 54 were excluded based on titles and abstracts. The remaining 6 full-text articles were assessed. Ultimately, studies met the inclusion criteria and were included in the final review. This systematic filtering ensures transparency and rigour in selecting relevant studies for the analysis. SLR facilitates evidence-based decision making, understanding research gaps, and gaining deeper insight into the body of knowledge related to existing knowledge.

The scope of the study was established in the first phase by determining 10 key terms: organisational well-being, managerial-level sales employees, retention strategies, job satisfaction, career development, organisational culture, turnover interventions, work-life balance, and talent management practices. In the second phase, peer-reviewed and published research articles from 2015 to 2025 were selected from reliable databases.

Relevant metadata, such as title, abstract, authors, journal information, DOI and citations, were systematically recorded with the aid of Zotero reference management software. All data were exported to Microsoft Excel for analysis, and additional relevant variables such as respondent type, country, continent, and ideology were included manually. Finally, 54 high-quality research papers were selected, which provide a good empirical foundation for studying the relationship between talent management strategies and employee retention.

Figure 2
PRISMA diagram



Source: (Authors' work)

Analytical methods

This bibliographic literature review of talent management, organisational well-being, and retention uses quantitative and qualitative analysis methods to determine publications' trends, thematic trends, and influential contributions to the field. These data were initially collected from major academic databases, such as Scopus, Web of Science, Emerald, Elsevier and Taylor & Francis for publications 2015–2025. After data cleaning and removal of duplicate entries, VOSviewer and Biblioshiny (R Studio) software were used to perform bibliographic data analysis, including author, title, keywords, journal, citation, and year of publication. To facilitate simple visualisation of the intellectual architecture and topic clusters of the research area, VOSviewer provided author co-authorship trends, keyword co-occurrence networks, and citation mapping. Identification of trends, annual growth in publications, and identification of the most cited journals and authors were enabled by Biblioschini. Additionally, studies were coded using content analysis based on theory models such as Self-Determination Theory (SDT), Organisational Citizenship Behaviour (OCB), and Social Exchange Theory (SET). Through emergent-based identification of issues, knowledge gaps and potential research opportunities at the nexus of talent management, organisational well-being and employee retention, our mixed methods analytical process produced an all-embracing understanding of the emerging research landscape.

Table 1
Bibliographic literature review

Inclusion criteria	Exclusion criteria
1. Articles published between 2015 and 2025 in well-known databases: Emerald, Sage, Taylor and Francis, Springer, Wiley Online Library and Elsevier	1. Any publication before the year 2010 and after 2025
2. Academic journals	2. Nonacademic databases include books, online sites, and grey literature (conferences, papers, working papers from research groups, and technical reports)
3. Published as an article	3. Not Published as an article
4. Articles are written in the English language	4. Articles are written in any other language

Source: (Authors' work)

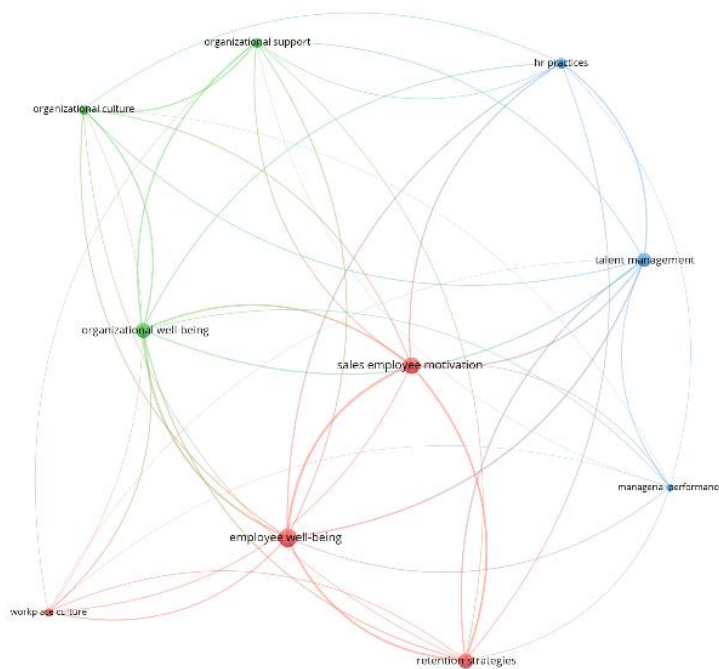
Themes and antecedents, and outcomes

Organised into three main groups – blue, red and green – the VOS viewer map visually displays the main topics, precursors and results of research in employee retention, organisational well-being and talent management.

The Blue Cluster names the precursor topics of talent management, human resource processes, and managerial performance. These are organisational strategic activities aimed at acquiring, developing and retaining high-quality employees. They are the structural and management foundation supporting performance as well as long-term retention outcomes.

They establish a healthy internal environment that promotes psychological well-being, motivation and job satisfaction. Overall, the map shows an interactive relationship in which organisational processes (mediators) are influenced by talent management practices (antecedents), which further promote employee retention and motivation.

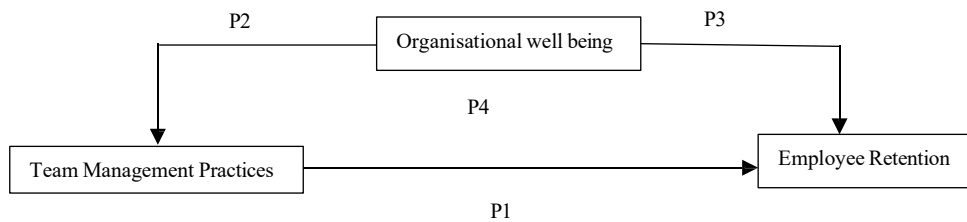
Figure 2
Vosviewer map



Source: (Authors' work)

Conceptual framework

Figure 3
Conceptual framework



Source: (Authors' work)

Theoretical implications

The theoretical significance of this bibliographic study for talent management, organisational health, and employee retention focuses on the integration and development of multiple organisational behaviour theories explaining employee attitudes and retention behaviour.

Self-determination Theory (SDT) confirms this research in demystifying the manner in which intrinsic motivation, psychological fulfilment and autonomy guarantee long-term employee satisfaction and retention. Furthermore, the theory of Organisational Citizenship Behaviour (OCB) defines the way in which efficient management processes and favourable company cultures motivate employees to act above and beyond the call of duty, further enhancing the organizational overall performance. Organisational well-being, naturally, also acts as a mediator between retention outcomes and talent management practices, with well-being-focused cultures allowing HR practices to be effective over the long term.

Limitations of the study

It is important to recognise the various limitations of this bibliographic review. First, given that the study only includes articles published during 2015 and 2025, it may not include earlier fundamental research applied to employee retention and talent management. Second, the databases searched included only a few of them to collect data, such as Scopus, Emerald, Elsevier, Taylor and Francis, and Springer, which may not have included important studies published in other academic sources. Third, due to poor consistency in terminology, the study relied on keyword-based searching, which may have missed some relevant publications. Furthermore, VOSviewer and Biblioshiny are bibliometric visualisation software with a main emphasis on quantitative mapping and co-occurrence analysis, providing limited information. Finally, the theoretical and practical relevance of research contributions may be insufficiently expressed by citation count and network intensity.

Conclusion

This current study contributes to the general body of literature by describing emerging trends in research, emphasising areas of theoretical gaps, as well as avenues for future research in creating strong, people-centred HR systems in an effort to sustain organisational performance. This bibliographic analysis provides a comprehensive understanding of the relationship between talent management (TM), organisational well-being (OWB), and employee retention (ER) through a systematic and measurable examination. Three broad theme clusters were established by the study: talent management practices as antecedents (blue cluster), employee retention as an outcome (red cluster), and organisational development as a mediator (green cluster). A solid conceptual framework to explain how positive cultures, interpersonal relationships, and intrinsic motivation achieve retention is a theoretical synthesis of SET-informed research, OCB, and SDT. In practice, the study determines that organisations should create comprehensive, wellness-focused talent systems in an effort to prevent employee turnover as well as improve employee engagement.

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