
Talent Management Strategies and Their Impact on the Well-Being of Healthcare Workers: A Literature Review

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Keywords

Talent management; Health worker welfare; Health human resources; Health worker retention

Abstract

Healthcare workers are a key resource in the healthcare system, playing a crucial role in maintaining service quality and patient safety. The various work challenges faced by healthcare workers require a human resource management strategy that focuses not only on organizational performance but also on their well-being. One relevant strategic approach is talent management. This study aims to examine talent management strategies and their impact on healthcare worker well-being through a Systematic Literature Review (SLR) using the PRISMA approach. A literature search was conducted in Google Scholar, PubMed, and ScienceDirect databases for articles published between 2021 and 2026. A total of 15 journals that met the inclusion criteria were analyzed descriptively. The study results indicate that talent management strategies, including competency development, career planning and development, reward and compensation systems, effective leadership, and the use of digital technology, have a positive impact on healthcare worker well-being, reflected in increased job satisfaction, motivation, and professional well-being. However, the implementation of talent management still faces several challenges, such as limited resources and high workloads. Therefore, ongoing organizational commitment and policies are needed to optimize the implementation of talent management to support healthcare worker well-being and the sustainability of the healthcare system.

INTRODUCTION

Health workers are the main component in the health service system which plays an important role in maintaining the quality of service and patient safety. The success of health service organizations is highly dependent on the availability and quality of competent, professional, and prosperous health workers (Darkwa et al., 2015; Organization, 2025). However, the dynamics of the complex work environment and high service demands are often a big challenge for health workers in carrying out their roles optimally (Damayanti, 2025)

Various challenges faced by health workers, such as excessive workload, psychological stress, occupational safety risks, and work-life imbalances, can negatively impact their well-being. The decline in the welfare of health workers not only affects individual conditions, but also contributes to increased work burnout, decreased job satisfaction, and high rates of absenteeism and turnover in health service organizations (Kasaga, 2025)

The welfare of health workers includes physical, psychological, social, and professional aspects that are interrelated. Well-to-do healthcare workers tend to show higher levels of work engagement, better performance, and a strong commitment to the organization (Kairi, n.d.; Ogunyemi, 2020). Therefore, efforts to improve the welfare of health workers are a strategic

issue that needs serious attention from the management of health service organizations (Syahid, 2025)

One of the strategic approaches that can be applied to answer these challenges is talent management. Hongal & Kinange (2020), talent management is a systematic process in attracting, developing, motivating, and retaining a workforce that has superior competencies and potential. In the context of the health sector, talent management does not only focus on achieving organizational performance, but also on sustainable career development and welfare of health workers (Agustin, 2022)

Various talent management strategies, such as career planning, training and competency development, fair performance appraisal systems, and the awarding of awards and recognition, are believed to have a significant influence on the well-being of health workers. The proper implementation of this strategy can create a supportive work environment, increase job satisfaction, and reduce the risk of fatigue and work stress (Abdillah, 2025)

Although a number of studies have addressed talent management and health worker well-being, studies that comprehensively integrate the two concepts are still relatively limited. The results of existing research show diverse findings related to the effectiveness of talent management strategies in improving the welfare of health workers, so a systematic synthesis of scientific evidence is needed to obtain a more complete picture (Rahmawaty, 2025)

Based on this background, this literature review study aims to examine and analyze talent management strategies implemented in healthcare organizations and their impact on the welfare of health workers. The results of this study are expected to make a theoretical and practical contribution to the development of human resource management policies and practices that are oriented towards improving the welfare of health workers and the sustainability of health service organizations.

METHOD

This research used secondary data through the Systematic Literature Review (SLR) method with the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) approach to examine various talent management strategies and their impact on the welfare of health workers. This approach is used to ensure that the process of identification, selection, and analysis of the literature is carried out in a systematic, transparent, and structured manner.

The literature search process is carried out systematically through several scientific databases, namely Google Scholar, PubMed, and ScienceDirect. The article search was conducted using a combination of relevant keywords, including "talent management", "strategic talent management", "healthcare workforce management", "healthcare workers well-being", "job satisfaction", and "burnout among healthcare workers". The Boolean AND and OR operators are used to expand and narrow the search results to fit the research objectives.

The inclusion criteria in this study include primary research articles with quantitative, qualitative, and mixed methods approaches published in the 2021–2026 range, available in full text form, and directly discussing talent management strategies and their relationship with the welfare of health workers. Articles that discuss the welfare of health workers in the context of job satisfaction, work engagement, work stress, burnout, or work-life balance are also considered. Irrelevant articles, duplicate articles, non-systematic review articles, and

publications that do not present empirical data are excluded from the selection process in accordance with the PRISMA flow.

Articles that met the inclusion criteria were then analyzed using descriptive synthesis techniques to identify patterns of findings related to the types of talent management strategies applied in healthcare organizations, such as recruitment and selection, competency development, performance management, and health worker retention strategies. The analysis is also focused on the impact of the strategy on various indicators of health worker welfare.

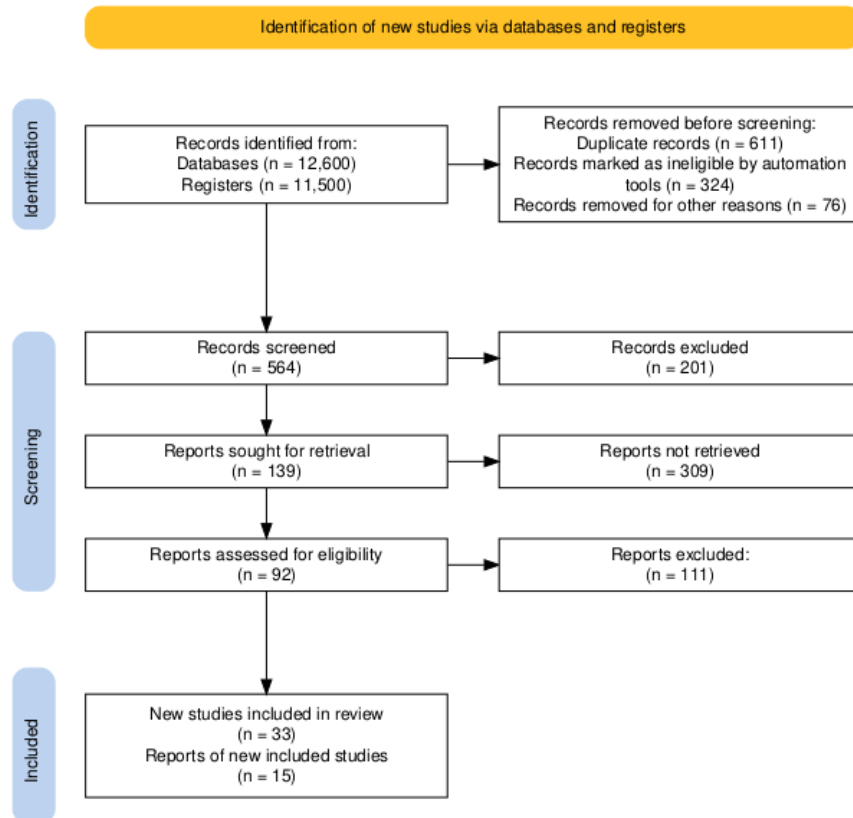


Figure 1 Prism Flow Diagram

Source: Author's own adaptation based on PRISMA 2020 flow diagram

RESULT AND DISCUSSION

The results of the literature search and selection process based on inclusion criteria show that as many as 15 journals are eligible to be analyzed in this literature review research that meet the inclusion criteria in the study with the title Talent Management Strategy and Its Impact on the Welfare of Health Workers. Of these, 6 journals discussed strategies for the development and retention of health workers, 4 journals highlighted the reward and compensation system, 3 journals discussed leadership and performance management, and 2 journals examined the challenges of implementing talent management. Overall, the findings show that an integrated talent management strategy has a positive impact on the well-being of health workers, which is reflected in improved job satisfaction, motivation, and psychological well-being.

Table 1. Summary of Literature on Talent Management and Wellness Strategies for Health Workers

| Yes | Researcher & Year | Research Title | Research Methods | Results |
|-----|--------------------------------|---|---------------------------------|---|
| 1 | (Samudra et al., 2025) | HR Management Strategy in the Context of Digital Health | Literature Review | Digitizing staffing and strengthening digital competencies contribute to improving service performance and retention of health human resources. |
| 2 | (Lailiyah et al., 2025) | Talent Management Practices in Improving Millennial and Z Employee Retention | Systematic Literature Review | Adaptive talent management in the digital age increases the retention and job satisfaction of the younger generation. |
| 3 | (Ponggele et al., 2025) | Digitization of Occupational Health in Health HR Management | Systematic Review | The integration of 4.0 technology supports the prevention of work injuries and the retention of health workers. |
| 4 | (Antari et al., 2026) | Talent Management Development Strategy towards Society 5.0 | Literature Review | Sustainable talent development improves the quality of human resources and readiness to face Society 5.0. |
| 5 | (Halim et al., 2026) | Transformation of Health Human Resources through Talent Management in Hospitals | Literature Review | Talent management supports the career development and well-being of hospital health workers. |
| 6 | (Pahrudin, 2022) | Analysis of the Implementation of Talent Management in the Ministry of Health | Qualitative Descriptive Studies | The implementation of talent management supports the development of strategic human resources in the public health sector. |
| 7 | (Agustin, 2022) | Implementation of Talent Management for Specialist Medical Personnel Retention | Case Studies | Incentives and career development are effective in increasing the retention of medical specialists. |
| 8 | (Kasaga et al., 2025) | Talent Management as a Strategy to Improve Organizational Performance | Case Studies | Talent management improves organizational performance and satisfaction of health workers. |
| 9 | (Damayanti, 2025) | The Influence of Talent Management and Compensation on Patient Visits | Quantitative | Talent management and compensation have a positive effect on the performance of hospital services. |
| 10 | (Amalia Ihsani et al., 2024) | Competency-Based Talent Development on Health Worker Performance | Quantitative | Competency-based talent development improves the performance of health workers. |
| 11 | (Yetti Kuniawaty et al., 2025) | Application of Talent Management to Pharmaceutical Logistics Employees | Descriptive Studies | Talent management increases work effectiveness and employee loyalty. |

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|----|--------------------------------|--|--------------------------------|---|
| 12 | Rismayanti & Agus Halim (2026) | Competency-Based Talent Development at Mamuju Hospital | Quantitative | Competence and talent development have a significant effect on the performance of health workers. |
| 13 | Putra Gema Azan et al. (2022) | The Influence of Talent Management on Employee Retention at BPJS Kesehatan | Quantitative | Talent management improves retention through employee engagement. |
| 14 | | Evaluation of the Talent Management Process at Pertamina Cirebon Hospital | Qualitative Evaluative Studies | Talent management supports the availability of leaders and the sustainability of the organization. |
| 15 | (Simatupang, 2021) | Talent Management as a Strategy to Improve Organizational Performance | Case Studies | Talent management strategies contribute to improving the performance and welfare of health workers. |

Source: Author's own synthesis based on 15 selected articles (2021–2026)

Based on the results of the synthesis of 15 journals analyzed, it can be concluded that talent management strategy is a strategic approach that plays an important role in improving the welfare of health workers, both professionally and psychologically. Talent management in the health sector not only focuses on achieving organizational performance, but also on developing the individual potential of health workers in a sustainable manner.

The study conducted by (Cahyani, 2025) emphasizes that the transformation of human resource management in the context of digital health is an important strategy in talent management. Digitizing staffing and strengthening digital competencies is considered to be able to increase work effectiveness and provide support for the sustainability of health workers' careers. This is in line with the findings (Samudra, 2025) and (Lailiyah, 2025) which state that the integration of industry 4.0 technology in health human resource management contributes to increasing the sense of security, work comfort, and retention of health workers.

Competency and career development emerged as dominant themes in some studies. (Ponggele, 2025) emphasized that a sustainable talent management development strategy is able to improve the quality of human resources in facing the challenges of the Society 5.0 era. A similar thing was also found by (Antari, 2026) who stated that the application of talent management in hospitals contributes to the career development of health workers, which ultimately increases job satisfaction and welfare.

Talent management strategies have also proven to be effective in increasing healthcare retention. Research by (Halim, 2026) shows that talent management practices that are adaptive to the characteristics of millennials and generation Z are able to increase employee loyalty and attachment. These findings are strengthened by research (Pahrudin, 2022) and (Agustin, 2022) which concludes that talent management has a significant effect on employee retention through increasing employee engagement in healthcare organizations.

The role of the reward and compensation system is also an important aspect of talent management. Research (Ponggele, 2025) shows that talent management supported by an adequate compensation system has an impact on improving organizational performance, which is reflected in increased trust and satisfaction of service users. Meanwhile, (Damayanti, 2025)

emphasized that providing incentives and career development is a key strategy in retaining specialist medical personnel in regional hospitals.

In terms of leadership and performance management, research (Kasaga, 2025) revealed that the implementation of talent management in the Ministry of Health supports strategic human resource development through talent mapping and more structured career planning. This is in line with the results of a study (Amalia Ihsani et al., 2024) which states that the talent management process plays an important role in ensuring the availability of leaders in hospitals, thereby creating organizational stability and a more conducive work environment.

Quantitative research by Rismayanti dan (Yeti Kuniawaty et al., 2025) confirms that competency-based talent development has a significant effect on the performance of health workers. This increase in competence indirectly impacts the welfare of health workers through increased confidence and professional recognition. These findings are strengthened by a study (Halim, 2026) which shows that the application of talent management in pharmaceutical logistics employees is able to increase work effectiveness and employee loyalty.

In addition, a case study conducted by (Simatupang, 2021) in hospitals shows that talent management is an important strategy in improving organizational performance while creating a more supportive work environment. A positive work environment and a structured management system are the main supporting factors for the welfare of health workers.

Several journals also highlight challenges in the implementation of talent management. Limited human resources, high workload, and inequality in the distribution of health workers are obstacles to the implementation of optimal talent management strategies. These challenges show that successful talent management requires organizational policy support, strong leadership, and long-term management commitment.

Overall, the discussion of these 15 journals emphasizes that an integrated talent management strategy including competency development, a fair reward system, effective leadership, and the use of technology—has a positive impact on the welfare of health workers. Therefore, talent management needs to be seen as a strategic strategy that is not only oriented to organizational performance, but also to improving the welfare and sustainability of health workers in the health care system.

CONCLUSION

Based on the results of the synthesis of 15 journals analyzed, it can be concluded that talent management strategy is a strategic approach that plays an important role in improving the welfare of health workers in a sustainable manner. Talent management is not only oriented towards achieving organizational performance, but also on developing individual potential through strengthening competencies, career development, utilizing digital technology, and implementing a fair reward and compensation system. These various strategies have been proven to contribute positively to job satisfaction, motivation, and professional welfare of health workers. The implementation of talent management still faces a number of challenges, such as limited human resources, high workload, and inequality in the distribution of health workers. Therefore, successful talent management requires strong organizational policy support, effective leadership, and management's long-term commitment. Overall, integrated and welfare-oriented talent management is a key strategy in maintaining the sustainability of health workers and improving the quality of health services.

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