



Talent Management: Work Life Balance, Job Satisfaction, Career Planning, and Assessmen In a Literature Review

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ABSTRACT

This study explores work-life balance, job satisfaction, career planning, and performance evaluation's interplay in talent management. Utilizing qualitative methods, it synthesizes literature from reputable sources. Work-life balance initiatives promote employee well-being, job satisfaction impacts engagement and retention, while career planning fosters development. Evaluation offers growth feedback. Organizations must prioritize work-life balance, positive environments, structured career planning, and fair evaluation. Collaboration between HR and leaders is essential. This approach enhances employee engagement, performance, and organizational success

1. INTRODUCTION

In an ever-evolving era, talent management is becoming a major focus for organizations that want to retain and develop quality human resources. However, in an effort to improve the effectiveness of talent management, there are a number of challenges that need to be overcome (Yang et al., 2020). One of the main challenges is achieving a balance between the needs of the organization and the needs of individuals in terms of a balanced working life. Work-life balance is an important aspect of maintaining employee well-being. However, sometimes organizations struggle to create a work environment that supports this balance without sacrificing productivity and performance (Touriano et al., 2023). Therefore, a detailed analysis of how talent management can promote such balance is important.

In addition to work-life balance, job satisfaction is also a major concern. Satisfied employees tend to be more productive, committed, and resilient in the organization (T. D. Shukla et al., 2023). Therefore, it is important to understand the factors that influence job satisfaction and how talent management can intervene to improve them (Stanić & Radović, 2023). Not only job satisfaction, but career planning also has a crucial role in talent management (Taechasapath & Silakorn, 2023). Employees who feel they have a clear career plan tend to be more passionate and high performers. However, sometimes organizations fail to provide a clear career path, which can lead to confusion and frustration for employees (Schein & van Maanen, 2016). Therefore, an in-depth analysis of how organizations can improve career planning to support employee growth and development (Tamaş, 2020) is needed.

Performance evaluation is also an important element in talent management. However, often performance evaluations are carried out without considering a broad context, such as work-life balance, job satisfaction, and career planning (Stolyarov, 2022). Therefore, a holistic approach is needed in evaluating employee performance, which accommodates various aspects of their working lives. Deeply understanding the relationship between work-life balance, job satisfaction, career planning, and performance evaluation, organizations can develop effective and sustainable talent management strategies (Waheed & Zaim, 2015) It is not only about meeting the needs of the organization, but also about creating a work environment that supports and nurtures employee growth and well-being (Rabuana & Yanuar, 2023).

The picture in an organization that employees who manage to achieve work-life and personal life balance tend to be more satisfied with their work (Galván-Vela et al., 2022). They have enough time to rest and do activities outside of work, so they feel more refreshed and energetic while working. Conversely, employees who feel their work lives dominate their personal lives may experience burnout and burnout, which can affect their job satisfaction (Galea et al., 2014). Employees who have a clear and structured career plan tend to be more satisfied with their work (Ariyanti, 2023) They feel more motivated because they have clear goals and can see progress in their careers. Conversely, employees who feel unclear about their career direction may feel dissatisfied and confused (Schulz & Enslin, 2014)

The career planning process is often closely related to employee performance evaluation (Schein & van Maanen, 2016). Performance evaluations provide important information about the employee's strengths and areas of development, which can be used to design an appropriate career plan (Kurniawan et al., 2020). The results of performance evaluations can also be used as a basis for decision making related to promotion or continued development (Hao, 2016) A fair and transparent performance evaluation process can increase employee job satisfaction. When employees feel that their performance is appropriately valued and recognized, they tend to feel more satisfied with their work (Janizar1 et al., 2023). Conversely, unfair or inconsistent performance evaluations can reduce job satisfaction and trigger dissatisfaction (Hao, 2016) The purpose of this study is to gain a deep understanding of the relationship between work-life balance, job satisfaction, career planning, and performance evaluation in the context of talent management in an organization.

2. LITERATURE REVIEW

Talent Management

The concept of talent management involves strategic orchestration to acquire, develop, and retain skilled individuals within an organization to increase organizational excellence. However, there is a lack of consensus on a universal definition of talent management among scholars and practitioners. The term "talent management" rose to prominence in the late 1990s and has since become a focal point for organizations aiming to align their workforce with business goals and develop methods to effectively maximize talent (Waheed & Zaim, 2015).

Research shows that talent management is critical for organizations and employees. Organizations benefit from increased productivity, better relationships between individual efforts and business goals, commitment from valuable employees, reduced turnover, increased bench strength, and increased alignment between job roles and skills. On the other hand,

employees benefit from higher motivation and commitment, career development opportunities, increased knowledge of company goals, ongoing motivation, and job satisfaction (Agarwal, 2017)

The interaction between talent management and job satisfaction is critical to organizational effectiveness. Talent management practices play an important role in shaping job satisfaction by facilitating the acquisition, development, and retention of skilled individuals within an organization. Job satisfaction acts as a harmonious resonance that affects employee well-being and organizational success. Understanding these interconnected relationships can help organizations optimize talent management strategies to drive job satisfaction and create a workplace conducive to lasting success (M. U. Shukla et al., 2024).

Work Life Balance

The concept of work-life balance is defined as a subjective assessment of work-life balance outside the work domain. It is considered a holistic concept that reflects an individual's perception of the balance between their professional responsibilities and personal life. Work-life balance encompasses a wide range of personal life situations and role engagement decisions, reflecting the complexity of modern society (Suta, 2023)

A balanced life involves the distribution of energy and effort across emotional, intellectual, imaginative, spiritual, and physical aspects to maintain vitality. An imbalance between organizational and personal commitments can lead to consequences such as reduced job satisfaction, lower productivity, increased absenteeism, burnout, job stress, and poorer physiological and psychological health (Rama Kumar, 2023). Achieving work-life balance is critical to employee well-being, organizational growth, and effectiveness.

Job Satisfaction

Job satisfaction refers to a subjective assessment of the overall quality of a person's work, including the level of fulfillment and happiness experienced while performing work-related tasks. It is a multifaceted concept that encompasses various aspects of an individual's work experience, such as job security, compensation, work environment, relationships with colleagues and superiors, and the nature of the job itself (Spector, 2022).

Job satisfaction is influenced by a combination of personal and organizational factors, and plays an important role in employee motivation, productivity, and overall well-being. Job satisfaction assessment can be subjective, as it varies from person to person, and can be influenced by individual perceptions and experiences (M. U. Shukla et al., 2024)

Career Planning

Career planning refers to the process of setting goals, identifying opportunities, and developing strategies to achieve one's professional aspirations. It involves a systematic approach to understanding a person's skills, interests, and values, and aligning them with the demands of the job market and organizational needs. Career planning is essential for individuals to make decisions about their career path and to ensure that their professional goals align with their personal values and aspirations (Schein & van Maanen, 2016)

Planned Events Theory is a conceptual framework that extends career counseling for the creation and transformation of unplanned events into opportunities for learning. It emphasizes

the importance of adaptability and flexibility in the rapidly changing job market and information age (Junme, 2015)

Assessment

Assessment, particularly in the context of talent management and performance analysis, involves a systematic evaluation of individual competencies, skills, and performance to maximize their potential within an organization (Efendi, 2021) Appraisal methods may include period-end performance evaluations conducted by direct managers, self-assessments, upward or otherwise appraisals by subordinates or staff members, client appraisals, and electronic monitoring (Junme, 2015).

Career anchoring and job/role planning are tools for career and talent management that help individuals align their career aspirations with organizational goals. They provide a framework for understanding the relationship between work and personal life, and they can be used to develop clear career paths and identify development opportunities within an organization (Schein & van Maanen, 2016).

3. RESEARCH METHODS

This article uses qualitative methods by looking for findings from literature from international and reputable journals. After collecting the findings in the literature, a perspective will be given from the findings by the researcher. The following is table 1. Displays literature articles related to the topic of this paper. Displaying graphic findings in research results can be in fields (Ali & Nandan, 2013) as follows:

Table 1. Literature Article

Nu	Author, Year, Title	Method	Relevance	Finding
1.	(Waheed & Zaim, 2015) A Model for Talent Management and Career Planning	Qualitative	Talent Management and Career Planning	the employer would be able to choose the suitable employees from that talent pool and place them in various positions. By doing so, both talent management and career planning are accomplished
2.	(Hasanudin & Pratama, 2023) The Effect of Talent Management,	Quantitative	Talent Management, Internal Communication, Work Life Balance on Employee	Work-life balance refers to the equilibrium between work-related responsibilities and personal life beyond work domains. It is a subjective assessment of how well individuals manage their professional and personal

<p>Internal Communication and Work Life Balance on Employee Performance Through Employee Satisfaction at PT. Aru Raharja</p>		<p>Performance , Employee Satisfaction</p>	<p>commitments. Research indicates that work-life balance significantly impacts employee satisfaction and performance, with a positive correlation between work-life balance and job satisfaction</p>
<p>3. (M. U. Shukla et al., 2024)</p> <p>HARMONY IN THE WORKPLACE: EXPLORING THE INTERPLAY BETWEEN TALENT MANAGEMENT AND JOB SATISFACTION</p>	<p>Qualitative</p>	<p>Talent Management , Job Satisfaction</p>	<p>Job satisfaction is the subjective evaluation of an individual's contentment and happiness derived from their work-related experiences. It encompasses various aspects of the job, such as compensation, work environment, relationships, and the nature of work itself. Job satisfaction plays a crucial role in influencing employee motivation, productivity, and overall well-being</p>
<p>4. (Merican et al., 2022)</p> <p>The Effect of Career Planning, Talent Management and Training Development towards Employee Retention</p>	<p>Quantitative</p>	<p>Career Planning, Talent Management and Training Development towards Employee Retention</p>	<p>Career planning involves setting goals, identifying opportunities, and developing strategies to achieve professional aspirations. It is a systematic process that aligns an individual's skills, interests, and values with career goals. Career planning is essential for making informed decisions about career paths and ensuring alignment with personal aspirations</p>
<p>5. (Wulandari et al., 2023)</p>	<p>Quantitative</p>	<p>Talent Management , Knowledge</p>	<p>Assessment in the context of talent management involves the systematic evaluation of an</p>

<p>The Influence of Talent Management, Knowledge Management, and Job Satisfaction on Employee Performance at PT Jasamarga Pandaan Tol</p>	<p>Management, and Job Satisfaction on Employee Performance</p>	<p>individual's competencies, skills, and performance to maximize their potential within an organization. It helps in identifying strengths, areas for improvement, and aligning individual efforts with organizational goals. Assessment methods can include performance evaluations, self-assessments, and feedback mechanisms</p>
<p>6. (Anwer & Chitrao, 2023)</p> <p>An Assessment of Talent Management and Talent Engagement Strategies for Indian Industries - Orientations Revisited In COVID-19 Crisis</p>	<p>Family priorities and family needs get top attention from employees. Organizational policies and frameworks should be geared towards making employee health and safety a top priority. A modified work environment, work culture, and adjusted priorities will help in retaining employees. An empirical framework is also provided to companies in India on talent management and retention in the wake of the COVID-19 pandemic</p>	
<p>7. (Pomaranik & Kludacz-Alessandri, 2023)</p> <p>Talent management and job satisfaction of medical personnel in Polish healthcare entities</p>	<p>Quantitative Talent management and job satisfaction</p>	<p>The evaluation of talent management in healthcare institutions in Poland is lacking. The job satisfaction of medical professionals employed in Polish public healthcare organizations primarily hinges on the effectiveness of talent management, gauged through factors such as talent motivation, talent development, employee appraisal, and organizational culture. Job mobility and educational level are among the</p>

			factors that moderately contribute to job satisfaction. Gender, patient orientation, and social competence have a relatively minor impact on job satisfaction, albeit still significant.
8.	(Weng et al., 2023)	Quantitative	Talent Sustainability, Talent Development, Talent Management, Work Engagement and Perceived Organizational Support, Work-Life Balance
	Talent Sustainability and Development: How Talent Management Affects Employees' Intention to Stay through Work Engagement and Perceived Organizational Support with the Moderating Role of Work-Life Balance		This study demonstrates a notable positive correlation between talent management, work engagement, perceived organizational support, and the desire to remain with the organization. Additionally, the research affirms that work engagement and perceived organizational support serve as mediators in the connection between talent management and the intention to stay.
9.	(Budhiraja et al., 2022)	Qualitative	Work-life balance, talent management
	Work-life balance indicators and talent management approach: a qualitative investigation of Indian luxury hotels		The study highlights variances in the expectations of front-office employees and the work-life balance (WLB) practices implemented by hotels. Research limitations/implications include addressing WLB from the employees' viewpoint, which is pivotal for crafting efficient WLB practices, and contributing to the current talent management literature by focusing on WLB practices
10.	(Asbari, 2024)	Quantitative	Employee Engagement
			Talent management exerts a positive and substantial impact on

The Role of Employee Engagement in the Relationship between Authentic Leadership, Talent Management and Job Satisfaction	, Authentic Leadership, Talent Management, Job Satisfaction	job satisfaction, both directly and indirectly through the mediation of employee engagement. Conversely, authentic leadership does not show a significant effect on job satisfaction, either directly or indirectly through the mediation of employee engagement
11. (Nwafor, 2023) The impact of talent management, work-life balance and retention strategies in the hospitality industry	Quantitative	talent management, work-life balance, retention strategies
		Talent management measured in terms of talent attraction, talent development, and talent retention significantly influences optional signs of work behavior

Source : Data Researcher, 2024

5. ANALYSIS AND DISCUSSION

From the results of the description above for literature review, in various articles found all articles in accordance with this article. As research results from (Waheed & Zaim, 2015) with the results employers will be able to select suitable employees from that talent pool and place them in various positions, both talent management and career planning are achieved. Work-life balance refers to the balance between work-related responsibilities and personal life outside the work domain. It is a subjective assessment of how well individuals manage their professional and personal commitments. Research shows that work-life balance significantly impacts employee satisfaction and performance, with a positive correlation between work-life balance and job satisfaction (Hasanudin & Pratama, 2023).

Another study with stated results of job satisfaction was a subjective evaluation of individual satisfaction and happiness derived from their work-related experiences. It covers various aspects of the job, such as compensation, work environment, relationships, and the nature of the job itself. Job satisfaction plays an important role in influencing employee

motivation, productivity, and overall well-being (M. U. Shukla et al., 2024). Career planning involves setting goals, identifying opportunities, and developing strategies to achieve professional aspirations. It is a systematic process that aligns an individual's skills, interests, and values with career goals. Career planning is essential for making decisions about career paths and ensuring alignment with personal aspirations (Merican et al., 2022).

The results study from (Weng et al., 2023) that shows a striking positive correlation between talent management, work engagement, perceived organizational support, and desire to stay with the organization. In addition, the study confirms that perceived work engagement and organizational support serve as mediators in the relationship between talent management and the intention to stay.

DISCUSSION

From dozens of literature articles and the findings above, representation in accordance with this article is appropriate and fulfilled, with representation of various research objects, from the perspective of the author in this discussion which comes from the existing literature that talent management covers various aspects that are critical to organizational success, including work-life balance, job satisfaction, career planning, and evaluation. Each of these elements plays a significant role in shaping the employee experience and overall organizational effectiveness. Work-life balance is essential for employees to maintain their well-being and productivity. Organizations that prioritize work-life balance initiatives create a supportive environment where employees can effectively manage their professional responsibilities and personal commitments. This fosters greater job satisfaction and reduces the risk of burnout among employees.

Job satisfaction is a key indicator of employee engagement and retention. Organizations that focus on creating a positive work environment, providing opportunities for growth and development, as well as recognizing employee contributions typically have higher levels of job satisfaction among their workforce. Job satisfaction directly affects employee morale, productivity, and commitment to the organization. Career planning is essential for employees to set clear goals, identify development opportunities, and advance in their careers. Organizations that offer structured career planning programs empower employees to take charge of their career paths and align their aspirations with organizational goals. Effective career planning increases employee engagement, satisfaction, and retention by demonstrating the organization's commitment to employee growth and development.

Evaluation is essential to assess employee performance, identify strengths and areas for improvement, and provide feedback for growth. Organizations that implement a fair and transparent evaluation process create a culture of accountability and continuous improvement. By aligning evaluation criteria with organizational goals and values, organizations can effectively measure employee contributions and support their career advancement.

6. CONCLUSION AND SUGGESTION

Talent management includes work-balance, satisfaction, career planning, and evaluation. Work-balance initiatives are important for employee well-being. Job satisfaction affects employee

engagement and retention. Career planning helps employee development, while evaluation provides feedback for growth. Organizations need to focus on working balance, creating a positive work environment, and implementing structured career planning. A fair and transparent evaluation is also important. Collaboration between HR and organizational leaders is required. With this, organizations can improve employee engagement and performance as well as achieve success. Recommendations from the results of this article as a form of contribution to new references, can also provide an overview for the organization in the form of perspectives from the author.

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