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Strategic Recruitment and Talent Management in Building Organisational Resilience: A Systematic Literature Review

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ABSTRACT

This literature review examines the role of strategic recruitment and talent management in building organisational resilience through adaptive talent management to cope with disruption and uncertainty. Using a structured literature review approach, this study synthesises research in Human Resource Management (HRM), talent management, and organisational resilience to explore the relationships among strategic recruitment, talent management, and organisational resilience. The review contributes to the literature by integrating these three domains into a comprehensive conceptual framework that explains how human resource strategies support organisational resilience. The findings reveal that strategic recruitment and talent management strengthen organisational resilience through adaptive talent, competency development, retention of key employees, skills matching, and organisational learning. Furthermore, employee engagement, perceived organisational support, strategic agility, and dynamic capability emerge as key mediating mechanisms that facilitate the transformation of talent-related practices into resilience outcomes. The results suggest that organisations can enhance resilience by implementing competency-based recruitment, strengthening talent pools, investing in upskilling and reskilling programmes, and leveraging HR analytics to support strategic talent decisions. Future research is encouraged to empirically validate the proposed relationships and conceptual framework across different industries, organisational sizes, and environmental contexts characterised by disruption and uncertainty.

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1. Introduction

The contemporary organisational environment operates under the pressures of digital disruption, global crises, changing work patterns, talent shortages, and increasingly complex market uncertainty. The pandemic crisis has also demonstrated that HRM practices must adapt rapidly to support business continuity, employee protection, organisational flexibility, and responses to changes in the working environment. These conditions mean that organisations cannot rely solely on operational efficiency. They must build the capacity to anticipate disruptions, respond to crises,

restore core functions, and adapt continuously. In management literature, this capacity is known as organisational resilience, which refers to the organisation's ability to survive and thrive after facing pressure. Because human resources are key actors in this adaptation process, Strategic Human Resource Management practices, particularly strategic recruitment and talent management, have become critical issues that require systematic examination (Duchek, 2020; Newman et al., 2023; Sari et al., 2025; Yu et al., 2022).

Strategic recruitment can no longer be understood as an administrative process to fill vacant positions, but as an initial mechanism for acquiring talent possessing adaptive competencies, value alignment, digital readiness, and the ability to learn in uncertain situations. Talent management has also shifted from a focus on retention and career development towards a more dynamic system based on skills, internal mobility, and matching talent with the organisation's strategic needs. Jooss et al. (2024) assert that skills matching in both internal and external labour markets can foster strategic sensitivity and resource fluidity, thereby strengthening an organisation's strategic agility. These changes indicate that recruitment and talent management play a crucial role in shaping an organisation's resilience in an era of disruption (Al Ariss et al., 2014; Collings & Mellahi, 2009; Jooss et al., 2024).

This topic warrants examination through a systematic literature review approach, as previous empirical findings remain scattered across various research streams, sectors, countries and methodological approaches. Some studies examine the relationship between Strategic Human Resource Management and organisational resilience, while others investigate talent management, employee retention, digital HRM, global talent management, strategic agility and organisational learning in isolation. A single field study can only explain a specific organisational context, whereas a systematic literature review (SLR) enables researchers to synthesise evidence from various studies to identify patterns, consistency, and differences in findings. Therefore, a PRISMA 2020-based SLR approach is more appropriate for mapping knowledge development and constructing a broader conceptual synthesis (Caligiuri et al., 2024; Thunnissen et al., 2013; Uzozie et al., 2023).

Previous research has provided an important foundation for this study, but it still has limitations. Duchek (2020) developed an understanding of resilience as a capability encompassing the stages of anticipation, management, and adaptation, while Georgescu et al. (2024) and Yu et al. (2022) demonstrated that SHRM practices can strengthen organisational resilience. Studies on talent management also highlight the role of talent development, perceived organisational support, work engagement, retention, and competitive advantage, but not all of them directly explain how strategic recruitment serves as the initial foundation for building resilience. Furthermore, some studies still have geographical and population-related limitations, for example, focusing only on specific sectors, specific countries, or organisations with specific characteristics (Duchek, 2020; Georgescu et al., 2024; Weng et al., 2023; Yu et al., 2022; Zada et al., 2024).

Given these circumstances, this SLR aims to synthesise the literature discussing the relationship between strategic recruitment, talent management, and organisational resilience in an integrated manner. This study is important because organisations require recruitment and talent management systems that are not only oriented towards short-term needs but also towards the development of long-term adaptive capabilities. Theoretically, this study employs the Resource-Based View and the Dynamic Capability View to explain how talent functions as a strategic resource that can be developed, transferred, and reconfigured in response to environmental demands. Thus, this article aims to provide a conceptual synthesis that can strengthen the development of HRM theory while supporting more adaptive and resilient talent management policy practices (Do et al., 2022; Jooss et al., 2024; Thunnissen et al., 2013).

2. Literature Review

2.1. Strategic Human Resource Management

Strategic Human Resource Management (SHRM) explains how human resource management practices are designed in alignment with organisational strategy. In the context of modern organisations, HRM no longer merely performs administrative functions such as record-keeping, payroll, and compliance, but has become a strategic system that shapes the organisation's ability to

survive and adapt. The reviewed literature indicates that SHRM practices such as adaptive recruitment, continuous training, flexible working arrangements, leadership development, and strengthening employee engagement can enhance an organisation's capacity to navigate crises. Consequently, SHRM serves as the foundation for building organisational resilience by linking the organisation's strategic needs with the quality, competencies, and behaviour of the workforce. Technological transformation, including AI, automation, and data analytics, is reshaping talent acquisition, talent development, talent retention, and organisational design practices, making technology a key factor in adaptive talent management (Georgescu et al., 2024; Khatoon et al., 2025; Sari et al., 2025; Yu et al., 2022).

Several selected studies confirm that SHRM contributes both directly and indirectly to organisational resilience. Yu et al. (2022) found that SHRM can enhance organisational resilience through psychological mechanisms such as self-efficacy, while Georgescu et al. (2024) demonstrated that SHRM practices can strengthen resilience through organisational culture. Sari et al. (2025) also identified talent agility, flexible working systems, and leadership development as key themes in the development of HRM-based resilience. In the context of the COVID-19 crisis, El Dessouky and Al-Ghareeb (2020) viewed HRM as a vital instrument for strengthening organisational responses, maintaining workforce sustainability, and building organisational resilience in the face of rapid environmental change. These findings indicate that organisational resilience is determined not only by business strategy but also by the extent to which an organisation can build an HR system that is adaptive, integrated, and responsive to change (El Dessouky & Al-Ghareeb, 2020; Georgescu et al., 2024; Sari et al., 2025; Yu et al., 2022).

2.2. Strategic Recruitment

Strategic recruitment is the process of acquiring talent that not only meets current role requirements but also supports the organisation's long-term needs. From a strategic perspective, recruitment is not merely measured by the speed of filling vacancies, but by the organisation's ability to attract and select individuals possessing adaptive competencies, learning ability, digital readiness, value alignment, and potential for growth. Strategic recruitment is also linked to person-organisation fit, skills-based hiring, talent attraction, and competency-based selection. Consequently, recruitment serves as the initial gateway to building resilience, as the quality of incoming talent will determine the organisation's ability to respond to pressures and changes. In the context of emerging industries, the process of identifying and developing high-calibre talent is also a crucial component of organisational strategy to strengthen adaptability and resilience amidst industrial changes (Al Ariss et al., 2014; Jooss et al., 2024; Vaiman et al., 2021; Zhang & Huang, 2025).

In the talent management literature, strategic recruitment is often associated with the identification of key positions and the development of a talent pool. Collings and Mellahi (2009) explain that talent management begins with the identification of strategic positions that make distinct contributions to an organisation's competitive advantage. Al Ariss et al. (2014) emphasise that recruitment must be managed based on strategic role requirements through a combination of internal development and external recruitment. Jooss et al. (2024) expand on this perspective through the concept of skills matching, namely the alignment of skills from internal and external labour markets to build the organisation's strategic agility (Al Ariss et al., 2014; Collings & Mellahi, 2009; Jooss et al., 2024).

2.3. Talent Management

Talent management is an integrated system for identifying, attracting, developing, deploying, retaining, and optimising talent that holds strategic value for the organisation. Classical literature positions talent management as a process of identifying key positions, developing a talent pool, and designing distinct HR architectures to ensure strategic roles are filled by competent individuals. However, recent research developments indicate that talent management is no longer static and focused solely on high-performing talent groups, but is moving towards a more dynamic approach based on skills, internal mobility, and the development of the organisation's capabilities. Consequently, talent management plays a crucial role in building a more adaptive organisation that is prepared to face disruption (Caligiuri et al., 2024; Collings & Mellahi, 2009; Thunnissen et al., 2013).

In the context of this SLR, talent management encompasses several key practices, namely talent acquisition, talent development, talent retention, talent deployment, succession planning, and skills matching. Weng et al. (2023) demonstrate that talent management is linked to intention to stay via work engagement and perceived organisational support. Zada et al. (2024) also found that talent management practices can improve employee performance and organisational performance through perceived organisational support. Meanwhile, Ugboego et al. (2022) demonstrate that talent attraction, talent development, and talent retention have a positive effect on organisational resilience in the post-COVID-19 hospitality industry. Thus, talent management can be understood as a crucial mechanism in maintaining the sustainability of competencies and organisational stability (Ugboego et al., 2022; Weng et al., 2023; Zada et al., 2024).

2.4. Organisational Resilience

Organisational resilience is an organisation's ability to anticipate disruptions, withstand crises, restore core functions, learn from stress, and adapt following change. Duchek (2020) describes resilience as a meta-capability comprising three main stages: anticipation, coping, and adaptation. The anticipation stage relates to an organisation's ability to recognise threats and prepare a response before a crisis occurs. The coping stage relates to an organisation's ability to act while the crisis is unfolding, while the adaptation stage demonstrates an organisation's ability to learn, change, and strengthen its systems after the crisis (Duchek, 2020).

Organisational resilience does not arise spontaneously, but is built through knowledge, resources, learning, leadership, culture, and human capabilities. Duchek (2020) emphasises that the knowledge base and availability of resources, including human skills, play a crucial role in supporting an organisation's anticipation, coping, and adaptation. Do et al. (2022) demonstrate that *resource-based management initiatives* are positively associated with resilience and innovation, and are reinforced by organisational learning. Thus, resilience can be understood as the result of an organisational process involving learning capacity, resource management, workforce flexibility, and the ability to reconfigure internal capabilities in response to environmental pressures (Do et al., 2022; Duchek, 2020; Sari et al., 2025).

2.5. Resource-Based View and Dynamic Capability View

The Resource-Based View (RBV) posits that an organisation's competitive advantage stems from its ability to manage resources that are valuable, rare, difficult to imitate, and difficult to substitute. In the context of this study, talent is understood as a strategic resource because employees' qualities, skills, knowledge, and commitment can distinguish one organisation's capabilities from those of another. The talent management literature indicates that strategic positioning, talent pools, and distinct HR architectures are key components in creating competitive advantage. Consequently, RBV serves as the theoretical foundation for explaining the importance of strategic recruitment and talent management in building organisational resilience (Caligiuri et al., 2024; Thunnissen et al., 2013; Vaiman et al., 2021).

However, RBV needs to be complemented by the Dynamic Capability View (DCV) because organisational resilience is always linked to environmental change. DCV explains how organisations integrate, build, transfer, and reconfigure resources to remain relevant in dynamic situations. In this SLR, RBV describes talent as a strategic resource that needs to be acquired, developed, and retained, while DCV explains how that talent is utilised and adapted to the needs of a changing environment. By combining these two theories, organisational resilience can be understood as the result of effective internal talent management and dynamic responses to external disruptions (Do et al., 2022; Duchek, 2020; Jooss et al., 2024).

3. Research Methodology

The articles in this review were obtained from databases and scientific sources relevant to the fields of management, HRM, talent management, and organisational resilience. Priority was given to publications discussing key concepts such as strategic recruitment, talent acquisition, talent management, strategic human resource management, organisational resilience, strategic agility, skills matching, dynamic capability, and the resource-based view. Full-text articles were used to ensure that content review, data extraction, and quality assessment could be carried out comprehensively.

The search strategy was conducted using a combination of relevant keywords arranged using the Boolean operators AND and OR. The main search string used was: ("strategic recruitment" OR "talent acquisition" OR "talent attraction" OR "skills-based hiring" OR "skills matching") AND ("talent management" OR "strategic talent management" OR "global talent management" OR "talent development" OR "talent retention") AND ("organizational resilience" OR "organisational resilience" OR "strategic agility" OR "dynamic capability" OR "adaptive capability").

In addition, a supplementary search string was used to capture articles discussing the relationship between strategic HRM and organisational resilience, namely: ("strategic human resource management" OR "SHRM" OR "human resource management") AND ("organizational resilience" OR "resilience capability" OR "crisis resilience") AND ("talent management" OR "employee retention" OR "organizational learning" OR "employee engagement"). This combination of keywords ensured that the retrieved articles did not merely discuss talent management in general but were also connected to strategic recruitment, organisational capabilities, agility, and resilience. The search process also considered variations in American and British English spelling, such as "organizational resilience" and "organisational resilience".

Inclusion and exclusion criteria were used to ensure that the selected articles were truly relevant to the objectives of the SLR. These criteria helped to avoid articles that were too general, too narrow, or had no direct connection to the research theme. The article screening process was carried out in several stages in accordance with the PRISMA 2020 flowchart. The first stage involved identifying candidate articles based on the relevance of their titles to the SLR theme, resulting in 250 candidate articles related to strategic talent management, skills matching, and organisational resilience.

The second stage involved screening based on titles and keywords. At this stage, 150 articles were eliminated because they had no direct connection to strategic recruitment, talent management, SHRM, or organisational resilience, leaving 100 articles. The third stage involved a more detailed evaluation of the articles based on abstracts and the availability of full-text versions, resulting in 45 articles deemed suitable for full review. Subsequently, 20 articles were eliminated because they did not meet the inclusion criteria, such as being insufficiently relevant to the focus of the study, being too specific to a particular context, or failing to make a direct contribution to the research questions. Consequently, 25 final articles were included in the final SLR synthesis.

Figure 1. PRISMA Flowchart

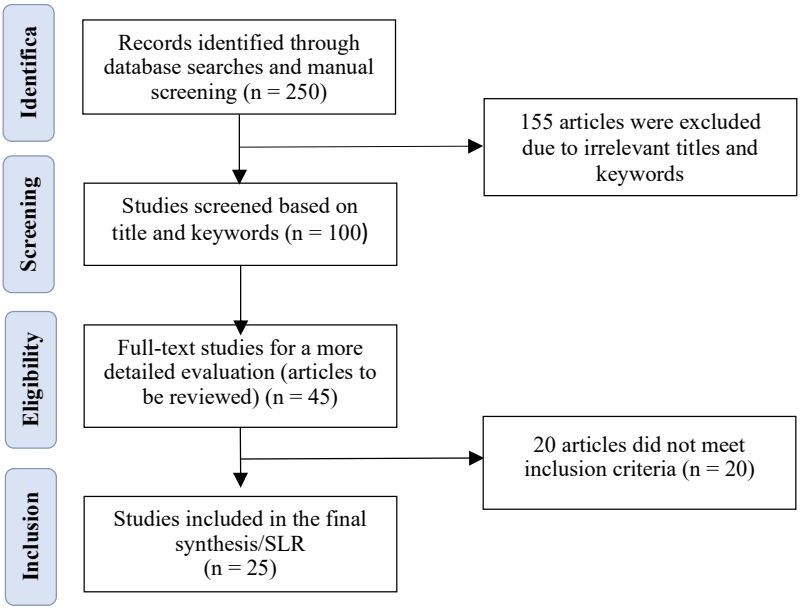

Figure 1 visualises the article selection process through a PRISMA flow diagram. The diagram shows the number of articles at the identification, screening, eligibility, and inclusion stages. Thus, the article selection process can be traced clearly. Data extraction was carried out to organise the key information from each article. This process helped the researchers compare the objectives, methods, context, concepts, and main findings of the 25 articles analysed. Data extraction was conducted systematically using a literature matrix.

Table 1. Data Extraction Matrix Format

No.	Author(s)	Year	Focus	Method/Context	Main Contributionto the Review
1	Sari, Iskandar, & Fitriadi	2025	The Role of HRM in Dealing with Uncertainty and Crisis	HRM review/analysis in the context of organisational crises	Explains that strategic HRM practices, talent agility, work flexibility, and employee engagement contribute to organisational resilience.
2	Uzozie et al.	2023	Global talent management in multinational corporations	A systematic review in the context of multinational corporations	Provides a foundation on the challenges of global talent management, including talent attraction, retention, leadership pipeline, and cross-cultural talent management.
3	Firdaus, Yunus, Rusdi, & Ibrahim	2025	Talent management in the context of VUCA	Bibliometric and systematic literature review	Indicates that talent management is evolving towards an adaptive approach that emphasises agility, digital transformation, sustainability, and workforce resilience.
4	Georgescu et al.	2024	SHRM, organisational culture, and organisational resilience	Quantitative study in public institutions	Demonstrates that SHRM practices, including recruitment and selection, training, and organisational culture, support the development of organisational resilience.
5	Newman, Ferrer, Andresen, & Zhang	2023	HRM in the context of the pandemic crisis	A literature review in the context of COVID-19	Provides a perspective that crises drive major changes in HRM, particularly regarding workforce support, flexible working, and crisis adaptation.
6	Anggraini & Ma'arif	2022	Challenges in talent management during the COVID-19 pandemic	Literature review	Explains that the pandemic has necessitated changes in talent management, particularly regarding agility, technology adoption, and business continuity.
7	Azzam & Yusriani	2025	Strategic HR planning and cross-functional talent deployment	Case study at Company R	Demonstrates that cross-functional talent deployment and internal mobility help organisations fill strategic roles in an agile manner.
8	El Dessouky & Al-Ghareeb	2020	HRM and organisational resilience in the COVID-19 era	Theoretical review/conference paper	Provides a theoretical foundation for the importance of HRM in supporting an organisation's response to crises and changes in the working environment.
9	Zhang & Huang	2025	Recruitment and development of high-level talent in emerging industries	A conceptual review based on toughness theory	Strengthens the argument that talent introduction, cultivation, and strategic planning are crucial in building organisational resilience in new industries.
10	Zada et al.	2024	Talent management, perceived organisational support, and	A quantitative study of a Jordanian telecommunications company	Shows that talent management enhances perceived organisational support, employee performance, and organisational performance.

			performance outcomes		
11	Duchek	2020	Conceptualisation of organisational resilience as a capability	Conceptual paper	Provides the main foundation of organisational resilience through three stages: anticipation, coping, and adaptation.
12	Yu, Yuan, Han, Li, & Li	2022	The impact of SHRM on organisational resilience	Quantitative study of companies in China	Demonstrates that SHRM influences organisational resilience, with self-efficacy acting as a mediating mechanism.
13	Dounishi & Kambayashi	2026	Sustainable HRM and organisational resilience	Crisp-set QCA in Japanese listed companies	Demonstrates that resilience is not shaped by a single HRM practice but by a configuration of mutually integrated HRM practices.
14	Weng, Shen, & Kan	2023	Talent management, work engagement, POS, and intention to stay	Quantitative study of employees in Taiwan	Explains that talent management enhances intention to stay through work engagement and perceived organisational support.
15	Ugboego et al.	2022	Talent management and resilience in the hospitality industry	A quantitative study of the hospitality industry post-COVID-19	Provides direct evidence that talent attraction, talent development, and talent retention have a positive impact on organisational resilience.
16	da Silva, Castelló-Sirvent, & Canós-Darós	2022	Talent management in the context of hybrid working	Conceptual/discussion paper	Explores the challenges of talent management in hybrid work, particularly regarding trust, engagement, culture, inclusion, and digital work practices.
17	Khatoon et al.	2025	Technology-driven HRM and changes in talent management	Review article	Demonstrates that AI, automation, and data analytics are transforming talent acquisition, talent development, retention, and organisational design.
18	Caligiuri, Collings, De Cieri, & Lazarova	2024	Global talent management and a new research agenda	A critical review in the context of multinational enterprises	Strengthens the concept of GTM as an activity to attract, motivate, place, and retain talent in strategic global positions.
19	Almashyakhi	2024	Talent management practices and employee retention	A quantitative study in the Saudi Arabian public sector	Shows that talent management practices are positively associated with employee retention.
20	Attar, Alanazi, & Alhazmi	2025	Talent management, innovation, resilience, and competitive advantage	Quantitative study in the private sector in Saudi Arabia	Shows that talent management practices influence employee innovation, organisational resilience, and sustainable competitive advantage.
21	Collings & Mellahi	2009	Strategic talent management and the research agenda	Literature review/conceptual paper	Provides the main theoretical foundations of strategic talent management through the concepts of pivotal positions, talent pools, and differentiated HR architecture.
22	Thunnissen, Boselie, & Fruytier	2013	Developments in talent management literature	Literature review	Critiques the talent management literature, which remains narrow and managerialist, and calls for a more pluralistic approach.
23	Al Ariss,	2014	Current theories	Conceptual/review	Indicates that the talent management

	Cascio, & Paauwe		and research directions in talent management	article	literature still has conceptual weaknesses, particularly regarding definitions, theories and research contexts.
24	Jooss, Collings, McMackin, & Dickmann	2024	Skills matching and strategic agility in talent management	Qualitative study, 34 interviews across 15 organisations	Explains that skills matching builds strategic sensitivity and resource fluidity, which in turn strengthens strategic agility.
25	Do, Budhwar, Shipton, Nguyen, & Nguyen	2022	Resource-based management initiatives, organisational learning, resilience, and innovation	A quantitative time-lag study of Vietnamese SMEs	Shows that resource-based management initiatives enhance organisational resilience and innovation through organisational learning.

The information extracted includes author names, year of publication, article focus, methods, and main contributions to the SLR. These data were then used to group articles based on main themes. The results of the extraction formed the basis for compiling the results, discussion, and conceptual framework sections. Data analysis was conducted using a thematic synthesis approach. This approach was chosen because the analysed articles varied in terms of methodology, context, and research design. Some articles were quantitative empirical studies, some were qualitative, some were literature reviews, and others were conceptual papers. Due to this heterogeneity, a statistical meta-analysis was not used. Thematic synthesis was carried out in three stages. The first stage involved reading the articles thoroughly to understand their focus, concepts, and main findings. The second stage involved coding frequently emerging issues, such as strategic recruitment, skills matching, talent development, talent retention, employee engagement, organisational learning, digital HRM, strategic agility, and organisational resilience. The third stage involved grouping these codes into major themes that addressed the research questions.

Table 2. Synthesis Process: Six Main Themes

Theme	Focus of Synthesis
Strategic HRM and Organisational Resilience	Explains how SHRM practices strengthen organisational resilience.
Strategic Recruitment and Talent Acquisition	Explains recruitment as the initial foundation for acquiring adaptive talent.
Talent Development and Capability Building	Explains talent development, upskilling, reskilling, and leadership development.
Talent Retention and Employee Commitment	Explains the role of retention, engagement, and perceived organisational support.
Skills Matching and Strategic Agility	Explains skills matching, internal mobility, and resource fluidity.
Organisational Learning and Dynamic Capability	Explains organisational learning and resource reconfiguration to address disruption.

The results of the thematic synthesis were used to answer the four research questions that had been formulated. Furthermore, the synthesis results were used to develop a conceptual framework which explains the relationship between strategic recruitment, talent management, and organisational resilience. Thus, this method enables the SLR not only to summarise the literature but also to make a conceptual contribution to the development of HRM theory and practice.

4. Results and Analysis

This section presents an overview of the 25 articles analysed in this systematic literature review. The selected articles are related to three main concepts, namely strategic recruitment, talent management, and organisational resilience. In general, the analysed articles indicate that research on talent management and organisational resilience has increased following the COVID-19 pandemic, primarily because organisations face significant pressure to maintain sustainability,

flexibility, and adaptability. These findings align with studies showing that organisations are now required to be more flexible, adaptive, resilient, and innovative in facing an increasingly uncertain environment (Do et al., 2022).

In terms of publication year, the analysed articles span the period from 2009 to 2026. Early articles such as Collings and Mellahi (2009), Thunnissen et al. (2013), and Al Ariss et al. (2014) provide important theoretical foundations regarding strategic talent management. Meanwhile, more recent articles, particularly since 2022, have focused more on the relationship between SHRM, talent management, strategic agility, and organisational resilience in the context of crises, digitalisation, VUCA, and changes in the labour market. This trend indicates that the literature has shifted from discussing talent management as an HR practice towards discussing it as an organisational strategic capability.

In terms of methods and context, the 25 analysed articles comprise conceptual articles, literature reviews, systematic reviews, bibliometric studies, qualitative studies, quantitative studies, case studies, and research based on time-lag data. These articles cover a variety of contexts, such as multinational companies, the public sector, hospitality, telecommunications, healthcare, SMEs, as well as organisations in China, Japan, Saudi Arabia, Taiwan, Vietnam, Nigeria, and a global context. This diversity indicates that the issues of talent management and organisational resilience are cross-sectoral and cross-national in nature, but it also highlights variations in outcomes as HRM practices are influenced by institutional context, organisational culture, labour market conditions, and the level of industry disruption. Consequently, the SLR approach is appropriate because it is capable of integrating various research designs and contexts to identify patterns of relationships between talent management and organisational resilience.

4.1. SHRM and Organisational Resilience

Strategic recruitment and talent acquisition serve as the initial stages in building organisational resilience. Strategic recruitment aims not only to fill vacant positions but also to secure individuals who possess the skills, values, learning capabilities, and adaptability required for the organisation's future needs. Within the framework of strategic talent management, organisations need to identify key positions and build a talent pool with clearly defined competency requirements so that strategic roles can be filled by the right talent. Thus, the quality of talent recruited from the outset determines the organisation's readiness to respond to change and external pressures (Al Ariss et al., 2014; Jooss et al., 2024).

Current approaches to strategic recruitment emphasise the importance of skills matching, that is, aligning skills from internal and external labour markets with the organisation's evolving needs. Through this approach, organisations can build strategic sensitivity and resource fluidity that support strategic agility. This means that strategic recruitment needs to shift from a role-based approach to a skills-based approach so that organisations can become more flexible in the face of disruption. Configuration-based studies also indicate that organisational resilience is not shaped by a single HRM practice but through a combination of mutually supportive and sustainable HRM practices. Therefore, strategic recruitment serves as a crucial foundation for building an organisation's adaptive capacity (Dounishi & Kambayashi, 2026; Jooss et al., 2024).

4.2. Strategic Recruitment and Talent Acquisition

Talent development and capability building are crucial processes following an organisation's acquisition of the right talent. It is not enough for organisations merely to recruit high-calibre individuals; they must also continuously develop skills, knowledge, digital capabilities, leadership, and adaptive capacity. In a VUCA environment, competencies can quickly become obsolete, so organisations need to strengthen upskilling, reskilling, cross-functional learning, and leadership development. These practices help organisations maintain workforce readiness in the face of change (Anggraini & Ma'arif, 2022; Firdaus et al., 2025).

The literature also indicates that talent management has shifted from a static approach towards a more dynamic, capability-based approach. Talent development takes the form not only of formal training but also includes job rotation, internal mobility, competency mapping, and cross-functional talent deployment. In times of crisis or strategic repositioning, organisations capable of deploying talent across functions will possess greater flexibility. Consequently, talent development becomes a

crucial mechanism for strengthening an organisation's agility and adaptive capacity (Azzam & Yusriani, 2025).

4.3. Talent Development and Capability Building

Talent development and capability building are essential processes once an organisation has secured the right talent. It is not enough for organisations to simply recruit high-calibre individuals; they must also continuously develop skills, knowledge, digital capabilities, leadership, and adaptive capacity. In a VUCA environment, competencies can quickly become obsolete, so organisations need to strengthen upskilling, reskilling, cross-functional learning, and leadership development. These practices help organisations maintain workforce readiness in the face of change (Anggraini & Ma'arif, 2022; Firdaus et al., 2025).

The literature also indicates that talent management has shifted from a static approach towards a more dynamic, capability-based approach. Talent development takes the form not only of formal training but also includes job rotation, internal mobility, competency mapping, and cross-functional talent deployment. In times of crisis or strategic repositioning, organisations capable of deploying talent across functions will possess greater flexibility. Changes in working patterns, including hybrid working, also require organisations to adapt their talent management strategies through sensitive leadership, strengthening trust, engagement, work culture, and digital working practices. Thus, talent development becomes a crucial mechanism for strengthening an organisation's agility and adaptive capacity (Azzam & Yusriani, 2025; da Silva et al., 2022).

4.4. Talent Retention and Employee Commitment

Talent retention and employee commitment are crucial aspects in building organisational resilience. Organisations that fail to retain key talent risk losing the knowledge, experience, internal networks, and operational capabilities needed when facing a crisis. Effective talent management can enhance the intention to stay through work engagement and perceived organisational support. Therefore, talent retention should be understood as a strategy to maintain the stability of human capital, not merely as an effort to reduce turnover (Weng et al., 2023).

The organisational support perceived by employees also strengthens the link between talent management and organisational sustainability. When employees feel valued and supported, they tend to exhibit higher levels of engagement, loyalty, and commitment. In the context of resilience, this helps organisations maintain workforce stability when facing pressure. Thus, talent retention must be positioned as part of a resilience strategy because it maintains the sustainability of the organisation's competencies and readiness to face change (Almashyakhi, 2024; Ugboego et al., 2022; Zada et al., 2024).

4.5. Skills Matching and Strategic Agility

Skills matching and strategic agility serve as a vital bridge between talent management and organisational resilience. Talent management is often criticised for being too static and insufficiently responsive to changes in the environment. The skills matching approach offers a more dynamic method by aligning talent skills with the organisation's ever-changing needs. Technological transformation, including AI, automation, and data analytics, is reshaping talent acquisition, talent development, talent retention, and organisational design practices, making technology a key factor in adaptive talent management. Through this process, organisations can build strategic sensitivity and resource fluidity that support the ability to respond to change rapidly (Jooss et al., 2024; Khatoon et al., 2025).

In the context of organisational resilience, skills matching enables organisations not only to retain talent but also to channel skills to the areas where they are most needed. Organisations capable of mapping, managing, and mobilising skills will be better prepared to face changes in the market, technology, and crisis pressures. This shows that agility is determined not only by organisational structure but also by HR's ability to manage the flow of skills strategically. Consequently, strategic agility serves as a crucial mechanism linking talent management with organisational resilience (Do et al., 2022; Jooss et al., 2024).

4.6. Organisational Learning and Dynamic Capability

Organisational learning and dynamic capability explain how HR practices and talent management can translate into organisational resilience. Organisational learning enables organisations to transform experiences, information, and environmental pressures into new knowledge that supports adaptation. Do et al. (2022) demonstrate that resource-based management initiatives are positively associated with organisational resilience and innovation through organisational learning. Thus, organisational learning serves as a bridge between human resource management and the organisation's ability to cope with change (Do et al., 2022).

The Dynamic Capability View reinforces this understanding by explaining that organisations need to integrate, build and reconfigure resources in order to remain relevant in a changing environment. In the context of this SLR, the key resources that are reconfigured are talent, skills, knowledge and work capacity. Strategic recruitment provides talent input, talent management develops and retains talent, while organisational learning and dynamic capabilities transform that talent into adaptive capacity. Thus, organisational resilience is the result of an HRM system capable of managing human resources strategically and dynamically (Do et al., 2022; Jooss et al., 2024).

4.7. Research Questions

- **RQ1. How have the concepts of strategic recruitment and talent management evolved in contemporary HRM literature?**

  The synthesis results indicate that strategic recruitment and talent management have evolved from administrative functions into strategic functions. Strategic recruitment is no longer understood merely as the process of filling positions, but as an effort to acquire talent that aligns with the organisation's strategic needs and adaptive capabilities. Meanwhile, talent management has evolved from a focus on high performers and high potentials towards a more dynamic approach, based on skills matching, talent deployment, learning capability, and resource fluidity (Jooss et al., 2024).

- **RQ2. What strategic recruitment and talent management practices contribute to the development of organisational resilience?**

  Key practices that contribute to organisational resilience include talent attraction, competency-based selection, person-organisation fit, skills-based hiring, talent development, upskilling, reskilling, leadership development, talent retention, succession planning, internal mobility, and cross-functional deployment. Strategic recruitment helps organisations acquire talent that aligns with future needs, while talent development and retention ensure competence readiness, knowledge stability, and the organisation's ability to cope with change.

- **RQ3. What factors mediate or strengthen the relationship between talent management and organisational resilience?**

  The relationship between talent management and organisational resilience is influenced by several mediating mechanisms, such as employee engagement, perceived organisational support, organisational learning, self-efficacy, work engagement, digital capability, and strategic agility. Furthermore, organisational culture, transformational leadership, environmental dynamism, work-life balance, HR technology, and the context of disruption can strengthen this relationship. Thus, the impact of talent management on resilience is significantly influenced by the organisation's internal and external conditions (Do et al., 2022; Georgescu et al., 2024).

- **RQ4. What are the remaining research gaps in studies on strategic recruitment, talent management, and organisational resilience?**

  The synthesis results indicate that there are still few studies that directly link strategic recruitment with organisational resilience. Furthermore, the mechanisms underlying the relationship between talent management and resilience remain fragmented, as some studies emphasise employee engagement, while others highlight perceived organisational support,

organisational learning, strategic agility, or organisational culture. The geographical and sectoral contexts of the research are also diverse, necessitating empirical, longitudinal, and cross-sectoral studies to test the relationship between strategic recruitment, skills matching, talent management, and resilience within a single integrated model.

5. DISCUSSION

5.1. The Role of Strategic Recruitment in Organisational Resilience

The synthesis results indicate that strategic recruitment plays a fundamental role in building organisational resilience, as this process determines the initial quality of human resources entering the organisation. Strategic recruitment aims not only to fill vacant positions but also to ensure that recruited individuals possess adaptive competencies, value alignment, learning ability, digital readiness, and psychological resilience in the face of change. In a disruptive work environment, organisations require talent capable of working in uncertainty, collaborating across functions, and responding to pressure swiftly. Therefore, strategic recruitment serves as the initial gateway to building organisational resilience capacity.

Findings by Georgescu et al. (2024) indicate that SHRM practices, including recruitment and selection, employee training, performance management, and organisational culture, influence organisational resilience. A strategic approach to recruitment helps organisations attract talent aligned with long-term objectives and the organisation's adaptation needs. Furthermore, Jooss et al. (2024) emphasise the importance of skills matching, which refers to aligning skills with the organisation's current and future needs. Thus, strategic recruitment plays a role in building resource fluidity, or the organisation's ability to rapidly redeploy human resources when environmental changes occur (Georgescu et al., 2024; Jooss et al., 2024).

5.2. The Role of Talent Management in Organisational Resilience

Talent management serves as a follow-up system after an organisation has acquired talent through strategic recruitment. If strategic recruitment acts as the gateway for adaptive talent, then talent management functions to develop, deploy, retain, and optimise talent so that it can support the organisation's long-term objectives. Practices such as talent development, succession planning, internal mobility, talent retention, and leadership development are vital components in building an organisation's readiness to face crises. Consequently, organisational resilience depends not only on who is recruited but also on how that talent is managed once it enters the organisation.

The literature indicates that talent management is closely linked to competency stability, knowledge sustainability, and the organisation's readiness to face change. Weng et al. (2023) found that talent management is associated with intention to stay through work engagement and perceived organisational support, making talent retention crucial for maintaining the organisation's adaptive capacity. Zada et al. (2024) also demonstrate that talent management practices enhance perceived organisational support, employee performance, and organisational performance. Within the Resource-Based View framework, talent becomes a strategic resource that is valuable, scarce, difficult to imitate, and difficult to replace when managed systematically to build organisational resilience. Other findings also indicate that talent management practices can drive employee innovation, organisational resilience, and sustainable competitive advantage. Thus, talent management affects not only retention but also the organisation's ability to survive and excel in a competitive environment (Attar et al., 2025; Weng et al., 2023; Zada et al., 2024).

5.3. The Linking Mechanisms between Talent Management and Organisational Resilience

The synthesis findings indicate that the relationship between talent management and organisational resilience is not always direct. Several mediating mechanisms explain how talent management practices can translate into organisational resilience capacity. These mechanisms include employee engagement, perceived organisational support, organisational learning, skills matching, strategic agility, and dynamic capability. These mechanisms are crucial because HRM practices do not automatically generate resilience without employee engagement, a learning culture, resource flexibility, and the organisation's ability to reconfigure talent.

Firstly, employee engagement acts as a psychological mechanism linking HRM practices to resilience. Sari et al. (2025) demonstrate that SHRM practices such as talent agility, flexible working systems, and leadership development can enhance resilience through employee engagement. Employees who are emotionally and cognitively engaged tend to be more proactive, collaborative, and capable of maintaining work stability during crises. Thus, engagement becomes a vital channel that transforms HR policies into resilient behaviour at both the individual and organisational levels (Sari et al., 2025).

Secondly, perceived organisational support strengthens the link between talent management and organisational resilience. When employees feel that their contributions are valued and their well-being is taken into account, they are more likely to demonstrate loyalty, commitment and a willingness to support the organisation when faced with pressure. Weng et al. (2023) demonstrate that work engagement and perceived organisational support mediate the relationship between talent management and intention to stay. This implies that talent retention depends not only on formal HR programmes, but also on employees' perceptions of organisational support (Weng et al., 2023).

Thirdly, organisational learning, skills matching, strategic agility, and dynamic capability act as structural mechanisms that transform talent management into resilience. Do et al. (2022) found that resource-based management initiatives are positively associated with organisational resilience and innovation through organisational learning. Jooss et al. (2024) emphasise that matching skills from internal and external labour markets can build strategic sensitivity and resource fluidity, thereby enabling organisations to better anticipate changes and rapidly reallocate talent. Thus, resilience is not merely determined by the possession of talent, but by the organisation's ability to dynamically manage the flow of talent, knowledge, and skills in accordance with the demands of the environment (Do et al., 2022; Jooss et al., 2024).

6. CONCLUSION

This study aims to synthesise the literature on the role of strategic recruitment and talent management in building organisational resilience. Based on a review of 25 selected articles using a PRISMA 2020-based SLR approach, this study found that strategic recruitment and talent management are integral components of a Strategic Human Resource Management system oriented towards organisational resilience. Strategic recruitment serves as the gateway to acquiring talent that is adaptable, competent, aligned with organisational values, and ready to face change. Meanwhile, talent management plays a role in developing, retaining, deploying, and matching talent with the organisation's strategic needs.

The synthesis results indicate that organisational resilience is shaped not only by organisational structure, technology, and risk management, but also by the quality of human capital, employee engagement, perceived organisational support, organisational learning, skills matching, strategic agility, and dynamic capability. Consequently, organisational resilience must be understood as a capability formed through the interaction between strategic HRM practices, talent management, organisational learning, and the ability to reconfigure resources. These findings reinforce the view that talent is not merely an operational asset, but a strategic resource that determines an organisation's ability to survive and thrive in times of disruption.

This study also demonstrates that the relationship between strategic recruitment, talent management, and organisational resilience is interdependent. Strategic recruitment provides talent inputs aligned with future needs, while talent management ensures that such talent is continuously developed, retained, and mobilised appropriately. In this context, skills matching and organisational learning become crucial mechanisms that help organisations align internal competencies with environmental changes. Consequently, organisations must view talent management as a continuous process, rather than as an administrative activity separate from organisational strategy.

Theoretically, this study expands the literature on SHRM, strategic recruitment, talent management, RBV, the Dynamic Capability View, and organisational resilience. In practical terms, the findings of this study underscore the importance of competency-based recruitment, talent pool development, upskilling, reskilling, internal mobility, HR analytics, and the retention of key talent.

Organisations capable of attracting adaptive talent, developing relevant skills, retaining key employees, and flexibly mobilising talent will be better prepared to face uncertainty.

Nevertheless, this study has limitations as it only synthesises 25 selected articles and does not conduct empirical testing of the proposed conceptual model. Therefore, future research is recommended to test the relationship between strategic recruitment, talent management, and organisational resilience using quantitative, qualitative, or mixed-method approaches across various sectors and organisational contexts. Longitudinal research is also required to understand how recruitment and talent management practices shape organisational resilience over time. With broader empirical testing, the conceptual model in this study can be developed into a stronger foundation for HRM theory and talent management practices oriented towards organisational resilience.

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