

Exploration of the Relationship between Management Talent, Work Behavior and Cultural Intelligence to Employee Work Innovation

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Abstract

This study aims to explore the relationship between talent management, work behavior, and cultural intelligence on employee innovation in the context of modern organizations. Employee innovation is an important element for organizational sustainability, especially in the era of globalization that demands high competitiveness. Talent management plays a strategic role in identifying, developing, and retaining individuals who have the potential to innovate. In addition, positive work behaviors, such as proactivity and collaboration, contribute to the creation of new ideas that have an impact on improving organizational performance. The results show that talent management, work behavior, and cultural intelligence significantly influence employee innovation, both individually and simultaneously.

Keywords: Talent management, work behavior, cultural intelligence, employee innovation, human resources

INTRODUCTION

In the era of globalization and increasingly fierce business competition, employee innovation is one of the key factors for the success and sustainability of the organization. The ability of employees to generate new ideas, solve problems creatively, and adapt to change is an important element that drives organizational competitiveness. However, these abilities do not appear out of nowhere, but are influenced by various organizational factors, including talent management, work behavior, and cultural intelligence. Talent management plays an important role in identifying, developing, and retaining talented employees who have innovative potential. Through an effective talent management strategy, organizations can create a work environment that supports employees to give their best contributions. In addition, employee work behaviors, such as proactivity, collaboration, and commitment, are also key drivers of innovation. Positive work behaviors allow employees to work more effectively in teams and implement innovative ideas.

On the other hand, cultural intelligence is becoming increasingly relevant in a multicultural work context. Employees with a high level of cultural intelligence are able to understand, adapt, and work effectively with individuals from different cultural backgrounds. This not only enhances collaboration, but also enriches creative

perspectives and solutions that support innovation. On the other hand, cultural intelligence is becoming increasingly relevant in a multicultural work context. Employees with a high level of cultural intelligence are able to understand, adapt, and work effectively with individuals from different cultural backgrounds. This not only enhances collaboration, but also enriches creative perspectives and solutions that support innovation.

This study aims to explore the relationship between talent management, work behavior, and cultural intelligence on employee innovation. By understanding the interaction between these variables, this research is expected to provide new insights for organizations in designing human resource management strategies that support a culture of sustainable innovation.

METHODOLOGY

This study uses the Systematic Literature Review (SLR) methodology to explore the scope, nature, and scope of research related to the exploration of the relationship between talent management, work behavior, and cultural intelligence to employee innovation with a focus on studies published between the last 10 years. This approach aims to identify gaps in the existing literature and refers to previous reviews in related areas, such as Islamic leadership as a determinant of employee behavior and work behavior in enhancing innovative work. The methodology follows guidelines from the Cochrane Handbook for Systematic Reviews of Interventions as well as reporting standards from PRISMA and ENTREQ. The research process includes four main steps: defining the focus of the research, conducting a systematic literature search, extracting relevant data, and compiling findings. This study uses an outcomes-based convergent synthesis design, which integrates qualitative, quantitative, and mixed studies during the analysis process (Niță & Guțu, 2023).

Search Strategy

A comprehensive literature search was conducted on December 6, 2024 across several major databases, including Google Scholar, Scopus, Web of Science, Springer, and ProQuest. Keywords are carefully selected to reflect the main research theme, using the following terms: "talent management" OR "work behavior" OR "cultural intelligence" AND "Employee innovation" OR "human resources". The search was limited to studies published in peer-reviewed journals in the last 10 years of English-language journals with no geographical restrictions. To ensure thorough coverage, the reference list of selected articles is also manually reviewed. This process resulted in a total of 112 articles.

Inclusion and Exclusion Criteria

To ensure relevance and quality, the following inclusion and exclusion criteria are applied: Inclusion Criteria,

- Journal articles published in the last 10 years.

- Research focusing on talent management, work behavior, cultural intelligence, employee innovation, human resources
- Empirical studies published in peer-reviewed journals with data available for analysis.
- Articles published in English.

Exclusion Criteria,

- Dissertation or conference paper.
- Articles that are not relevant to the research theme, such as those that do not mention talent management relationships, work behavior, cultural intelligence, employee innovation, human resources
- Publications that are not peer-reviewed or not published in English.

After the screening process of the title and abstract, 30 articles were selected for full review. After applying the inclusion and exclusion criteria, 10 articles were finally selected for final analysis.

Data Extraction

Data from the selected studies were extracted using a structured framework that included information such as the origin of the study, the purpose of the study, methodology, participant demographics, and key findings. This approach is flexible to accommodate the diversity of methodologies used in selected studies, including qualitative, quantitative, and mixed approaches.

Quality Assessment

The quality of the selected studies was assessed using the Mixed Methods Appraisal Tool (MMAT), Version 2018, which evaluates qualitative, quantitative, and mixed studies based on five criteria. Two independent assessors conduct assessments, and differences of opinion are resolved through discussion. The final dataset consisted of 15 qualitative studies, 12 non-randomized quantitative studies, 6 mixed studies, and 3 descriptive quantitative studies.

Data Summary and Synthesis

Due to the diversity of methodologies among the selected studies, a textual narrative synthesis approach was used to integrate the findings. This method grouping studies into thematic categories such as talent management, work behavior, cultural intelligence, employee innovation, human resources allow a comparative analysis of trends and findings. Descriptive statistics are used to summarize the characteristics of the study, while narrative synthesis provides in-depth insight into the findings. This approach ensures a comprehensive understanding of the research published in the last 10 years, highlighting key findings while also identifying gaps for further exploration.

FINDINGS AND DISCUSSION

Article Title	Writer	Year	Research Focus	Methodolog y	Relevance of Research Variables
Talent management, work behavior, cultural intelligence, i Employee Innovation, Human Resources	Ali Zaenal Abidin	2024	Innovation in Human Resource Management is a guide that highlights the important role of upskilling in improving company performance and competitiveness through employee development	Data analysis using SEM (Structural Equation Model). and moderation analysis.	Innovation in Human Resource Management is an instrument for human resources, a source of inspiration for company leaders who want to create an inclusive and progressive work environment.
Innovative strategies in human resource management: Improving organizational performance in the digital era	Fahmi Rizal, Zahara	2024	Human resource (HR) management improves organizational performance in the digital era	Qualitative research and quantitative analysis	Human resource management is influential in improving organizational performance in the digital era
Human resource management (HR) to improve organizational performance in the digital era	Teguh Narutomo	2021	Management, human resources, organization, management, human resource, organization	Quantitative	Resource management is able to improve organizational performance in the digital era positively and significantly
A current strategic review in human resource management:	Anang Helmi, Angga Yudha Pratama	2023	Innovation and challenges in the digital era.	Literature Analysis	Organizations can optimize their HR strategies in order to respond to the

innovations and challenges in the digital age					dynamics of the digital era
Innovative strategies to increase business competitiveness in the digital era	Aditya Restu Hardianto	2024	The key role of innovation in increasing business competitiveness in the digital era.	This research is quantitative descriptive	Innovative strategies are not only a necessity, but also the main key to winning business competition in the digital era full of dynamics and uncertainty.
The future of entrepreneurship and innovation: challenges and dynamics in the digital age	Muhammad Zaenal Asikin	2024	The Future of Entrepreneurship and Innovation	Qualitative and quantitative	Digital entrepreneurship and digital innovation show potential in preparing for future challenges and opportunities
The concept of human resource	Yostan A Labola	2020	Competence, Human Resource	Purposive sampling	Competence, talent and resilience in the
development based on competence, talent and resilience in the organization			Development, Resilience, Talent		organization affect the development of competency-based human resources
The role of human resource management "recruitment, selection, training competencies system towards competitive advantage	Novia Nour Halisa	2020	Recruitment, Selection, Competencies, Training, Employee performance, Competitive advantage	Exploratory approach	Human resource management plays an important role in the realization of qualified employees and has optimal performance.

From the results of the analysis, some of the main findings are summarized as follows.

The Relationship between Talent Management and Employee Innovation

The literature shows that talent management plays an important role in encouraging innovation through skill development, providing incentives, and creating a work environment that supports creativity. Organizations that successfully manage talent tend to have higher employee innovation rates.

Work Behavior and Innovation

Research shows that proactive work behaviors, such as initiative and collaboration, contribute directly to innovation. In addition, behaviors that support continuous learning also play a role in producing creative solutions.

Cultural Intelligence and Employee Innovation

Cultural intelligence contributes significantly to the success of working in multicultural teams. Employees with high cultural intelligence are able to overcome cultural conflicts, enrich collaborative ideas, and generate globally relevant innovations.

Synergistic Relationship of the Three Variables

The literature shows that talent management, work behavior, and cultural intelligence have a synergistic relationship that supports employee innovation. For example, cultural intelligence strengthens the influence of talent management through adaptability, while positive work behavior maximizes the impact of both variables.

CONCLUSION

This study found that talent management, work behavior, and cultural intelligence significantly influenced employee innovation both individually and simultaneously. A holistic implementation of these three factors can create an innovative and competitive work environment.

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