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TALENT PIPELINE CAPABILITY AND ORGANISATIONAL PERFORMANCE IN EMERGING ECONOMIES: LEADERSHIP AND EMPOWERMENT ROLES

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ABSTRACT

This study examined the relationship between strategic talent pipeline capability and organisational performance in emerging economies through a systematic review of extant literature. Specifically, the study investigated the influence of five dimensions of strategic talent pipeline capability, namely strategic workforce alignment capability, talent mapping and market intelligence capability, talent attraction and sourcing capability, candidate relationship management capability, and talent assessment and succession readiness capability, on organisational performance. The study further explored the moderating role of coaching leadership and the mediating role of psychological empowerment in the relationship between strategic talent pipeline capability and organisational performance. The study adopted a Systematic Literature Review (SLR) approach guided by the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020 framework. Literature was sourced from major academic databases, including Google Scholar, Scopus, Web of Science, Emerald Insight, Taylor & Francis Online, and Wiley Online Library. An initial search generated 500 records, of which 100 studies met the established inclusion and quality assessment criteria and were retained for final synthesis. The findings revealed that strategic talent pipeline capability contributes significantly to organisational performance by enhancing workforce readiness, strengthening talent attraction and retention, improving succession planning effectiveness, and increasing organisational adaptability and competitiveness. The review further demonstrated that coaching leadership strengthens the effectiveness of talent pipeline initiatives through employee development, continuous learning, constructive feedback, and supportive leader-employee relationships. In addition, psychological empowerment emerged as a critical mediating mechanism through which talent pipeline practices enhance employee commitment, engagement, innovation, and overall performance outcomes. The study concluded that organisations in emerging economies can achieve sustainable organisational performance by developing robust strategic talent pipeline capabilities supported by coaching-oriented leadership behaviours and psychologically empowering work environments. Consequently, the study recommended that organisations institutionalise strategic talent pipeline practices, strengthen talent intelligence and succession management systems, invest in coaching leadership development programmes, and implement empowerment-enhancing policies that promote employee autonomy, competence, meaning, and impact at work.

Keywords: Strategic Talent Pipeline Capability, Coaching Leadership, Psychological Empowerment, Organisational Performance, Emerging Economies

1. INTRODUCTION

Human capital has become a critical source of organisational competitiveness and sustainable development in the contemporary knowledge economy, as organisations increasingly depend on skilled, adaptable, and innovative employees to achieve strategic objectives and maintain long-term performance (Becker, 1964; Becker, 1993; Barney, 1991; World Bank, 2019). In response to growing environmental complexity, technological change, demographic shifts, and increasing competition for talent, organisations have increasingly recognised the strategic importance of developing sustainable talent management systems capable of ensuring workforce continuity and organisational resilience (Cappelli, 2008; Collings & Mellahi, 2009; Caligiuri et al., 2024).

Within this context, Strategic Talent Pipeline Capability (STPC) has emerged as a strategic organisational capability that enables organisations to proactively identify, attract, develop, engage, and deploy talent in alignment with current and future organisational requirements. Unlike traditional talent management approaches that often focus on isolated activities such as recruitment, succession planning, or employee development, STPC adopts a more integrated and forward-looking perspective encompassing strategic workforce alignment capability, talent mapping and market intelligence capability, talent attraction and sourcing capability, candidate relationship management capability, and talent assessment and succession readiness capability (Bhatnagar, 2008; Jooss, Burbach, & Ruël, 2021; Makhanya, 2024). Through these interconnected capabilities, organisations can establish a sustainable talent supply system capable of supporting long-term organisational performance and adaptability.

The relevance of STPC is particularly evident in emerging economies where organisations frequently operate under conditions characterised by labour market instability, skills shortages, institutional weaknesses, regulatory uncertainty, and increasing talent mobility (Tarique, Schuler, & Scullion, 2010; Latukha et al., 2022; UNDP, 2022). In many emerging economies, organisations face persistent challenges associated with workforce planning, leadership succession, employee retention, and the migration of highly skilled professionals. In Nigeria, for example, the combined effects of skills mismatches, inadequate workforce development systems, and brain drain continue to undermine organisational competitiveness and workforce sustainability (Saint, Hartnett, & Strassner, 2003; Okebukola, 2015; Ayonmike, Okwelle, & Okeke, 2015). These challenges underscore the need for more strategic approaches to talent management capable of ensuring a continuous supply of critical talent.

Organisational performance remains a central concern in management research because it reflects the extent to which organisations achieve operational efficiency, financial success, innovation capability, adaptability, and long-term sustainability (Kaplan & Norton, 1996; Richard et al., 2009). Existing studies consistently demonstrate positive relationships between talent management practices and organisational performance outcomes (Čizmić & Ahmić, 2021; Farzah & Husin, 2022; Kongrode, Aujirapongpan, & Ru-Zhue, 2023). However, the mechanisms through which strategic talent capabilities translate into improved organisational performance remain insufficiently understood, particularly within emerging economy contexts.

Despite the growing recognition of talent as a strategic organisational resource, many organisations continue to experience difficulties in attracting, developing, retaining, and deploying talent effectively. Existing talent management initiatives frequently operate as fragmented activities rather than integrated strategic capabilities, resulting in talent shortages, succession gaps, leadership discontinuity, and reduced organisational effectiveness. These challenges are particularly pronounced in emerging economies where labour market imperfections, institutional constraints, and workforce mobility create additional barriers to sustainable talent development.

Although previous studies have established positive relationships between talent management practices and organisational performance, much of the existing literature has focused on individual talent management practices such as recruitment, succession planning, employee development, or retention. Consequently, limited attention has been devoted to understanding how these practices collectively function as an integrated strategic capability that influences organisational performance. Furthermore, while studies have independently examined leadership, empowerment, and talent management, there remains limited understanding of how coaching leadership and psychological empowerment interact with strategic talent pipeline capability to influence organisational outcomes.

The absence of an integrated framework combining Strategic Talent Pipeline Capability, Coaching Leadership, Psychological Empowerment, and Organisational Performance represents an important gap in the literature. Addressing this gap is particularly important for organisations operating in emerging economies where talent-related challenges

have become increasingly complex and strategically significant.

The systematic review revealed several conceptual, theoretical, empirical, and contextual gaps in the existing literature. First, existing talent management frameworks have largely focused on talent acquisition, talent pools, succession planning, or general talent management systems without explicitly conceptualising talent management as a multidimensional Strategic Talent Pipeline Capability. Second, previous studies have predominantly examined direct relationships between talent management and organisational outcomes while paying limited attention to the behavioural and psychological mechanisms through which talent investments generate performance benefits. Third, leadership and empowerment variables have often been examined independently of talent management frameworks, thereby limiting understanding of their complementary roles in enhancing organisational performance. Finally, much of the existing evidence originates from developed economies, creating a need for frameworks that explicitly address the realities of emerging economy contexts.

To address these limitations, this study develops an integrated framework that conceptualises Strategic Talent Pipeline Capability as a multidimensional organisational capability comprising strategic workforce alignment capability, talent mapping and market intelligence capability, talent attraction and sourcing capability, candidate relationship management capability, and talent assessment and succession readiness capability. The study further advances the literature by incorporating coaching leadership as a moderating mechanism and psychological empowerment as a mediating mechanism linking Strategic Talent Pipeline Capability to organisational performance. In doing so, the study provides a more comprehensive explanation of how talent-related investments generate sustainable organisational outcomes, particularly within emerging economies.

Based on the above, the objectives of this study are to review the extant literature on strategic talent pipeline capability, coaching leadership, psychological empowerment, and organisational performance in emerging economies, to examine how the dimensions of strategic talent pipeline capability, namely strategic workforce alignment, talent mapping and market intelligence, talent attraction and sourcing, candidate relationship management, and talent assessment and succession readiness, influence organisational performance in emerging economies, to analyse the roles of coaching leadership and psychological empowerment in strengthening the relationship between strategic talent pipeline capability and organisational performance in emerging economies, to identify conceptual, contextual, theoretical, and empirical gaps in the literature on strategic talent pipeline capability and organisational performance in emerging economies and to develop an integrated conceptual framework explaining the relationships among strategic talent pipeline capability, coaching leadership, psychological empowerment, and organisational performance in emerging economies.

2. LITERATURE REVIEW

2. 1 Conceptual Review

Strategic Talent Pipeline Capability

Strategic talent pipeline capability (STPC) refers to an organisation's systematic ability to anticipate, identify, attract, develop, engage, and deploy talent in alignment with current and future strategic objectives (Cappelli, 2008; Collings & Mellahi, 2009). The concept represents an evolution from traditional talent management approaches that primarily focused on filling immediate vacancies toward a proactive, integrated, and long-term capability designed to ensure a continuous supply of qualified employees for critical organisational positions (Ready & Conger, 2007; Silva, 2025). Contemporary scholars increasingly view STPC as a strategic organisational capability because it enables organisations to build workforce resilience, strengthen succession readiness, respond to environmental changes, and sustain competitive advantage through effective management of human capital resources (Jooss, Burbach, & Ruël, 2021; Kongrode, Aujirapongpan, & Ru-Zhue, 2023). Drawing from the talent management literature, STPC comprises five interrelated dimensions.

Strategic Workforce Alignment Capability

Strategic workforce alignment capability refers to an organisation's ability to align workforce planning activities with strategic objectives through systematic forecasting of talent requirements, identification of critical positions, competency planning, and proactive deployment of human resources (Bhatnagar, 2008; Odden, 2011; Makhanya, 2024). The capability ensures that organisational talent requirements are continuously evaluated against future business priorities, enabling organisations to anticipate workforce gaps before they become operational challenges. According to Silva (2025), effective talent pipelines begin with a clear understanding of organisational direction and the competencies required to support future growth. Similarly, Jooss, Burbach, and Ruël (2021) argue that organisations increasingly require integrated workforce planning systems capable of linking strategic objectives with long-term talent development initiatives. In emerging economies, where organisations frequently encounter labour

market instability, skills shortages, and demographic transitions, strategic workforce alignment capability assists organisations in reducing talent shortages and strengthening organisational resilience (Tarique, Schuler, & Scullion, 2010; Latukha et al., 2022). By ensuring that talent decisions are guided by organisational priorities rather than short-term staffing needs, workforce alignment capability enhances succession readiness, workforce continuity, and organisational adaptability (Ready & Conger, 2007; Nwaigwe, 2025).

Talent Mapping and Market Intelligence Capability

Talent mapping and market intelligence capability involves the systematic identification, evaluation, and monitoring of internal and external talent pools, labour market trends, competitor talent movements, and emerging competency requirements to support strategic talent decisions (Yasin, 2017; Jooss et al., 2021; Marlapudi & Lenka, 2024). The capability provides organisations with valuable intelligence regarding talent availability, future workforce demands, and emerging skills that may influence organisational competitiveness. According to Silva (2025), talent mapping represents a foundational element of strategic talent pipelines because it enables organisations to identify potential candidates before vacancies arise and establish long-term engagement with high-potential individuals.

Similarly, Kongrode, Aujirapongpan, and Ru-Zhue (2023) contend that organisations possessing robust talent intelligence systems are better positioned to anticipate environmental changes and make evidence-based talent decisions. Through the use of workforce analytics, market intelligence platforms, competency databases, and benchmarking activities, organisations gain visibility into both internal succession pools and external talent markets (Sivathanu & Pillai, 2020). Such intelligence is particularly important in emerging economies where talent scarcity, skills mismatches, and labour mobility frequently create uncertainty regarding future workforce availability (Latukha et al., 2022; UNDP, 2022). Consequently, talent mapping and market intelligence capability contribute to improved strategic planning, proactive recruitment, and stronger organisational readiness for future talent requirements.

Talent Attraction and Sourcing Capability

Talent attraction and sourcing capability refers to an organisation's ability to identify, engage, attract, and secure high-quality talent through coordinated recruitment strategies, employer branding initiatives, strategic sourcing practices, and talent acquisition systems (Collings & Mellahi, 2009; Opada et al., 2024; Dutta, Althaf, & Topno, 2026). Unlike traditional recruitment approaches that react to vacancies as they emerge, strategic attraction and sourcing capabilities focus on creating sustainable talent pipelines by continuously identifying and engaging prospective candidates (Cappelli, 2008; Silva, 2025). Organisations achieve this through employer branding activities, employee referral programmes, digital recruitment platforms, university partnerships, professional networking initiatives, and talent communities designed to attract both active and passive candidates (Jooss et al., 2021).

Research suggests that organisations possessing strong attraction capabilities are more successful in reducing recruitment costs, shortening hiring cycles, and improving workforce quality because they maintain access to qualified candidates before organisational demand becomes urgent (Ready & Conger, 2007; Church & Seaton, 2022). In emerging economies, where competition for specialised talent is intensified by international labour mobility and brain drain, effective attraction and sourcing capability becomes particularly important for maintaining organisational competitiveness and sustaining workforce quality (Fischer, Martin, & Straubhaar, 2021; Latukha et al., 2022; Stiglitz, 2023).

Candidate Relationship Management Capability

Candidate relationship management capability focuses on developing and sustaining meaningful long-term relationships with prospective employees through continuous engagement, communication, and relationship-building activities (Eckhardt & Laumer, 2009; Jooss et al., 2021). The capability extends beyond immediate recruitment outcomes by recognising that future organisational success depends on maintaining access to pools of qualified and interested talent. According to Silva (2025), strategic talent pipelines are fundamentally relationship-driven systems in which organisations cultivate trust and engagement with high-potential candidates long before formal recruitment activities commence. Organisations utilise talent databases, professional networks, social media platforms, alumni programmes, career events, and personalised communication channels to maintain candidate interest and strengthen employer attractiveness (Jooss et al., 2021; Nwaigwe, 2025).

Effective candidate relationship management not only reduces future recruitment costs and time-to-hire but also enhances employer reputation and improves the quality of candidate pools available for critical organisational roles. In volatile labour markets, where skilled professionals often possess multiple employment options, organisations capable of maintaining positive and continuous relationships with prospective talent gain a significant

competitive advantage in attracting and retaining critical human resources (Latukha et al., 2022; Kongrode et al., 2023).

Talent Assessment and Succession Readiness Capability

Talent assessment and succession readiness capability reflects an organisation's ability to systematically evaluate employee performance and potential, identify future leaders, and prepare qualified successors for strategically important positions (Collings & Mellahi, 2009; Groves, 2019; Church & Seaton, 2022). The capability incorporates assessment centres, competency frameworks, psychometric evaluations, leadership development programmes, mentoring arrangements, talent reviews, and succession planning systems designed to identify and develop high-potential employees (Day & Dragoni, 2023; Rahmat, 2022).

According to Ready and Conger (2007), organisations that consistently prepare successors for critical positions are better positioned to minimise disruptions associated with leadership transitions and unexpected employee departures. Similarly, Groves (2019) argues that succession readiness strengthens organisational continuity by ensuring that future leaders possess the competencies required to assume increasingly complex responsibilities. Research further indicates that effective succession planning contributes to employee commitment, retention, leadership continuity, and organisational performance because employees perceive clear opportunities for career advancement and professional development (Egwakhe et al., 2022; Church & Seaton, 2022). Within emerging economies, where leadership shortages and workforce instability remain persistent challenges, talent assessment and succession readiness capability represents a critical mechanism for ensuring organisational sustainability and long-term competitiveness (Latukha et al., 2022; Nwaigwe, 2025; Silva, 2025).

The strategic significance of STPC is thus reflected in its positive association with organisational performance. Effective talent pipeline capabilities improve workforce readiness, reduce talent shortages, strengthen succession continuity, enhance employee productivity, and support organisational adaptability in dynamic business environments (Srivastava et al., 2013; Sivathanu & Pillai, 2020; Nwaigwe, 2025). Organisations possessing strong talent pipeline capabilities are therefore more likely to achieve sustainable competitive advantage and superior organisational outcomes than organisations relying on reactive recruitment approaches.

Coaching Leadership

Coaching leadership has emerged as a developmental leadership approach that emphasises employee growth, learning, empowerment, and continuous performance improvement. Unlike traditional command-and-control leadership styles, coaching leadership focuses on facilitating employee development through supportive relationships, constructive feedback, open communication, and collaborative problem solving (Whitmore, 1992; Passmore & Grant, 2010; Ellinger et al., 2011). Grounded in Self-Determination Theory and Social Exchange Theory, coaching leadership seeks to enhance employees' autonomy, competence, and commitment by creating supportive work environments that encourage learning and self-development (Deci & Ryan, 2000; Blau, 1964).

The coaching leadership literature identifies three dominant characteristics. First, coaching leaders demonstrate a developmental orientation by investing in employee learning, career growth, and capability enhancement through mentoring, coaching conversations, and developmental assignments (Theeboom et al., 2014). Second, coaching leadership emphasises empowerment by delegating responsibility, encouraging participation in decision making, and fostering employee autonomy (Zuberbühler et al., 2020). Third, coaching leaders provide continuous feedback and support, enabling employees to improve performance, build confidence, and develop problem-solving capabilities (Jones et al., 2016; Cannon-Bowers et al., 2023).

These characteristics make coaching leadership particularly relevant to talent development initiatives. Coaching-oriented leaders facilitate employee growth through ongoing learning opportunities, enhance leadership readiness by preparing employees for future responsibilities, and strengthen talent retention by fostering supportive and development-focused workplace relationships (Hu et al., 2025; Shahzad et al., 2024). Consequently, coaching leadership is increasingly recognised as an important contextual factor influencing the effectiveness of strategic talent management and succession planning systems.

Psychological Empowerment

Psychological empowerment refers to an individual's intrinsic motivation reflected in a set of cognitive perceptions concerning their work role (Spreitzer, 1995). Unlike structural empowerment, which focuses on formal authority and organisational arrangements, psychological empowerment reflects employees' subjective experience of control, competence, and significance within the workplace. According to Spreitzer (1995), psychological empowerment comprises four

dimensions: meaning, competence, self-determination, and impact.
Meaning refers to the degree to which employees perceive their work as personally important and consistent with their values and beliefs. Competence reflects employees' confidence in their ability to perform work activities successfully. Self-determination represents employees' perceptions of autonomy and discretion in carrying out work responsibilities, while impact refers to the belief that one's actions influence organisational outcomes and contribute to broader organisational objectives (Spreitzer, 1995; Deci & Ryan, 2000).

Research consistently demonstrates that psychologically empowered employees exhibit higher levels of motivation, engagement, commitment, innovation, job satisfaction, and performance (Ghaffari et al., 2019; Menezes et al., 2025; Shahzad et al., 2024). Employees who perceive meaning and impact in their work are more likely to demonstrate discretionary effort, while competence and self-determination encourage proactive behaviour, creativity, and adaptability. Consequently, psychological empowerment is frequently viewed as a key mechanism through which organisational practices and leadership behaviours influence employee and organisational outcomes.

Organisational Performance

Organisational performance refers to the extent to which an organisation achieves its strategic, operational, financial, and developmental objectives through the effective utilisation of available resources (Richard, Devinney, Yip, & Johnson, 2009). Contemporary perspectives increasingly conceptualise organisational performance as a multidimensional construct encompassing both financial and non-financial outcomes rather than relying exclusively on traditional accounting measures (Kaplan & Norton, 1996).

Five dimensions are particularly relevant within the context of strategic talent pipeline capability. Operational performance reflects efficiency, productivity, quality, and effectiveness in organisational processes. Employee performance concerns the contribution of employees through task accomplishment, adaptability, and organisational citizenship behaviours (Motowidlo, Borman, & Schmit, 1997). Innovation performance refers to the organisation's ability to generate, develop, and implement new ideas, products, services, or processes that create value. Financial performance captures profitability, revenue growth, return on investment, and overall financial health. Organisational adaptability reflects the capacity to respond effectively to environmental changes, market disruptions, and emerging opportunities (Kaplan & Norton, 1996; Nogueira & Gomes, 2025; Nwaigwe, 2025).

Within strategic human resource management literature, these dimensions are increasingly linked to organisational capabilities that strengthen workforce quality and readiness. Organisations possessing robust talent pipeline capabilities are better positioned to improve operational effectiveness, enhance employee productivity, stimulate innovation, achieve financial objectives, and maintain adaptability in volatile environments. Consequently, organisational performance provides an appropriate outcome variable for evaluating the strategic value of talent pipeline capabilities in emerging economies.

Operationalisation of Study Constructs

Table 2 presents the operationalisation of the key constructs underpinning the proposed framework. The table identifies the dimensions and illustrative measurement items that may guide future empirical investigations examining the relationships among Strategic Talent Pipeline Capability, Coaching Leadership, Psychological Empowerment, and Organisational Performance.

Table 2: Operationalisation of Study Constructs

Construct	Dimensions	Illustrative Measurement Items
Strategic Workforce Alignment Capability	Workforce forecasting; Strategic workforce planning; Human capital alignment	Workforce planning activities are aligned with organisational strategic objectives. Future workforce requirements are systematically forecasted. Human capital decisions support long-term organisational goals.
Talent Mapping and Market Intelligence Capability	Talent analytics; Labour market scanning; Talent intelligence	The organisation continuously monitors labour market trends. Talent analytics are used to identify future talent needs. External talent intelligence informs workforce planning decisions.
Talent Attraction and Sourcing Capability	Employer branding; Recruitment effectiveness; Talent sourcing strategies	The organisation attracts highly qualified candidates. Recruitment processes effectively identify high-potential talent. Multiple sourcing channels are utilised to access critical talent.
Candidate Relationship	Talent engagement; Candidate communication;	The organisation maintains relationships with prospective candidates. Candidate engagement

Management Capability	Talent community development	activities are conducted regularly. Talent communities are developed to support future recruitment needs.
Talent Assessment and Succession Readiness Capability	Talent assessment; Succession planning; Leadership pipeline development	Potential successors are identified for critical positions. Employees are regularly assessed for future leadership roles. Succession plans are reviewed and updated periodically.
Coaching Leadership	Developmental support; Performance feedback; Mentoring and guidance; Employee development	Managers provide regular coaching and developmental feedback. Leaders support employee learning and career growth. Employees receive constructive guidance to improve performance.
Psychological Empowerment	Meaning; Competence; Self-determination; Impact	Employees find their work meaningful and important. Employees feel confident in their ability to perform their tasks. Employees have autonomy in carrying out their responsibilities. Employees perceive that their contributions influence organisational outcomes.
Organisational Performance	Operational performance; Financial performance; Innovation capability; Organisational adaptability	The organisation consistently achieves its strategic objectives. Organisational productivity has improved over time. The organisation effectively adapts to environmental changes. The organisation demonstrates strong innovation and competitive performance.

Source: Researcher's Compilation Based on Collings and Mellahi (2009), Spreitzer (1995), Ellinger et al. (2011), Jooss, Burbach, and Ruël (2021), Makhanya (2024), and Studies Reviewed (2026).

The operationalisation presented in Table 2 provides a foundation for future empirical validation of the proposed framework. While the present study is based on a systematic literature review, the dimensions and illustrative measurement items identified may be adapted and refined by future researchers seeking to develop and validate scales for Strategic Talent Pipeline Capability and its relationships with Coaching Leadership, Psychological Empowerment, and Organisational Performance in different organisational and national contexts.

2.2 Theoretical Review

This study is anchored on the Resource-Based View (RBV) developed by Barney (1991) and complemented by Dynamic Capabilities Theory proposed by Teece, Pisano, and Shuen (1997). The framework further incorporates Coaching Leadership Theory and Empowerment Theory to explain the moderating and mediating mechanisms within the proposed model. The Resource-Based View argues that sustainable competitive advantage arises from valuable, rare, inimitable, and non-substitutable resources, with human capital recognised as a critical source of organisational effectiveness and long-term performance (Barney, 1991; Becker, 1993; Collings & Mellahi, 2009). However, organisations must possess capabilities that enable them to systematically identify, attract, develop, and deploy talent. Accordingly, strategic talent pipeline capability (STPC) represents a strategic organisational capability through which firms maintain a continuous supply of competent employees aligned with present and future organisational needs (Cappelli, 2008; Bhatnagar, 2008; Jooss, Burbach, & Ruël, 2021). While RBV explains the strategic value of talent pipeline capability, Dynamic Capabilities Theory explains how organisations continuously renew and reconfigure talent resources in response to changing business environments (Teece, Pisano, & Shuen, 1997). This perspective is particularly relevant in emerging economies characterised by skills shortages, labour market uncertainty, talent migration, and increasing competition for skilled professionals (Tarique, Schuler, & Scullion, 2010; Latukha et al., 2022; Silva, 2025).

The five dimensions of STPC, namely strategic workforce alignment, talent mapping and market intelligence, talent attraction and sourcing, candidate relationship management, and talent assessment and succession readiness, represent mechanisms through which organisations sustain workforce capability and adaptability. Coaching leadership enhances employee development, learning, and retention through supportive guidance and continuous feedback (Whitmore, 1992; Ellinger et al., 2011), while psychological empowerment promotes motivation, engagement, and performance by strengthening employees' sense of meaning, competence, self-determination, and impact (Spreitzer, 1995; Deci & Ryan, 2000). Consequently, RBV and Dynamic Capabilities Theory explain why STPC contributes to organisational performance, whereas Coaching Leadership Theory and Empowerment Theory explain how and under what conditions this relationship occurs in emerging economies.

3. METHODOLOGY

This study adopted a Systematic Literature Review (SLR) approach guided by the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020 framework developed by Page et al. (2021). The PRISMA framework provides a transparent, systematic, and replicable procedure for identifying, screening, evaluating, and synthesising relevant literature. The approach was considered appropriate because Strategic Talent Pipeline Capability (STPC) remains an emerging construct characterised by fragmented theoretical and empirical evidence across the fields of talent management, strategic human resource management, leadership, organisational behaviour, and organisational performance.

The review process comprised five stages: protocol development, database identification, literature search, screening and eligibility assessment, and evidence synthesis.

A review protocol was developed prior to the commencement of the search process to enhance transparency and reduce selection bias. The protocol specified the objectives of the review, search procedures, inclusion and exclusion criteria, and quality assessment procedures.

The inclusion criteria were as follows:

- Studies published between 2000 and 2026.
- Peer-reviewed journal articles.
- Studies published in English.
- Studies focusing on strategic talent management, talent pipeline development, workforce planning, succession planning, coaching leadership, psychological empowerment, or organisational performance.
- Conceptual, empirical, theoretical, and review studies relevant to the study objectives.

The exclusion criteria included:

- Duplicate records.
- Editorials, conference abstracts, book reviews, and opinion articles.
- Studies unrelated to the focal constructs.
- Non-English publications.

The literature search was conducted on May 2026 using major academic databases recognised for their extensive coverage of management and human resource management scholarship. The databases searched included:

- Google Scholar
- Scopus
- Web of Science
- Emerald Insight
- Taylor & Francis Online
- Wiley Online Library

The search strategy employed combinations of keywords and Boolean operators (AND, OR). The principal search terms included:

- Strategic talent pipeline capability
- Strategic talent management
- Talent mapping
- Workforce planning
- Succession planning
- Coaching leadership
- Psychological empowerment
- Organisational performance
- Emerging economies

An example of the search string employed was:
("strategic talent pipeline capability" OR "strategic talent management" OR "talent mapping" OR "succession planning") AND ("organisational performance") AND ("coaching leadership") AND ("psychological empowerment") AND ("emerging economies")

The initial search generated 500 records across the selected databases. Following duplicate removal, 420 records remained for title and abstract screening. A total of 210 records were excluded because they did not meet the inclusion criteria. The remaining 210 articles were subjected to full-text assessment.

The eligibility assessment excluded 110 studies due to limited relevance to the study objectives, insufficient methodological rigour, or inadequate contextual relevance to emerging economies. Consequently, 100 studies were retained for the final review and synthesis.

To ensure methodological rigour, the selected studies were evaluated using four quality criteria:
Relevance to the research objectives.
Theoretical contribution.
Methodological adequacy.
Contextual relevance to strategic talent management and emerging economy settings.
Only studies satisfying these criteria were retained for final analysis.

The selected studies were analysed using thematic synthesis. The process involved coding and categorising evidence into recurring themes relating to Strategic Talent Pipeline Capability, Coaching Leadership, Psychological Empowerment, and Organisational Performance. The synthesis facilitated the identification of dominant theoretical perspectives, empirical findings, contextual factors, research gaps, and future research opportunities.

Figure 1: PRISMA 2020 Flow Diagram
Figure 1 presents the PRISMA 2020 flow diagram illustrating the identification, screening, eligibility assessment, and inclusion process employed in the review. A total of 500 records were identified, of which 100 studies satisfied all inclusion criteria and were retained for the final synthesis.

PRISMA Stage	Activity	Records (n)
Identification	Records identified from databases	500
Identification	Duplicate records removed	80
Screening	Records screened	420
Screening	Records excluded after title and abstract review	210
Eligibility	Full-text articles assessed	210
Eligibility	Full-text articles excluded	110
Included	Studies retained for final review	100

Source: Authors' Compilation Based on PRISMA 2020 Guidelines (Page et al., 2021)

2.3 Empirical Review

Strategic Talent Pipeline Capability and Organisational Performance

Idoko, Abdul, and Abdullahi (2026) found that talent development and succession planning significantly improved organisational performance among Nigerian telecommunication firms, with succession planning exhibiting the strongest effect. Similarly, Anukwu et al. (2025) reported that mentoring, talent retention, employee training, talent management, and career development all contributed positively to organisational performance in brewery firms in Southeast Nigeria, highlighting the importance of structured succession systems. In Tanzania, Tarimo, Mzava, and Kyando (2024) observed that talent management and career development significantly enhanced NGO performance, while Čizmić and Ahmić (2021) demonstrated that talent acquisition, development, and retention positively influenced profitability and sales growth among organisations in Bosnia and Herzegovina. Likewise, Enemuo-Uzoezie and Nuel-Okoli (2025) established positive associations between talent attraction, talent development, talent retention, and employee commitment, loyalty, and job satisfaction in Nigerian manufacturing firms.

Coaching Leadership and Organisational Performance

Ellinger et al. (2011) found that managerial coaching behaviours significantly improved employee performance and job satisfaction through developmental support and effective communication. Supporting this position, Theeboom, Beersma, and van Vianen (2014) reported through meta-analytic evidence that coaching interventions positively affected employee performance,

well-being, work attitudes, and self-regulation. Similarly, Zuberbühler, Salanova, and Martínez (2020) established positive relationships between coaching leadership, employee engagement, and job satisfaction while reducing turnover intentions. More recently, Hu, Choi, and Kim (2025) demonstrated that coaching leadership enhanced employee change-oriented behaviour through knowledge management and psychological mechanisms, whereas a Korean study (2025) confirmed that coaching leadership positively influenced job performance through psychological empowerment. Furthermore, the Frontiers in Psychology study (2023) found that coaching leadership stimulated creative performance through psychological empowerment and constructive voice behaviour.

Psychological Empowerment and Organisational Outcomes

Spreitzer (1995) established the multidimensional structure of psychological empowerment and demonstrated its positive influence on employee effectiveness and innovation. Zhang and Bartol (2010) subsequently found that psychological empowerment fully mediated the relationship between empowering leadership and employee creativity within Chinese technology firms. Similarly, Ghaffari et al. (2019) reported that strategic talent management practices positively enhanced psychological empowerment among employees, while Menezes, Gumashivili, and Kanokon (2025) demonstrated that psychological empowerment mediated the relationship between talent management and employee retention. Meta-analytic evidence from Seibert, Wang, and Courtright (2011) further confirmed that psychologically empowered employees exhibit higher levels of job satisfaction, organisational commitment, innovation, and performance.

The reviewed literature reveals significant conceptual, theoretical, empirical, and contextual gaps. Conceptually, existing studies have focused largely on individual talent management practices such as talent acquisition, development, retention, and succession planning rather than examining strategic talent pipeline capability as an integrated organisational capability comprising strategic workforce alignment, talent mapping and market intelligence, talent attraction and sourcing, candidate relationship management, and talent assessment and succession readiness (Čizmić & Ahmić, 2021; Tarimo et al., 2024; Anukwu et al., 2025).

Theoretically, previous studies have rarely integrated Resource-Based View, Dynamic Capabilities Theory, Coaching Leadership Theory, and Empowerment Theory to explain the mechanisms and conditions through which talent pipeline capabilities influence organisational performance. Empirically, most studies have concentrated on direct relationships between talent management practices and organisational outcomes, with limited attention to the moderating role of coaching leadership and the mediating role of psychological empowerment (Theeboom et al., 2014; Ghaffari et al., 2019; Hu et al., 2025). Furthermore, no study identified in the review simultaneously examined strategic talent pipeline capability, coaching leadership, psychological empowerment, and organisational performance within a unified framework. Contextually, evidence from emerging economies remains limited, particularly regarding how challenges such as talent shortages, brain drain, labour market instability, and skills mismatches shape the effectiveness of talent pipeline capabilities (Tarique et al., 2010; Latukha et al., 2022).

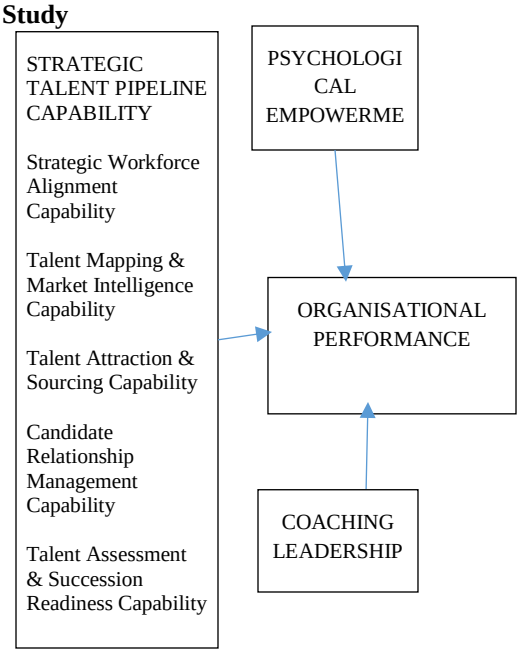
Consequently, there is a need for an integrated framework that explains the relationship between strategic talent pipeline capability and organisational performance within emerging economy settings.

Proposed Framework and Hypotheses Development

Drawing upon the Resource-Based View Theory, Dynamic Capabilities Theory, and Social Exchange Theory, this study proposes an integrated framework linking Strategic Talent Pipeline Capability (STPC) to Organisational Performance through the mediating role of Psychological Empowerment and the moderating role of Coaching Leadership. The framework conceptualises STPC as a multidimensional organisational capability comprising Strategic Workforce Alignment Capability, Talent Mapping and Market Intelligence Capability, Talent Attraction and Sourcing Capability, Candidate Relationship Management Capability, and Talent Assessment and Succession Readiness Capability.

The framework proposes that organisations possessing strong talent pipeline capabilities are better positioned to develop, deploy, and retain critical talent, thereby enhancing workforce readiness, organisational adaptability, and overall performance. Furthermore, the framework suggests that the relationship between STPC and Organisational Performance is explained by employees' psychological empowerment and strengthened by coaching-oriented leadership behaviours.

Figure 2: Proposed Conceptual Framework for the Study



Source: Researchers' Conceptualisation (2026).

Development of Hypotheses

The systematic review revealed substantial evidence supporting a positive relationship between talent management capabilities and organisational performance. Studies reviewed consistently demonstrated that strategic talent management practices improve organisational effectiveness, workforce readiness, innovation, and competitive advantage. Accordingly, the following hypothesis is proposed:

H1: Strategic Talent Pipeline Capability positively influences Organisational Performance.

Given that Strategic Talent Pipeline Capability is conceptualised as a multidimensional construct comprising five capabilities, the following sub-hypotheses are further proposed:

H1a: Strategic Workforce Alignment Capability positively influences Organisational Performance.

H1b: Talent Mapping and Market Intelligence Capability positively influences Organisational Performance.

H1c: Talent Attraction and Sourcing Capability positively influences Organisational Performance.

H1d: Candidate Relationship Management Capability positively influences Organisational Performance.

H1e: Talent Assessment and Succession Readiness Capability positively influences Organisational Performance.

The literature further suggests that talent management initiatives contribute to employees' perceptions of competence, autonomy, meaning, and impact. These psychological states increase employee engagement, commitment, innovation, and productivity, thereby improving organisational outcomes. Consequently, Psychological Empowerment is proposed as a mediating mechanism through which Strategic Talent Pipeline Capability influences Organisational Performance.

H2: Psychological Empowerment mediates the relationship between Strategic Talent Pipeline Capability and Organisational Performance.

The review also identified Coaching Leadership as an important contextual factor that enhances employee development, learning, feedback utilisation, and career progression. Organisations characterised by strong coaching leadership are expected to derive greater performance benefits from talent pipeline investments. Therefore:

H3: Coaching Leadership positively moderates the relationship between Strategic Talent Pipeline Capability and Organisational Performance such that the relationship becomes stronger under conditions of high Coaching Leadership.

4. DISCUSSION

The objective of this study was to develop an integrated framework explaining the relationship between Strategic Talent Pipeline Capability (STPC) and organisational performance in emerging economies through the complementary roles of coaching leadership and psychological empowerment. Drawing upon evidence synthesised from 100 studies identified through the PRISMA-guided systematic literature review process, the findings demonstrate that talent-related capabilities constitute a significant driver of organisational effectiveness, competitiveness, sustainability, and long-term performance.

The review revealed strong and consistent evidence that talent management practices positively influence organisational performance across diverse organisational and geographical contexts. Studies conducted in Nigeria, Tanzania, Kenya, Jordan, Oman, Bosnia and Herzegovina, Ghana, and other emerging and developed economies consistently reported positive associations between talent attraction, talent development, succession planning, talent retention, workforce planning, and organisational outcomes such as productivity, profitability, employee commitment, innovation, resilience, and competitive advantage. For example, studies by Rukunga and Nzulwa (2018), Farzah and Husin (2022), Čizmić and Ahmić (2021), Kongrode, Aujirapongpan, and Ru-Zhue (2023), and Kafetzopoulos, Psomas, and Bouranta (2022) demonstrated that strategic talent management capabilities significantly enhance organisational

performance through improved workforce quality, leadership continuity, and strategic adaptability. These findings suggest that organisations achieve superior outcomes when talent management is approached as a strategic capability rather than as a collection of isolated human resource practices.

Building upon this evidence, the review supports the conceptualisation of Strategic Talent Pipeline Capability as a multidimensional organisational capability comprising strategic workforce alignment capability, talent mapping and market intelligence capability, talent attraction and sourcing capability, candidate relationship management capability, and talent assessment and succession readiness capability. The reviewed studies indicate that these dimensions collectively contribute to the development of a sustainable talent supply system that enables organisations to anticipate future workforce requirements, identify critical talent needs, attract high-potential employees, maintain relationships with prospective candidates, and ensure leadership continuity through effective succession planning. Consistent with the Resource-Based View (Barney, 1991), these capabilities enhance the strategic value of human capital resources, while Dynamic Capabilities Theory (Teece, Pisano, & Shuen, 1997) suggests that they enable organisations to continuously reconfigure and renew their talent resources in response to changing environmental conditions. Consequently, Strategic Talent Pipeline Capability emerges as a strategic organisational resource capable of strengthening workforce readiness, organisational resilience, innovation capacity, and sustainable performance.

The findings further provide substantial support for the inclusion of coaching leadership as a moderating variable within the proposed framework. The review identified a growing body of evidence indicating that coaching-oriented leadership behaviours positively influence employee performance, engagement, learning, commitment, adaptability, and job satisfaction. Studies by Ellinger et al. (2011), Theeboom, Beersma, and van Vianen (2014), Kusi (2020), Cannon-Bowers et al. (2023), and Hu, Choi, and Kim (2025) consistently demonstrated that coaching leadership enhances employee development through constructive feedback, mentoring, developmental support, knowledge sharing, and continuous learning opportunities. The evidence suggests that talent management initiatives are more effective when supported by leaders who actively facilitate employee growth and development. In organisations characterised by strong coaching leadership, employees are more likely to utilise talent development opportunities, engage in succession planning activities, and embrace career advancement initiatives. Consequently, coaching leadership strengthens the effectiveness of Strategic Talent Pipeline Capability by creating a supportive environment in which talent investments generate stronger employee and organisational outcomes.

The review also highlights psychological empowerment as a critical mechanism through which Strategic Talent Pipeline Capability influences organisational performance. Evidence from the literature consistently demonstrates that talent management practices contribute to employees' perceptions of meaning, competence, self-determination, and impact, which collectively constitute psychological empowerment. Studies by Spreitzer (1995), Zhang and Bartol (2010), Seibert, Wang, and Courtright (2011), Asag-Gau and Van Dierendonck (2011), Ghaffari et al. (2019), and Menezes, Gumashivili, and Kanokon (2025) found that psychologically empowered employees exhibit higher levels of engagement, commitment, creativity, innovation, retention, and job performance. The findings therefore suggest that Strategic Talent Pipeline Capability contributes to organisational performance not only through direct workforce improvements but also through its ability to enhance employees' psychological states. Employees who perceive opportunities for growth, career advancement, leadership development, and succession readiness are more likely to develop stronger feelings of competence and autonomy, which subsequently translate into positive work attitudes and behaviours that support organisational performance.

A significant contribution emerging from this review is the integration of Strategic Talent Pipeline Capability, coaching leadership, and psychological empowerment within a unified explanatory framework. While previous studies have independently examined talent management, coaching leadership, psychological empowerment, and organisational performance, the review found limited evidence of studies simultaneously incorporating these variables within a single model. Existing talent management studies have predominantly focused on direct performance outcomes, leadership studies have concentrated on employee behavioural and attitudinal outcomes, while empowerment research has largely examined employee motivation, commitment, and creativity. The present review therefore advances the literature by proposing that Strategic Talent Pipeline Capability serves as the foundational organisational capability that generates performance outcomes, coaching leadership strengthens the effectiveness of talent pipeline initiatives, and psychological empowerment explains the behavioural and psychological processes through which talent investments are translated into superior organisational performance.

The findings are particularly relevant to organisations operating in emerging economies where labour market

inefficiencies, skills shortages, institutional weaknesses, workforce mobility, and talent migration remain significant challenges. The evidence reviewed suggests that organisations in these contexts require proactive and systematic approaches to talent acquisition, development, retention, and succession planning in order to maintain competitiveness and sustainability. The proposed framework therefore provides a contextually relevant explanation of how organisations in emerging economies can improve organisational performance by developing integrated talent pipeline capabilities supported by coaching-oriented leadership and psychologically empowering work environments. By aligning talent strategy with organisational objectives and employee development needs, organisations can strengthen their ability to attract, develop, retain, and deploy talent in ways that support long-term organisational success.

Implications of the Study

Theoretical Implications

This study makes several important contributions to theory by extending existing knowledge on talent management, leadership, empowerment, and organisational performance. First, the study contributes to the Resource-Based View (RBV) by conceptualising Strategic Talent Pipeline Capability (STPC) as a valuable, rare, inimitable, and organisationally embedded capability that enables organisations to achieve sustainable competitive advantage. While traditional RBV studies have emphasised human capital as a strategic resource, the present study extends this perspective by demonstrating that the strategic value of human capital depends on an organisation's capability to systematically identify, attract, develop, and retain talent through an integrated talent pipeline system.

Second, the study advances Dynamic Capabilities Theory by proposing that STPC functions as a dynamic organisational capability that enables organisations to sense talent needs, seize talent opportunities, and continuously reconfigure workforce resources in response to changing environmental conditions. In rapidly evolving and uncertain environments, particularly in emerging economies, organisations must continually adapt their talent strategies to address skills shortages, technological disruption, workforce mobility, and changing labour market conditions. The proposed framework therefore provides a capability-based explanation of how organisations can sustain performance through effective talent pipeline development.

Third, the study contributes to Social Exchange Theory by highlighting the mediating role of psychological empowerment in the relationship between STPC and organisational performance. The framework suggests that employees who perceive developmental opportunities, career advancement pathways, succession planning support, and investment in their growth are more likely to reciprocate through increased commitment, engagement, innovation, and performance. This finding strengthens the understanding of the psychological processes through which talent management initiatives generate organisational outcomes.

Finally, the study contributes to the talent management literature by moving beyond fragmented approaches that focus on individual talent management practices. Existing frameworks have often emphasised talent acquisition, talent pools, succession planning, or employee development in isolation. In contrast, the present study introduces a multidimensional Strategic Talent Pipeline Capability framework consisting of strategic workforce alignment capability, talent mapping and market intelligence capability, talent attraction and sourcing capability, candidate relationship management capability, and talent assessment and succession readiness capability.

Managerial Implications

The findings of this study provide practical guidance for organisational leaders, human resource practitioners, and policymakers seeking to improve organisational performance through strategic talent management. First, organisations should institutionalise talent pipeline development as a strategic business priority rather than treating recruitment, succession planning, and employee development as independent activities. Workforce planning should be aligned with organisational strategy and reviewed periodically to ensure future talent requirements are anticipated and addressed proactively.

Second, organisations should invest in coaching leadership development programmes to strengthen the effectiveness of talent pipeline initiatives. Managers should participate in quarterly coaching workshops focused on developmental leadership skills, employee feedback techniques, and performance coaching practices. The adoption of the GROW (Goal, Reality, Options, Way Forward) coaching model can provide managers with a structured framework for supporting employee development and career progression.

Third, organisations should establish formal mentorship programmes to facilitate knowledge transfer, leadership development, and succession readiness. A mentorship ratio of approximately one mentor to ten mentees may provide an effective mechanism for developing future leaders and strengthening organisational continuity.

Fourth, organisations should conduct regular succession planning reviews to identify critical positions, assess leadership readiness, and update succession plans. Succession planning should be integrated into broader

workforce planning processes to ensure leadership continuity and minimise disruptions resulting from employee turnover.

Finally, organisations should leverage talent analytics dashboards to monitor workforce trends, identify skill gaps, track employee development outcomes, and support evidence-based talent decisions. The use of talent intelligence systems can significantly improve workforce forecasting, recruitment effectiveness, retention strategies, and succession planning outcomes.

Practical Metrics for Measuring Strategic Talent Pipeline Capability

To facilitate implementation and performance evaluation, organisations require measurable indicators that assess the effectiveness of Strategic Talent Pipeline Capability. Table 5 presents key performance indicators that may be used to evaluate the effectiveness of talent pipeline initiatives. These metrics provide practical tools for monitoring talent pipeline effectiveness and ensuring alignment between talent management activities and organisational objectives.

Table 5: Strategic Talent Pipeline Capability Key Performance Indicators

KPI	Measurement
Time-to-fill critical positions	Average number of days required to fill critical vacancies
Succession coverage ratio	Percentage of critical positions with at least one identified successor
Internal promotion rate	Percentage of vacancies filled through internal promotions
High-potential retention rate	Percentage of high-potential employees retained annually
Talent pipeline readiness index	Percentage of strategic positions with ready successors
Leadership bench strength	Ratio of leadership-ready employees to critical leadership positions

Source: Researchers' Compilation (2026).

5. CONCLUSION AND RECOMMENDATIONS

This study examined the relationship between strategic talent pipeline capability and organisational performance in emerging economies through the integration of coaching leadership and psychological empowerment perspectives. The review of extant literature demonstrated that talent-related capabilities such as talent attraction, talent development, talent retention, career management, mentoring, and succession planning consistently contribute to improved organisational outcomes across diverse organisational settings. Building on these findings, the study argued that strategic talent pipeline capability represents a broader and more integrated organisational capability comprising strategic workforce alignment, talent mapping and market intelligence, talent attraction and sourcing, candidate relationship management, and talent assessment and succession readiness.

The review further established that the effectiveness of strategic talent pipeline capability extends beyond the existence of talent management systems and depends significantly on leadership and employee psychological factors. Evidence from the literature indicates that coaching leadership enhances employee development, engagement, adaptability, and performance by providing continuous support, developmental feedback, and learning opportunities. Similarly, psychological empowerment strengthens employee motivation, commitment, innovation, and performance by fostering meaning, competence, self-determination, and impact at work. Consequently, the study proposed that coaching leadership strengthens the effectiveness of strategic talent pipeline capability, while psychological empowerment serves as an important mechanism through which talent pipeline initiatives translate into positive employee and organisational outcomes.

The study also identified important conceptual, theoretical, empirical, and contextual gaps in the literature. Existing research has largely focused on isolated talent management practices rather than strategic talent pipeline capability as a multidimensional organisational capability. Furthermore, limited empirical attention has been devoted to the combined roles of coaching leadership and psychological empowerment within the talent management-performance relationship, particularly within emerging economies. Therefore, the integrated framework proposed in this study contributes to strategic human resource management, talent management, leadership, and organisational behaviour literature by providing a comprehensive explanation of how organisations can build sustainable organisational performance through effective talent pipeline capabilities supported by coaching-oriented leadership and psychologically empowering work environments. The study concludes that organisations in emerging economies are more likely to achieve workforce continuity, leadership readiness, employee engagement, innovation, and sustainable performance when talent pipeline capability is strategically developed and effectively supported by leadership and empowerment practices.

Based on the findings and critical review of the literature, the following recommendations are proposed for organisations, human resource practitioners, policymakers, and future researchers:

Organisations should move beyond traditional recruitment practices and establish integrated talent pipeline systems.

Organisations should regularly undertake workforce forecasting and skills gap analyses to align future talent requirements with strategic objectives.

Organisations should develop talent databases and succession planning systems to identify high-potential employees and ensure leadership continuity.

Organisations should train managers and supervisors to adopt coaching-oriented leadership behaviours that support employee development, learning, and performance improvement.

Organisations should create work environments that promote employee autonomy, competence, meaning, and impact through participative and developmental practices.

Organisations should utilise digital talent management platforms and workforce analytics tools to improve talent forecasting, sourcing, and succession planning decisions.

Organisations should implement targeted interventions to mitigate talent shortages, brain drain, and skills mismatches through strategic partnerships and workforce development initiatives.

Future researchers should empirically test the relationships among strategic talent pipeline capability, coaching leadership, psychological empowerment, and organisational performance using rigorous research designs.

Future studies should investigate how organisational, environmental, and behavioural factors influence the effectiveness of strategic talent pipeline capability.

Researchers should develop and validate indigenous frameworks that reflect the institutional, economic, and workforce realities of emerging economies, particularly within Sub-Saharan Africa.

Despite its contributions, this study has several limitations. First, the study adopted a systematic literature review approach and therefore remains conceptual in nature. While the proposed framework is grounded in extensive theoretical and empirical evidence, it has not been empirically validated. Consequently, the relationships among Strategic Talent Pipeline Capability, Coaching Leadership, Psychological Empowerment, and Organisational Performance remain theoretical propositions requiring empirical verification.

Second, the findings are based on the synthesis of previously published studies and may therefore be influenced by publication bias and variations in methodological quality across the reviewed literature. Third, several potential confounding variables were not incorporated into the framework, including organisational size, industry characteristics, ownership structure, firm age, technological capability, and environmental uncertainty. These factors may influence the strength and direction of the proposed relationships.

Future studies should empirically validate the proposed framework using quantitative research designs such as Structural Equation Modelling (SEM) and Partial Least Squares Structural Equation Modelling (PLS-SEM). Such studies would provide statistical evidence regarding the direct, mediating, and moderating relationships proposed in the framework.

Longitudinal studies conducted over three to five years would provide deeper insights into how Strategic Talent Pipeline Capability evolves over time and influences long-term organisational performance. Comparative cross-country studies involving organisations in Nigeria, Ghana, Kenya, South Africa, India, and other emerging economies would further improve understanding of contextual differences affecting talent management outcomes.

Future research should also utilise multi-source data collected from employees, supervisors, human resource managers, and organisational records to minimise common method bias and strengthen the validity of findings. In addition, mixed-method studies combining quantitative surveys with qualitative interviews and case studies would provide richer insights into the processes through which talent pipeline capabilities influence organisational performance. Such investigations would further strengthen understanding of the strategic role of talent pipeline capability in contemporary organisations.

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