

A Bibliometric Analysis of Talent Management

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Abstract

This study seeks to assess extant and contemporary research in the domain of talent management and proffer prospective avenues for future investigations in this field. In tandem with the multifaceted interplay of work, worker, and workplace components, strategies employed in talent management have undergone adaptation to address specific trends, exhibiting a consistent evolution in recent times. Leveraging a bibliometric analysis of 1,093 articles sourced from the Scopus dataset spanning the years 2003 to 2021, a conceptual map delineating the dynamic trajectory of talent management has been constructed. Through a systematic bibliometric examination, this study affords a comprehensive portrayal of the publication trends in talent management research, elucidating insights derived from citation and publication metrics. Utilizing the Biblioshiny package within the Bibliometrix tool in R Studio, key revelations pertaining to the most prolific country, journal, author, and trending topics in talent management have been unveiled. Moreover, employing VOSviewer for co-citation analysis, this research contributes additional insights. The study concludes by delineating prospective research directions, drawing upon the findings to contextualize human resource challenges within the framework of the contemporary work paradigm.

Keywords: Talent Management, Bibliometric Analysis, Co-Occurrence, Citation, Co-Citation.

1. Introduction

Talent management stands as a pertinent domain within human resource (HR) management, attracting growing attention from researchers and numerous entities in both the public and private sectors (Kravariti et al., 2023; Kravariti et al., 2022; Shafieian, 2014). In comprehending the essence of talent management, a prerequisite is gaining clarity on the conceptualization of the term 'Talent,' given the absence of consensus among researchers on its definitive definition (Gallardo-Gallardo, Dries, & González-Cruz, 2013). During the initial years, Lepak and Snell (1999, 2002) delineated talent as encapsulating value and uniqueness, whereas subsequently, Dries (2013) expounded upon talent as comprising mental prowess, inherent capabilities, aptitude, competencies, a natural capacity, or distinctive gifts. Hancock and Schaninger (2022) conceptualized talent as encompassing the cognitive faculties, competencies, skills, expertise, and intelligence of employee's requisite for the effective execution of organizational tasks. The conceptualization of talent has employed both the object approach, focusing on the economic utility of individuals (chrematistics), and the subject approach, centring on the individuals themselves (Gallardo-Gallardo et al., 2013). The object approach delineates talent as comprising natural abilities (inherent traits), mastery (systematic knowledge), commitment (dedication to the organization), and fit (aligning the right individual with the right role at the opportune time and manner). The subject approach views talent in terms of individuals or the workforce. This subjective perspective encompasses two themes: inclusive, regarding all employees within an organization, and exclusive, designating talent as an elite subset based primarily on performance or growth potential within the organizational population (Gallardo-Gallardo, Thunnissen, & Scullion, 2017).

The term "talent management" was initially introduced by Hancock and Schaninger (2022). Consultants in 1990 in their publication, 'The War for Talent.' The ensuing talent war denotes an increasingly competitive era characterized by the strategic pursuit and retention of highly skilled employees (Michaels, Handfield-Jones, & Axelrod, 2001). Subsequently, numerous scholars and practitioners globally sought to define talent management, with King and Vaiman (2019) proposing a model that incorporates macro factors like political and technological considerations, as well

as micro factors such as business, governance, and HR strategy. Nevertheless, disparities exist in perspectives on talent management, as underscored by [Gallardo-Gallardo, Thunnissen, and Scullion \(2020\)](#), who contend that talent management and human resource management (HRM) do not constitute identical conceptual frameworks. Talent management is most appropriately conceptualized as a specialized framework addressing distinct facets within the broader realm of HRM, specifically focused on the effective administration of talents within the organizational context ([Meyers & van Woerkom, 2014](#)). Indeed, within the extensive literature, the term 'talent management' is frequently employed interchangeably with expressions such as 'talent strategy,' 'succession management,' and 'human resources planning.' ([Lewis & Heckman, 2006](#)). As posited by [Schweyer \(2004\)](#), talent management encompasses the oversight of talent availability, acquisition, and mobility within the human capital framework. It constitutes an integrated assemblage of diverse processes, programs, initiatives, and cultural norms strategically devised and executed to attain organizational objectives and meet business imperatives ([Silzer & Dowell, 2009](#)). Effective management serves as the foundational cornerstone for success within the intricate domains of both industry and academia ([Al-Rawashdeh, Jawabreh, & Ali, 2023](#); [Alhaj et al., 2023](#); [Alkhodary et al., 2022](#); [Hatamlah et al., 2023](#)). It entails making critical decisions, judicious allocation of resources, and steadfast pursuit of objectives. Proficient management is imperative for the prosperity of any enterprise, as it not only enhances productivity but also fosters creativity and adaptability ([Jahmani et al., 2023](#); [Jawabreh et al., 2023](#); [Shniekat et al., 2022](#)). The examination of management principles in higher education equips students with the requisite tools for developing proficiency in leadership and adept problem-solving within professional settings ([Kanan, 2020](#); [Kanan et al., 2022](#)). Considering the significance of talent management in enhancing organizational success and fostering employee performance across all hierarchical levels, a comprehensive examination of the concept of talent management becomes imperative. [Kravariti et al. \(2022\)](#) undertook a systematic review of talent management to offer insights for future research; nonetheless, the review was constrained to the domain of the tourism and hospitality sector. Recently, [Kravariti et al. \(2023\)](#) performed a systematic review of

talent management within the framework of the public sector; nevertheless, the study was constrained by its methodological approach. Consequently, despite the considerable attention bestowed upon this domain by numerous authors and scholars globally, there remains a scarcity of studies that have systematically and scientifically examined the extensive array of scholarly publications in this field employing bibliometric techniques.

2. Review of Antecedents and Consequences of Talent Management

According to HRM literature, the paramount factor in recruiting, retaining, and nurturing key talent is a business strategy that prioritizes key individuals to yield desired business outcomes (King & Vaiman, 2019; Mucha, 2004). Talent management necessitates influential leaders at various organizational echelons, possessing a strategic perspective and adept talent management capabilities that contribute to the organization's developmental endeavours (Onyango, 2015). Gehrels and de Looij (2011) and Reis, Sousa, and Dionísio (2021) asserted that employer branding is considered a crucial instrument within the domain of talent management. Additionally, prior research posits that transparent recruitment policies, talent attraction, training, career development, top management support, and effective organizational business strategies collectively serve as pivotal determinants of exemplary personnel management (Mochorwa & Mwangi, 2013). Integral precursors to the implementation of talent management practices encompass elements such as business strategy. Business strategy constitutes a procedural approach by which enterprises secure a competitive edge and engage in competition within a designated sector or market (Henderson, 1989). Porter (1985) examined three fundamental categories of generic strategies, namely innovation, differentiation, and cost leadership. The attainment of superior performance requires the effective execution of a business strategy (Olson, Slater, & Hult, 2005). Adequate workforce skills and behaviours are essential for implementing and sustaining a business strategy. Additionally, management commitment, reflecting the acceptance of responsibility for the successful execution of a business plan, involves tasks such as articulating the company's

quality value, reinforcing quality messages, engaging with employees and customers, and garnering acknowledgment (Talib, Rahman, & Qureshi, 2010). The organizational management assumes a pivotal role in strategic talent management, as managers across hierarchical levels play an active role in the identification and support of talent within the company (D'Annunzio-Green, 2018).

Concerning outcomes, talent management exhibits a significant correlation with both financial aspects, encompassing the overall financial health of the firm, and non-financial dimensions of organizational consequences, including job satisfaction, motivation, performance quality, retention, and organizational commitment (Bahuguna, Bangwal, & Kumar, 2022; Gupta, 2019). Glaister et al. (2018) explored the assertion that when talent management is directed towards augmenting team networks and social capital, it assumes a substantial role in shaping human resource management practices and influencing firm performance. Similarly, Gelens et al. (2013) discovered that talent management yields notable consequences, including increased ROI, enhanced productivity, job retention, work satisfaction, work commitments, and employee performance (Aguinis et al., 2010; Singh & Pooja, 2016). Research has additionally emphasized the necessity for management to prioritize talent management alongside economic benefits as a means to foster organizational commitment (Luna-Arocas, Danvila-Del Valle, & Lara, 2020).

Furthermore, Nzewi, Chiekezie, and Ogbeta (2015) revealed a robust and positive correlation between talent management and employee performance. Moreover, it is asserted that equitable and efficacious talent management strategies cultivate trust and a sense of belonging among employees, thereby contributing to heightened job satisfaction (Altındağ, Çirak, & Acar, 2018). According to Haghparast, Moharamzadeh, and Mohamadzadeh (2012), a positive correlation exists between talent management practices, organizational success, organizational assessment, and motivational factors. Ahmed et al. (2020) indicated that employee engagement exerts a positive impact on the performance of the company. Likewise, Sopiah et al. (2020) substantiated the empirical validity of the association between talent management strategies and both employee performance and work engagement.

3. Research Methodology

The present study utilized the Scopus database to identify overlooked articles and related topics in the exploration of talent management. Scopus, the world's largest abstract and citation database for peer-reviewed journals, offers advanced tools for research evaluation and visualization. Employing a bibliometric approach, we analysed 1,093 research papers on talent management. This study provides insights into current research trends and offers recommendations for future research directions, making it valuable for research scholars, policymakers, and academicians. For this objective, our intention was to address the following research inquiries:

RQ1: What are the chronological distribution patterns of journal articles pertaining to 'Talent Management'?

RQ2: Which journals demonstrate the highest productivity in the field of 'Talent Management'?

RQ3: What are the noteworthy contributions made by eminent authors and researchers in the field of Talent Management?

RQ4: What factors precede and result from the construct of 'Talent Management'?

RQ5: How will future studies and research in talent management evolve in response to the new work order prompted by the Covid-19 pandemic?

3.1 Database and Search Strategy

The Scopus database has been employed for the identification of research publications on talent management due to its pre-eminence as the most comprehensive peer-reviewed research database within the realm of social sciences. Widely recognized for quantitative analysis, the Scopus database is frequently utilized for scholarly purposes (Donthu et al., 2021). We restricted the source type to business studies, social sciences, and psychology journals, exclusively considering articles and review papers in the English language. The search focused on documents containing the keyword 'talent management' in their abstracts and titles. From 2003 to 2021, this Scopus database search resulted in 1148 documents. During the screening process, 55 articles were excluded based on criteria such as year, author, source, journal, title, and keywords. The final dataset consisted of 1093 filtered papers, subject to subsequent analysis using bibliometric techniques.

4. Analysis

The current research employs a bibliometric approach utilizing the Biblioshiny package within the Bibliometrix tool in R Studio. Bibliometrics, as an information science discipline, employs quantitative methodologies to study bibliometric data (Bar-Ilan, 2008). A study employing bibliometric analysis is a quantitative method for assessing global research trends within a specific area or topic, drawing insights from academic journals or published papers. Such an analysis aims to evaluate trends, recent developments, and the prospective direction of a particular field of study. Utilizing indicators like authors, keywords, journals, and other bibliographic information, bibliometric maps were generated and visualized. The analysis encompassed aspects such as co-authorship, co-occurrence, source clustering, source dynamics, most globally cited documents, and most locally cited document. The primary utilization of the Biblioshiny tool in this study was for the construction of a visual representation of bibliographic information. This tool accepts bibliographic content as input and generates graphs as output.

Hence, the significance of this study is underscored by its comprehensive examination of diverse authors, journals, universities, and the most cited papers, incorporating various bibliometric indicators. This approach proves highly pertinent for gaining insights into future research directions within the specified field (Donthu et al., 2021). Moreover, both practitioners and scholars can derive value from this analysis, as the study provides a comprehensive overview that has the potential to contribute new dimensions to the ongoing discourse in talent management.

5. Results and Discussion

5.1 Publication Trends

The findings delineating the publication trends in talent management are presented in Figure 1. A total of 1093 papers published in Scopus-indexed journals from 2003 to 2021 have been enumerated.

5.2 Publication by Years

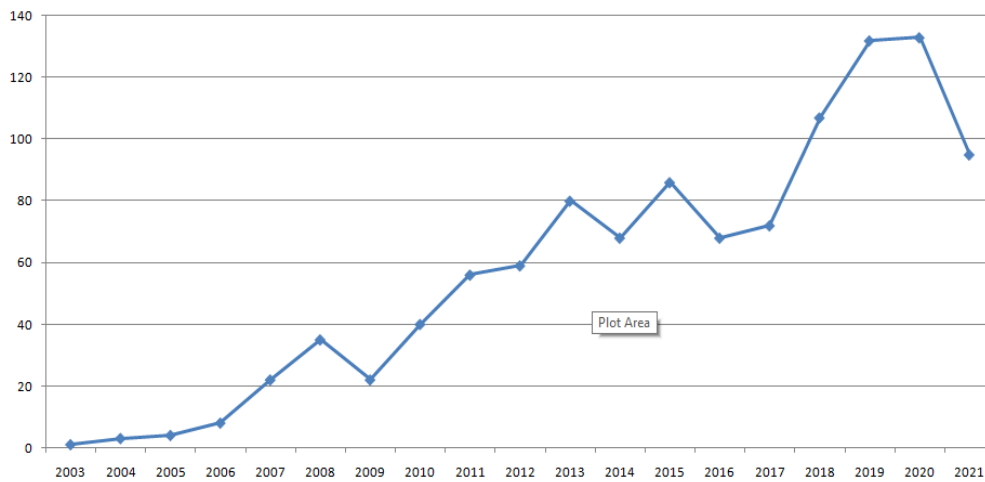


Figure 1. Publication Trends from 2003 To 2021.

The figure illustrates that the most prolific year is 2020, with 133 paper publications, succeeded by 2019 with 132 papers, 2018 with 107 publications, and 2017 with 72 articles. A persistent upward trajectory in publications related to talent management is discernible over the years.

5.3 Trend Topic

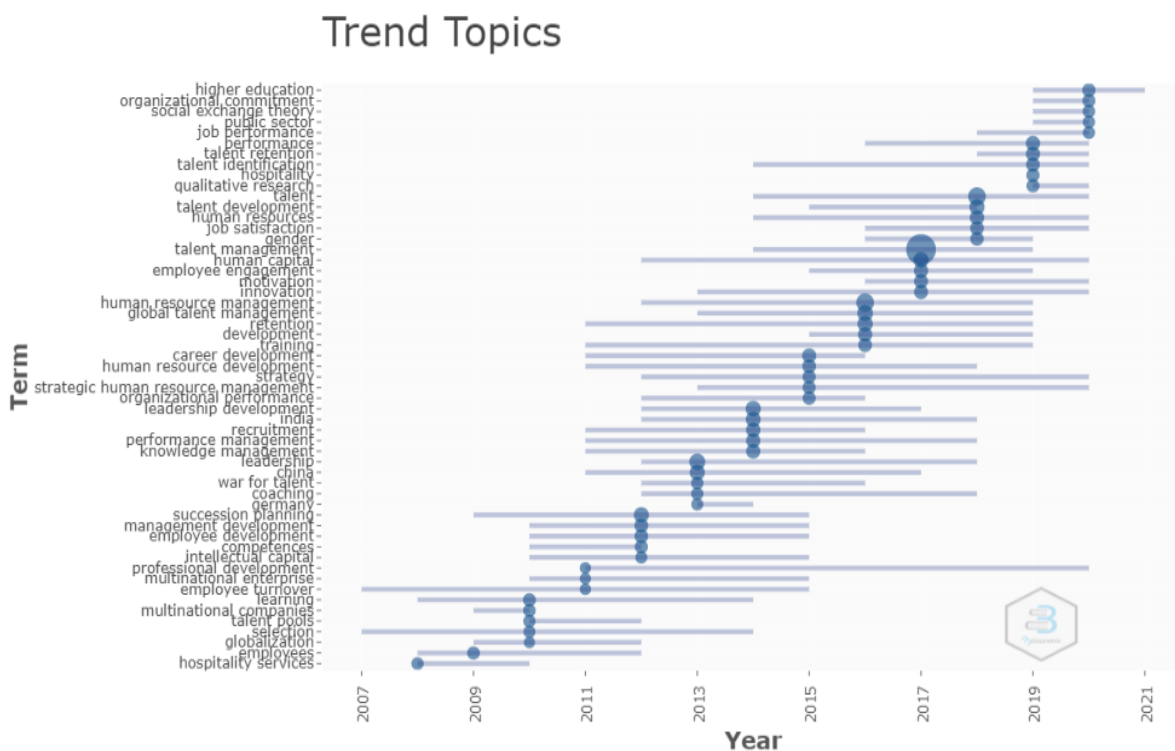


Figure 2. Trend Topic.

Figure 2: displays the evolving trend topics, progressing from hospitality services to higher education. The terms have undergone modification and expansion across consecutive years, encompassing themes such as talent attraction, intellectual development, employee development, human resource development, talent development, organizational commitment, employee turnover, performance management, knowledge management, succession planning, talent retention, job satisfaction, and employee engagement. Past research studies have explored these current trends, defining them as follows: talent management practices contribute to intellectual development, employee development, and organizational commitment, while concurrently mitigating employee turnover rates. The concept of talent management is imperative across all industries, as the pandemic has underscored the irreplaceable nature of skilled employees in every sector. The calibre of talent is instrumental in securing the long-term progress of an organization.

The initial phase in the talent management strategy involves the recruitment of proficient and high-performing individuals (Bethke-Langenegger, Mahler, & Staffelbach, 2011). Talent gaps create opportunities for emerging talent to enter the market, compelling talent management to effectively attract prospective employees (Kumar & Chakravarthy, 2015). The process of securing high-calibre individuals, both internally and externally, for current and future organizational roles is denoted as talent attraction (Armstrong, 2009; Glenn, 2012). Organizations should initially articulate their desired capabilities before deploying extant management policies, processes, and strategies for talent acquisition (Perryer et al., 2010). In the contemporary dynamic economy, effective strategies for attracting highly talented individuals and influencing their employment choices encompass transparent recruitment systems, robust goodwill, comprehensive training, promising career opportunities, competitive salary, job stability, and recognition at work (Glenn, 2012; Jiang & Iles, 2011).

Conversely, it is imperative to acknowledge the need for enhancing employees' knowledge and skills to align with the evolving demands of the workplace. Talent development necessitates deliberate initiatives directed at expanding skills and capacities to meet future organizational needs and contemporary work performance standards (Heinen & O'Neill, 2004). Upon identification of talented individuals,

strategic talent management should focus on cultivating high-potential and high-performance personnel, as they constitute a significant reservoir for future senior positions (Collings & Mellahi, 2009; Hartmann, Feisel, & Schober, 2010). Organizational endeavours in talent development are often pursued to mitigate talent shortages, prioritize planned succession over replacement, and bolster the organization's standing as an entity adept in talent management (Garavan, Carbery, & Rock, 2012).

Performance management systems represent a paramount subject in contemporary business discourse. Performance management is characterized as a "systematic and comprehensive approach designed to aid organizations in attaining enduring success by enhancing the performance of their personnel and augmenting the capabilities of teams and individual contributors" (Armstrong & Baron, 2005). Robert J. Greene, CEO of Reward System Inc, asserts that "Performance management stands as the predominant contributor to organizational effectiveness.". Consequently, organizations should adopt a more strategic stance in performance assessment by integrating the company's vision, purpose, and values into its performance management system.

Furthermore, succession planning is a prevalent term in prior research investigations. It serves as a career management strategy that influences employees' perceptions of career success and satisfaction with the promotion process (Farashah, Nasehifar, & Karahrudi, 2011). It is the procedure of guaranteeing the availability of high-potential individuals to occupy crucial executive positions when they become vacant, in colloquial terms (Jyoti & Rani, 2014). In essence, succession planning constitutes a strategic approach to transitioning leadership positions and responsibilities to other high-potential individuals, thereby ensuring the organization's operational continuity in the event of key executives departing or retiring.

Talent retention has garnered significant attention in the literature. Historically, organizations primarily focused on cultivating and substituting senior leaders. Presently, however, business entities prioritize the attraction and retention of top talent across all levels to sustain elevated productivity, mitigate stress and distractions, curtail customer disruptions, and economize on recruitment and onboarding expenses (Heinen & O'Neill, 2004; Kontoghiorghes & Frangou, 2009; Lehmann, 2009).

Finally, employee engagement has garnered heightened attention due to its growing significance. It pertains to an employee's emotional and intellectual dedication to the organization (Bhatnagar, 2007). It constitutes a quantifiable assessment of a high-potential employee's positive or negative emotional attachment to their job, colleagues, and organization, substantially influencing their inclination for learning and job performance. An engaged employee displays commitment to their work, manifests enthusiasm, and conducts themselves in the best interests of the organization. Employee engagement reflects an employee's propensity to remain with a company and surpass their customary duties.

5.4 Most Relevant Sources of Publications and Origin Dynamics

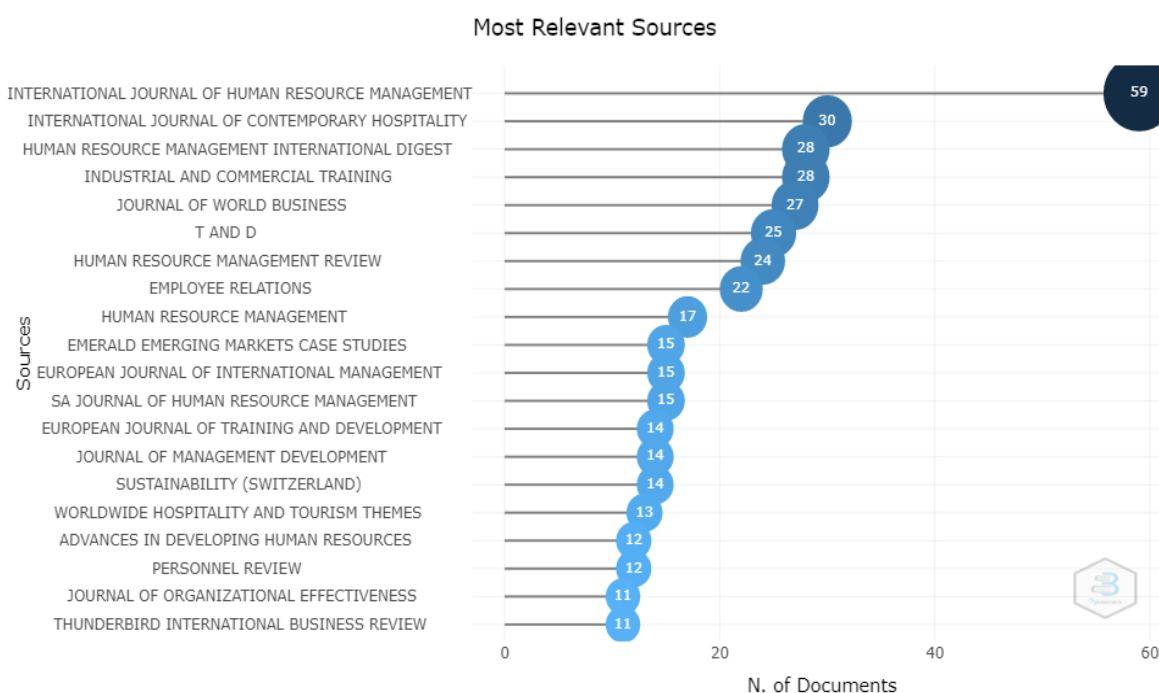


Figure 3. Most Relevant Sources for Publications.

Illustrated in Figure 3, the International Journal of Human Resource Management emerges as the foremost journal, boasting 59 publications in the domain of talent management. Subsequently, the International Journal of Contemporary Hospitality secures the second position with 30 publications, followed by Human Resource Management International Digest and Industrial and Commercial Training, both with 28 publications. Other notable journals include the Journal of World Business (27 publications), T and D (25 publications), Human Resource Management

Review (24 publications), Employee Relations (22 publications), Human Resource Management (17 publications), Emerald Emerging Markets Case Studies (15 publications), European Journal of International Management (15 publications), SA Journal of Human Resource Management (15 publications), European Journal of Training and Development (14 publications), Journal of Management Development (14 publications), Sustainability (Switzerland, 14 publications), Worldwide Hospitality and Tourism Themes (13 publications), Advances in Developing Human Resources (12 publications), Personnel Review (12 publications), Journal of Organizational Effectiveness (11 publications), and Thunderbird International Business Review (11 publications).

Source Growth

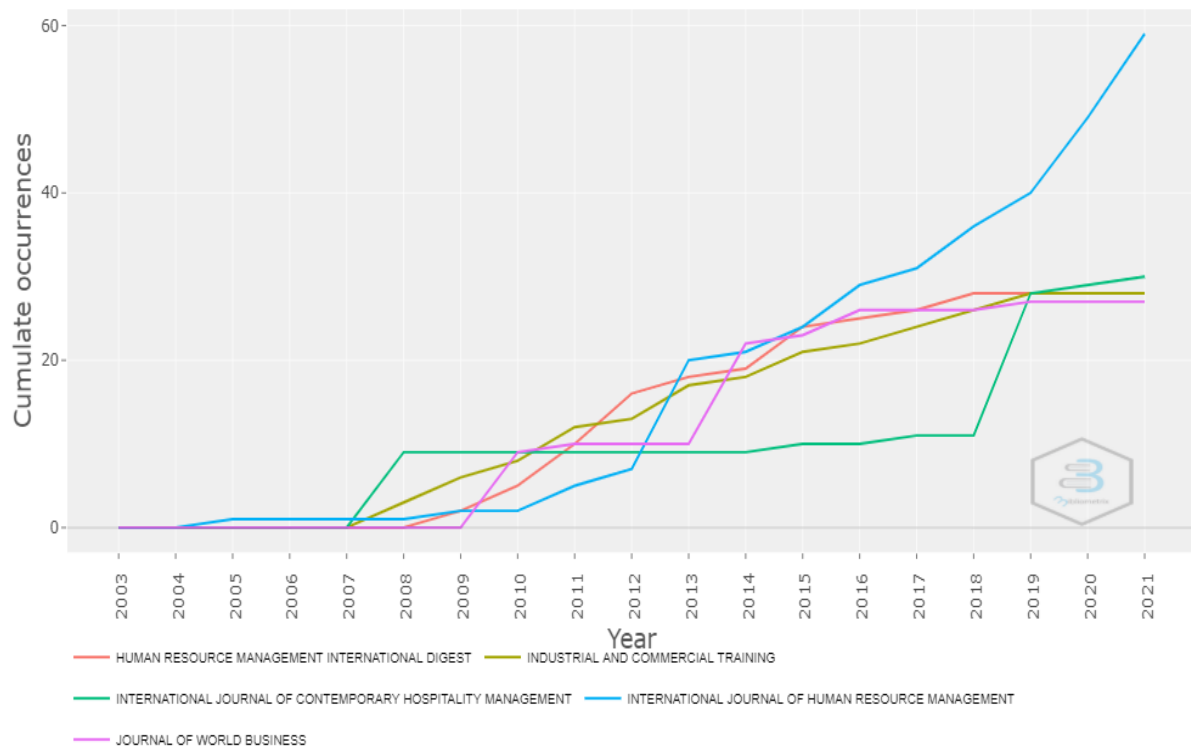


Figure 4. Source Growth.

Figure 4 illustrates the cumulative publications from 2003 to 2021 for the top 5 sources. Notably, the initial publication on talent management surfaced in 2003 within the Journal of World Business. Analysing the current trajectory, the International Journal of Human Resource Management has emerged as the predominant source, taking the lead in disseminating papers pertaining to talent management.

5.5 Most Relevant Authors and their Productivity Over Time

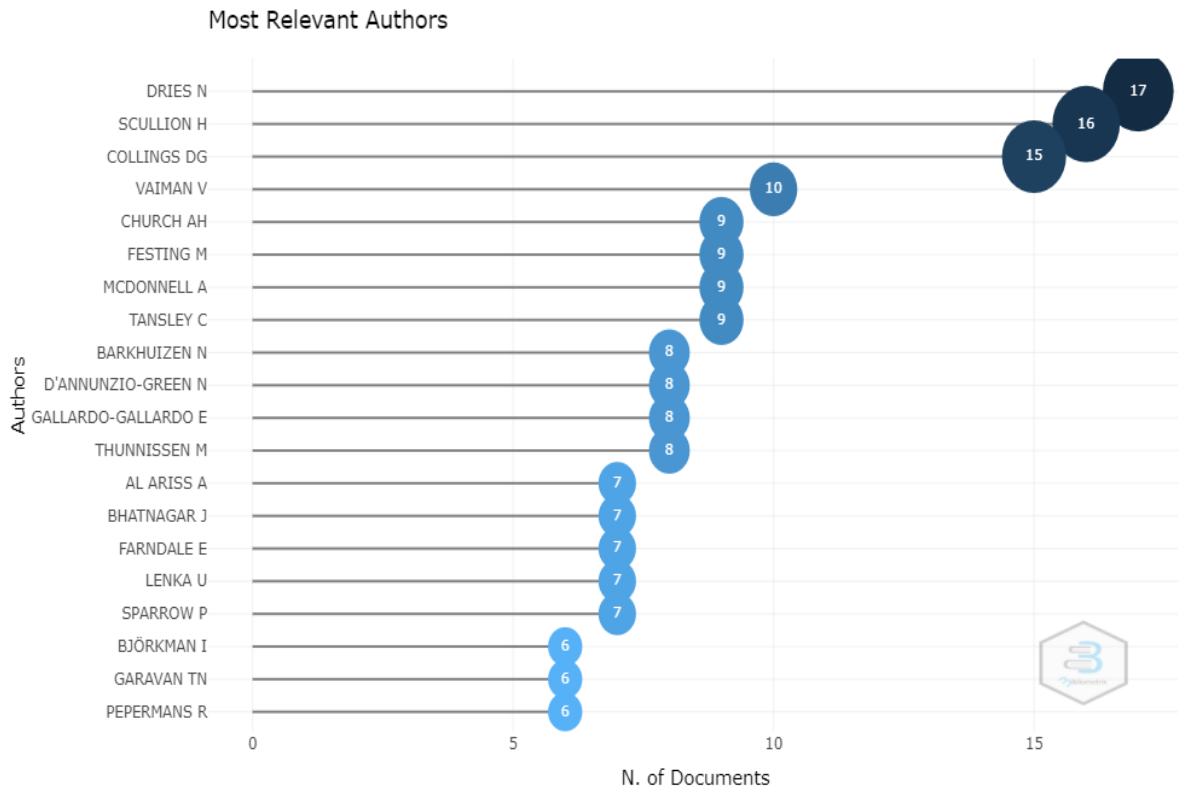


Figure 5. Most relevant Authors.

Top-Authors' Production over the Time

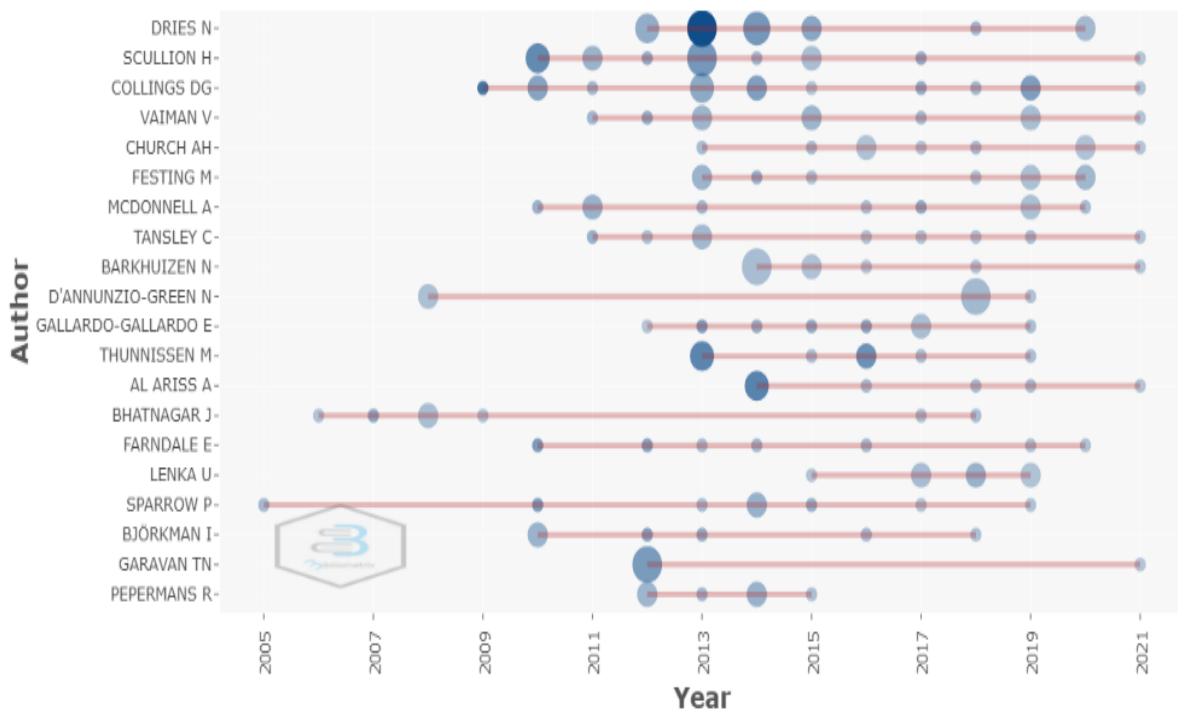


Figure 6. Top Author's Production Over Time.

Figure 5 delineates the authors' contributions based on the number of publications in talent management. Notably, Dries N holds the foremost position as the most prolific author, having contributed 17 documents. [Dries \(2013\)](#) acknowledged numerous distinctions, encompassing those between academicians and practitioners, the disparity between talent management discourse and implications, diverse disciplines such as human resource management, psychology, and anthropology, varied theoretical perspectives like talent as capital, talent as an individual, giftedness, identity, and strategy and highlighted tensions including object-subject, inclusive-exclusive, innate-acquired, and assumptions such as intuition versus data, positing that these factors can contribute differentially to the field of talent management. Subsequently, Scullion H is noted for contributing 16 papers in the field. Discussing the conceptual and intellectual boundaries of global talent management, the work [Scullion, Collings, and Caligiuri \(2010\)](#) highlighted the importance of understanding the factors contributing to the popularity of this field. Subsequently, Collings DG contributed 15 articles, followed by Vaiman V with ten records, Church AH with nine articles, Festing M with nine documents, McDonnell A with nine papers, Tansley C with nine papers, Barkhuizen N with nine documents, D'Annunzio-Green N with eight documents, Gallardo-Gallardo E with eight documents, Thunnissen M with eight documents, Al Ariss A with seven records, Bhatnagar J with seven documents, Farndole E with seven papers, Lenka U with seven papers, Sparrow P with seven papers, Bjorkman I with six documents, Garavan TN with six records, and Pepermans R with six papers. Figure 6 illustrates the contribution of top authors within a specified timeframe, spanning from 2005 to 2021, indicating a gradual increase in their contributions over time.

6. Country-wise Analysis

6.1 Corresponding Author's Country

Figure 7 illustrates that among talent management publications, authors from the United States of America dominate, and the data further indicates that the USA also leads in the Single Country Publications (SCP) parameter.

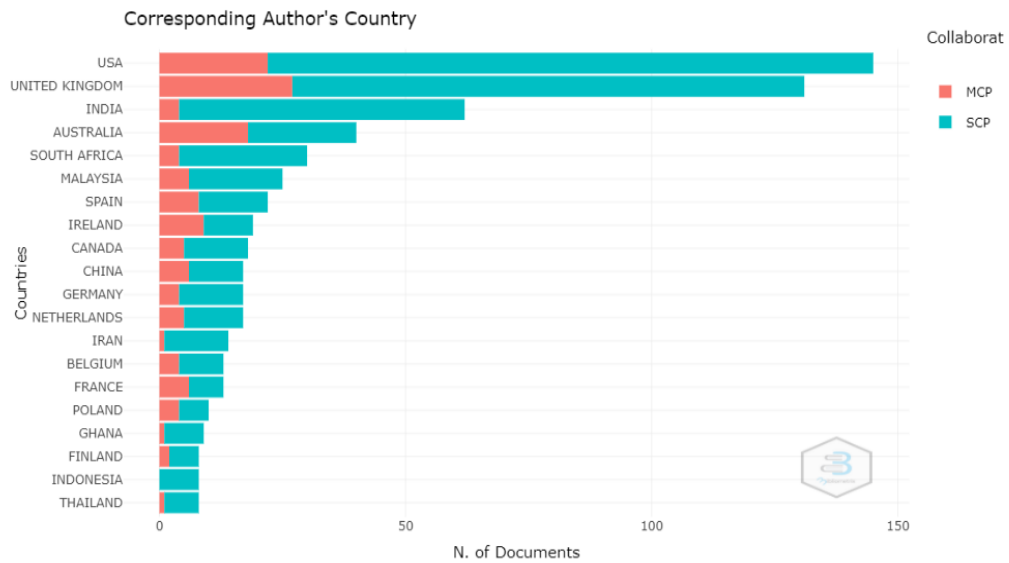


Figure 7. Corresponding Author's Country.

Subsequently, the United Kingdom secured the highest percentage in Multiple Country Publications (MCP), followed by India, Australia, South Africa, Malaysia, Spain, Ireland, Canada, China, Germany, Netherlands, Iran, Belgium, France, Poland, Ghana, Finland, Indonesia, and Thailand.

6.2 Collaboration Network Countries

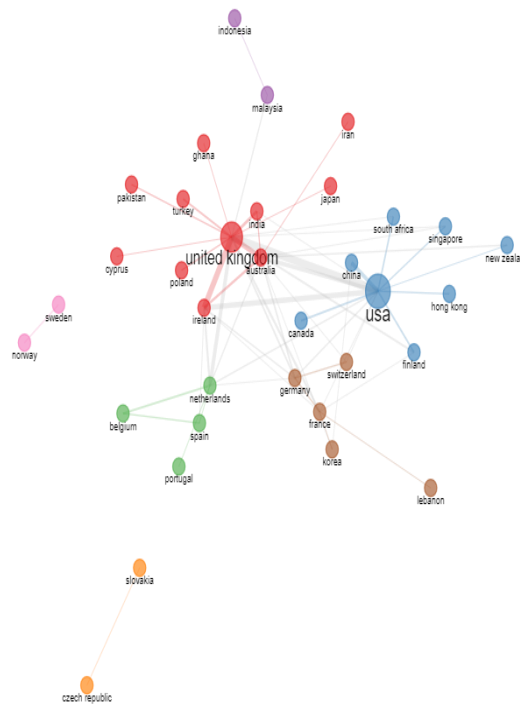


Figure 8. Collaboration Among Countries.

The outcomes of collaborative network countries are depicted in Figure 8, providing insights into a country's publication scope and essential research partnerships with other nations. Seven networking countries exhibit their collaborations in talent management research, each colour signifying distinct network connections. The USA notably collaborates with Canada, China, South Africa, Singapore, New Zealand, Hong Kong, and Finland. Ghana, Turkey, Poland, Cyprus, Pakistan, Ireland, Australia, India, Japan, and Iran are linked with the UK.

6.3 Collaboration Network Authors

Figure 9 displays collaborative network authors, revealing the interactions of one author with others and disclosing authorial collaborations.

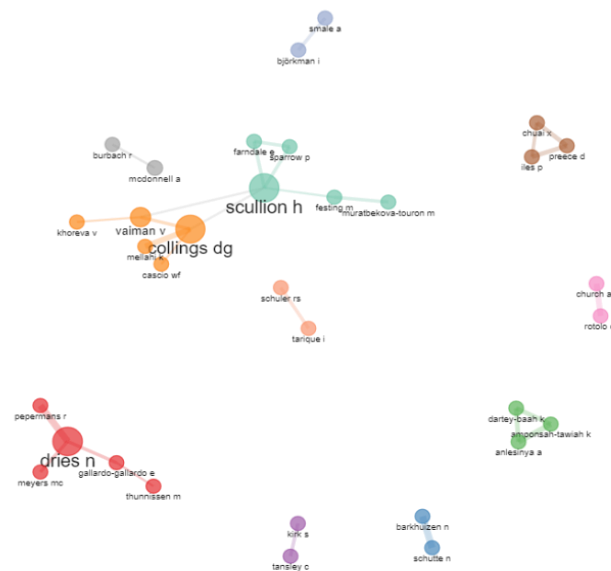


Figure 9. Collaboration Network Authors.

Each colour signifies distinct author networking groups, revealing eleven author networking clusters aimed at enhancing research productivity in talent management. Notable connections include Smale A with Bjorkman I, Burbach R with McDonnell A, Scullion H forming a network with Farndale E, Sparrow P, Festing M, and Muratbekova-Tourmo M. Collings DG has established a network with Khoreva V, Vaiman V, Mellahi K, and Cascio WF. Schuler RS has collaborated with Tarique I, while Church AH has networked with Rotolo CT. Dries N has formed a network with Paperman's Y, Meyers MC, Gallardo-Gallardo et al., and Thunnissen M. Krik S and

Tansley C have collaborated, and Barkhuizen and Schutten have formed a network. Additionally, Dartey-Baah K, Amponshah-Tawiah K, and Anlesinya A have formed a network specifically dedicated to talent management. Each node represents individual authors' contributions, and the thickness of the links between nodes indicates the frequency of authors collaborating.

6.4 Co-occurrence Network

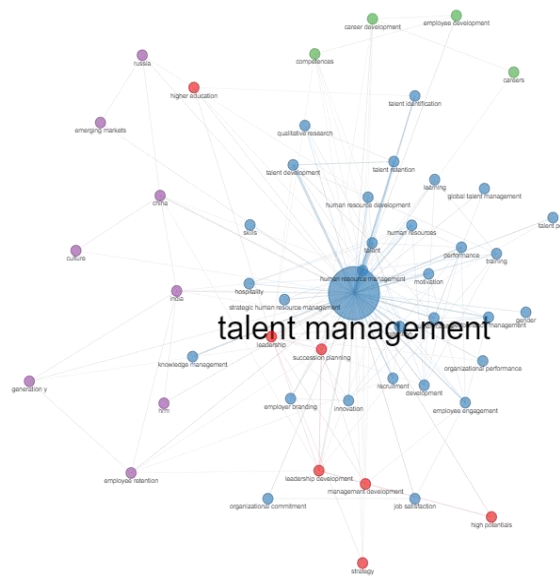


Figure 10. Co-Occurrence Network.

Figure 10 illustrates the co-occurrence network of keywords frequently utilized by authors. Each node in the network represents a specific keyword, with the node's size indicating the frequency of occurrences of that keyword. The links between nodes signify the co-occurrence of keywords, and the thickness of the line reflects the frequency of keywords appearing together. The abundance of nodes corresponds to the prevalence of keywords in the dataset. Each colour within the diagram signifies a distinct thematic cluster, wherein nodes and links elucidate the thematic coverage of topics and the interrelation between these topics within the articles. In Figure 10, four thematic clusters are evident, characterized by multiple nodes and links, encapsulating the frequency of keyword occurrences in isolation and in conjunction with other keywords. The blue cluster reveals a close association between talent management and "human resource management," evident through proximity and

significant node size. Other noteworthy keywords within this cluster encompass "organizational performance," "motivation," "hospitality," "employee engagement," and "employer branding." The green cluster signifies the interconnectedness of studies concentrating on "career development," "employee development," "careers," and "competencies." Simultaneously, the red cluster indicates that talent management has been explored within the realms of "higher education," "leadership development," and "management development." Lastly, the purple cluster offers insights into the frequency of studies considering cultural contexts in talent management evaluation, with commonly used keywords including Russia, China, and India.

7. Citation Analysis

7.1 Most Global Cited Documents

Figure 11 reveals that the article authored by Collings D.G. and Mellahi K in the Human Resource Management Review in 2009, titled "Strategic talent management: A review and research agenda," stands as the most globally cited document, garnering 643 citations.

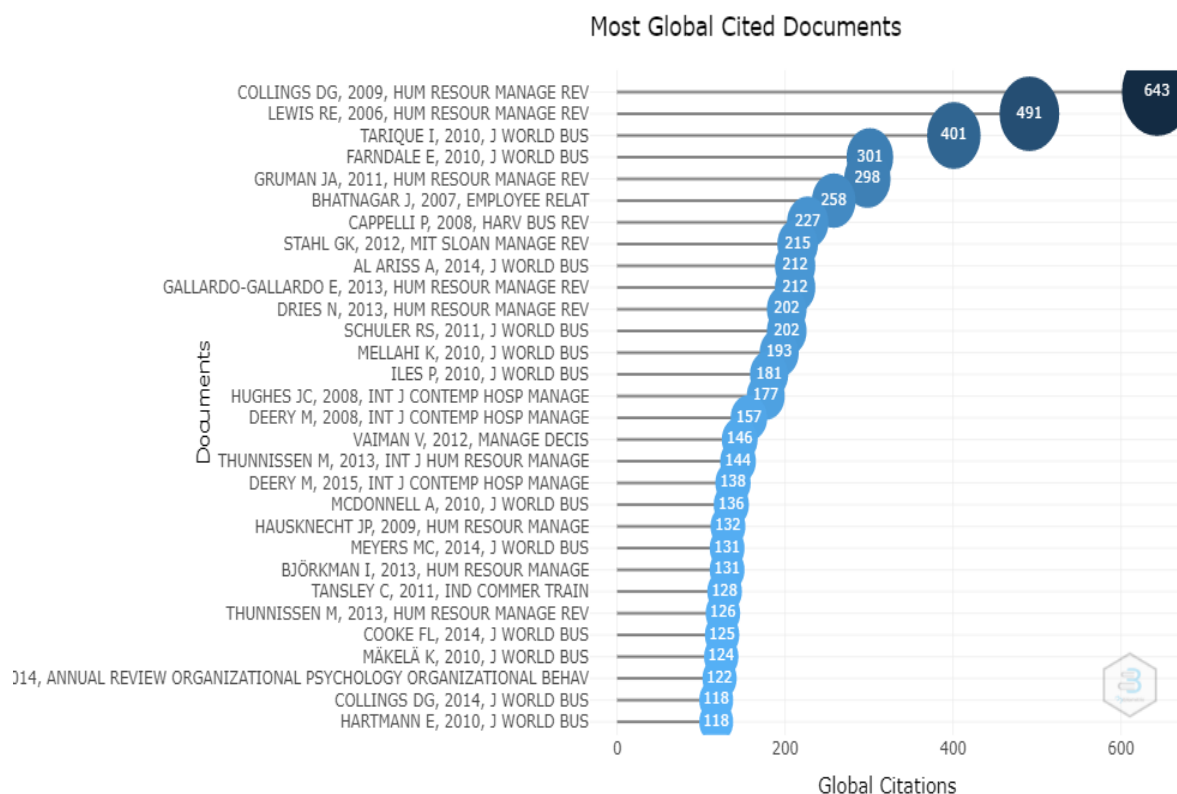


Figure 11. Most Global Cited Documents.

Subsequently, Lewis R.E.'s article in the Human Resource Management Review from 2006, titled "Talent Management: A Critical Review," ranks second with 491 citations, as depicted in Figure 11.

7.2 Co-citation Analysis

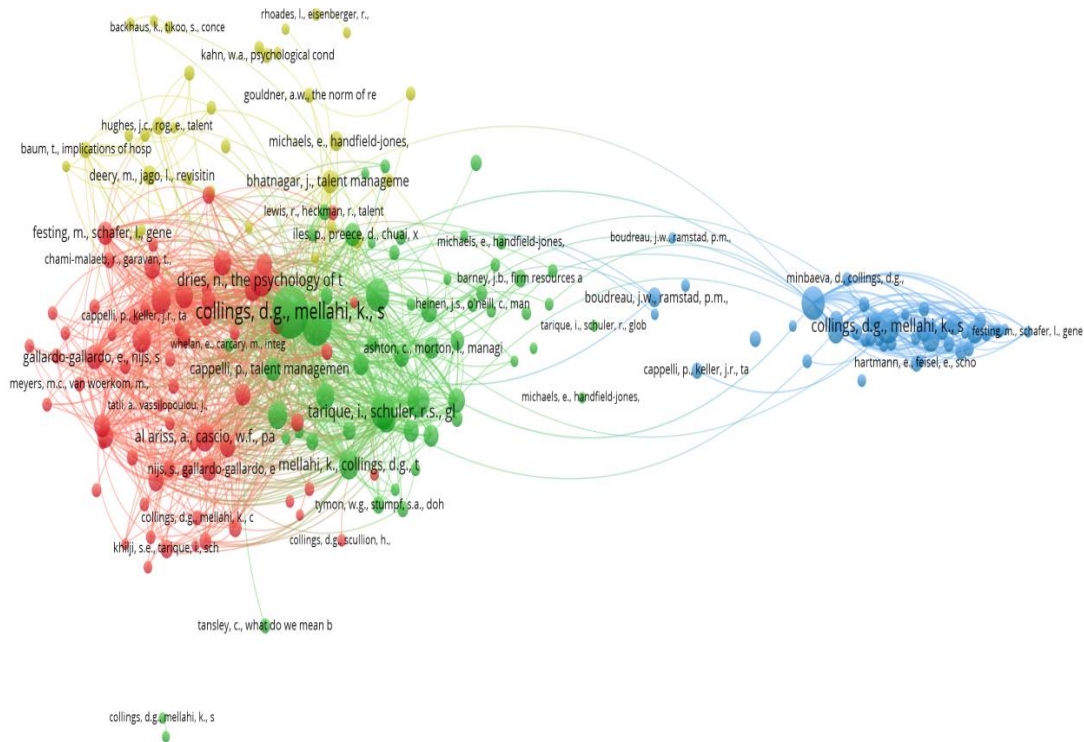


Figure 12. Co-Citation Network Paper.

Co-citation analysis is a scientific mapping technique premised on the notion that papers frequently cited together share thematic similarities (Hjørland, 2013). This analysis aids in comprehending the intellectual composition of the specific research field. Two publications are interconnected in a co-citation network when they both appear in the reference list of another publication. This approach proves beneficial in discerning subject clusters and identifying the most pertinent publications. Figure 12 illustrates the co-citation of papers, revealing the extent of thematic similarities between those papers that are cited together. Within Figure 12, four thematic clusters have been

delineated and linked based on their frequency of occurrence. [Bhatnagar \(2007\)](#) examined the correlation between talent management and employee engagement levels through the utilization of the Gallup workforce audit, surveying 272 ITES/BPO professionals. The study inferred that the engagement level constitutes a noteworthy factor in employee retention, albeit within a constrained temporal scope. Consequently, the researcher recommended the development of a more robust employee engagement framework to enhance employee retention strategies. [Collings and Mellahi \(2009\)](#) unveiled that, despite capturing the attention of various stakeholders such as HR practitioners and academicians, talent management remained in its nascent stages. The conceptualization and delineation of talent management were still inadequately formulated and defined. Hence, they formulated a precise definition and theoretical model for strategic talent management. [Tarique and Schuler \(2010\)](#) have sought to systematize the literature by constructing an integrated framework aimed at comprehending research in global talent management. [Festing, Schäfer, and Scullion \(2013\)](#) have put forth a framework delineating the impact of talent management on the psychological contract between employees and employers, with a specific focus on generational implications. Their findings indicated a pronounced talent competition, highlighting the substantial demand for training, development, and career advancement among Generation X and Y. Consequently, the study underscores the imperative of implementing highly engaged and comprehensive talent management strategies to retain exceptional personnel. [Cappelli and Keller \(2014\)](#) provided a comprehensive survey of the talent management literature. The study concentrates on challenges within the open labour market, including staff retention and uncertainty, introducing a novel framework for internal role transitions within the same organization. Additionally, the research identifies key occupations where talent initiatives are poised to yield substantial returns. [Deery and Jago \(2015\)](#) conducted a literature review on talent management, work-life balance, and retention strategies, revealing that work-life balance significantly influences employee retention. The researcher identified several factors impacting an organization's work-life balance, such as job satisfaction, pay satisfaction, and work stress. The absence of these factors could lead to increased employee turnover, resulting in the potential loss of a talented pool of

individuals for the organization. [Gallardo-Gallardo et al. \(2015\)](#) adopted a phenomenon-driven approach in reviewing talent management literature, employing bibliometric and content analysis methods to evaluate the field's current state and derive implications for research and practice. The thematic similarities and relationships among these papers are evident from the discussion provided.

8. Findings and Conclusion

The utilization of bibliometrics assists in discerning and categorizing scientific endeavours within a particular subject or journal, serving as a tool to ascertain crucial topics in a specific academic discipline. This study offers the latest overview of developments and trends in talent management, relying on Scopus data spanning from 2003 to 2021. We have conducted a comprehensive examination of talent management trends using bibliometric analysis, facilitating the identification of prominent journals, authors, countries, and trending topics. This study has also allowed us to assess the publisher's productivity (number of papers) and the extent of influence, responding to the need for a thorough analysis of their scholarly performance. It can be observed that the quantity of published documents has exhibited a gradual increase. The United States of America demonstrated the highest contribution to talent management research with 1093 papers, followed by the UK, India, and Australia. Dries N emerged as the leading academic researcher with 17 documents, exploring various distinctions, disciplines, theoretical perspectives, tensions, and assumptions within talent management. Scullion H, with 16 papers, delved into global talent management's conceptual boundaries, emphasizing the understanding of its rising popularity. Collings D.G. (15 publications), Vaiman V (10 publications), among others, also made notable contributions to the field. The study by [Deery and Jago \(2015\)](#) involved a comprehensive literature analysis focusing on talent management, work-life balance, and retention strategies, highlighting the pivotal role of work-life balance in employee retention. Various workplace factors, including job satisfaction, pay contentment, and work-related stress, were identified as influential in shaping work-life balance. The absence of these elements was found to escalate employee turnover, posing a risk to an organization's pool of skilled individuals.

Additionally, the International Journal of Human Resource Management emerged as the most prolific journal in talent management, publishing 59 documents. Following closely are the International Journal of Contemporary Hospitality (30 publications), Human Resource Management International Digest (28 publications), Industrial and Commercial Training (28 publications), among others. The increasing number of publications corresponds to a global rise in citations, underscoring the growing significance of these topics in academic discourse. The article authored by Collings D.G. and Mellahi K, titled "Strategic Talent Management: A Review and Research Agenda," published in the Human Resource Management Review in 2009, has garnered a substantial 643 citations globally. In their work, the authors asserted that despite the widespread interest in talent management among various stakeholders, including HR practitioners and academics, the concept was still nascent. Both the definition and boundaries of talent management were considered insufficiently developed. Consequently, the authors sought to address this gap by formulating a precise definition of strategic talent management and presenting a theoretical model. The article also delved into key antecedents of talent management, such as business strategy, management committee involvement, and employer branding.

Talent management exerts a positive influence on both financial metrics, reflecting the overall fiscal health of the firm, and non-financial dimensions encompassing work satisfaction, motivation, performance quality, loyalty, commitment, as well as organizational-level factors including organizational attractiveness, organizational commitment, and the attainment of organizational goals. Additionally, extant research has underscored the significance of various factors within talent management, such as a transparent recruitment policy, talent attraction, training, career development, top management support, and effective organizational business strategies, all of which contribute significantly to the cultivation of exemplary personnel management (Mochorwa & Mwangi, 2013). In the dynamically evolving business landscape characterized by heightened volatility, emerging workplace norms surface regularly. The challenges of talent management have been notably exacerbated by global crises, exemplified by the ongoing pandemic. Factors such as the prevalence of remote or hybrid work models, blurred distinctions between employees' work and

personal lives, and the management of a multi-generational workforce underscore the complexity of contemporary talent management. Consequently, future research endeavours should place particular emphasis on comprehending and adapting to the persistent transformations in the domain of talent management.

9. Directions for Future Research

In the contemporary, highly dynamic business environment, talent management has emerged as an imperative. Leaders have recognized the criticality of identifying and mobilizing talent, along with assessing and adapting to evolving employee demands, particularly in the aftermath of crises. Johnny C. Taylor Jr., the CEO and President of the Society for Human Resource Management, asserts that the present moment presents an opportune time for organizations to optimize their human resources strategies. He elucidates on various trends anticipated to gain prominence, including hybrid and contractual employment, as well as initiatives focusing on diversity, equality, and inclusion. Taylor extends advice to global executives navigating the complexities of defining the "new normal" within their enterprises. Consequently, talent management has become a focal point for researchers due to its expanding scope in the current landscape. Each contextual setting unveils a novel facet, prompting scholars in the prospective landscape to contemplate additional investigations into talent management. Subsequent research endeavours may focus on the refinement and establishment of comprehensive talent management instruments, addressing existing gaps within the current body of literature.

Subsequent investigations may consider the following yet unanswered research queries:

How will talent management evolve in the emerging landscape of work?

How will the swift process of digitalization affect the functions and responsibilities of talent management?

What will be the impact of the post-COVID world on the compensation framework for remote or hybrid workers?

In what ways will employee retention strategies be influenced by the evolving norms in the workplace?

How can organizations effectively maintain work-life balance for remote/hybrid workers, considering the potential challenges associated with boundary-blurring between work and personal life?

In addition to the mentioned aspects, future researchers may delve into talent analytics, hybrid working, remote workforce management, and multi-generational workforce management. The profound transformation in work dynamics due to the COVID-19 pandemic indicates that hybrid workplaces will define the new work order, posing significant challenges for organizations in recruitment, selection, training, development, and retention. Consequently, forthcoming research endeavours could centre on the administration of non-remote employees within the organizational premises. Subsequent studies might incorporate mediating variables, such as talent attraction, talent retention, training and development, as well as reward and recognition, for empirical exploration.

10. Research Implications and Limitations

Theoretically, this study contributes substantively to the extant literature by employing a less-utilized bibliometric analysis approach in the domain of talent management. The robust methodology employed enhances the literature, providing a comprehensive synthesis of existing knowledge and pinpointing research gaps. Moreover, the study delineates future research directions, thereby advancing the field of talent management scholarship. Significantly, the study provides actionable insights for practitioners and organizational leaders engaged in talent management. It identifies influential factors, underscoring their positive impact on both financial and non-financial performance metrics. The research emphasizes critical determinants like recruitment policies and business strategies, highlighting their importance for effective talent management. Consequently, organizations can enhance their practices by implementing transparent recruitment policies and robust business strategies. In conclusion, this study fundamentally contributes by presenting a comprehensive overview of talent management research, encompassing the most prolific nations, authors, journals, and research themes. Such analysis serves to aid academicians and practitioners in comprehending global trends and discerning future research directions.

Despite the noteworthy contributions of the study, it is imperative to acknowledge its limitations. Future research endeavours could explore advanced bibliometric tools, including dendrogram factorial analysis, MCA Conceptual structure Map, thematic evolution, three fields plot keywords, and source clustering. The study has limited its scope to the Scopus database, prompting future research to conduct analogous analyses utilizing alternative databases like Google Scholar and Web of Science, ensuring a more comprehensive coverage of research themes. Additionally, the current study exclusively focused on English-language papers, suggesting that future research should explore publications in other languages to offer a more nuanced global perspective on talent management research.

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