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Two-decade journey of managing talent research: A bibliometric analysis

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Abstract

Purpose: The paper seeks to provide an overview of talent management's theoretical foundations, research trajectories, and possible future research directions.

Design/Methodology/Approach: The Scopus database was used to find studies on this topic. A total of 276 papers were chosen for bibliometric analysis. R studio was used to collect and analyze the data.

Findings: The study's findings demonstrate that the theoretical foundations of subjects connected to talent management can be characterized by eleven groups of referenced references. The majority of authors are (Dries, 2013). Tansley (2011), D'Annunzio-Green (2008), and Collings (2014). Also provided are the four research themes related to this study domain. The outcomes also point to intriguing study areas.

Research Limitations/Implications: Based on qualitative literature evaluations and quantitative bibliometric research, this study provided a comprehensive overview of where this domain is at the moment. The study also emphasized the wealth of talent management literature and indicated research areas that require additional investigation to improve both theoretic and empirical understanding of talent management.

Practical Implications: For further study, some talent management-related topics were suggested. The study includes some helpful tips and examples as well. The study's findings can help practitioners and researchers better understand the state of talent management and trending concerns. Also, it serves as a useful reference for identifying any potential gaps in the literature.

Originality/Value: In order to pinpoint the theoretical underpinnings, research trajectories, and research themes, as well as to suggest prospective future directions, this study analyzed 276 articles at the confluence of talent management research domain in human resource and related subjects.

Keywords: Talent, talent management, bibliometric analysis, human resource

Introduction

Over the last thirty years, the concept of talent management has gained increasing attention in academic literature, particularly in the context of human resources. Talent management is critical for businesses that wish to be successful in the knowledge-based economy, which relies heavily on innovation and the ability to access, understand and apply information. While the term "talent management" has no standard definition, it generally refers to practices aimed at acquiring and developing the right people for the right roles at the right time, including employee development, workforce and succession planning, and career management. Talent management has become a major strategic issue in modern societies, and many leading firms have developed practice areas or solutions to address it. There is a growing recognition that talent is a key economic resource and a critical source of creative power in science, technology, business, arts, culture, and other activities. However, many organizations fail to manage talent effectively, and the global financial crisis has led to questions about the continued relevance of traditional approaches to talent management. Despite these challenges, talent management is likely to remain a critical issue for organizations in both developed and emerging economies. Hence, human talent is a key economic resource and a critical source of creative power in the development of science, technology, business, arts, culture and other activities (Home, 2008). The term "war for talents" was first used in academic literature at the end of the 1990s, and it has since been widely developed and discussed. Since a group of McKinsey consultants coined the phrase "War for Talent" in 1997 (Michaels, Handfield-Jones, & Axelrod, 2001) ^[31], the subject of talent management has piqued the interest of practitioners and academics alike.

The term TM has taken on a variety of meanings that reflect some important HR developments in modern societies. Some of the early emphasis was on recruitment, particularly for top-management positions, and the importance of attracting and selecting the most intelligent and capable talent, as well as the recognition and evaluation of management success characteristics (Miner, 1973) [32]. Since there is no accepted definition of "talent management," almost all articles on the subject start out by wringing one's hands over the term's amorphous conceptual confines. The "disturbing lack of clarity surrounding the definition, scope, and ultimate aims of talent management," for instance, as noted by Lewis & Heckman (2006) [18]. The idea of talent management, according to Collings *et al.* (2009) [6], "is deficient in terms of definition and theoretical development and there is a comparative paucity of empirical evidence on the topic." However, since everyone has a different understanding of what the term "talent" does and does not include, according to Gallardo-Gallardo *et al.* (2015) [14], "it appears that talent can imply anything a company leader or writer wants it to signify." In current debates about talent, several types of talent are taken to exist in certain people from birth. This is termed having "innate talent" and is usually discussed with regard to musical or sporting talent. For example, Tranckle and Cushion (2006) [33] in the sports arena and Gagne' (2000) [13] focus on gifted students in education. According to Gagne' (2000) [13], talent exists in the few individuals who have the necessary capabilities to make a difference in a given field of human endeavor, whether it is academia, arts, leisure, sport, social action, technology or business. Gagne' (2000) [13] argues that talent emerges from ability as a consequence of an individual's learning experience. Our own favorite definition of talent is from Gagne' (2000) [13], who notes that the term talent designates the superior mastery of systematically developed abilities and knowledge in at least one field of human endeavor. Global talent management includes all organizational activities for the purpose of attracting, selecting, developing, and retaining the best employees in the most strategic roles (those roles necessary to achieve organizational strategic priorities) on a global scale. Global talent management takes into account the differences in both organizations' global strategic priorities as well as the differences across national contexts for how talent should be managed in the countries where they operate. While firms tend to recognize the importance of talent management, they often fail to manage it effectively (Scullion *et al.*, 2007; Schuler *et al.*, 2011) [34, 35]. The global financial crisis has led to questions on the continued relevance of traditional approaches to talent management, but evidence suggests that it remains a rather significant issue for senior managers in many large organizations. Talent management is likely to be a challenge for organizations in all the major economies right across the world, with recent research suggesting that talent management challenges may even be more acute in the emerging markets (Yeung *et al.*, 2008; Tymon *et al.*, 2010; Vaiman and Holden, 2011) [36, 37, 38]. TM is a strategic and holistic approach to both HR and business planning or a new route to organizational effectiveness. Despite these valuable contributions, there needs to be an understanding of the current research state of knowledge in this research domain, providing a bibliometric analysis.

This study performs a comprehensive literature review to comprehend the intersection of green marketing. Besides,

the following research questions were addressed:

- Who or which are the most dominant authors, articles, journals, organizations and countries have contributed to the talent management.
- What are the current talent management research themes? How can these themes develop further? Has their prevalence changed over time?
- What are the future research avenues in talent management?

Therefore, the bibliometric analysis of 276 journal articles in the field in the past 2 decades, published between 2001 and 2022, was conducted.

Methodology

The present study followed (Donthu *et al.*, 2021) [8] recommendations for the bibliometric analysis. In particular, the study proceeded along the following five stages:

Step 1: Database Selection

The Web of Science (WoS), Scopus, and PubMed are just a handful of the databases that can be used for bibliometric research. WoS and Scopus are more interested in interdisciplinary research, whereas PubMed is concentrated on research in the biomedical and biological sciences. Due of Scopus's larger reach, Elsevier picked it over Clarivate's WoS. (Paul *et al.*, 2021) [39]

Step 2: Keyword formulation

The search process was created after studying the literature on talent management. This procedure is referred to by the words "Talent," "Talent Management," and "Managing Talent." They were incorporated into the search criteria as a result. The "title, abstracts, and keywords" search boxes used the boolean "AND" and "OR" operators. The following search formula was produced as a result: "Talent" or "Talent Management" or "Managing Talent" is the TITLE-ABS-KEY terms.

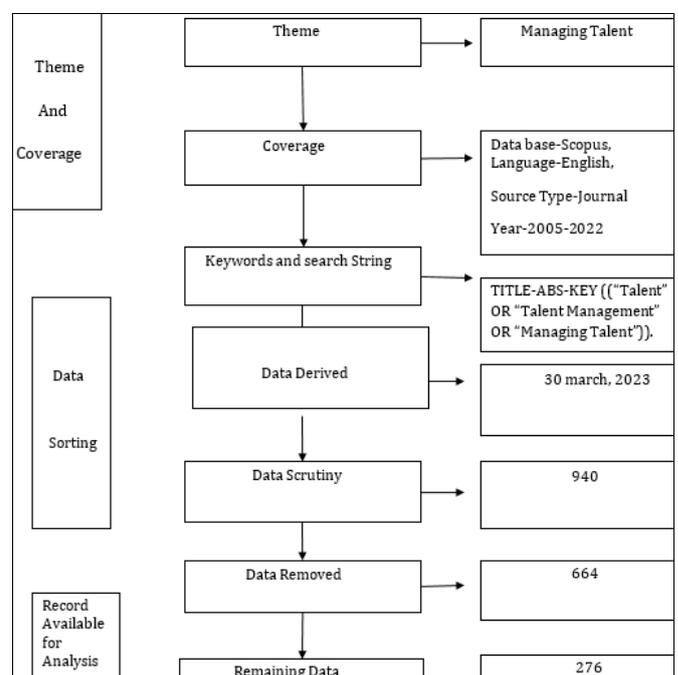


Fig 1: Keyword formulation

Step 3: data collection and retrieval

The aforementioned search parameters initially generated 39,583 items. The documents receive enhancements. Included is freely accessible information. Discarded were any materials unrelated to "Business, Management, and Accounting." The following phase involved choosing papers from specialized publications. This covers all documents that are close to being finished. After additional filtering, a comma-separated (.csv) file containing 940 articles was retrieved from Scopus. The document can then be further filtered using parameters like title and abstract. Publications with no relation to talent management are just ignored. Duplicate documents have been removed from the list. 276 documents remained after these techniques for bibliometric analysis.

Step 4: conducting the analysis

According to Donthu *et al.*, both primary and aggrandizement analyses were performed for the current investigation (2021). The research employs Biblioshiny to identify the top author; top paper was created to present the findings.

Step 5: identifying the present themes and future research directions

According to Donthu *et al.* (2021), business academics use this approach to learn about new trends and topics in the field. Following that, keyword analyses, leading researchers, and leading journals in the field will be displayed. The findings presented here will be useful for future research.

Result

Table 1 show that the average number of citations per article in 2005 was 7. In 2008, 2009, 2010 there is growth in mean total citation per article respectively 42.33, 37.67 and 109.43. Between 2014 and 2022, there will be more articles written about talent management. In 2021, maximum number 51 articles published.

Table 1: Annual total citations per year (2005-2022)

Year	Mean T Cper Art	N	Mean T Cper Year	Citable Years
2005	7	1	0.37	19
2008	42.33	3	2.65	16
2009	37.67	3	2.51	15
2010	109.43	7	7.82	14
2013	153	5	13.91	11
2014	56.1	10	5.61	10
2015	36.45	11	4.05	9
2016	34.42	19	4.3	8
2017	13.87	15	1.98	7
2018	14.89	27	2.48	6
2019	15.16	49	3.03	5
2020	9.79	43	2.45	4
2021	6.63	51	2.21	3
2022	2.41	32	1.21	2

Figure 2 Annual productions of 276 articles during 2005-2022

However, McKinsey & Company introduced the term "talent" in 1997. As a result of McKinsey's 1997 study, the 2001 publication of "War for Talent" piqued the interest of academics. 2005 to 2022 is the research time frame for this bibliometric study. Since 2005, the average number of citations per document for research on talent management has increased to 20.23. The annual scientific production scale suggests that the number of articles produced in this field is increasing at a pace of 22.61 percent per year. There are 716 authors in the talent domain and 873 author keywords with 16,089 references. A document with a single author has 35 authors in total. This graph also displays the annual evolution of the number of articles published. Annual scientific paper production between 2005 and 2022. Figure 2 depicts the highest number of 2019 and 2021 publications, is 49 and 51 respectively.

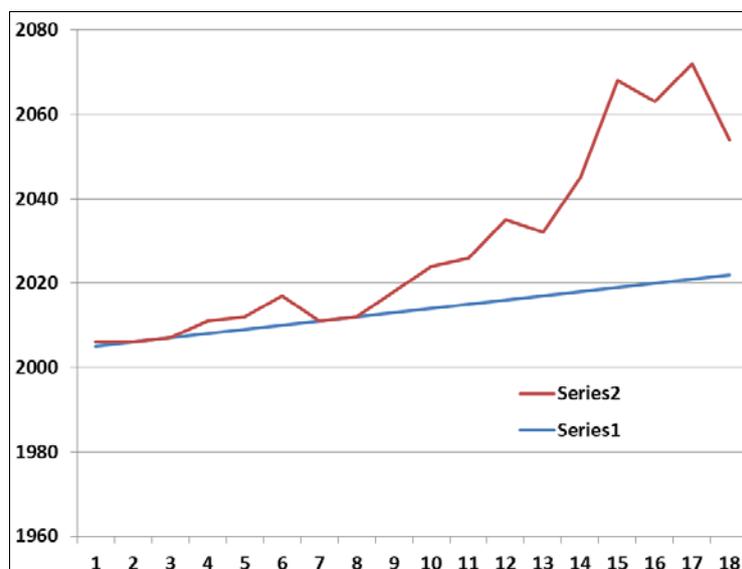
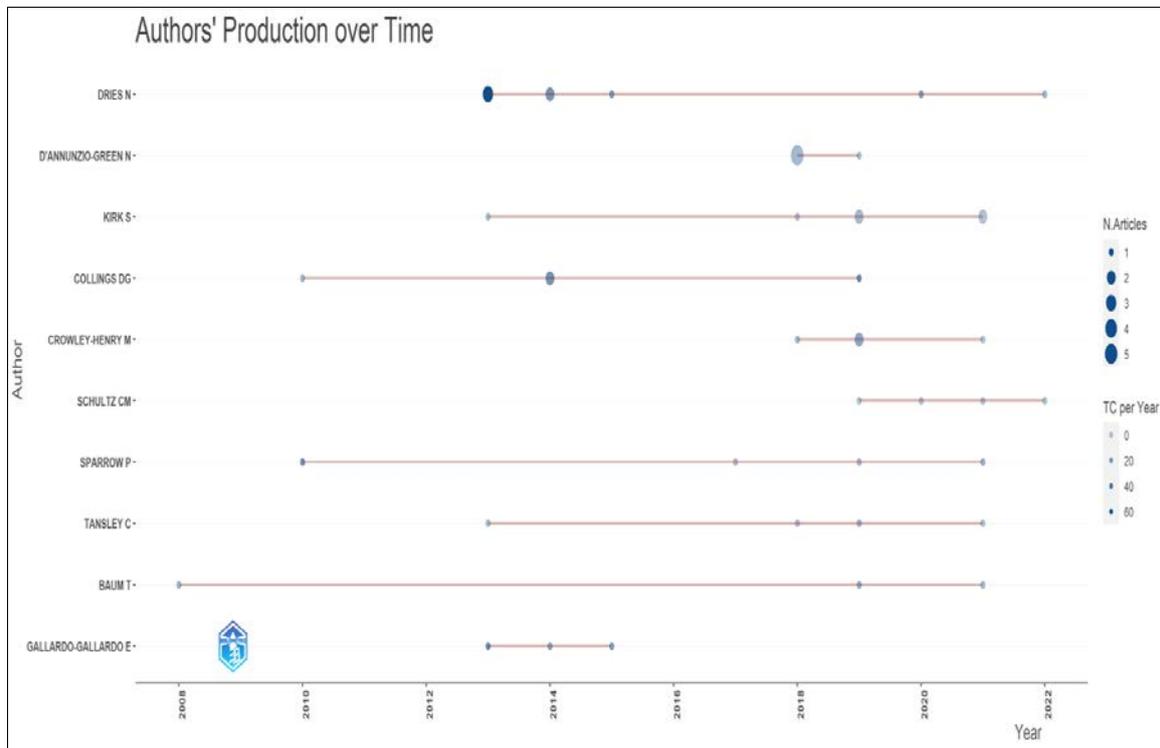


Fig 2: Annual Scientific Production

Most Productive authors

Dries N- has been the most productive author over the years. Dries N published three papers in 2013 and received 62.27 citations. In 2014, there were two articles published, with a total of 24 citations. In 2015, the total number of citations per year for one article was 16.22. In 2020, the total number

of citations for one article will be 17.33. Total number of citations 1 with number of articles 2.5 in 2022. D'ANNUNZIO-GREEN N comes second in this category. In this category followed by KIRK S, COLLINGS DG, CROWLEY HENRY M, SCHULTZ CM, SPARROW. These five are most productive authors in this category.



Source: Biblioshiny

Fig 3: Most Productive Authors

Top Cited Articles

In table 2, the researchers display the high-ranking articles which have maximum number of citations in the Scopus

dataset. The articles were selected from our dataset of 276 that were chosen for bibliometric research. The table 2 displayed ten highly cited papers.

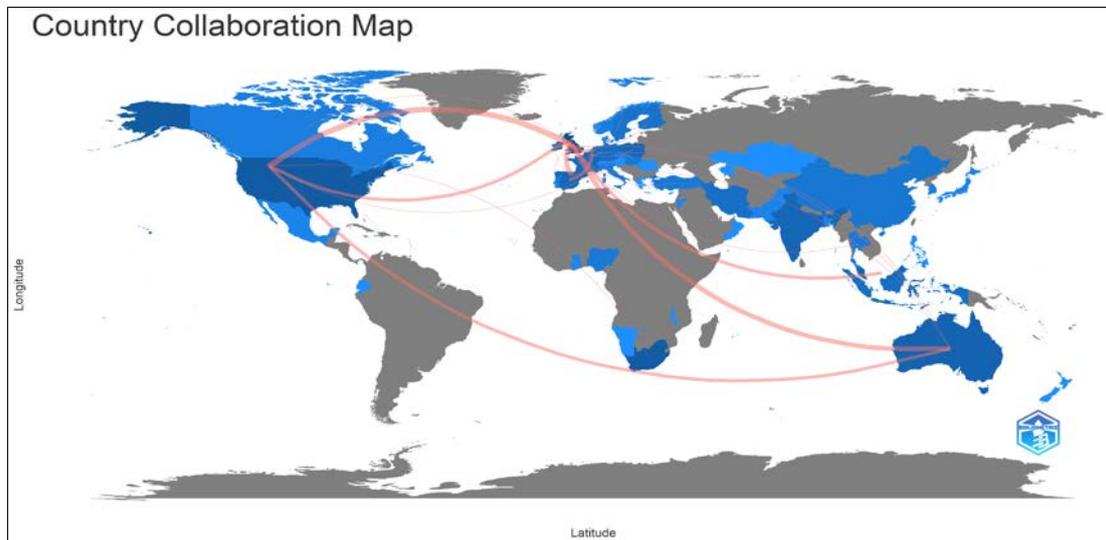
Table 2: displayed ten highly cited papers

Paper	DOI	Name of paper	Total Citations	TC per Year	Normalized TC
Farndale e, 2010, j world bus	10.1016/j.jwb.2009.09.012	The role of the corporate HR function in global talent management	346	24.71	3.16
Gallardo-gallardo e, 2013, hum resour manage rev	10.1016/j.hrmr.2013.05.002	What is the meaning of 'talent' in the world of work?	296	26.91	1.93
Dries n, 2013, hum resour manage rev	10.1016/j.hrmr.2013.05.001	The psychology of talent management: A review and research agenda	276	25.09	1.8
Collings dg, 2014, j world bus	10.1016/j.jwb.2013.11.009	Integrating global mobility and global talent management: Exploring the challenges and strategic opportunities	160	16	2.85
Gallardo-gallardo e, 2015, hum resour manage rev	10.1016/j.hrmr.2015.04.003	Towards an understanding of talent management as a phenomenon-driven field using bibliometric and content analysis	156	17.33	4.28
Mcdonnell a, 2010, j world bus	10.1016/j.jwb.2009.09.015	Developing tomorrow's leaders-Evidence of global talent management in multinational enterprises	152	10.86	1.39
Collings dg, 2019, j manage	10.1177/0149206318757018	Global Talent Management and Performance in Multinational Enterprises: A Multilevel Perspective	141	28.2	9.3
Nijs s, 2014, j world bus	10.1016/j.jwb.2013.11.002	A multidisciplinary review into the definition, operationalization, and measurement of talent	139	13.9	2.48
Iles p, 2010, hum Resour Dev Int	10.1080/13678861003703666	Talent management as a management fashion in HRD: towards a research agenda	122	8.71	1.11
Gelens j, 2013, hum resour manage rev	10.1016/j.hrmr.2013.05.005	The role of perceived organizational justice in shaping the outcomes of talent management: A research agenda	113	10.27	0.74

Country Collaboration

Figure 10 illustrates the country-wise co-authorship blueprint for talent management. Country-by-country co-authorship pattern demonstrates the number of papers produced by a country and highlights its key connections

with other countries. (USA) has become UK most prominent collaborator with 5 publications, and United Kingdom (U.K.) has emerged as USA leading collaborator with 4 publications



Source: Biblioshiny

Fig 4: Country collaboration map

Most cited countries

According to biblioshiny, the United Kingdom was the most cited country in the world, with an average of 30.8 citations per piece of writing and 1630 total citations. Ireland came in second place with 1,214 total citations and 121.14 citations on average for each individual item. It is essential to take note that the total number of citations has dropped from 1394 to 1214, with Belgium coming in third place with a total of 698 citations, followed by Spain (509), the netherlands (495), and Australia (387). The only European nations that have a representative here are the United Kingdom of Great Britain and Northern Ireland, Belgium, Spain, Sweden, the Netherlands, and Switzerland. When it comes to talent management, the United Kingdom and Ireland come in #1 and second, respectively. Notable is the fact that Malaysia is the only country in Asia to have an average of 9.4 citations attached to each article, making it the continent's leader in this category.

Most cited countries

Table 3: Most cited countries

Country	TC	Average Article Citations
United kingdom	1274	27.1
Belgium	643	128.6
Spain	535	89.2
Netherlands	509	63.6
Ireland	325	40.6
Usa	288	22.2
Australia	275	34.4
Malaysia	107	9.7
Sweden	103	20.6
South africa	86	3.7

Most relevant affiliations

Table 6 contains a listing of the 10 organizations that have the most significant amount of influence in this field. The best universities ended up being the NOTTINGHAM Trent University in England;; and the North-West University in South Africa. University Of Johannesburg in Africa. And Tshwane University of Technology in south Africa Edinburgh Napier University in Scotland According to the findings of the study, both the talent and talent management

fields are seeing rapid expansion. These are the leading institutions in the talent pool connected to research.

Table 4: Most relevant affiliations

Affiliation	Articles
Edinburgh Napier university	13
Nottingham Trent university	12
Tshwane university of technology	12
University of Johannesburg	12
North-west university	10
Eberhard Karls University of Tācebingen	8
Universiti sultan Zainal Abidin (Unisza)	8
University of Verona	8
Islamic azad university	7
Research centre for organization studies	7

Here are the top 10 most relevant sources in the area

This table lists the top ten sources that are most relevant to the discussion. Holds the top spot in this category, having published 23 articles in the "Talent Management" subject area in SA journal of human resource management. International journal of human resource management comes second with 16 articles. Following that, the international frontiers in sports and active living with 10 papers. International Journal of Recent Technology And Engineering has 9 articles.

Table 5: Top 10 Most Relevant Source

Sources	Articles
Sa journal of human resource management	23
International journal of human resource management	16
Frontiers in sports and active living	10
International journal of recent technology and engineering	9
International journal of contemporary hospitality management	7
Journal of organizational effectiveness	7
Management science letters	7
Human resource management review	6
Problems and perspectives in management	6
Worldwide hospitality and tourism themes	6

The publication of research articles by journals history over the time

Table 6: Research articles over a period of time

Year	Sa journal of human resource management	International journal of human resource management	Frontiers in sports and active living	International journal of recent technology and engineering	International journal of contemporary hospitality management	Journal of organizational effectiveness	Management Science Letters
2005	0	0	0	0	0	0	0
2006	0	0	0	0	0	0	0
2007	0	0	0	0	0	0	0
2008	0	0	0	0	1	0	0
2009	0	0	0	0	1	0	0
2010	0	0	0	0	1	0	0
2011	0	0	0	0	1	0	0
2012	0	0	0	0	1	0	0
2013	0	0	0	0	1	0	0
2014	0	0	0	0	1	0	0
2015	0	1	0	0	1	0	0
2016	0	4	0	0	1	0	0
2017	0	5	0	0	1	1	0
2018	3	6	0	0	1	1	1
2019	5	6	0	9	7	1	3
2020	9	12	1	9	7	2	7
2021	15	15	8	9	7	7	7
2022	23	16	10	9	7	7	7
Total	55	65	19	36	39	19	25

Limitations

Like other investigations, the current study has a few limitations or cautions. This database only uses Scopus; no additional sources were used. This research only used articles as sources, not any other kind. No books are mentioned in this conference paper. The subject area also made use of the "Business Management and Accounting" topic area. The accepted language is only English. English-language research publications were not included in this analysis.

Conclusion

This study is a bibliometric analysis of talent research from 2001 to 2022, spanning a period of 21 years. Having a thorough understanding of this domain is the aim of this inquiry. The most productive authors, the most cited countries, the most relevant affiliations, the top authors, the source impact analysis, the most cited articles, and the evolution of research article publication by journals over time are all examined in this study along with other bibliometric indicators. The most often mentioned countries are the United States, the United Kingdom, Ireland, Belgium, and Belgium. Writers Dries N, Collings DG, Tansley C, D'annunzio-green N, and Kirk, all prominent in the area.

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