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Mapping the Evolution: A Bibliometric Analysis of Talent Management from Infancy to Adolescence

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ABSTRACT

Purpose –This paper aims to conduct a thorough literature review on talent management. Science mapping was utilized to examine various aspects of the field, including publication sources, authors, citations, research gaps, countries, and word cloud. By doing so, the goal is to understand the current state of the art and recent advancements in talent management. The intention is to comprehensively analyze the topic ssby capturing the breadth of the field.

Design/methodology/approach –The study effectively leveraged SCOPUS and Web of Science, the most invaluable knowledge databases available. A pertinent research string was applied to thoroughly comb through the databases, yielding a total of 1365 articles published between 2001 to 2021. The final sample was meticulously selected through a comprehensive screening process of titles, abstracts, and keywords based on relevant inclusion and exclusion criteria. To conduct a thorough bibliometric analysis, the chosen articles' Science mapping and performance analysis was carried out using advanced tools such as R-tool, Bibliometrix, and VOSviewer.

Findings –This research has revealed that England and the USA are the top countries for publishing literature on TM. This research has identified the most impactful journals, authors, and publications on the subject by analyzing citations and publication patterns. Through examining 376 journals, the study has pinpointed the top 10 most popular ones and shortlisted the top 10 most influential authors out of 1,971 from 51 different countries. This analysis has highlighted the critical literature on TM, highlighting the significant authors, publications, and journals that have delved into the topic.

Research limitations/implications –This paper aims to provide a comprehensive review of the field of Talent Management. It covers the evolution of the field, progress made in the past two decades, the current state of the field, significant sources of information, noteworthy authors, and a future research agenda. This detailed analysis

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of the literature will aid researchers in generating new and significant findings in the field of TM. Practitioners can also benefit from this study's findings, which provide insights into the most emerging areas and their unique features. Additionally, the paper helps to paint a clear picture of the state of the art in the field of TM.

Originality/value – This study significantly enhances the literature on TM by expertly integrating bibliometric analysis and network analysis to develop a more comprehensive and exhaustive understanding of the research area. The conclusive findings of this study will undoubtedly assist fellow researchers in furthering their research in the identified research clusters with greater precision and clarity.

Keywords: Literature Review, Talent Management, Bibliometrics Analysis,

Paper type: Literature review

Introduction

The last two decades have seen talent management (TM) become a crucial strategy for managing human capital effectively. Practitioner literature has identified TM as a key challenge for both developed and developing countries (McKinsey Global Institute, 2018; Manpower Group, 2015). Despite its importance, many organizations face difficulties in attracting, retaining and developing their most talented employees (Collings et al., 2019). To stay competitive, organizations need to hire agile and highly engaged talent (McKinsey, 2019). Effective TM is crucial for enhancing organizational effectiveness and gaining a sustainable competitive advantage. As a result, TM is seen as a critical mechanism for achieving individual and organizational outcomes in today's business world.

The field of TM has experienced rapid growth in recent years, becoming one of the fastest-growing areas of academic research in management sciences over the past decade (Collings et al., 2015). However, there is still much debate about the nature and orientation of Talent Management in both academic and practitioner literature, questioning how it affects individual and organizational outcomes (Dries, 2013; Zesik, 2016).

With the increased alignment of TM with business objectives, practitioners and scholars have called for more research on the topic (DeBoeck et al, 2018; Meyers, 2020). The scholarly interest in the field and its influence have expanded throughout the past decade. As a result of this growth, the literature on TM has become scattered and diverse. Several literature reviews (Collings and Mellahi (2009), Tarique and Schuler (2010), Thunnissen et al. (2013a), Cappelli and Keller (2014), McDonnell et al., (2017) and Gallardo-Gallardo et al., (2015)) have been published since the seminal paper of Lewis and Heckman (2006). While numerous reviews exist on TM, we are confident that conducting a systematic review utilizing rigorous quantitative bibliometric techniques can provide deeper insights. Such techniques involve specialized analyses, including co-citation network analysis, which effectively map the knowledge boundaries of existing literature. This approach enables us to evaluate the current state of the art in TM and explore avenues for future research.

This paper aims to provide a comprehensive evaluation of peer-reviewed research on

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TM in the last two decades. Through a rigorous literature review, we aim to present the value proposition of TM and highlight the advances made in the field while also identifying areas that require further exploration. This review intends to benefit novice and experienced TM scholars and practitioners. Our primary research question is: What is the extent and nature of existing empirical research on TM, and what insights can be gleaned from previous studies?.

This research will contribute to TM literature by capturing the breadth of the field since its inception in 2001 to 2021. This systematic literature review through bibliometric analysis will be useful for academic scholars to find out trends in the field of TM, and they can explore trends in the area. This study illustrates the productivity of influential journals, influential authors, articles, countries, and institutes' contributions to advancing the field of TM. This research also provides researchers with more brief, structured and synthesized information about the existing literature and future trends in TM research. Detailed information about journals, articles, co-citations, citation analysis, trends, and predictions help practitioners and scholars explore gaps and future research directions.

The rest of the paper is organized as follows. Section 2 explains the literature review for the research streams, bibliometric analysis, Science mapping and systematic literature review for the study. Section 3 explains the methodology part of how the bibliometric analysis, science mapping and network analysis are carried out by employing different tools, techniques and methods are explained in this chapter. Part 4 explains the analysis part. The results are from the collected data from Scopus and Web of Science. Data is analyzed using VOS-viewer, R packages, and Biblioshiny. Citation analysis and network analysis are performed in different units of analysis like authors, sources and publications. The last part explains the results and conclusion of the study. The discussion, practical and academic contribution, limitation of the study, and future directions for advancement in contemporary research

Literature Review

Conducting a review of literature research and creating relationships within the literature are imperative building blocks of academic research in every established area of scientific inquiry (Snyder, 2019). It involves examining existing literature to establish connections and identify gaps in knowledge within a particular field. With the rapid increase in publications, conducting a systematic literature review becomes increasingly challenging yet necessary to explore future directions, trends, and opportunities (Van Dinter et al., 2021). This method entails systematically identifying, evaluating, and synthesizing existing research to uncover gaps, limitations, and areas of interest for further investigation (Kitchenham et al., 2007; Van Dinter et al., 2021). According to Shaffril et al. (2021), a systematic literature review involves using structured, transparent, and replicable methods to identify and synthesize existing research.

Bibliometric analysis has become increasingly popular in business research in recent years (Donthu et al., 2020). Scholars use bibliometric analysis for various purposes, including identifying emerging trends in article and journal performance, collaboration patterns, research gaps, and exploring the intellectual structure of a particular field in

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the literature (Satish & Naveen, 2020). When conducted correctly, bibliometric studies provide a solid foundation for advancing a field in meaningful and impactful ways. They help academic scholars gain an overview of the field, identify knowledge gaps, generate productive ideas for investigation, and provide opportunities to contribute to the field (Donthu et al., 2020). Bibliometric analysis is a useful tool for finding existing literature in a particular field. The data used for bibliometric analysis was obtained from two scientific databases: Scopus (http://www.scopus.com) and Clarivate Analytics Web of Science (http://www.webofknowledge.com). These databases were chosen because they contain extensive citation and abstract information from over 20,000 peer-reviewed journals in various fields, including social sciences, science, technology, and arts (Qamar & Samad, 2020). Moreover, Scopus and Web of Science are commonly used as knowledge databases for bibliometric analysis by many authors (Theodorsson et al., 2022).

Bibliometric analysis is used to combine co-citation analysis with co-word analysis for identification and visualization of the essence and analysis of the research area (Souza-Pereria et al., 2022). A network analysis using bibliometric tools is persuasive for the identification of established and emerging trends in a specific field (Mubashir et al., 2022). Co-citation means collaborating with different disciplines, making scholars produce great impact and ideas through their combined understandings and providing a broader perspective of a specific field (Cheolhin et al., 2013). Bibliometric measures are corrected by peer review results where traditional algorithms fail (Weingrat, 2005).

Materials and Methods

Literature review is a helpful tool for researchers to identify the existing knowledge boundaries of a particular research topic and determine any potential research gaps (Tranfield et al., 2003). Structured literature reviews can analyze a wide range of literature to provide a comprehensive and in-depth analysis (Raghuram et al., 2010). The PRISMA framework, which is a methodology adopted for this study, is presented in Figure 1.

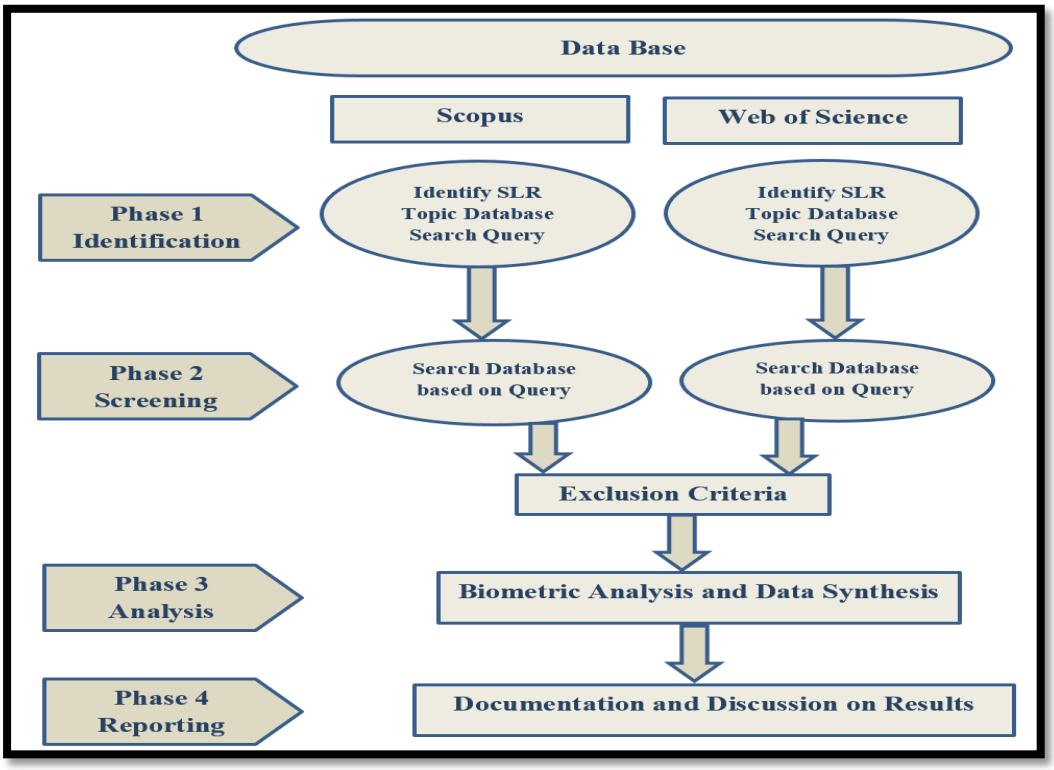

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Figure 1: PRISMA Framework
Source: Aria and Cocurullo (2017)

Data Collection

Articles selection process

Scopus and Web of Science (WoS) scientific databases were selected for data collection. Scopus and WoS are the most popular and frequently used databases for getting extensive literature. Due to the availability of most peer-reviewed papers, journals, and articles, these two knowledge databases are considered the largest citation databases. Citations, abstracts and DOI of articles are stored in Scopus related to different fields and use different bibliographic tools to analyze and visualize data (Aliu & Aigbavboa, 2021).

Search String

A database query is designed to search for relevant data. The search term was "Talent Management" searched within titles, abstracts and keywords included in Scopus and WoS with a timeline from 2001 to 2021. A total of 1208 and 873 articles were found initially. After exclusion criteria, the articles screened for review were 960 and 476, respectively. The exclusion criteria entail that the document type should be an article published in a peer-reviewed journal. Secondly, it must be published in a journal that centers on management and business research. Third, the source type must be a journal. Lastly, the articles must be written in the English language.

Data Cleaning, Extraction and Storing

Duplicates, null rows and columns, and redundant data is removed to make results more reliable and clearer. Data cleansing part is done in Microsoft Excel using Formatting and advanced formatting functions. The finals data extracted after applying inclusion and exclusion criteria was 960 documents from WoS and 476 documents from Scopus in plaintext format and BibTex format respectively. The results then are uploaded in the R-Studio by using the Biblioshiny library. The Biblioshiny library is activated by using R-packages and library. The data is then uploaded in the Biblioshiny and converted into R readable (bibliometric). The two different files downloaded from the databases were converted into a single file and also the duplicates were removed by using R-packages. Finally, after employing exclusion criteria and removing the duplicates total 1142 documents were finally selected for the analysis. The Data is stored in ".cvs", "plaintext" and "BibTex" formats. The reason for using data in a different format is that VoS-viewer accepts data from Scopus in ".csv" and Biblioshiny accepts data for analysis in "BibTex" from Scopus and "plaintext" format from WoS as well as ".csv".

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Bibliometric Analysis

The study is carried out using bibliometric tools like Bibliometrix, Biblioshiny in R-studio and VOS-viewer.

Bibliometrix

Bibliometrics is an open-source tool of language, and its effective statistical algorithms access the high quality of data and also integrated data visualization. Bilioshiny has strong qualities and is preferably recommended over other languages for scientific research (Aria & Cucctullo, 2017). Bibliometrix allows the import of data from the most authentic databases, including Scopus and Web of Science, for bibliometric analysis. Systematic literature review through bibliometric analysis is useful for academic scholars to conduct studies related to broad and rich areas in business research, especially in HRM research. The Bibliometric R tool is an excellent choice for researchers and academic writers to conduct bibliometric analysis because of its ease of use, availability, and reliability. Using data visualization to show the reader the geographical area and authors' perceptions about TM by using different keywords-citation analysis and keyword-co-occurrence

Biblioshiny

Biblioshiny is a shiny web-interface created in the environment of R-studio. Biblioshiny operates by installing R-packages i.e. install.packages ("bibliometrix") and install.packages ("openxlxs1"), then running the installed packages in biblioshiny i.e. library >(bibliometrix) and library<(xlsx) and in R-studio. After these steps, the bibliophily web interface opens in the web browser. This web interface is internet dependent. Biblioshiny analyzes three levels: Authors, articles, and Relevant sources. Additionally, data is analyzed on three structures of knowledge: Conceptual, Intellectual and Social structure.

VOS-viewer

VoS-viewer creates visual representation of data and is useful for analyzing large bibliometric maps in a convenient way and analyze trends, explore literature, publications and gaps in a graphical way. VoS-viewer is a unique tool for data visualization for the unit of analysis of citation, journals, articles, authors and institutions (Shah et al., 2020).

Data Analysis and Findings

Bibliometrics is becoming increasingly popular across all academic fields. It is especially useful for mapping scientific research, as the focus on empirical contributions is leading to an overwhelming amount of fragmented and controversial research streams (Aria and Cuccurullo, 2017). In this citation-based systematic literature review, we use Bibliometrix, an R package, and VoS-viewer, a software tool designed for quantitative bibliometric research that offers a variety of bibliometric analytical methodologies for our analysis. The results are analyzed from the data obtained from the Scientific databases Scopus and WoS. The analysis of the data is

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done by using visualization software. The biblioshiny packages were installed in the R-studio and bibliometrix is carried out in the biblioshiny. Citation, Co-citation, CO-authorship, Trends, Publications by year and all the required analyses is carried out through the R-packages. Bibliographic Coupling of the organizations, authors, countries and the keywords is carried out in the VoS-viewer.

Descriptive Statistics

In this section the complete information about the number of articles, article sources, timeline, total authors and co-authors coupled with citation and collaboration of authors is provided. The final sample of 1142 articles' bibliographic information was extracted in BibTex format and loaded into the Bibliometrix R-tool for additional analysis. Initial analysis revealed that the chosen papers were published between 2003 and 2021. Additionally, 376 different journals were published by 1917 different authors. Averaging 20.05 citations per document. A total of 2472 keywords provided by authors make up the entire list.

Table 1

Descriptive Statistics

Description	Results
Documents	1142
Sources (Journals, Articles)	376
Keywords Plus (ID)	1319
Author's Keywords (DE)	2472
Period	2003 - 2021
Average citations per documents	20.05
Authors	1971
Author Appearances	2738
Authors of single-authored documents	209
Authors of multi-authored documents	1762
Single-authored documents	266
Documents per Author	0.579
Authors per Document	1.73
Co-Authors per Documents	2.4
Collaboration Index	2.01
ARTICLE	907

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Annual Publication Trends

This section provides annual publication trends in the field of TM. Detailed overview of publication and average articles citation per year from the timeline of 2003 to 2021 is given. At the initial stage (2003-2010) the number of publications is less because of lack of conceptual and theoretical development. But with the passage of time the number of publications increased which shows the rise in interest of researchers in the field of TM and recognized it as a research discipline and sub domain of HRM. From Fig. 3.1 it is evident that there is drastic increase in the annual production which means the field of TM is growing from adolescence to maturity. From 2014 to 2021 there was an upsurge in research publications in the field of TM with an annual growth rate of 9.38%.

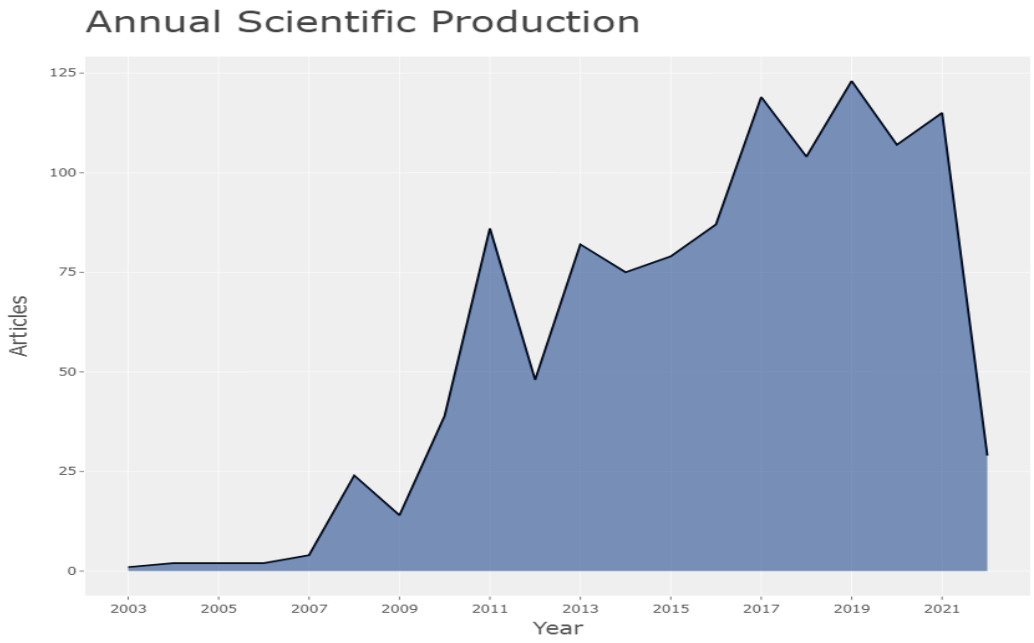

Figure 2: Annual Scientific Production

From the above figure it is visible that from 2014 to 2021 the publication trends increase. The year 2017 and 2018 witnessed the growth in research publications by over 120 publications per year which is higher than the cumulative research published between 2003 to 2010.

Bibliometric Analysis

The TM literature was evaluated using bibliometric analysis, which is a quantitative approach to handling the expanding literature in a research field (Milian et al., 2019). While a structured literature review may provide better insights into research depth, bibliometric analysis is more effective in capturing research breadth. Bibliometric analysis is a useful technique to gain insights, trends, citations, co-citations, influential authors and sources in the specific field (Donthu et al., 2021). The commonly used

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technique in bibliometric analysis is citation analysis that is the measure of documents, authors, and their sources. For finding citation count citation analysis is helpful. The most prolific journals, articles and authors can find out by using citation analysis.

Author influence

We have identified the most productive authors based on the number of articles they have published. The author's productivity is divided into two categories: absolute and fractionalized, as shown in Table 4.2. In the absolute category, an author is given full credit for a publication regardless of the number of co-authors in the article. Meanwhile, in the fractionalized category, if there are three authors affiliated with a single article, each author is credited with 0.33 articles instead of one. Hugh Scullion tops both lists with 28 and 11.250 articles, respectively. In addition, Figure 4.2 depicts the ten most relevant authors in the academic field of TM. The term relevant represents the intellectual and academic inputs by the authors in advancement of the field.

Table 2

Most Productive Authors

Author	Articles	Authors Fractions	Articles Fractionalized
SCULLION H	28	SPARROW P	11.250
COLLINGS D	22	COLLINGS D	10.500
SPARROW P	21	SCULLION H	10.033
DRIES N	16	MUPEPI N	8.667
MUPEPI N	15	DETERS J	7.000
VAIMAN V	15	NA N	7.000
BREWSTER C	11	VAIMAN V	6.500
MCDONNELL A	11	DRIES N	5.917
LATUKHA M	9	SWAILESS S	5.333
TANSLEY C	9	LATUKHA M	5.000

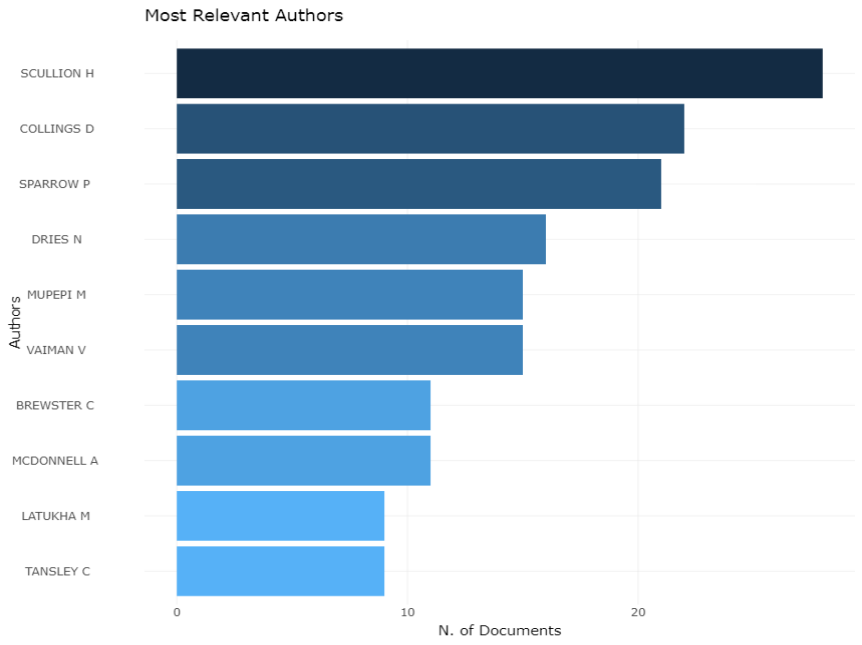

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Figure 3: Most Relevant Authors

Authors can gauge their productivity and influence using different indices, which include the h-index, g-index, and m-index (Ding & Cronin, 2011; Egghe, 2006; Hirsch, 2005). The h-index counts the number of publications that have gathered at least h citations, while the g-index measures the number of cited articles with a minimum of g^2 citations. The m-index combines both h and g, and in this study, it's calculated as h=g. Please refer to Table 4.3 for a list of the most influential authors and their corresponding scores

Table 3

Authors' Impact

Authors	h_index	g_index	m_index	TC	NP	PY_start
SCULLION H	17	28		1443	28	2010
COLLINGS D	17	22	1.214	2243	22	2009
SPARROW P	12	21		838	21	2005
DRIES N	14	16	1.273	1399	16	2012
MUPEPI M	1	1	0.167	1	15	2017
VAIMAN V	12	15	0.800	738	15	2008
BREWSTER C	7	11	0.389	358	11	2005
MCDONNELL A	10	11		455	11	2010
LAIUKHA M	4	9	0.500	109	9	2015
TANSLEY C	7	9	0.583	333	9	2011

Article Influence

Table 4 presents a comprehensive overview of the top ten journals that have published the highest number of articles with TM as their key focus. It also displays the total number of citations received across these articles, as well as the respective H index of each journal. The H index is a metric used to evaluate the quality and relative success of a journal. It measures the number of articles published by the journal that have received a specific number of citations. In order for a journal to be considered successful, it must have an H index of over 20 after having been in publication for at least 20 years (Hirsch, 2005).

The International Journal of Human Resource Management, Journal of World Business, and Human Resource Management Review are the three most preferred outlets for TM research. The International Journal of Human Resource Management is a peer-reviewed academic journal that publishes research on HRM and related topics. It has

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an H index of 78 and has been in publication since 1990. The Journal of World Business is a highly respected academic journal that publishes research on international business and related topics. It has an H index of 101 and has been in publication since 1964. The Human Resource Management Review is another reputable academic journal that publishes research on HRM and related topics. It has an H index of 54 and has been in publication since 1991.

Table 4

Ten Most Contributing Sources

Source	Articles	Total citations	H-index
International Journal of Human Resource Management	79	2207	27
Assessment Center and Global Talent Management	32	25	3
Journal of World Business	30	3583	28
South African Journal of Human Resource Management	30	167	8
Human Resource Management Review	28	3569	20
International Journal of Contemporary Hospitality Management	28	648	11
Employees Relations	22	608	10
Effective Talent Management System for Organization Success	20	2	1
Human Resource Management International Digest	19	43	4
European Journal of International Management	17	453	12

Bradford's Law

The law claims that for a given subject area "there are a few very productive periodicals, a larger number of more moderate producers and a still larger number of constantly diminishing productivity" (Bradford, 1953). Bradford's law analyzes the productivity and potency of most leading journals to explore specific trends and topic in research filed (Peritz 1990; Condeet al., 2020). Bradford's laws divided the journals into three zones with the ratio of 1: n: n2. The first Zone has core of journals, second depicts more journals and the third zone contain the journal's in the bulk.

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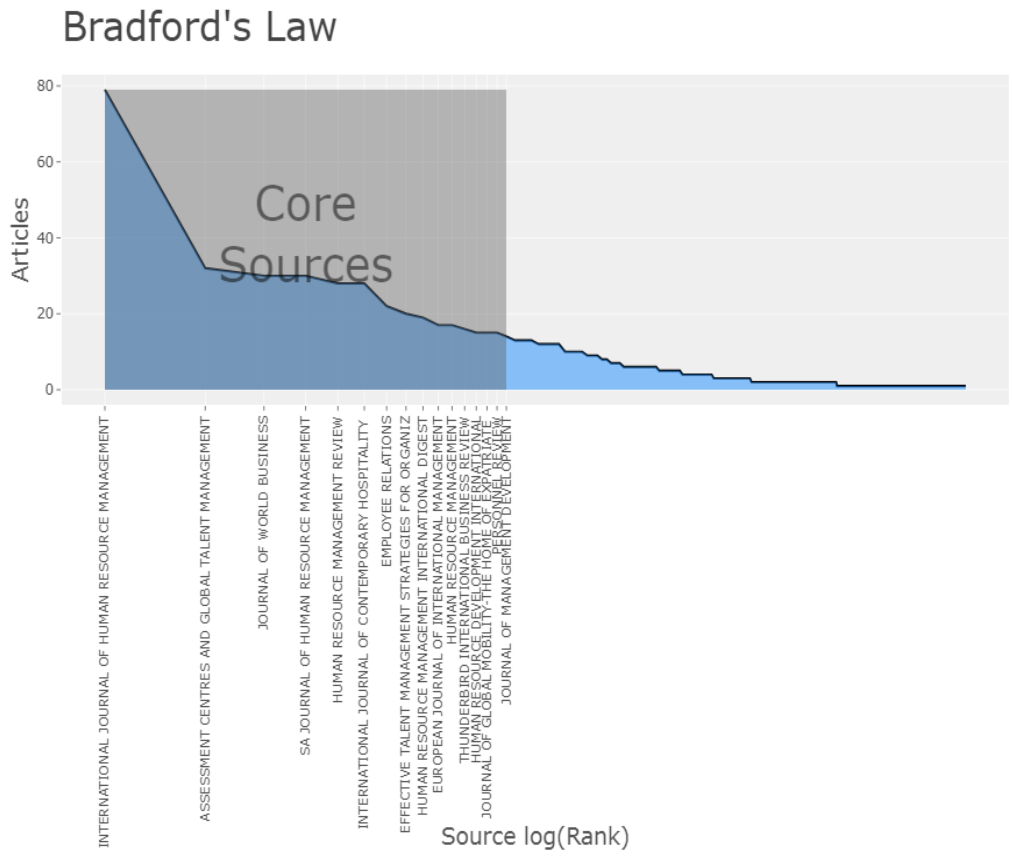

Figure 4: Bradford's Law

The first bar of the graph highlights the Core sources. The top ten journals fall in Zone-1. The International Journal of Human Resource Management at the top of zone 1 having 79 number of articles published. Bradford's Law shows that 16 journals share 493 number of publications in Zone-1 that are mostly cited by the authors in the field of TM. Zone 2 has 90 journals with 350 articles and Zone 3 shows 200 journals with 342 articles. Figure 4.3 represents the results of journals from Zone 1 that indicates the top 16 journals reflect grater interest in the field of TM for researchers other than other sources.

Affiliation statistics

Table 5 presents the top ten organizations that have published articles on TM research, based on the affiliation of the corresponding authors. Lancaster University from England is at the top of the list with 22 articles. Dublin City University from Ireland, the University of Reading from England, and Penn State University from the USA have contributed 14, 14, and 13 articles, respectively.

In Table 4.6, the distribution of authors by country is shown for the literature studied. The USA is the most productive country with 28 publications, followed by India in second place with 17 articles. Table 4.6 also indicates the collaboration trends among

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authors, with the MCP ratio showing the proportion of total articles published in collaboration with authors from countries other than the corresponding author. The MCP ratio is calculated as:

MCP Ratio = MCP Articles/ Total Articles

It is important to note that France, Australia, and China have the highest MCP ratios of 0.4815, 0.3889, and 0.3846 respectively. This implies that 45%, 38%, and 38% of the research articles published by the researchers of these countries (as corresponding authors) are the outcome of collaborations with authors from different countries. Conversely, the countries that contribute the most, such as the Netherlands, England, and the USA, have relatively lower MCP ratios. Moreover, Figure 4.4 presents a clear visualization of the countries that are actively associated with TM research.

Table 5

Ten Most Contributing Organizations

Affiliations	Country	Articles
LANCASTER UNIVERSITY	England	22
DUBLIN CITY UNIVERSITY	Ireland	14
UNIVERSITY OF READING	England	14
PENN STATE UNIVERSITY	USA	13
SEIDMAN COLLEGE OF BUSINESS	USA	13
EDINBURGH NAPIER UNIVERSITY	Scotland	12
TILBURG UNIVIVERSITY	Netherland	12
UNIVERSITY OF VAASA	Finland	12
NOTTINGHAM TRENT UNIVERSITY	England	11
PACE UNIVERSITY	USA	11

Table 6

Author's Country Wise Distribution

Country	Articles	SCP	MCP	MCP Ration

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				(M/T)
USA	205	0.194129	166	.1902
ENGLAND	167	0.158144	135	.1916
INDIA	91	0.086174	84	.0769
AUSTRALIA	54	0.015113	33	.3889
GERMANY	39	0.036932	32	.1795
SOUTH AFRICA	37	0.035038	35	.0541
FRANCE	27	0.025568	14	.4615
NETHERLAND	27	0.025568	21	.2222
SPAIN	27	0.025568	23	.1481
CHINA	26	0.024621	16	.3846

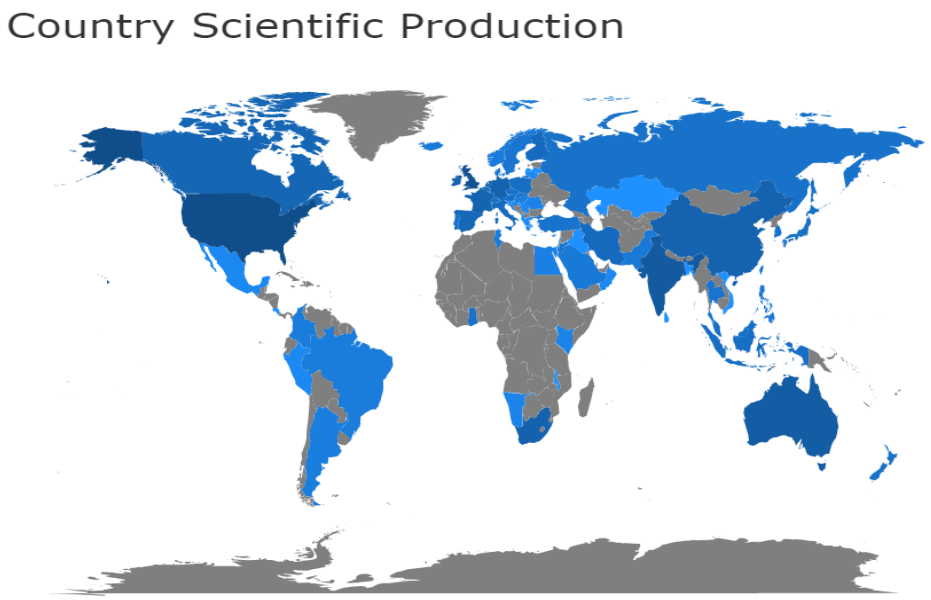

Figure 5: Country's Scientific Production

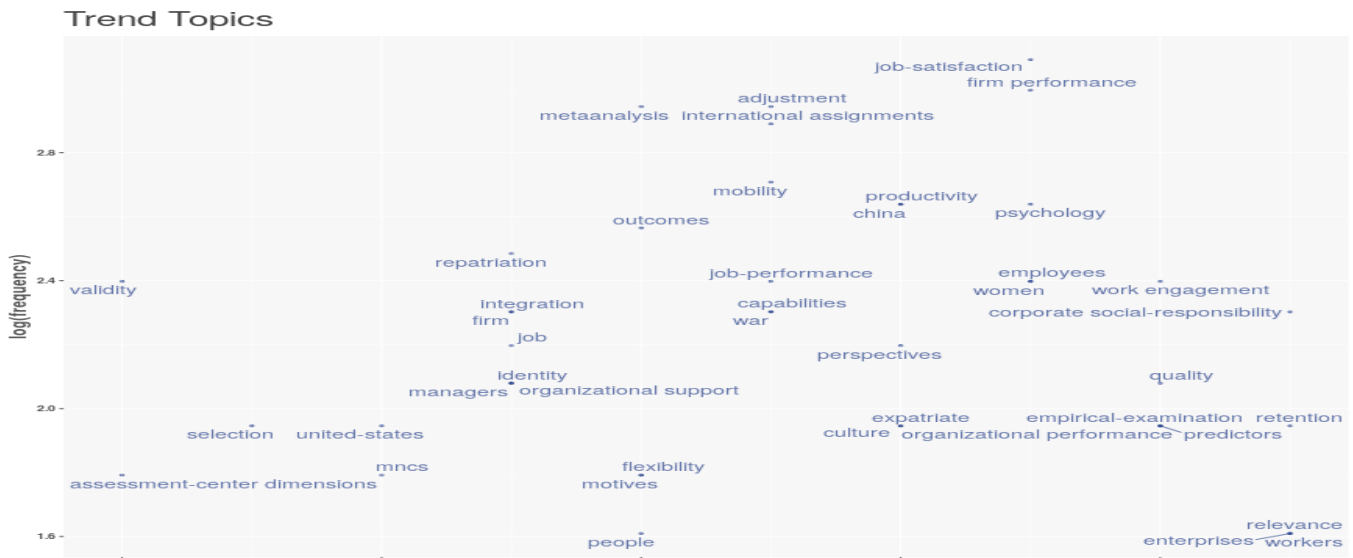

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Figure 6: Trend Topics in TM

Network Analysis

Citation analysis

The citations of a scholarly article are an indicator of its impact and level of acceptance in the research community. Table 7 depicts the top 10 most influential articles concerning Talent Management. The total citation count denotes how many times an article has been referenced in both the Scopus and Web of Science databases. The leading article on the list belongs to Collings and Mellahi, published in 2009 in the Human Resource Management Review, with a total of 793 citations. The authors introduced a strategic model for talent management, demonstrating how a differentiated human resource architecture can influence employee and business outcomes. They concluded that this architecture could improve business performance. Colling and Mellahi's (2009) research article have had a significant impact in the field of Human Resource Management, as it is the most cited article among all the studies conducted in this area. The paper by Lewis (2006), published in the Human Resource Management Review, which is a conceptual review of Talent Management (TM), has garnered the second-highest number of citations. This paper provides a comprehensive understanding of how TM has been studied. Finally, the third most cited article is by Bhattacharya, as mentioned in Table 7.

Table 7

Most Influential Articles

Article Title and Author	Source	Total Citation	Total Citation per Year
COLLINGS, 2009	Human Resource Management Review	793	56.6429
LEWIS, 2006	Human Resource Management Review	576	33.8824
BHATTACHARYA,	MIT Solan Management	384	25.6000

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2008	Review		
GRUMA, 2011	Human Resource Management Review	357	29.7500
PARNDALE, 2010	Journal of World Business	308	23.6923
GALLARADO-GALLARADO, 2013	Human Resource Management Review	271	27.1000
AL ARISS, 2014	Journal of World Business	263	29.2222
DRIES, 2013	Human Resource Management Review	261	26.1000
STAHL, 2012	MIT Solan Management Review	219	19.9091
MELLAHI, 2010	Journal of World Business	217	16.6923

Co-citation network analysis

Co-citation analysis is a method used in research to explore the interconnections between journals, authors, topics, or keywords, and understand how these groups are related to each other. This idea was first introduced by Small (1973) and was later elaborated on by Pilkington and Heyes in 1999. According to Hou et al. (2018), co-citation analysis can be conducted either based on authors or publications. The former helps to identify the social structure, while the latter reveals the academic structure of the research field. With the help of co-citation analysis, it becomes possible to determine the degree of connection between two distinct articles.

When two academic articles share at least one reference, it is known as co-citation. This phenomenon is often indicative of similar research topics and can be used to identify the academic structure in a particular field. In this study, co-citation analysis was performed on all 1142 articles that were selected to understand the academic structure in the field of TM. To perform co-citation analysis, several steps were followed. These steps are illustrated in Figure 4.6. The first step involved setting a threshold of two for filtering articles. This threshold value was chosen to retain a sufficient number of articles while ensuring that they are relevant to the study. It is crucial to choose the threshold value carefully as setting it too high may result in an insufficient number of articles meeting the condition. Co-citations are a valuable tool for identifying homogeneous topics and research areas. Therefore, this study employed co-citation analysis to identify the academic structure in the field of TM. The analysis shows that co-cited articles often deal with similar research topics, indicating a strong academic structure in the field. (Zupic and Cater, 2015).

Co-occurrence Network

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Figure 7: Keyword Occurrence Heat Map of TM

Thematic Map

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Figure 8: Thematic Map

Thematic Evolution

Figure 9: Keyword Co-occurrence Evolution

Intellectual Structure

Keyword analysis

Keyword analysis is a systematic method to identify the connections among sub-fields of a research field. As per He's study in 1999, Table 4.8 displays the most frequently used keywords, and Figure 5 shows the emergence of various topics across the studied

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literature timeline. According to Figure 7, the most commonly occurring themes (occurrence ≥ two times per period) have appeared in the period between 2016-2019. Recent research has increasingly focused on "job satisfaction," "firm performance," "adjustment," and "international assignments." The research has matured, leading to detailed discussions around these topics.

Table 8

Most Relevant Author's Keywords

Authors' Keywords	Frequency
TALENT MANAGEMENT	565
TALENT	73
HUMAN RESOURCE MANAGEMENT	63
GLOBAL TALENT MANAGEMENT	49
HUMAN CAPITAL	34
CHINA	33
LEADERSHIP	29
INDIA	26
RETENTION	26
TALENT DEVELOPMENT	25

Word Cloud Analysis

In word cloud size of each word is related to frequency of keywords and articles published (Conde et al., 2020). The word cloud of the articles can show the main contents, keywords, frequency of keywords, occurrence of keywords, and Co-Occurrence that reflect the area in which publication and authors are more interested in. From the word cloud of keywords emerging the most proficient and occurring keywords can be identified that help authors and practitioners to know about trends and emerging topics the literature.

In Figure 9, a fascinating WordCloud is presented, depicting the authors' keywords and their frequency. Among the commonly used terms like "Human resource management" and "talent," several intriguing data-related keywords emerged, including global talent management, leadership development, high potentials, and workforce differentiation. The figure also showcases several keywords that relate to significant talent management practices, such as talent identification, talent development, succession planning, training, talent retention, and leadership development. This indicates that researchers are increasingly exploring the potential of talent management practices to achieve remarkable results that can push the field forward. Additionally, to analyze and measure the strength of interactions among keywords, density is used as an index. VOSviewer software, with its powerful graphical user-interface, is utilized to generate density maps with less separation and higher density values.

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Figure 10: Word Cloud of Author's Keywords

Note: The different font size depicts the relative frequency of the key words used by the authors. The most used keywords are represented in big text size.

Social Structures

Co-Authorship Network

The network of co-authorship is a graphical representation of how authors collaborate and communicate with each other. It reveals the publication patterns of authors and their interests in the field. In Figure 4.11, we can see the co-authorship of authors who share similar interests and articles. The results of the study show that there are 1971 authors who have contributed to this field. However, when the minimum number of documents and citations for each author was limited to two, the number of authors decreased to 230. The yellow and green clusters are the largest, indicating that they have the same area of interest. The size of the clusters and their colors reflect the maximum contribution of authors in the field of project management. The bigger the cluster, the greater the impact of authors in that particular area of interest. By analyzing this network of co-authorship, we can gain insights into the relationships between authors and their research interests, which can help us better understand the field of project management.

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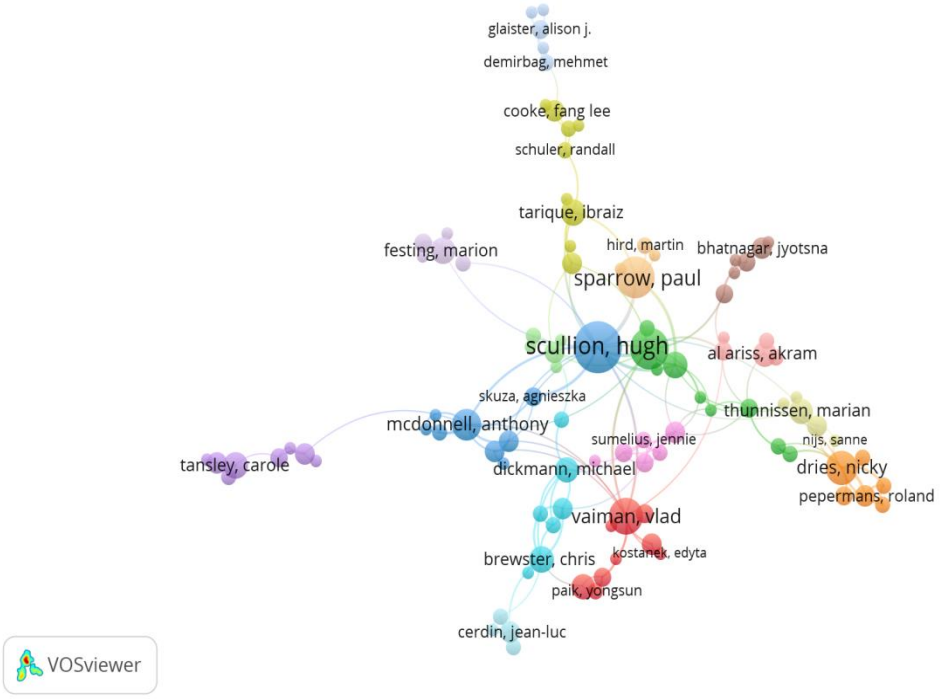

Figure 11: Collaboration Network of Authors

Figure 11 displays the clusters that reveal the network and associations among authors within the project management field. The robust cluster signifies their common research topics and shared areas of interest, leading to a powerful bond between them. The nodes are symbolized by circles, and the colored edges illustrate the links between the authors.

Collaborations Network of Countries

Figure 12 shows collaboration networks of countries have five clusters as a result. The countries with the same color of cluster show the same type of publications. Red shows that they have the same type of challenges, and they are facing the same type of difficulties. By considering the number of clusters it is clear that different countries have the connectivity with each other but the differentiation in thickness of the clusters size shows that countries are not consistent like some have strong connectivity and some have less relationship with each other. United States have strong cluster with Germany, China, Canada, and Australia which means that they share same area of interest, literature and challenges in the research field. Meanwhile, smaller number cluster shows that they are not fully consistent in the similar topic.

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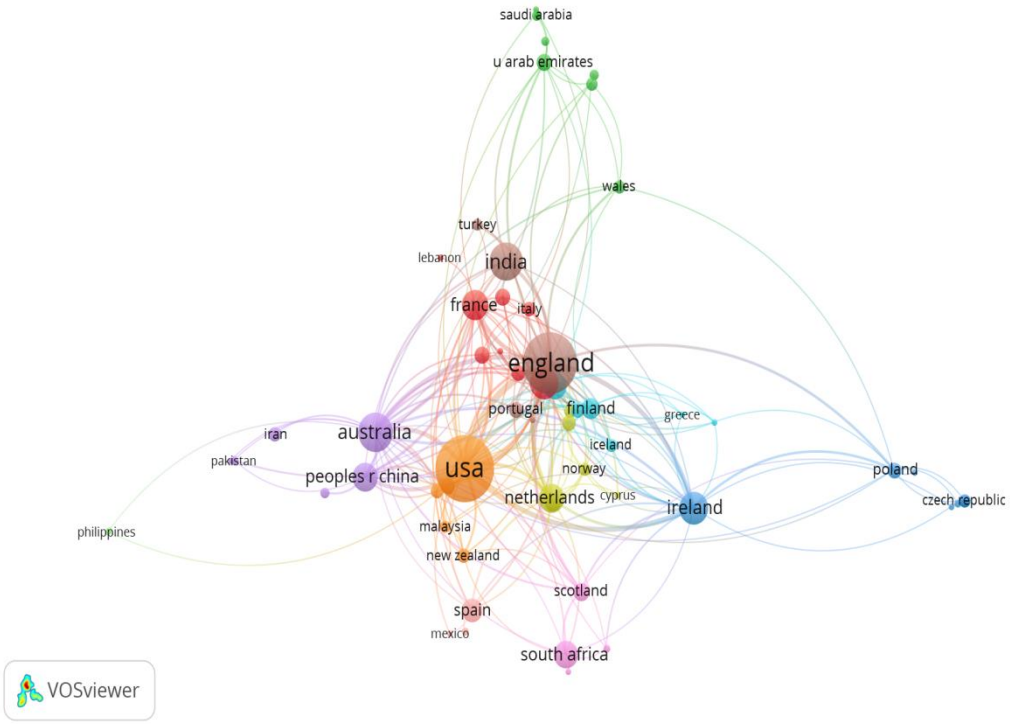

Figure 12: Collaboration Network of Authors by Country

Discussion and Conclusion

The research is conducted using Scopus and Web of Science databases and 1142 distinct records obtained with the keyword of "Talent Management". The bibliometric analysis used to find out the trends, limitations, contributions, countries, authors, research topics, and maximum information from the published articles in the literature. Descriptive analysis reveals the total number of journals are 371, total authors in the field of TM are 1971 belongs from 41 different countries. The record of research published in this field of TM was obtained from 2001 to 2021 for capturing the breadth of published literature on TM. Frequencies, Citation Index, Citation per year, Citation count, H-Index. G-Index, Publication Year, DOI, Keywords, Title of the Articles, and the organization of Articles and authors has been found out.

The findings suggest that only a few researchers were responsible for the majority of influential studies in the area of TM. However, with the significant advancement of this field, some researchers have also emerged to expand the body of research in various TM practices. TM began to gain momentum in 2010, and most of the studies conducted before 2014 were mainly theoretical and conceptual. Some of the dominant theoretical and conceptual articles include Colling and Mellahi (2009), Lewis (2006), Tansely (2011), Dries (2013), Gallarado and Thunnissen (2013), and Al-Ariss et al. (2014). Since 2016, there has been a significant increase in scholarly interest in this area. Researchers from the USA and England were found to be the most productive.

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Contribution of the Study

This paper aims to conduct a detailed examination of the current state of TM scholarship. Despite the growing interest in talent management, the field still lacks a cohesive body of knowledge and concepts surrounding talent and talent management remain ambiguous. To address this, we employed bibliometric analysis to thoroughly explore the breadth of TM literature by gathering data on emerging trends, influential authors, journals, countries, co-authors, citation analysis, and authors' keywords worldwide. The primary contribution of this research will be to offer a broad overview of academic publications on TM, thereby mapping the existing knowledge in the field. Additionally, this study will extend previous reviews by integrating bibliometric analysis with content analysis, resulting in a more systematic and comprehensive understanding of the scientific landscape of TM. By identifying prominent topics, prolific authors, keywords, and major research regions, this research will enrich the TM literature and provide valuable insights for both scholars and practitioners.

Limitations of Study and Future Research Directions

Like other academic research, this research also has some limitations. The first limitation of this study is data taken from two knowledge databases, Scopus and Web of Science only. Future research may include other databases like Google Scholar, PubMed, ProQuest, etc. Conducting bibliometric analysis by using data from other databases and merging the other related information can give a clearer view of the trends, topics, authors, Institutions, challenges and opportunities in the fields. Additionally, different software and methodological methods can be used to conduct the same research. Software like CiteSape, Gephi, SPSS for Descriptive, and Python can be used to further explore the field of TM.

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