

# Unveiling the Evolution of Talent Management Research in Academic Institutions: A Bibliometric Analysis

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## ABSTRACT

In recent times, talent management in academic institutions has seen a positive impact on the performance of institute. The talent management is seen as a key player in the functioning of academic institutions set up which is directly proportional to the performance and achieving success. In this study extensive bibliometric research is done to find out the relationship and increased study trends of higher academic institutions and talent management. To complete this study, we have used the VOS Viewer and bibliometrics R package to analyze the data. The data was extracted from Scopus database. In this study it revealed that topics like talent acquisition, talent management, talent attraction, talent retention and employee engagement are important keywords, also the word talent management is evolving in academic institutions. There has been a continuous study done by researchers on talent management and its aspects within the academic institution's framework. This study will contribute to the literature by providing the insights to the new researcher. This paper explores the progression of talent management research done in recent years. The bibliometric analysis highlights the key aspects such as publication trends, key contributors to the thematic developments, and shedding light on collaborative networks. The finding aims to help the researchers by using this literature to enhance the talent management practices and research in academic institutions. These insights can inspire the future researchers in examining the progression of research in their area of interest and for obtaining a deeper understanding of talent managements role in shaping organizational success and academic innovation.

**Keywords:** Talent Management, Academic Institutions, Bibliometric Analysis

## I. INTRODUCTION:

In today's era, to stay competitive organizations have embraced talent management as a dynamic and ongoing process. Now organizations have started integrating talent management into their core strategy, where the workforce is created that is not only skilled and engaged but also aligned with their vision and values (Anlesinya & Amponsah-Tawiah, 2020; Kaliannan et al., 2023). This alignment is key to unlocking sustainable growth and thriving in an ever-ending global market. The announcement of employee and organizational outcomes (Anlesinya & Amponsah-Tawiah, 2020). The concepts of talent management are being applied in various industries and academic institutions (Gandy et al., 2018) ensuring the attraction and retention of faculties, researchers and administrative staff in SMEs (Krishnan & Scullion, 2017), for more cost-effective strategies, retention focus and flexibility. The concept of talent management is also used in multinational corporations (Hor et al., 2010), for navigating cultural diversity and global talent distribution. It also helps in various global mobility programs, diversity and inclusions and maintaining standardized practices worldwide. Talent management has also helped the banking sector (Jimoh & Kee, n.d., 2022) with technology integration, leadership development and retaining the talent by providing career growth opportunities to reduce poaching by competitors. In healthcare (Mitosis et al., 2021), talent management focuses on recruiting, retaining and developing skilled professionals to ensure high quality patient care. As there is an increasing

demand for specialized roles such as nurses, physicians and healthcare administrators the organizations emphasise on upskilling, rotation programs and leadership. The focus on talent management in the literature has been quite recent as indicated by several dedicated publications on the topic starting from 2010 (Sparrow, 2019). Studies have explained talent management at the regional level (Anlesinya & Amponsah-Tawiah, 2020). Researchers have introduced a fresh perspective on talent management approaches. This works collectively highlight talent management's growing relevance as a dynamic field of study and practice. Though talent management has gained popularity amongst the researchers the study reveals that bibliometric analysis are done very less. Also, the study reveals that no bibliometric analysis of this topic is done in context to the academic institutes which impart MBA qualification. (Donthu et al., 2021) noted that bibliometric studies facilitate knowledge generation by providing researchers with a holistic understanding of a subject highlighting existing knowledge gaps, inspiring new research directions and helping scholars position their contributions within a specific domain. Our study aims to find the literature gap and aims to find out developments related to talent management in higher education using a bibliometric approach.

## II. METHODOLOGY

### 2.1. Bibliometric Analysis.

In the current study we have used bibliometric analysis to analyze the data publication trends within the data extracted from Scopus, which focuses on talent management in academic institutions. (Ellegaard & Wallin, 2015) stated that bibliometric analysis is a popular tool for the analysis of any topic. It allows the researcher to map the bibliometric elements from a large amount of data extracted from Scopus database in a quantitative manner (Danvila-del-Valle et al., 2019). In the Business Research the bibliometric analysis is used widely (Donthu et al., 2021). He further explained the popularity of bibliometric tool is because of its versatile nature as any data type like Scopus database, Web of Sciences database and Google Scholar database can be used. The data in the study is analyzed by using bibliometric R package software. It is used to provide a mapping of scientific literature. It is programmed in R to enable flexible integration with other statistical and graphical packages. (Aria & Cuccurullo, 2017) R package of the bibliometric software has an advantage over the VOS Viewer software as it is used to present precise, statistical completeness of the results.

### 2.2. Data Collection

In this study a single database extracted from the Scopus is used to do the bibliometric analysis. A single database is used to reduce redundant action items that may contribute to errors. For this study, the data extracted until 25<sup>th</sup> December 2024. The researchers have chosen Scopus database as it is considered the most distinguished databased globally (Ahmi & Mohamad, 2019). Another reason to choose Scopus database was that it indexes huge amount of quality scholarly work and holds huge coverage of peer reviewed literature in the fields of science and technology. The highlights of the data are given in the table-1 below. The keywords used for extracting the Scopus database was talent management, academic, higher education institutions, bibliometric analysis. The time span for extracting the scope was database was considered from 2007 to 2024. The articles in "English" language were only considered for the study. The area of the study was pan global. With the above criteria the 216 documents were extracted for the study.

Description	Results
Main Information About Data	
Timespan	2007:2024
Sources (Journals, Books, etc)	149
Documents	216
Annual Growth Rate %	23.26
Document Average Age	4.79
Average citations per doc	29.4
References	11251

Document Contents	
Keywords Plus (ID)	239
Author's Keywords (DE)	680
AUTHORS	
Authors	541
Authors of single-authored docs	35
Authors Collaboration	
Single-authored docs	36
Co-Authors per Doc	2.75
International co-authorships %	18.06
Document Types	
<b>Total Article</b>	<b>216</b>

**Table 1.Search Procedure****III. RESULTS****3.1 Scientific Annual Production**

From the below Table. 2 and Figure.1 the longitudinal analysis of the number of articles published annually over given time frame are seen. In the starting time phase 2007 we can clearly see the smaller number of articles published. From 2013 a notable growth emerges in the publications. We can also see a sharp rise in the trend post 2020 where the production accelerates significantly,

Year	Articles
2007	1
2012	2
2009	3
2010	4
2011	5
2017	5
2008	6
2014	7
2013	8
2015	9
2016	9
2018	12
2019	20
2020	20
2021	20
2022	24
2023	26
2024	35

**Table 2.Scientific Annual Production**

The above Table-2 reveals that the scientific production of articles has shown a significant growth in the year 2007 onwards. In 2007 only single article was published, whereas in 2022, this number increased to 24. Further the growth is observed in 2023, with 26 articles produced, and as of 2024 the total reached 35 articles. The accompanying graph visually depicts this progressive increase, highlighting the incremental annual growth in specific output over the analyzed.

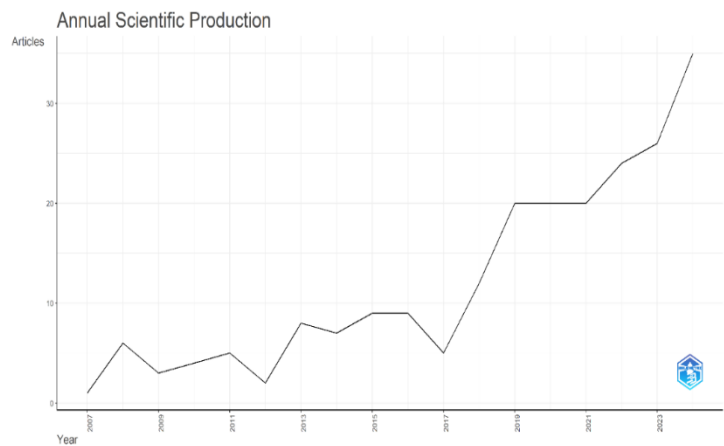


Figure 1. Scientific Annual Production

3.2. Three Field Plot

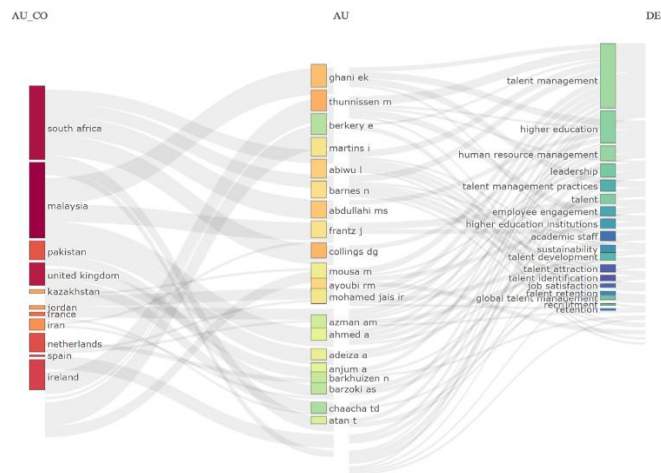


Figure 2. Three Point Plot

The above Figure 2 shows the 3-point plot shows the relationship between the countries of origin, author and keywords. The size of each proportion is proportionate to the nodes value. In the plot the left side column shows the country of origin, from the plot we can see South Africa has highest number of origins followed by Malaysia. The middle columns show the authors, and the right columns shows that the keywords evolved from the analysis are talent management, higher education and human resource management.

3.3. Most Relevant Sources

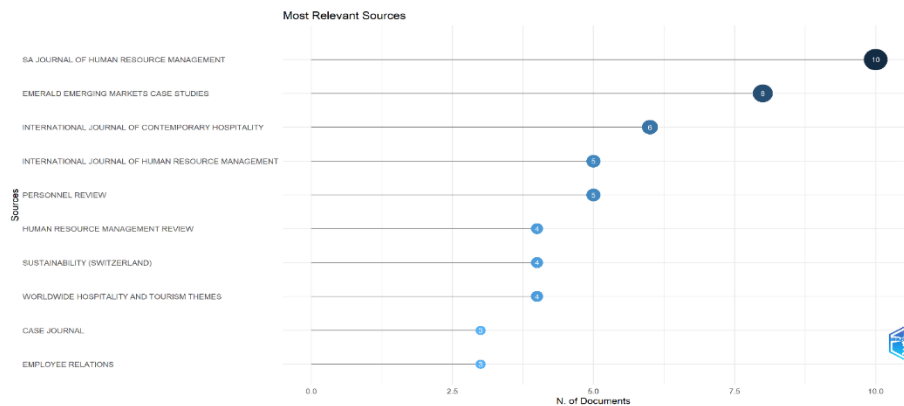


Figure 3. Most Relevant Sources

The above figure shows the most 3 relevant sources for the research on the keywords under investigation. The top resource is SA Journal of Human Resource Management contributing 10 papers followed by Emerald Emerging Markets Case Studies contributing 08 papers followed by International Journal of Contemporary Hospitality.

3.4. Most Relevant Authors

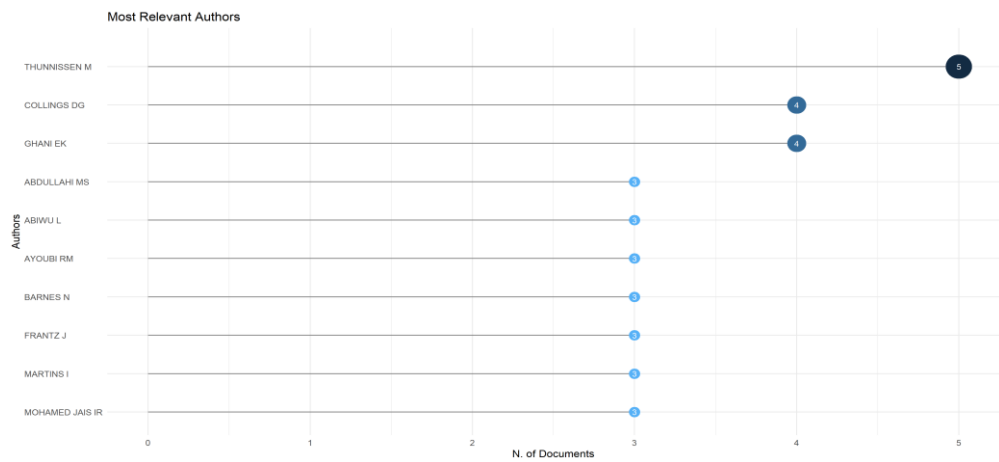


Figure 4. Most Relevant Authors

The above Figure-4 visualizes the most relevant authors based on the number of documents they have contributed to the given subject. From the above chart we can clearly see that Thunnissen M is the most relevant author contributing to five documents, which is the highest among the listed authors. Collings DG and Ghani EK are the most influential authors each contributing to four documents. The remaining authors Abdullahi MS, Abiwu L, Ayoubi RM, Barnes N, Frantz J, Martins I, and Mohamed Jais IR have contributed to three documents indicating their moderate influence.

3.5. Most Relevant Affiliations

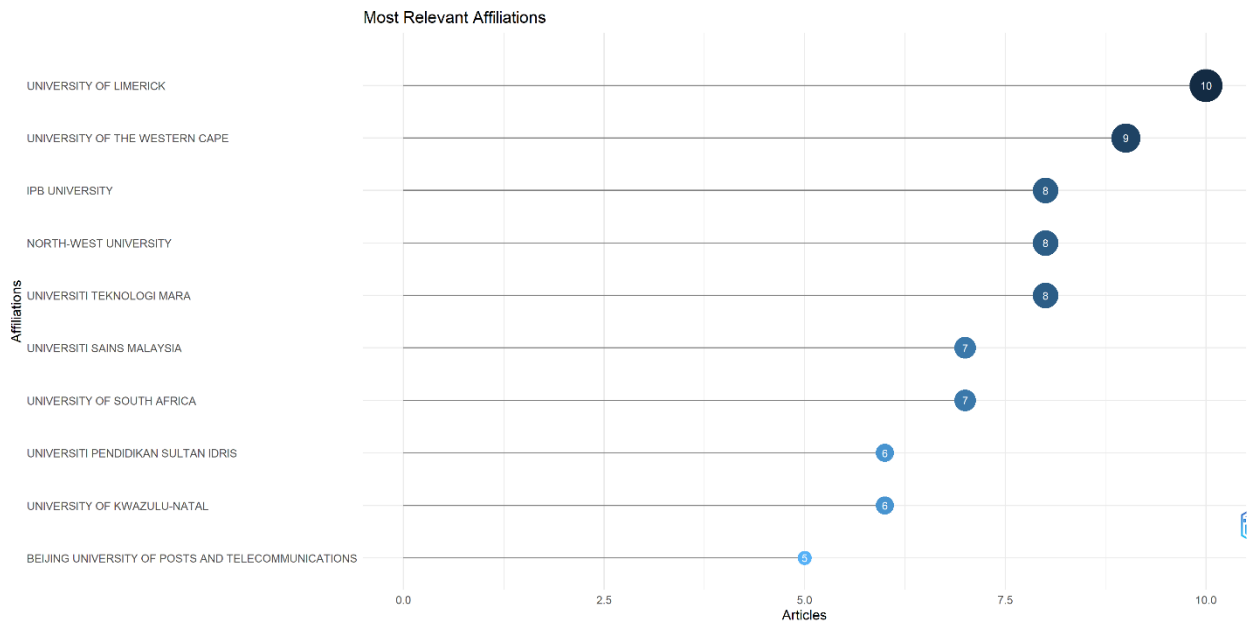
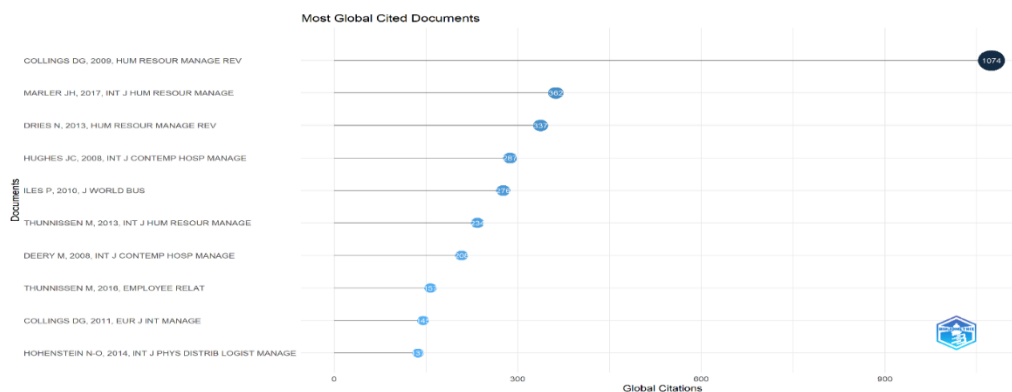


Figure 5. Most Relevant Affiliations

The above Figure-5 visualizes the most relevant affiliated institution based on the number of documents they have contributed to the given subject. From the above chart we can clearly see that University of Limerick is the most relevant affiliated university contributing to ten documents, which is the highest among the listed universities. University of Western Cape is the most influential university contributing to nine documents. The IPB university have contributed to eight documents indicating its moderate influence.

### 3.6. Most Global Cited Documents



**Figure 6. Most Global Cited Documents**

The above figure 6 shows the most cited documents in the world, highlighting the influence in the research field based on the citation count. From the above chart we can clearly see that Collings DG (2009, Human Resource Management Review) is the most cited document with 1174 citations globally indicating highly influential work in this domain. Marler JH (2017, International Journal of Human Resource Management) follows second with 362 citations showing significant impact after Collings DG (2009). Dries N (2013, Human Resource Management Review) is the third with 337 citations indicating the notable relevance.

### 3.7. Co-occurrence Network

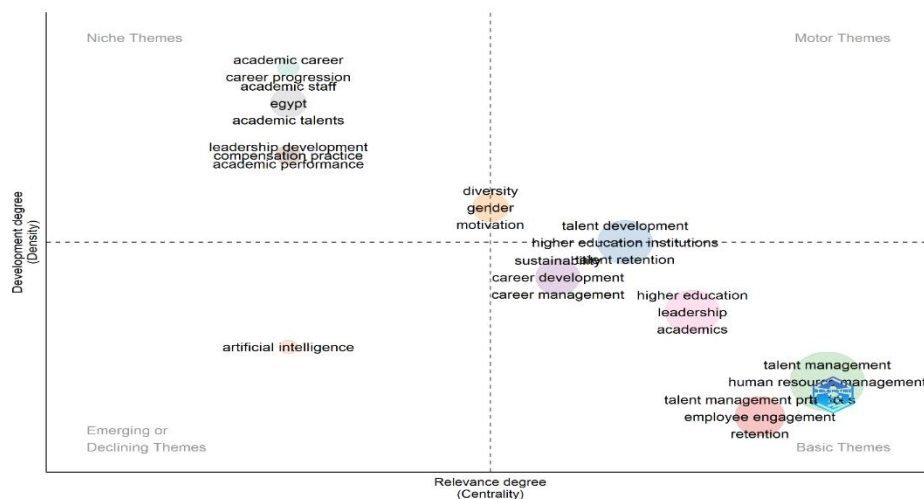


**Figure 7. Co-occurrence Network**

The above figure 7 shows Co-occurrence network related to the talent management where various topics or keywords are considered on the basis of their frequency of appearing together in the literature. The above figure shows the talent management is the central focus, and is represented as the largest node, indicating its critical role in connecting subtopics. The red nodes, represents the key themes and processes within the talent management such as human resource management, retention, career development, organization's culture, employee engagement, sustainability and succession planning. The green notes focus on external and competitive aspects of talent acquisition, recruitment and selection, competitive advantage, talent retention, education institutions.

The blue node represents academic and developmental analysis of higher education, leadership, universities, and competencies. This cluster suggests a focus on academic and skill-oriented dimensions of talent management. The lines between the nodes represent relationships or Co-occurrence. Thick or more prominent lines indicate strong relationships between topics. The network also reflects evolving areas of interest, such as impact of AI, sustainability and geographic diversity on talent practices. This visualization is very important for identifying key themes, emerging trends and interdisciplinary connections in the talent management research.

### 3.8. Thematic Map



**Figure 8. Thematic Map**

Keywords interprets the main concept that is elaborated and explained in the topic. Keyword analysis can help the researchers determine the topics evolution in the given time frame in a particular area (Wang & Chai, 2018). The researcher has used bibliometrics R package to identify the conceptual structure of talent management research in academic institutions. The results of the keyword analysis are interpreted in Figure 8 in the thematic mapping. The thematic map cluster's themes based on thematic evolution (Cobo et al., 2015). The size of circle presents the number of articles that utilizes specific keywords (Cobo et al., 2015). Generally, the thematic map is used by future researchers and stakeholders to identify the future potential avenues for research. (Agbo et al., 2021) is the explanation of four quadrants and each quadrant has a significant explanation about the themes. The theme in the upper right is called as motor theme and represents high centrality and high density. It represents the well developed and significant themes structuring research of talent management in academic institutions. As seen in the Figure 8 we can clearly see that the keywords like talent development, higher education institutions are highlighted. The theme in the lower right is basic theme, as these teams are considered general and fundamental themes. So the topics like talent management, human resource management, talent management practices, employee engagement, employee retention, higher education, leadership, academics, career development, The researchers can focus more on these themes to have more independent knowledge. Theme in upper left quadrant are the niche theme and have very less importance in the study. The keywords like academic career, career progression, academic staff and talent are mentioned in this quadrant. The fourth quadrant is the lower left. Themes placed in this quadrant are weakly developed or marginal and this quadrant is also called as emerging or declining themes quadrant, and it has only one theme that is artificial intelligence.

## IV. DISCUSSIONS AND CONCLUSION

The research article contributes to the knowledge on talent management in academic institutes in education domain. It has given a clear picture of the advances in this topic by analyzing the research articles abstracted from Scopus database. The database was analyzed by bibliometric analysis. In the recent years the research on talent management in academic institutes has shown incremental progress. This progress can be attributed to the scholars recognizing the importance of talent management practices aligning with the specific organization and its context. (Thunnissen, 2016) to identify the best fit practices (Gallardo-Gallardo et al., 2015). We can clearly see that the studies have increased in this topic in recent years. The topic talent management in academic institution has been researched globally.

## V. THEORETICAL AND PRACTICAL IMPLICATIONS

There are many studies published that apply bibliometric analysis. The present study explores talent management by contextualizing it within the field of academic institutes. (Gallardo-Gallardo et al., 2015; Pagan-Castaño et al., 2022; Thunnissen, 2016) suggest to frame talent management in academic context. Our study is one of the rarest who have applied bibliometric analysis to investigate talent management in academic institutions by extracting the database from Scopus, which shows the untouched areas in the field of talent management in academic institutions to the researchers and scholars. The talent management practices for university graduates are important so as to



understand how countries are developing their talent pool for upcoming generation which is aligned with the demand of the industry (Ananthan et al., 2019; Latukha et al., 2022). The talent management practices across various stages of life are essential in managing the diversity within higher education and academic institutes (Gandy et al., 2018)

## VI. Limitations and future research directions

### Disclosure statement:

No potential conflict of interest was reported by the author(s).

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