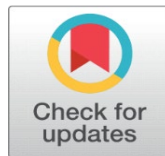
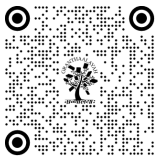


A BIBLIOMETRIC ANALYSIS OF TALENT MANAGEMENT:" CO-CITATION AND CLUSTER PERSPECTIVES

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ABSTRACT

The current study's goals are to compile the body of knowledge on talent management, trace its historical evolution, examine the intellectual and social structures that underpin it, and suggest cluster-based issues for further talent management research. Donthu et al. (2021) suggested a framework-based bibliometric review that used the Scopus database to retrieve literature. Researchers used the VOS Viewer tool to analyse and present data in both tabular and graphical formats for descriptive and network analysis. The conceptual structure of the bibliographic data in this research area was made clear via co-citation analysis. Four-word frequency clusters were found by this research. Furthermore, it was demonstrated by author cooperation network analysis that in order to understand talent management, researchers looked into a variety of subjects, such as cultural influences, gamifications, social endorsements, and sustainability practices in the various contexts. By using network analysis to produce cluster-based themes, the study introduces a fresh methodology and provides insightful advice for future talent management research projects. Using the Scopus database is another novel feature that shows a deliberate attempt to thoroughly synthesize the literature and include a range of viewpoints and conclusions in the study.

Keywords: Bibliometric Analysis, Vos Viewer, Talent Management, Intellectual Structure, Social Structure

1. INTRODUCTION

Talent has been defined in the famous article "The War of Talents" as the sum total of a person's abilities, innate support, knowledge, judgment, abilities, character, motivational resources, and skills to learn and grow. Other gifted people can be defined as those who consistently demonstrate exceptional skills and achievements in a variety of activities and circumstances or within certain subtle skill areas; consistently showing a high probability in the active domain strongly suggests the possibility of similar mobility in cases where they have not been verified and proven to be highly effective. (Sheokand & Verma, 2015). Recent years have witnessed significant shifts in talent management, reshaping the talent. The bulk of talent management definitions continue to focus on specific features such as attracting, developing, and retaining essential capabilities (Barkhuizen & De Braine, 2021) (Ansar & Baloch, 2018). Examining the elements that define personnel management lays the path for novel approaches to fulfil their evolving expectations. This study is essential reading for business owners looking to hire bright workers. Talent management is defined as "the systematic

attraction, identification, development, engagement, retention, and deployment of those individuals who are of particular value to an organization (Collings and Mellahi, 2009). Talent management is described as "an approach to attracting, developing, and retaining the individuals who are crucial to an organization's success, focusing on the management of both high-potential employees and the overall workforce (Tansley, 2011). The authors define talent management as "a set of integrated organizational human resource practices that ensure that the organization attracts, retains, and develops the talent needed to achieve its strategic objectives (Gallardo-Gallardo et al., 2015). Talent management is characterized as "the process of anticipating the need for human capital and setting out a plan to meet it, which includes recruiting, developing, and retaining the talent required to fulfil the organization's mission (Cappelli, 2008).

Talent management is still a relevant topic in business and academia after decades of research, reflecting and engaging the landscape of industry requirements. It is essential to synthesize previous study findings in order to further understanding in this field. Researchers can mobilize the aggregate bibliographic data from academics and researchers using bibliometric approaches, which is a useful tool that provides insights into the field's structure, social networks, and thematic interests (Zupic & Carter, 2015).

2. RATIONALE OF THE STUDY

In recent years, a thorough examination of talent management—a phenomena that has been extensively studied—has been conducted. The concept in question has been the subject of notable literature reviews (e.g., Maha al Dalahmeh, 2020; Paula M. Caligiuri, David G. Collings, Helen De Cieri & Mila B Lazarova, 2024; Gopal Krushna Gouda & Binita Tiwari 2022) and meta-analyses (e.g., Hamideh. Ojaghi Shirmard, Shahla. Sohrabi & Jafar. Beikzad 2024; Laura Garcia-Fernandez, Marta Ortiz-de-Urbina-Criado & Maria-Jose Garcia-Lopez 2024.). Nonetheless, there is a substantial lack of comprehensive conceptualization of the consequences and long-term effects of talent management. Given the recent surge in interest in talent management outcomes—more than one-third of studies have emerged after 2021—this disparity is especially important. Interestingly, research to now has only included data through 2021. Thus, using data from the Scopus database and an analysis that extends to 2024, our work aims to close this gap. Future study in the field of talent management will benefit from the novel views provided by the application of cluster-based themes produced from network analysis to investigate the intellectual and social structures of the literature. The Objectives of this study is to:

Synthesize Existing Literature and Track Evolutionary Trajectory

The first objective of this study is to synthesize the existing literature on talent management from 2013 to 2024. This period has witnessed significant advancements in theoretical frameworks, empirical studies, and practical applications in talent management. By analyzing publications, citation patterns, and research trends, we can uncover how talent management concepts have evolved over time. This synthesis will not only highlight foundational theories but also identify gaps in the literature that require further exploration. Understanding the trajectory of talent management research will help scholars and practitioners comprehend the shifts in focus and emerging paradigms.

Develop Intellectual and Social Structures Based on Literature Synthesis

The second objective is to develop intellectual and social structures based on the synthesized literature. This involves mapping out key authors, institutions, and collaborative networks within the talent management research community. By utilizing bibliometric techniques such as co-citation analysis and network visualization, we can illustrate how knowledge is created, disseminated, and consumed in this field. Identifying influential authors and seminal works will provide a clearer understanding of the foundational concepts that shape talent management. Furthermore, mapping social structures can foster collaboration among researchers and encourage the sharing of insights, ultimately advancing the field.

Propose Cluster-Based Themes to Guide Future Research Endeavors

The final objective of this study is to propose cluster-based themes that will guide future research endeavours in talent management for academics and researchers. By identifying and analysing thematic clusters within the literature,

we can highlight areas ripe for exploration and innovation. These clusters may include, but are not limited to, diversity and inclusion in talent management, the impact of technology on talent acquisition, and the role of organizational culture in employee retention. By proposing these themes, we aim to provide a roadmap for future research, encouraging scholars to pursue questions that are both relevant and impactful in addressing contemporary challenges in talent management.

3. RESEARCH QUESTIONS

- 1) What is the historical progression of Talent management research?
- 2) What are the most prominent and actively growing keywords, documents and sources in the area of Talent management?
- 3) How have networks of co citations formed along with published documents?
- 4) What kind of collaborations exists among authors and countries working in the field of Talent management?

4. RESEARCH METHODOLOGY

Data analysis

To conduct descriptive and network analysis on the collected data (Figure-1), researcher used the VOS Viewer web application. This tool is renowned for its versatility in transforming data into meaningful visualizations and tables, making it a popular choice among researchers. Vos Viewer is suggested as one of the bibliometric software that offers good clarity in visual mapping and is able to create a visualization network that researchers can use directly (Markscheffel and Schröter, 2021; Zhang et al., 2023)

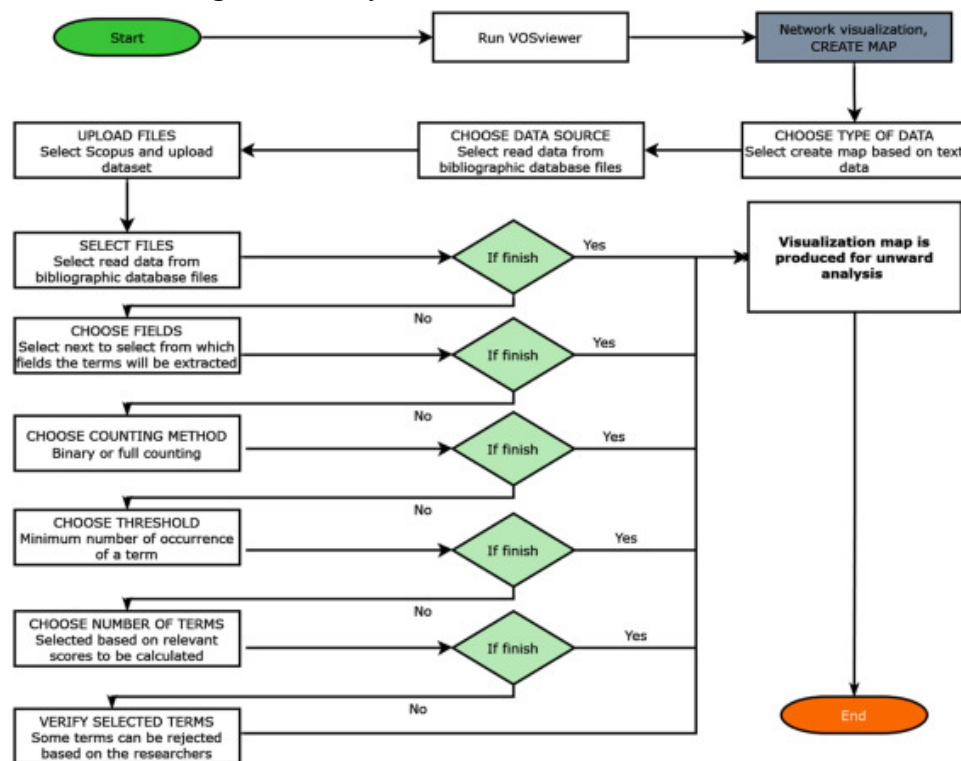


Figure 1: -Vos Viewer Analysis by Scopus database

Source: - <https://doi.org/10.1016/j.mex.2023.102339>

Data collection: -

We used the methods suggested by Donthu et al. (2021) to guide us as we conducted a framework-based Bibliometric analysis to meet our goals. The Scopus database was used for our literature search, and Vos Viewer software was included for network and visualization research. Using a methodical manner, we carefully gathered, vetted, and

included data for analysis. Using relevant terms associated with talent management and practices, such as "talent attraction," "talent retention," "talent development," and "career management," was part of our search approach. These terms were entered into the Scopus search engine's TIT-ABS-KEY field. The terms "talent management," "talent management practices," "talent attraction," "talent acquisition," "talent development," and "career management" were searched for. After 1011 articles from our initial search were exported in CSV file for additional analysis. We set strict inclusion criteria to guarantee the relevance of featured articles. This required carefully reviewing each paper's abstract and title to ensure that it matched the parameters of our investigation. We only included papers that were written in English; we did not include editorial pieces, short notes, or non-research articles. Following the application of our inclusion criteria, 427 high-quality articles remained after 584 entries were eliminated, allowing for a thorough examination. These publications served as the foundation for our further examination of the literature on talent management and practices.

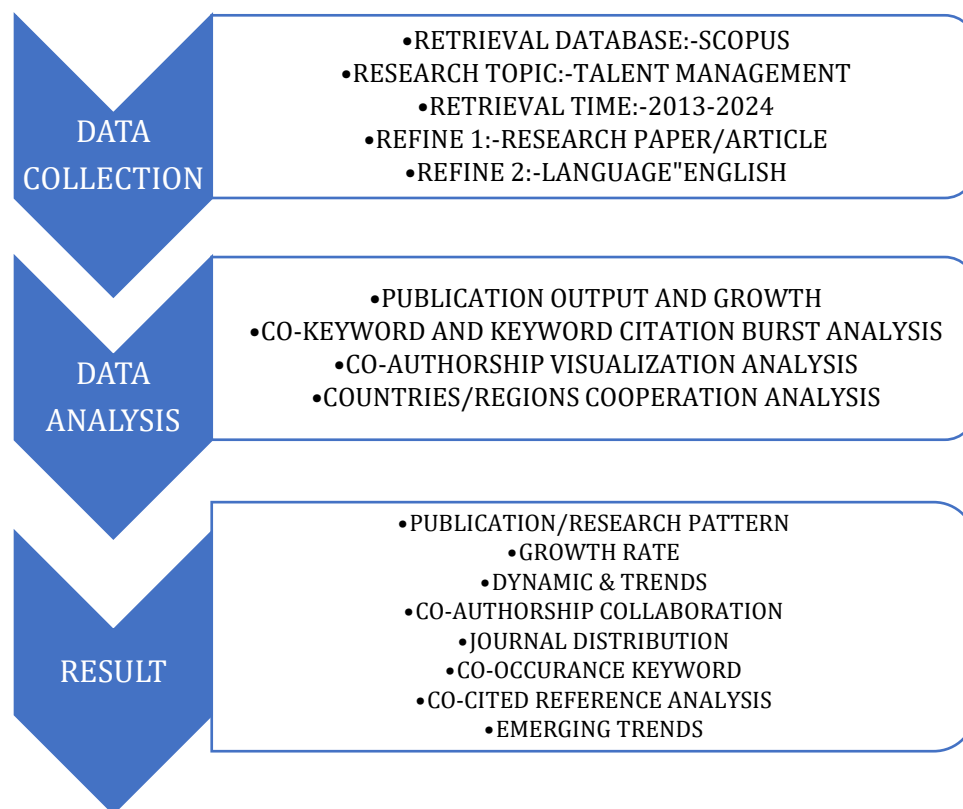


Figure 1: Data Collection

Source: Author's creation

Data Analysis: -

Data overview

Table: -1 provides a brief, but useful, overview of the key characteristics linked to the bibliographic data collected for the research. This thorough summary includes important information like the number of publications and the years. By presenting this data in a structured format, this table serves as a basic reference point for future analysis and investigation of the research environment surrounding the issue of talent management.

Table-1: Detailed Overview of Publications from 2013 to 2024

Year	Number of publications
2024	104
2023	90
2022	60

2021	26
2020	24
2019	27
2018	17
2017	13
2016	13
2015	8
2014	7
2013	10

Source: -Author's Creation by Excel

Annual growth in the volume of Publications

The graph (Figure-2) depicts trends in publications per year from 2013 to 2024 in the field of talent management. On the X-axis, years are marked, while the left Y-axis measures the number of publications, reaching a peak around 2019 before slightly declining. However, from 2022 onwards, there is a gradual rise in publications.

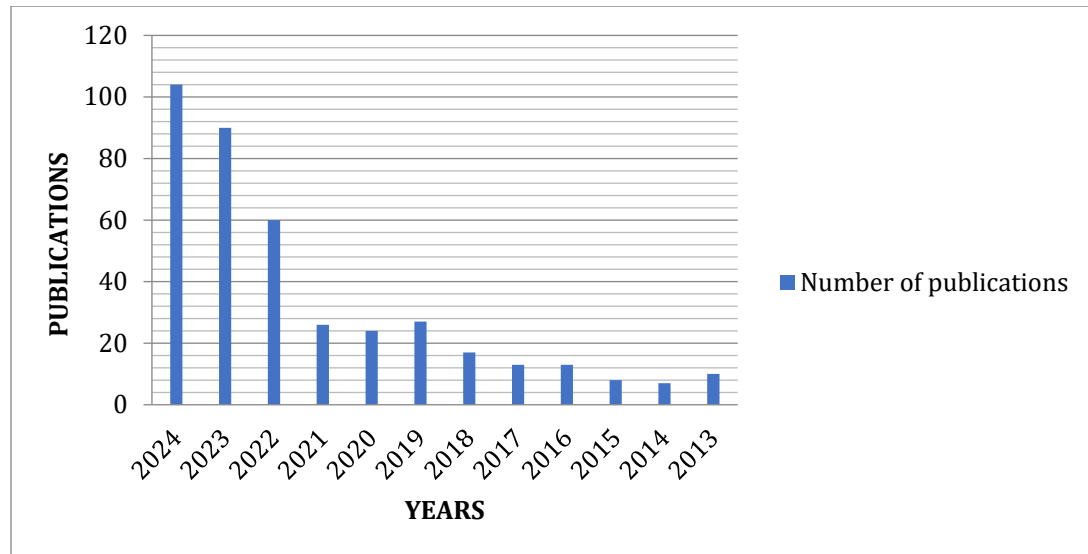


Figure-2: Trend of publications and citations on Talent management from 2013-2024

Source: Author's Creation

It is crucial to carefully examine the important sources, writers, publications, recurring themes, and influencing elements that influence each document under consideration in order to fully comprehend this trend. By means of a thorough analysis of the next figures and tables, our goal is to offer a thorough understanding of the phenomenon.

5. CO WORD/WORD FREQUENCY ANALYSIS

Table 2 provides a clear breakdown of terms frequently used in relevant research studies, focusing on their appearance as "all keywords" in the abstracts of at least 402 documents.

The term "talent acquisition" appears to be the most widespread, appearing 100 times in the analysed articles.

After "talent management", other key terms include "talent management", "artificial intelligence", "talent management", "recruitment", "decision making", "employment", "personnel", "human resource management", "machine learning", "mergers and acquisitions", "human resources", "machine learning", "talent retention", "human", "talent

development", "natural language processing systems", "competition", "human resources", "resource allocation", "social media", "technology", "papers", "information technology", "retention", and "human resources".

Each of these items provides a valuable overview from the thematic landscape of research on the subject.

Essentially, this frequency distribution provides insight into the fundamental themes and focus areas of the vast literature on talent management and highlights the major trends and priorities shaping the field.

keyword	occurrences
talent acquisition	100
human resource management	50
artificial intelligence	49
talent management	44
recruitment	40
decision making	26
employment	26
personnel	26
human resources management	21
machine learning	20
mergers and acquisitions	20
human resources	17
machine-learning	16
talent retention	15
human	14
talent development	14
natural language processing systems	13
competition	12
human resource	11
resource allocation	11
social media	11
technology	11
article	10
information technology	10
retention	10
talent	10

Source: -Author's creation

Co-occurrence analysis of the chosen words, which indicates that the words have been used at least ten times in various articles published from 2013 to 2024. The most frequently used word in the various articles, "talent acquisition," which appears more than nine times in each of the chosen articles, indicates how widely used talent management is. Out

of 2130 terms, the analysis only includes 26 thresholds that are repeated 10 times. **Figure 2** Word frequency analysis is a useful tool for determining word repetition in various Talent Management research publications. Through examining the word occurrences in publications about talent management, Scholar has revealed a sophisticated vocabulary that spans several clusters. These clusters offer important insights into the many components and their relationships, acting as a guide for understanding the complex concept of "talent management."

Cluster colour	Number of key words in the cluster	keywords followed in the articles of the cluster
1.Red Cluster	8 key words	article, human, human resource, recruitment, retention, social media, talent, technology
2.Green cluster	7 key words	decision making, human resource management, human resources management, machine learning, machine learning's, natural language processing system, resource allocation
3.Blue colour	7 key words	artificial intelligence, competition employment, human resources, information technology, mergers and acquisitions, personnel
4.Yellow colour	4 key words	talent acquisition, talent management, talent development, talent retention

Source: -Author's creation

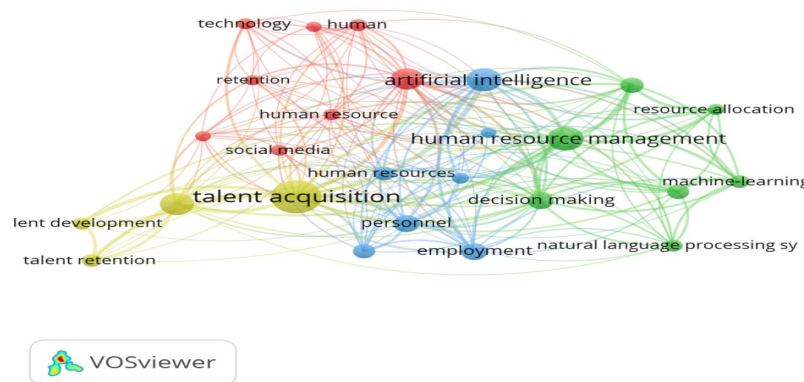


Figure-3 is showing the graphical representation of keywords which all repeated and connected with each other have different clusters.

Source: -Vos Viewer

6. CO-AUTHORSHIP NETWORK ANALYSIS:

Co authorship analysis is scientific collaboration is characterized as a social contact between two or more scientists that makes it easier for them to exchange meaning and complete activities related to a common aim. Collaboration among scientists is motivated by various factors such as the prospect of novel discoveries, the growing specialization in science,

the intricacy of necessary infrastructure, and the necessity of merging diverse knowledge and abilities to tackle intricate health issues. Because scientific collaboration gives access to several disciplines, it can also assist research projects become more comprehensive and innovative.

In scientific and technology (S&T) collaborations, co-authorship analysis offers an insight into patterns of collaboration between individuals and companies.

The three main steps of co-authorship analysis are

Retrieval of scientific publications;

Publication records are gathered from organized bibliographic databases of Scopus so that data can be standardized and cleaned in an organized manner. These databases ought to ideally:

- 1) Cover a sizable journal of Scopus which has high representation of related theme.
- 2) Give details about the writers' associations so that organizational networks can be built
- 3) Permit data export in a CSV format that can be used with VOS Viewer software;
- 4) In the majority of articles, give the writers' complete names.

Standardization of entries for authors and organizations;

All data has been filtering manual basis with the help of Excel than apply the manual data base over the VOS Viewer software for getting the actual relation between the authors, organization and countries with preset scales.

(3) Network visualization and calculation of metrics; and

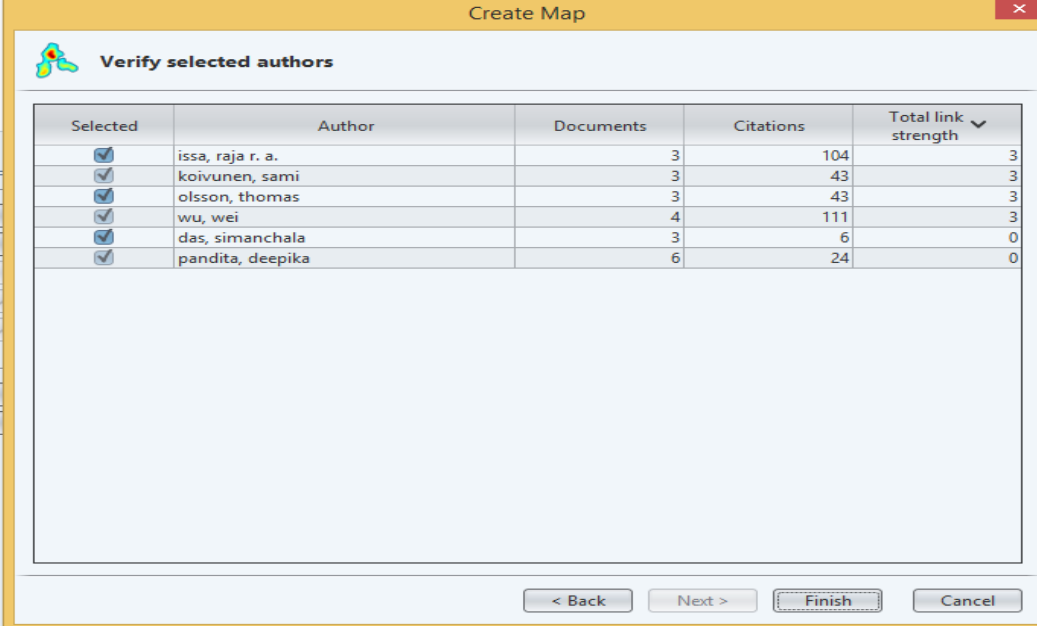
Network visualization is totally representing the relationship of multiple authors. In the total of 402 research articles, which has published from 2013 to 2024. we get only 6 thresholds of co authorship in the number of 1066 authors. And all the calculation has depended on this given data and graphical representation has done with help of bibliometric analysis by using VOS Viewer.

(4) Interpretation of results.

Note: -All results are based on software@VOS Viewer

Table3 provides a clear view of co authorship in these 402 articles which all are written from 2013 to 2024. In the totality of 402 articles we get only 6 thresholds of co authorship, which all have showcases the most frequently cited works, which are scholarly articles renowned for their significant professional influence and outstanding academic reputation, particularly in the realm of talent management.

Table3: Total number authors and co authors



Selected	Author	Documents	Citations	Total link strength
☒	issa, raja r. a.	3	104	3
☒	koivunen, sami	3	43	3
☒	olsson, thomas	3	43	3
☒	wu, wei	4	111	3
☒	das, simanchala	3	6	0
☒	pandita, deepika	6	24	0

Source: Author's creation by VOS Viewer

According to this overview there are only 6 thresholds over the totality of 402 documents. This analysis showcases the co authorship of minimum two authors, who has written minimum 3 articles with the same collaboration from the given span of time. From 2013 to 2024 these of the authors written so many articles which all have good citation score on the related theme. Table 3 provides a complete related factors related to co authorship documents, citations and strength of total linkage.



Figure-3 is showing the network visualization of authors and co-authors

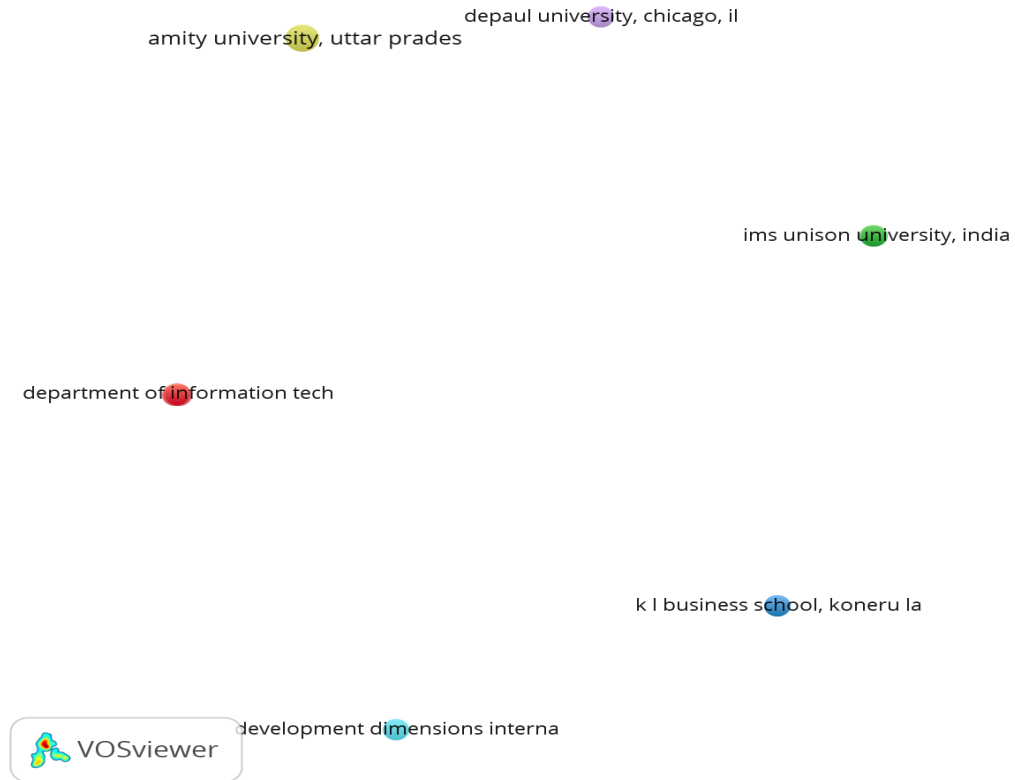
Source: -Author's creation by software VOS Viewer

Table4 provides a clear view of Co authorship with organizations in these 402 articles which all are written from 2013 to 2024. In the totality of 791 organizations we get only 10 organizations of co authorship which has minimum 2 number of documents with minimum 3 citations all have showcases the most frequently cited works and total strength link.

Create Map				
Verify selected organizations				
Selected	Organization	Documents	Citations	Total link strength
☒	department of information technology,...	2	10	4
☒	holmesglen institute, southbank, 3006, ...	2	10	4
☒	la trobe business school, la trobe univer...	2	10	4
☒	ims unison university, india	2	14	2
☒	k l business school, koneru lakshmaiah ...	2	4	2
☒	school of human resource managemen...	2	4	2
☒	swami rama himalayan university, india	2	14	2
☒	amity university, uttar pradesh, india	3	13	0
☒	depaul university, chicago, il 60604, 243 ...	2	8	0
☒	development dimensions international ...	2	16	0

Figure-4 is showing the network visualization of Co-authors and organizations

Source: -Author's creation



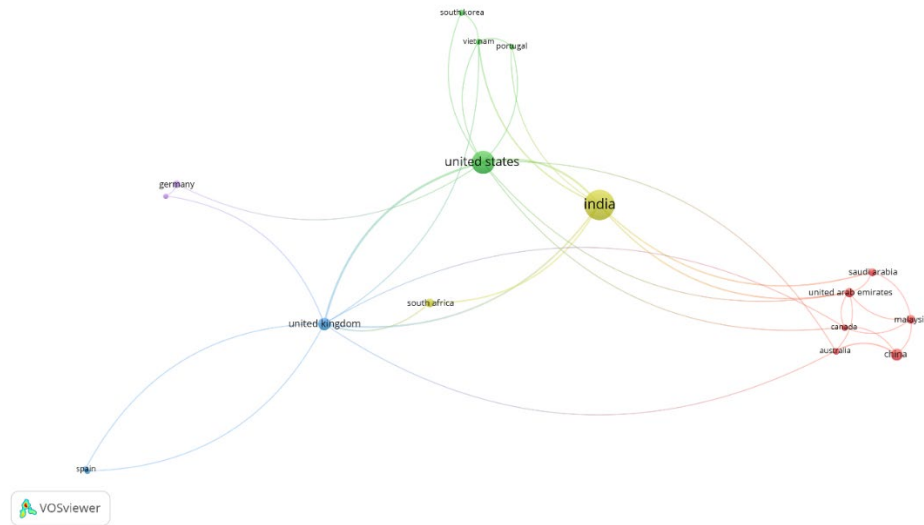
Source: -Author's creation

Table5 provides a clear view of Co authorship with countries in these 402 articles which all are written from 2013 to 2024. In the totality of 70 Countries we get only 26 thresholds who has minimum 3 documents with minimum 3 citation scores all have showcases the total number of documents have minimum 3 citation score. According to analysis maximum number of documents are from India.

Create Map				
Verify selected countries				
Selected	Country	Documents	Citations	Total link strength
☒	india	155	671	16
☒	united kingdom	27	143	16
☒	united states	89	874	16
☒	united arab emirates	14	84	7
☒	viet nam	6	17	6
☒	australia	8	66	5
☒	canada	8	23	5
☒	china	25	232	4
☒	malaysia	12	17	4
☒	saudi arabia	11	13	4
☒	south africa	13	31	4
☒	portugal	5	38	3
☒	finland	5	44	2
☒	germany	10	100	2
☒	poland	5	40	2
☒	south korea	6	6	2
☒	spain	6	54	2

Figure-5 is showing the network visualization of Co-authors and Countries

Source: -Author's creation



Source: -Author's creation

Citations Analysis

Citation analysis counts the number of times a publication, article, or author has been cited by other works to determine its effect or quality. The foundation of citation analysis is the presumption that a researcher used the materials they cited during their investigation. The three most well-known databases for citation analysis are Google Scholar (GS), Scopus, and Web of Science (WoS). In the social and behavioural sciences, APA format is the most generally used citation format. The second most often used style, MLA, is mostly employed in the humanities. The humanities, particularly history, are known for their popularity with Chicago notes and bibliography style.

Typically, a citation can include the author's name, date, location of the publishing company, journal title, or DOI (Digital Object Identifier). A citation style dictates the information necessary for a citation and how the information is ordered, as well as punctuation and other formatting.

So, for this research paper, author has collected the database from Scopus. Which provides a complete view of top cited documents, authors, sources, organizations and countries.

Author has total 402 documents, in which 36 documents have the citation score 20 or more than 20. And 47 thresholds have 15 or more than 15 citation score. If the researcher takes minimum citation score 3 which has considered a good citation score than the total number of documents found 402 documents.

After seeing this table 6, the researcher can verify that the documents which has published from 2013 to 2024, on the relevant theme has maximum 20 aur more than 20 citation score of 36 thresholds. In today's scenario 3 and more than 3 citation score can considers as a good publication and after 10 it will consider as extremely good publication with relevant literature review.

Number of documents	Citation score
36	20
40	19
41	18
44	17
46	16
47	15

51	14
57	13
60	12
62	11
65	10
69	9
74	8
83	7
90	6
97	5
110	4
142	3

Source: -Authors creation

Here in **figure 6**, we can see the proper presentation of publications and their citation score which all the documents have published by different authors from different universities on different time and we can easily see that more than 36 documents out of 402 has 20 or more than 20 documents are having the extremely good citation score.

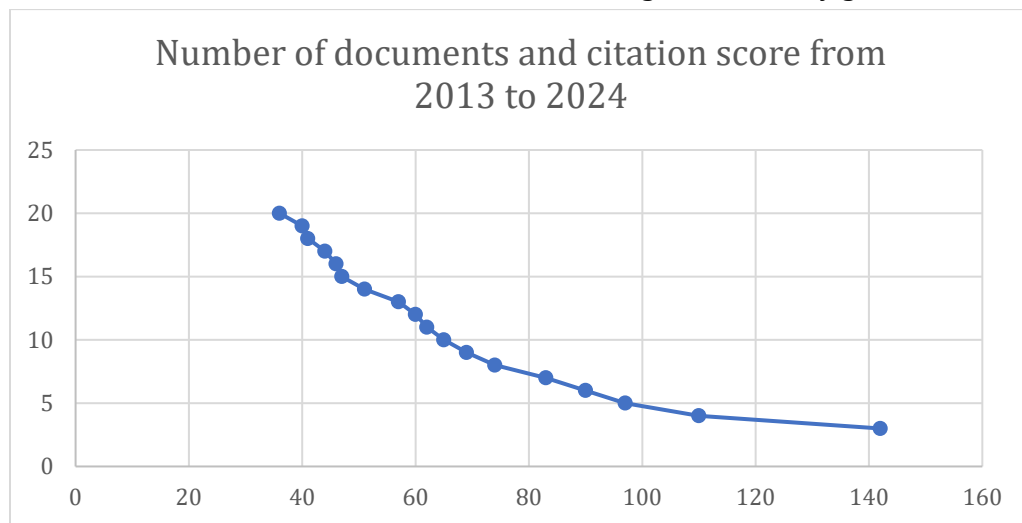


Figure 5 graphical representation of number of publications and citation score: -

7. DISCUSSION

This study has demonstrated that, between 2020 and 2024, the number of publications specializing in the field of talent management increased steadily and gradually. This will make it simple for researchers in the future to determine the historical patterns that have been established by publications on talent management. Analysing county interactions in the research area can be beneficial for future researchers as well. Every piece of data used comes from the Scopus database, which is further verified by other databases. Additionally, this study tracks an evolutionary trajectory based on talent management and synthesizes previous studies. The goal of this research was to propose cluster-based themes to direct future research endeavours.

Additionally, this research will aid in the analysis of words that are more widely used and popular in today's society. Following research, the author is able to display all maximum citation limits and documents that have a significant impact on the talent management research field. Conversely, the researcher employed VOS Viewer, the most recent analysis

program, which already has an authentication certificate. Because meta-analysis software was used for all of the analysis, this research is more validated and legitimate than the others. Additionally, it has closed the gap in the literature, particularly with regard to talent management. Essentially, the author of this research study can categorize the highly cited documents, which is incredibly reliable for the future use. This research provides a clear picture of the evolution of talent management research publications between 2013 and 2024. It also uses word frequency analysis to identify the most important and rapidly expanding keywords, documents, and sources; we can also view a graphical representation of these word frequencies in the talent management field. Secondly, the author has conducted or represented co-citation analysis in conjunction with the published documents. Lastly, this research serves as a mirror image of the collaborations between authors and nations working in the talent management field between 2013 and 2024.

8. CONCLUSION

In summary, there has been a considerable shift in the field of talent management research since 2021, as evidenced by a discernible rise in the quantity of publications. Talent acquisition, which reflects the newest contemporary trends, is a major area of concentration in this industry. With the most papers produced over this time, India has become a prominent contributor. But it's crucial to note that, between 2013 and 2024, just 36 papers received an exceptionally high citation score, highlighting the necessity of influential research. It's interesting to see that most of the articles with the greatest citation counts are from the United States, suggesting that significant research is concentrated there. All in all, these results indicate a vibrant and expanding field with places for development in terms of citation impact as well as strengths in specific regions. Future researchers will find great value in this research because it synthesizes the body of existing literature and tracks the progress of talent management from 2013 to 2024. Through the authors' and nations' interactions in the field of talent management, this study also develops intellectual and social structure. It also offers a tabular representation of cluster-based themes for the frequently used keywords in the area Of talent management which symbolize the modernization of the same sector and also lead future research endeavours' historical development of talent management research is readily observable to future generations. It also shows the published documents and the network analysis of co-citations.

It may be concluded that this research will benefit future users and support many industries in their talent management fields. It will also promote societal initiatives pertaining to talent development, recruitment, retention, and acquisition. The process of hiring, developing, and keeping personnel is known as talent management, and with the help of this research, any organization or industry will be able to comprehend the modern approach to talent management, or talent acquisition. These days, it's a highly recognized term that's gained popularity among scholars and industry professionals. In this method, the research will represent the public relations and country relations of the various writers who are experts in the subject of study. Through network analysis, people can readily learn about the interconnections of authors who are all from different nations.

CONFLICT OF INTERESTS

None.

ACKNOWLEDGMENTS

None.

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