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Talent Pool: A Bibliometric Analysis of the Literature

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Abstract
Purpose: This article intends to present briefly the most recent trend in talent pool research based on journal articles indexed in the Scopus database.
Design/methodology/approach: The goal of using bibliometric analysis and mapping is to provide a better understanding of global trends in the talent pool. Using the keywords "talent pool" or "talent management" to identify all target publications, we were able to obtain 953 articles. For data analysis, the entire Scopus database was exported to Microsoft Excel and Harzing's Publish or Perish (HPOP) software.
Findings: This study's findings may provide additional information on the thorough trend analysis of studies related to the talent pool. Since 2005, the number of related articles and references in the talent pool has gradually increased. The year 2013 has the most total citations with 1923 total citations, while the year 2019 has the most total publications with 113 publications.
Research limitations: There are unindexed journals by Scopus academic research database, so articles in these journals may have gone unreported. The total number of publications and citations used in this study is only accurate at the time of search.
Originality/value: This study offers a bibliometric analysis of the talent pool literature to acquire a better knowledge of the patterns – citation metrics, types of documents, types of sources, growth of publications, citations, languages, subject areas, and keywords of the talent pool literature.

Keywords: *Talent Pool, Talent Management, Bibliometric*

Introduction

Most organisations are struggling in today's business environment and must rely on their people in these volatile circumstances because skilled and experienced talent is known to be the most valuable resource in the twenty-first century. Talent pools is important since it represent more flexible and larger groups of talent (Jooss et al., 2019). Besides that, it also helps to manage career advancement of employees towards leadership roles in the talent pipeline and project staffing requirements (Lewis & Heckman, 2006).
Attracting and retaining talented employees has been identified as one of the challenges that organisations face (Boštjančič & Slana, 2018). Organizations need to develop a solid understanding of their current talent profile in order to meet their current and future needs. Numerous talent studies have been done in many disciplines, with ideas such as the elements

that lead to the implementation of the talent pool, the influence of the talent pool on related disciplines, and the evolution of the talent pool studied.

Although this topic has been published in the Scopus database since 1981, the number of studies on talent pool has increased dramatically since 2006. So far, there has been little research on talent pools using a bibliometric approach. Gallardo-Gallardo et al. (2015) analyze the evolution of talent management using bibliometric and content analysis and determine the development of the talent management field using the three phases of a phenomena. They relied on 139 articles published between 2006 and 2014. Bibliometrics analysis has widely been used to assess scientific fields, output, and databases, and it offers useful methods for summarising previous experiment and directing future study. (Schoepflin & Glänzel, 2001). This article attempts to offer a better knowledge of global talent pool trends by quickly summarising the most recent trend in talent pool research based on academic journals identified in the Scopus database and bibliometric analysis and mapping.

The first part explains why bibliometric analysis is done, the following section discusses the literature review, and the third part discusses the methods employed. The results of the key bibliometric parameters are presented in the fourth part. The study's limitations are discussed in the last part, which summarizes the findings and proposes future research topics.

Literature Review

In recent years research in Talent Management (TM) has caught the interest of academics (Aljbour et al., 2021; Ananthan et al., 2019; Kabwe & Tripathi, 2020; Kozjek & Franca, 2020; Thunnissen, 2016). TM frequently highlights the importance of recognizing talent. (Björkman et al., 2013). TM occurs in various forms and sizes depending on the organizations and is depicted as essential to the achievement of organizations. The CEO of 54% of companies says that TM is a top priority for them, up from year 2015 (50 percent) (CIPD, 2017). While in the UK only 49% of organisations in 2015 are making efforts to develop existing talents (CIPD, 2015). Organizations have implemented the concept of talent pools to oversee the availability and continuity of TM at all levels (Bhattacharyya, 2014). Talent pools are used by human resource development practitioners to train people for future careers. (Kanabar & Fletcher, 2020). Organisations might facing failure in develop and identifying key talent when they not manage their talent pools properly (Hartmann et al., 2010). Organizations frequently build talent pools to discover and develop excellent potential, and they give developmental chances to make 'talented' employees more viable in the workforce (Cappelli, 2008).

Methods

The Scopus index database was used for document extraction and searching. Empirical examination found that Scopus covers more sources than Web of Science in non-medical and physical sciences fields of study (Hallinger & Kovačević, 2019; Mongeon & Paul-Hus, 2016). Scopus also has a high indexation of peer-reviewed documents (Sweileh et al., 2017), the most comprehensive source and abstract literature review list (Aghaei Chadegani et al., 2013; Ahmi & Mohamad, 2019), and the reputation of being the “biggest single abstract and classification database ever constructed"” (Burnham, 2006). As of 7 August 2021, all data for this study was gathered from the Scopus database. We emphasised on the article titles because they are the first point readers notice (Annesley, 2010; Jamali & Nikzad, 2011). We were able to found 953 articles by using the keywords “talent pool” and “talent management” in combination to find all target publications. A series of data cleaning procedures found no duplicates of the documents, so the same number of documents were kept after the process. For data analysis, the entire Scopus database was exported to Microsoft Excel and Harzing’s Publish or Perish

(HPOP) software (Harzing, 2021). According to Fig. 1, the search technique implemented from (Zakaria et al., 2021) consists of three phases: a) topic, scope, and eligibility, b) screening, and c) include.

Results

The collected data was analysed to identify citation metrics, types of documents, types of sources, growth of publications, citations, languages, subject areas, and keywords, with all results provided as a frequency and percentage. We offered data on the increase of publications as the number of retrieved documents every year, comprising frequency, percentage, and cumulative percentage. until 7 August 2021.

A. Citation Metrics

Citation metrics were generated using HPOP software and data from the Scopus database. There have been 953 papers published over a 40-year period, with a total of 13951 citations related to the talent pool. Table 1 summarizes the citation metrics for documents retrieved as of 7 August 2021. The average number of citations per year and article, average amount of papers per author, average amount of authors per paper, h-index, and g-index are all included in the summary.

Table 1. Citations Metrics

Metrics	**Data**
Retrieved Date	7 August 2021
Publication Year	40 years (1981-2021)
Total Papers	953
Total Citations	13951
Average Citations per Year	348.78
Average Citations per Paper	14.64
Papers / Author	533.19
Authors / Paper	2.19
Hirsch's h-index	61
Egghe's g-index	100

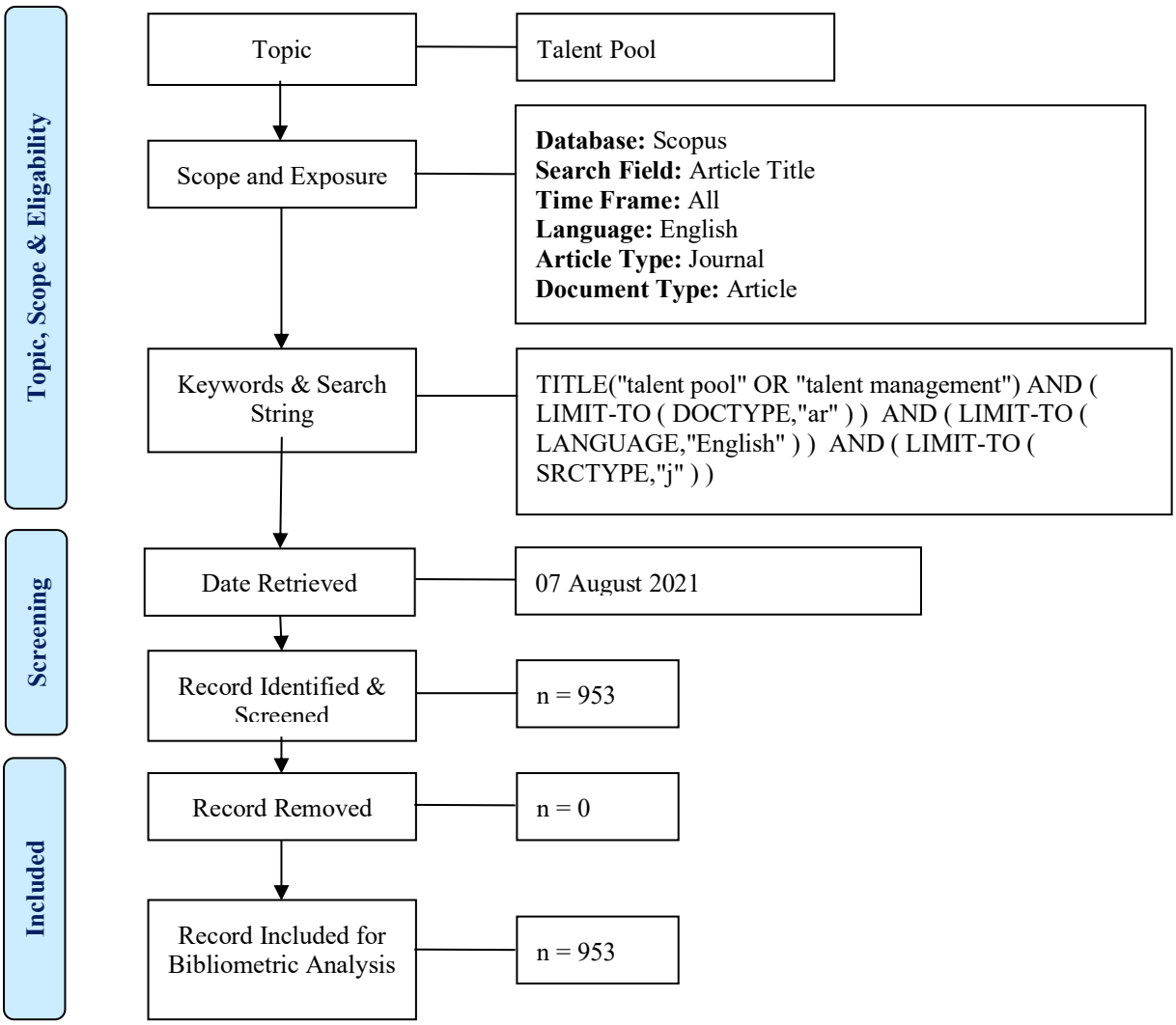

Fig. 1. The search strategy's flow diagram.

B. Document and origin category

The data was initially analysed to establish the document and source categories. Articles, book chapters, and conference papers are examples, types of document, whereas types of source include journals, book series, books, conference proceedings, and trade journals. According to Table 2, This research determined 12 different categories of public papers about talent pools.: article, book chapter, conference paper, review, book, editorial, note, short survey, erratum, letter, retracted, and data paper. Articles make up more than half of the publications (65.16 percent), followed by book chapters (12.59 percent). Other publications that were represented made up less than 10 percent of the total publication.

Table 3 displays five different types of publication sources. Journals are the most common (73.56%), followed by books (13.85%). There is a significant difference between journal and book types. Conference proceedings and book series also contribute a major number of documents, accounting for 7.56% and 2.73%, respectively. The trade journal (2.31%) made the smallest contribution.

Table 2. Document Category

Document Category	Total Publications (TP)	Percentage (%)
Article	621	65.16%
Book Chapter	120	12.59%
Conference Paper	84	8.81%
Review	53	5.56%
Book	20	2.10%
Editorial	19	1.99%
Note	16	1.68%
Short Survey	12	1.26%
Erratum	3	0.31%
Letter	2	0.21%
Retracted	2	0.21%
Data Paper	1	0.10%
Total Document	953	**100.00**

Table 3. Origin Category

Origin Category	Total Publications (TP)	Percentage (%)
Journal	701	73.56%
Book	132	13.85%
Conference Proceeding	72	7.56%
Book Series	26	2.73%
Trade Journal	22	2.31%
Total Source	**953**	**100.00**

C. Growth of Publications and Citations

The researcher can see the increasing trend and popularity of the study subject through time by evaluating documents depending on the year of publication (Ahmi & Mohamad, 2019). The number of relevant papers and citations in the talent pool has steadily expanded since 2005. As shown in Fig. 2, the year 2013 had the highest total citations with 1923 total citations, while the year 2019 had the highest total publications with 113 publications, indicating a growing interest in the research subject. According to the yearly growth scenario, the number of publications and citations in the year 2021 is expected to increase, as the data we collected in August 2021 by now showed 68 publications, which is more than half of the number in the year 2020 (102 publications). Citations recorded low numbers in 2021, because the publications were still new and other authors took time to cite the publications.

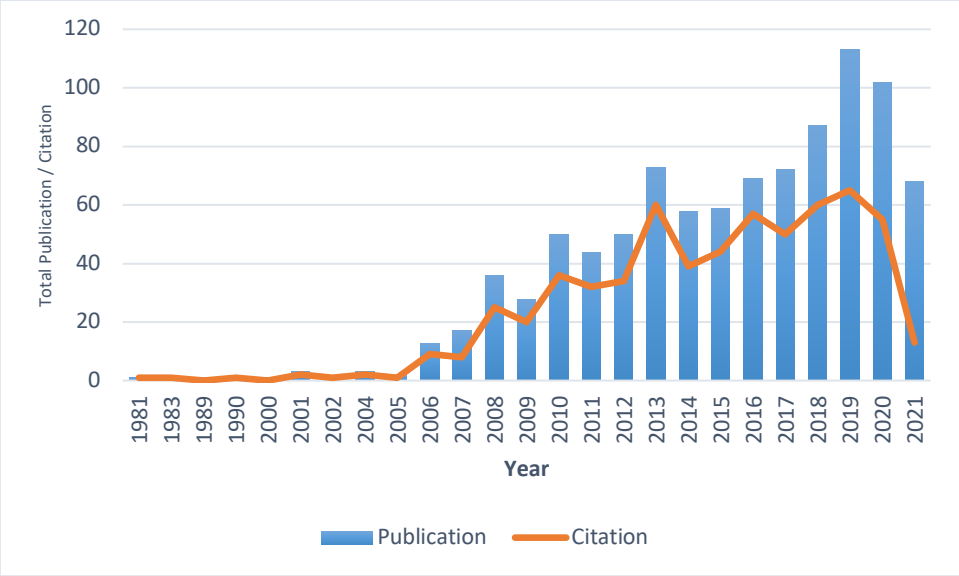

Fig. 2. Total Publications and Citations by Year

D. Language of Publications

Table 4 shows that English is the most commonly used language in published documents in this research domain (924, 96.46%), followed by Spanish (16, 1.66%). German, Russian, Turkish, Chinese, and Croatian are among the least popular languages, with less than 1%.

Table 4. Languages

Language	Total Publications (TP)	Percentage (%)
English	924	96.46%
Spanish	16	1.66%
German	5	0.52%
Russian	3	0.31%
Turkish	3	0.31%
Chinese	1	0.10%
Croatian	1	0.10%
Total	953	**100.00**

E. Subject Area

This study also categorises published documents in the research domain based on their subject matter. We manage to recognised 24 areas in total, with 674 (70.72%) publications in the area of Business, Management, and Accounting, followed by Social Sciences 224 (23.5%) publications, and Economics, Econometrics, and Finance 199 (20.8%) publications. We also discovered that some documents are classified in more than one subject area, which is common. Fig. 3 lists the remaining subject areas.

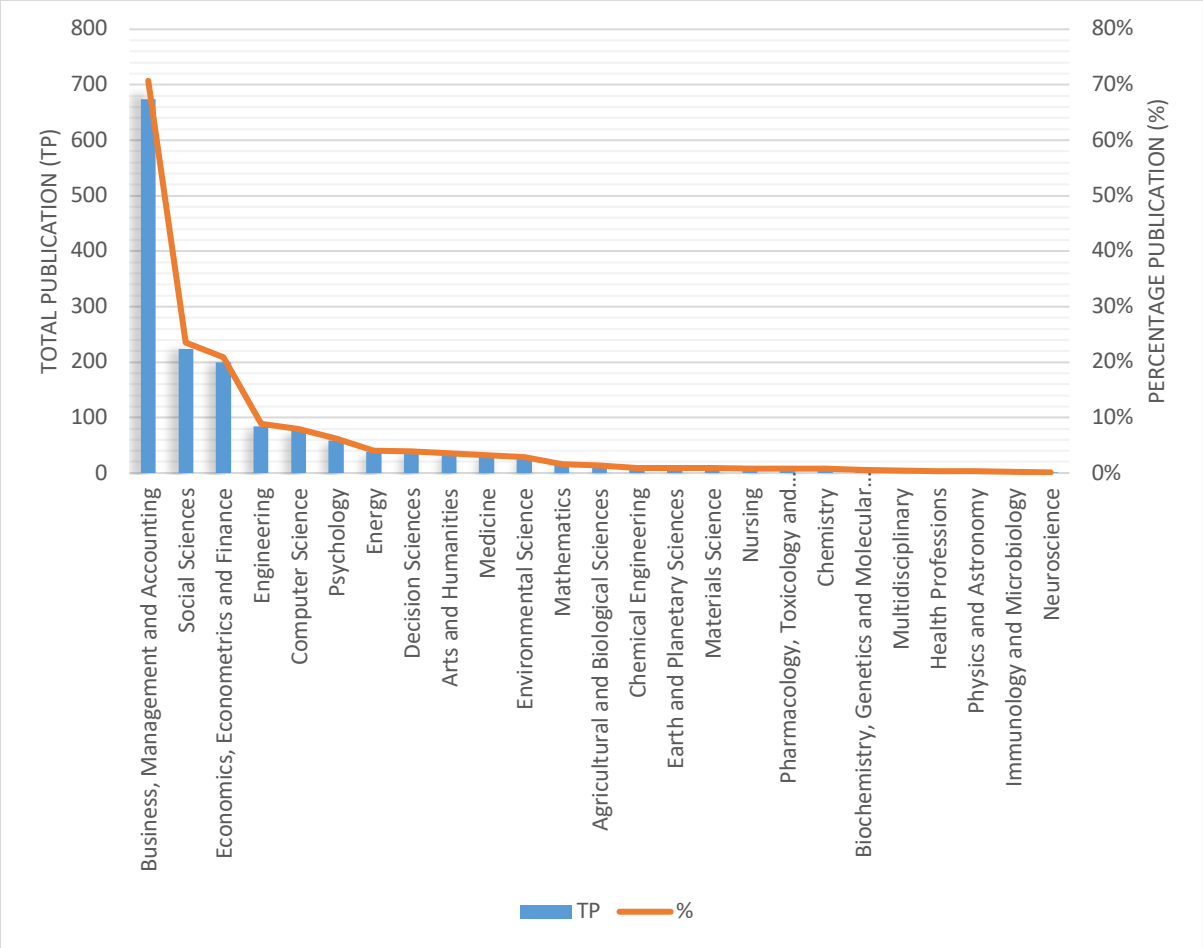

Fig. 3. Articles by subject area

F. Keywords

The author's keyword analysis is required to measure the advancement of research in any research domain (Wen & Huang, 2012). This study focuses on the top 20 keywords related to this research domain. The most popular keyword is "Talent Management," which has been used in 488 (51.2%) publications. The second most popular keyword is "Human Resource Management." The other keywords have fewer than 100 publications, which is common because the term "talent management" is the easiest and simplest. Table 5 shows the top 20 keywords.

Table 5. Top Keywords

Author Keywords	Total Publications	Percentage (%)
Talent Management	488	51.21%
Human Resource Management	79	8.29%
Talent	61	6.40%
Global Talent Management	35	3.67%
Human	34	3.57%
Leadership	34	3.57%
Retention	26	2.73%
Competition	23	2.41%
Human Capital	23	2.41%
Succession Planning	23	2.41%

Article	22	2.31%
Talent Development	21	2.20%
Management	20	2.10%
Personnel Management	20	2.10%
Employment	18	1.89%
Human Resources	18	1.89%
Innovation	18	1.89%
Knowledge Management	18	1.89%
Talent Pool	18	1.89%
Talent Retention	17	1.78%

G. Top Cited Articles

The most cited article, with 648 citations, was published in 2009 and was titled "Strategic talent management: A review and research agenda," and it was cited an average of 54 times per year. The second highest article cited 493 times was entitled "Talent management: A critical review" published in the year 2006 and the third-highest cited with 401 citations entitled "Global talent management: Literature review, integrative framework, and suggestions for further research". These top 3 cited papers are related to the literature review and research agenda, which are mostly referred to by other authors.

Table 6. Top 20 highly cited articles

No.	Authors	Title	Year	Cites	Cites per Year
1	(Collings & Mellahi, 2009)	Strategic talent management: A review and research agenda	2009	648	54
2	(Lewis & Heckman, 2006)	Talent management: A critical review	2006	493	32.87
3	(Tarique & Schuler, 2010)	Global talent management: Literature review, integrative framework, and suggestions for further research	2010	401	36.45
4	(Farndale et al., 2010)	The role of the corporate HR function in global talent management	2010	303	27.55
5	(Bhatnagar, 2007)	Talent management strategy of employee engagement in Indian ITES employees: Key to retention	2007	258	18.43
6	(Cappelli, 2008)	Talent management for the twenty-first century	2008	227	17.46
7	(Stahl et al., 2012)	Six principles of effective global talent management	2012	217	24.11
8	(Al Ariss et al., 2014)	Talent management: Current theories and future research directions	2014	214	30.57
9	(Dries, 2013)	The psychology of talent management: A review and research agenda	2013	205	25.63
10	(Schuler et al., 2011)	Global talent management and global talent challenges: Strategic opportunities for IHRM	2011	204	20.4
11	(Mellahi & Collings, 2010)	The barriers to effective global talent management: The example of corporate elites in MNEs	2010	192	17.45
12	(Iles et al., 2010)	Talent Management and HRM in Multinational companies in Beijing: Definitions, differences and drivers	2010	182	16.55
13	(Scullion et al., 2010)	Global talent management	2010	180	16.36

14	(Hughes & Rog, 2008)	Talent management: A strategy for improving employee recruitment, retention and engagement within hospitality organisations	2008	178	13.69
15	(Deery, 2008)	Talent management, work-life balance and retention strategies	2008	159	12.23
16	(Vaiman et al., 2012)	Talent management decision making	2012	148	16.44
17	(Thunnissen et al., 2013)	A review of talent management: 'infancy or adolescence?'	2013	145	18.13
18	(Deery & Jago, 2015)	Revisiting talent management, work-life balance and retention strategies	2015	138	23
19	(McDonnell et al., 2010)	Developing tomorrow's leaders-Evidence of global talent management in multinational enterprises	2010	136	12.36
20	(Meyers & van Woerkom, 2014)	The influence of underlying philosophies on talent management: Theory, implications for practice, and research agenda	2014	132	18.86

Discussion and Conclusion

As the way to show the trend of the studies, bibliometric analysis becomes more visible (Ahmi & Mohd Nasir, 2019). A bibliometric analysis to have a better understanding of the patterns - document types, types of sources, growth of publications, citations, languages, topics, and keywords of talent pool literature. This will give a clearer view of literature review about talent pool and will help new researchers and students to focus on specific journal and authors related to talent pool and talent management topic. Practical implication of this study will benefit broad range of users such as human resource practitioners, researchers, analysts, and policy makers. This study's findings can be utilized to successfully assess and manage research in talent pool. Further information on a thorough trend analysis of talent pool studies may be obtained from the results of this study. Due to the database we used, our research has some limitations. As a consequence, despite the fact that Scopus is one of the biggest databases, unindexed journals are found, and articles in those journals could have gone unnoticed. In addition, this study focused exclusively on the issue of the talent pool based on the titles of the articles. As a result, any additional material relating to the talent pool that did not mention it explicitly in the title was also removed. The entire number of papers and citations in this study is only current at the time of the search.

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