

# Research Trends in Talent Management and Career Development: Why is Promotion Important? (Bibliometric Analysis)



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## ABSTRACT

This study looks for connections between global career development and trends in talent management research. In the context of TM, career development plays an important role. This is because individual careers have significant potential to serve organizational strategic goals. After all, investment in organizational career development is beneficial not only for individuals, but also for organizational performance. For this research, the author processes Scopus index journal data using VOSviewer. This study used VOSviewer to analyze the data and map the most general and well-liked focal topics. 192 research papers in RIS format were used in this study. The Scopus database shows a fluctuation in the amount of research done on talent management and career development over the last few years and a decline in that interest. The VOSviewer analysis map classifies the most prominent nodes so that the most significant influence is the "talent" node so that it can be. The limitation of this study is that the data source was only compiled from prior studies; thus, more analysis would be beneficial to improve the data source and the reliability of the findings.

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## 1. Introduction

The development of organizations or companies in the current era is undoubtedly followed by increasingly fierce competition between organizations because the complexity and intense competition characterize a dynamic and ever-evolving business world. Organizational managers in all industries need fresh perspectives on the employment objectives and characteristics of the next generation of employees to draw in, hire, and keep brilliant individuals due to the shifting nature of business (Qureshi et al., 2022). Organizations as result-oriented entities are ideally designed to realize predetermined goals and objectives adopting various strategies to ensure the survival of the organization (Dagogo & Ogechi, 2020). Any organization's expansion and success depend on placing the best workers with the best talents at the appropriate time and location. Skilled workers are a crucial resource that generates a long-lasting competitive advantage and exceptional performance (Aina & Atan, 2020).

The capacity of a business to successfully hire, retain, use, and engage people at all levels of the hierarchy is its competitive edge (Hongal & Kinange, 2020). This is also supported, of course, that each region has economic development efforts, and the main goal is to increase the number and type of jobs for the community (Purnomo et al., 2023). At this stage, the company, through the human resources department, conducts selection and screening that reflects the educational background and experience of the applicants. However, the most formidable challenge for any organization is building and maintaining a talent source or talent flow. Through this talent management system, these employees will receive human resource training (Lumapow et al., 2022). This aims to ensure the availability of talent supply to align the right person with the right job at the right time based on the organization's strategy.

Talent management has recently attracted attention and has taken center stage in managerial practice and academic study (Al-Dalahmeh, 2020). Since 2010, more empirical research on talent management has sparked the initial predictions that the mode of control, as this idea was once known, will likely evolve into a trend within the next several years (BŁAŻEWICZ, 2019). Using data from the scopus.com database, it can be shown that the number of studies is rising each year, indicating that talent management continues to interest both researchers and the enterprises involved. Additionally, it shows that any organization's ability to manage talent is essential to establishing, sustaining, and enhancing its competitive edge.

When employees participate in career advancement programs, their confidence in their career grows, which encourages them to be more involved in their job roles. As a result, career development goals for employees can become the motivation to learn because employee motivation is not only about their current competencies but also their future career development goals (Akter et al., 2022). In addition, TM applies to group management chosen for crucial roles and the adoption of a robust ethical model to foster talent, preserve loyalty, and provide other employees with adequate career development options. A successful TM model should assess performance, identify potential, and have processes to determine how these individuals reach that performance (Ansar & Baloch, 2018).

Career development is viewed as an interactive sequence of acquired responsibilities and positions without equating advancement with progress. Important professional roles are produced by the interdependent mental process of creating one's career identity and the environmental strategy of determining one's career relevance (Hoekstra, 2011). Career development assessment can be seen through promotion tournaments, that is, how managers compete with each other to be promoted to the next level of the job hierarchy. We also distinguish between promotions at various organizational levels – middle management vs.

senior — to acquire further insight into promotion choices. We contend that intermediate and senior management roles demand different abilities and traits, and their approaches to advancement differ. Career development to a higher place is naturally desired by individuals and realized by intellectual competition and performance within the company. So, is promotion significantly related to talent management and career development? Or is this promotion part of a prize and employee motivation to produce the best performance for the company?

Many prior studies on talent management and career development will be gathered for this study. The researcher will next analyze the aggregate data in VOSviewer to determine which patterns have been the subject of most earlier studies and attempt to delve deeper into this theme by examining the patterns' findings so that this study is applicable. Qualitative techniques using a review of the literature. This study aims to provide meaningful answers: Q1, what are the global trends in talent management and career development? Q2, what is the correlation between talent management and career development with promotion?.

Since each profession has a great potential to support the organizational strategic goals, career development is crucial in the framework of TM. Ultimately, investing in organizational career development is advantageous for both the success of the business as a whole and its members (Bonneton et al., 2022). The shrinking pool of skilled workers globally has also made it more difficult for organizations to recruit and retain needed talent (Ansar, 2018). Organizations must take appropriate steps to meet their human resource needs. Thus, the most relevant effort for an organization to carry out is to manage the talent it already has to achieve its best performance (Hongal & Kinange, 2020; Nawarini et al., 2018). Maximizing the value of the company is the main goal of the company (Suteja & Rida, 2018). so, thus trend talent management becomes important as companies must develop employee talents in line with their careers. So that it can improve the performance of the company

## 2. Research Method

This study uses bibliometric analysis in data processing, which is then classified as a systematic study with qualitative data. The bibliometric methodology encompasses applying quantitative techniques (i.e., bibliometric analysis- e.g., analysis of citations) to bibliometric data (e.g., publication units and authorities) (Broadus, 1987). Bibliometrics is becoming a crucial technique for evaluating and examining scientific research output and academic cooperation (Moral-Muñoz et al., 2020). The bibliometric analysis may be utilized on any study subject to conduct knowledge analysis and uncover unobservable, objective patterns (Pattnaik et al., 2020). An institution's academic strengths and the potential of the citation/co-citation model can be revealed through bibliometric analysis, which entails an in-depth investigation into the characteristics of published literature. This can encourage exploration and clarification of the content of essential works and discipline-specific advancements (Xu et al., 2021). The results of this bibliometric analysis research are in the form of visuals of keywords that often appear in the articles used.

To obtain this data, the keywords used in this research are "TITLE-ABS-KEY ( talent AND management AND career AND development ) AND ( LIMIT-TO ( PUBYEAR , 2022 ) OR LIMIT-TO ( PUBYEAR , 2021 ) OR LIMIT-TO ( PUBYEAR , 2020 ) OR LIMIT-TO ( PUBYEAR , 2019 ) OR LIMIT-TO ( PUBYEAR , 2018 ) OR LIMIT-TO ( PUBYEAR , 2017 ) OR LIMIT-TO ( PUBYEAR , 2016 ) OR LIMIT-TO ( PUBYEAR , 2015 ) OR LIMIT-TO ( PUBYEAR , 2014 ) OR LIMIT-TO ( PUBYEAR , 2013 ) OR LIMIT-TO ( PUBYEAR , 2012 ) ) AND ( LIMIT-TO ( SUBJAREA , "SPARK" ) OR LIMIT-TO ( SUBJAREA , "ECON" ) )" or business, management, accounting, econometrics and finance. The limitation of the subject area is intended so that

the discussion of the topics in this article is not widened and follows the scope of research. So that the results presented follow the discussion at the beginning of the study.

RIS data is a research information system that It covers all metadata related to research activity, such as data on individuals, papers, projects, patents, etc. A research information system (RIS) is required to organize the information, make report creation easier, or enable value-added services because this information is frequently kept in several methods (Azeroual et al., 2020). RIS features may integrate numerous external data sources with internal institutional systems, including personnel systems, student administration, finance, and price management. (e.g., Scopus, Web of Science, PubMed, arXiv, CrossRef, Mendeley, etc.). 192 articles from the <https://www.scopus.com> database were exported into RIS format for this study's RIS data, which was then analyzed using VOSviewer.

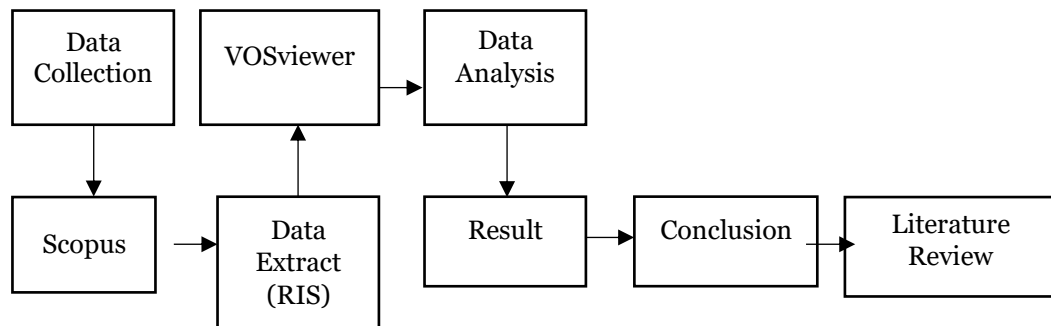


Figure 1. Research Model

Bibliometric analysis in the last ten years has continued to increase every year. The numbers shown by statistical data in the Scopus database represent trends in article publication both journal and proceedings using bibliometric analysis methods in their processing. Data is retrieved from the Scopus database using the keywords “bibliom\*” or “TITLE-ABS-KEY (bibliom\*)” and is given limitations from 2012-2022 in the year. The statistical data describes the number of articles with the bibliometric analysis method published in the year. So looking at these data, trend analysis using the bibliometric method is still popular with researchers or writers.

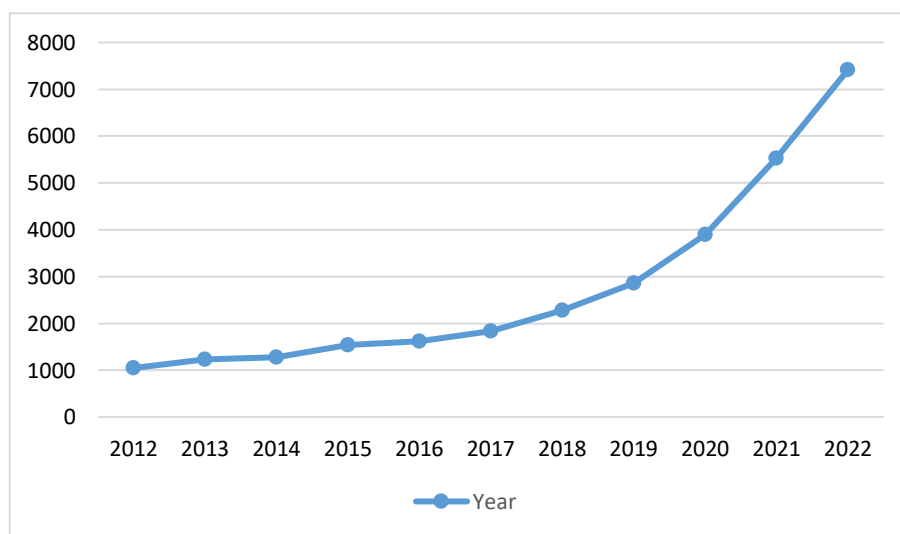


Figure 2. Graph of bibliometric documents (bibliom\*) by year

Source: Scopus data analysis

The Scopus analysis explains an annual rise in bibliometric papers. Since this database is frequently utilized in academic research and bibliometric analysis due to its size, the number of indexed documents and journals, and high scientific importance, it is extensively employed (Almeida et al., 2021). Large amounts of data allow researchers to obtain broader results to

get other views related to their research. Retrospectives of publications, such as the Journal of Business Research, often appearing in essential years, have been provided using a bibliometric technique (Donthu et al., 2021). That way, researchers also make it possible to compare the results of research that occurred in the past year and the current trend.

Tabel 1. Bibliometric documents (bibliom\*) by year

Year	Documents
2012	1048
2013	1237
2014	1281
2015	1542
2016	1619
2017	1835
2018	2275
2019	2862
2020	3902
2021	5528
2022	7415

Source: Scopus data analysis

More specific data can be seen in the following table, where in 2012, the number of documents and articles related to the bibliometric analysis method was 1048 documents. Furthermore, in 2013 there were 1237 documents, followed by 2014 with 1248 documents. In 2015 there were 1542 documents produced. In 2016 there were 1619 documents, followed by the following year, 2017, there were 1835 documents. The number of copies continues to increase yearly, so in 2018, there were 2275 documents. In 2019 there were 2862 documents. In 2020 there were 3902 documents. In 2021, there were 5528 documents, and finally, in 2022, there were 7415.

Previous studies show that the bibliometric analysis approach has recently been quite popular in business research. The development, accessibility, and availability of bibliometric software like Gephi, Leximancer, and VOSviewer, as well as scientific databases like Scopus and Web of Science, as well as the cross-disciplinary pollination of bibliometric methodologies from information science to business research, can be credited for the popularity of bibliometric analysis. (Donthu et al., 2021). Based on these results, there has been progressing in the availability of software as a data analysis tool, providing the possibility for this bibliometric analysis method to continue to develop. This bibliometric analysis method will continue to develop along with technological advances, especially in the availability of software.

### 3. Results and Discussion

#### Statistical data from talent management and career development

In this section, the author performs mapping using keywords in the search for articles. Especially to find out whether the attention of writers from all over the world. The theme of talent management follows the results of previous studies considering that the topic of talent management is still famous for discussion by researchers. The results of the analysis from Scopus, which produced 192 documents after the limitations as stated in the methodology, obtained the following results:

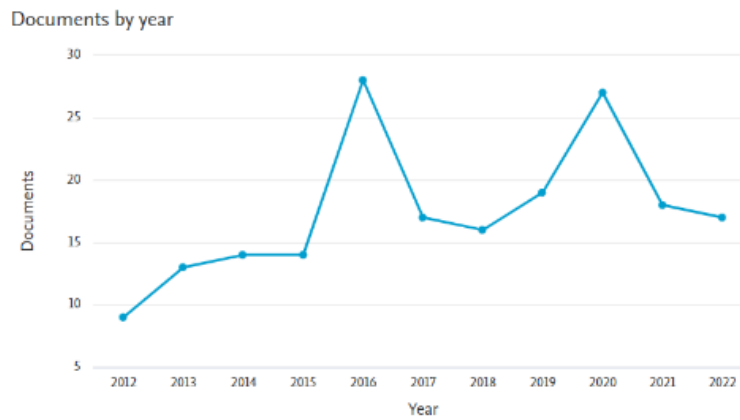


Figure 3. Research trends in talent management and career development

Source: Scopus data analysis

According to the findings, there have been yearly changes in the subject of talent management during the past 10 years. As displayed in Figure 3, the year in which articles about career development and talent management were published was 2016. Researchers were intrigued by the worldwide Human Resources (HR) battle that was taking place in firms that year. Winnable the talent battle is management's biggest task today. A talent war occurs when businesses battle with one another to outperform their rivals and secure the greatest personnel available on the job market (Sukoco et al., 2016). Talent management, which is used to identify, locate, develop, manage, and keep talented workers in order to meet strategic objectives and future company demands, is one of the tactics to win this talent war.

After passing 2016, the number of articles decreased from 2017 to 2018. In the following year, 2019, the topic of talent management began to return to demand and peaked in 2020. That year the world was shocked by the Covid-19 pandemic, which forced organizations to work from home and large-scale layoffs. With these unexpected events, placing staff in critical positions is very important in talent management. It further emphasizes that talent management is an activity and process that involves the systematic identification of critical situations that differently contribute to an organization's sustainable competitive advantage (Hongal & Kinange, 2020; Aina & Atan, 2020; Kang & Shen, 2016).

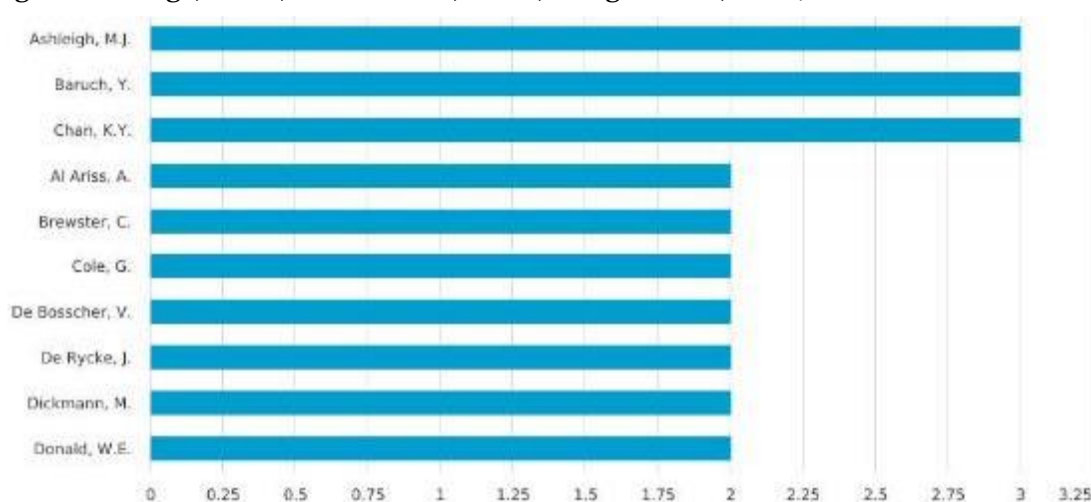


Figure 4. Ranking of authors of studies on talent management and career development

Source: Scopus data analysis

The authors with the most publications with three published documents are Ashleigh, Baruch, and Chan. The remaining authors with one published document are A; Arris, Brewster, Cole, De Bosscher, De Rycke, Dickmann, and Donald. Figure 4 shows that the study of talent management and career development emerged when the world industry began to develop in a modern direction starting in 2012, so it is challenging to find author dominance

on this theme. However, three authors with more than 1 document indicate their interest in this research, encouraging others to continue to complete this research theme.

In the literature written by Ashleigh, who collaborated with Baruch, most draw on the empirical literature and theoretical frameworks of TM practices, psychological contracts, and identities by exploring GDP values and what factors influence GDP outcomes. The review was conducted to explore how graduate talent is defined within organizations, to understand the value of GDP from a psychological contract perspective, and how contextual factors influence GDP outcomes. This paper also contributes to theory by linking TM, psychological contracts, and identity theory (Ambrosini et al., 2022). In contrast to Chan, his writings are themed on Entrepreneurship, professionalism, and leadership in various lines of world life.

The author on this theme also explains massively about digitalization in the economy which creates new work opportunities. Even so, in several countries, the professional quality of talent is still considered the most important. Therefore, the concept of talent itself needs to be revised, especially regarding goals and attitudes to life. Future skills acquisition, continual improvement, conscious independence in career choice, competency flexibility, respect for employee values, work-life balance, and open network within the team are among the key functions. While most adolescents share these traits, those who might be considered gifted exhibit them in a more obvious way (Odegov, 2021).

Then, one of the findings from a review of one of the articles mentions evidence-based knowledge for developing a talent management framework for internationally trained nurses in healthcare organizations, which will act as a precursor for optimal clinical and organizational outcomes (Ryan & A Tipu, 2022).

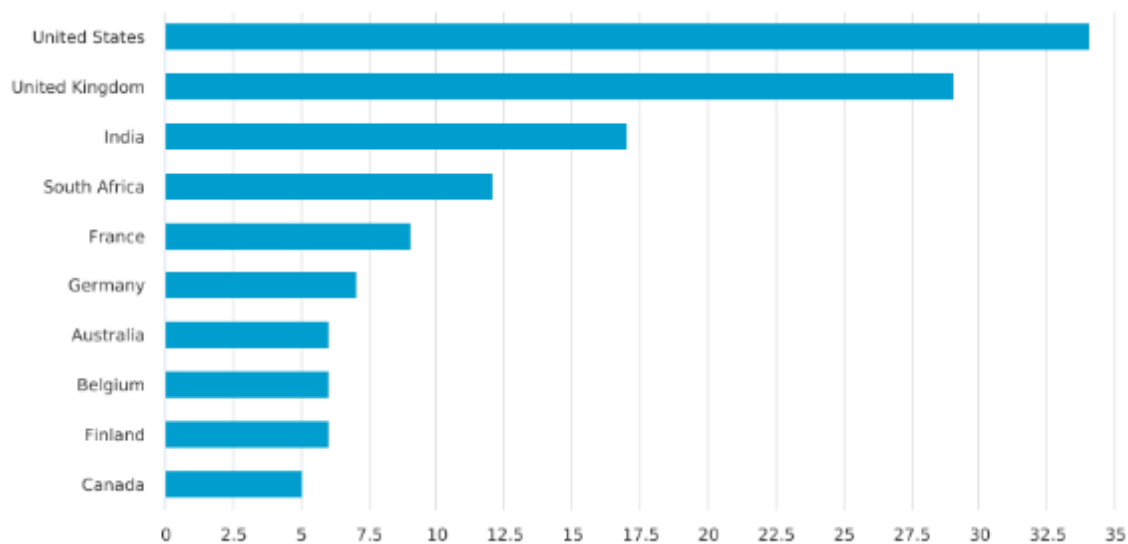


Figure 5. Country Ranking Studies on talent management and career development

Source: Scopus data analysis

Figure 5 shows the the comparison of development trends for the last ten years in the table above still dominates one country. The United States has 34 articles published in the Scopus database. The United Kingdom is in second place with 29 published articles. Ranks one and two cannot be significantly dominating, considering the rapid employment growth in the last ten years. Then in third place is India with 17 documents. Next, South Africa with 12 papers, France with nine records, and Germany with seven documents. Countries with 6 document publications are Australia, Belgium, and Finland. The final country with the fewest publications according to the top 10 samples drawn by the authors is Canada, with five published documents. The fact that the world's human population is always young or elderly age is one of the reasons why many emerging and developed nations address this issue. Statistics show that 60% of Europe's working population will be older than 60 by 2050! On the other hand, a nation like India may brag of a young population in both the present and the

future. Demographics of the population so become a problem for human resource management (Satpathy et al., 2022).

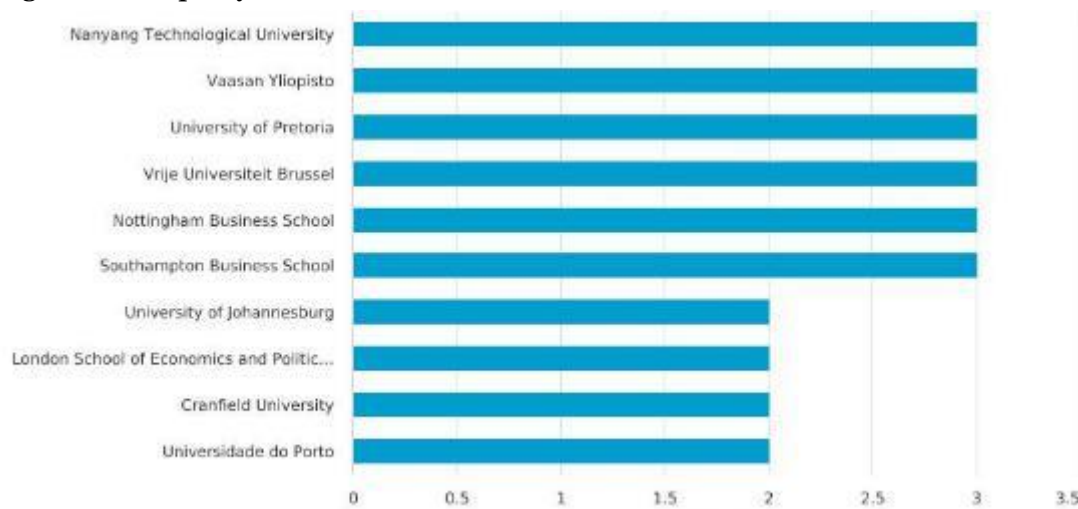


Figure 6. Ranking on talent management and career development

Source: Scopus data analysis

As shown in Figure 7, affiliation allows us to see which institutions and universities have contributed the most to a theme. In discussions on talent management and career development, it was found that Nanyang Technological University, Yaasan Yliopisto, University of Pretoria, Vrije Universiteit Brussel, Nottingham Business School, and Southampton Business School had the most affiliation citations, namely three documents. Followed by the University of Johannesburg, London School of Economics and Political Science, Cranfield University, and Universidade do Porto with two papers. Career development and talent management are topics of discussion at many colleges. This is compatible with developing an access system for teaching career development in colleges and universities to encourage intellectual career development and other guidance from teaching comprehensive data management in colleges and universities. Talent development, teaching academic career abilities, and teaching career development are also consistent with these (Xie, 2018).

### Results of data analysis using VOSviewer

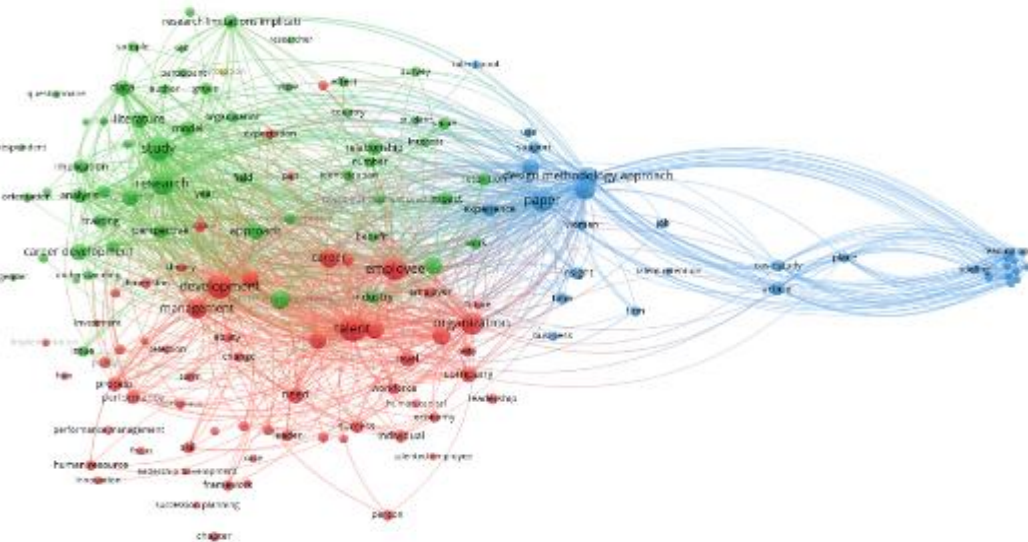


Figure 7. Network visualization (based on text data) using VOSviewer



As displayed in Figure 7, the results of the VOSviewer visualization explain the nodes on each research topic. The size of the nodes in the results indicates research topics related to talent management and career development. Nodes with a large size explain that the case is mainly carried out or chosen by researchers as the focus of the article. Likewise, nodes with a small size mean that the research topic is less attractive to researchers. Interrelated nodes represent that these topics are also related or correlated. Co-citation analysis (history), bibliographic coupling (current), and co-citation are all combined in this study to give a comprehensive perspective of a research subject with a sizable bibliometric corpus (Donthu et al., 2021). The VOSviewer visualization displays many important nodes for research, such as talent, company, organization, career, development, management, etc. In this section, the researcher first mapped the theme of talent management and career development to see the pattern of keywords that appear in it.

This is done to determine whether the attention of writers from around the world to the theme of talent management and career development includes the issues that are the main focus of this article. In this study, the visualization of the network with the most significant nodes that appears is "talent." This indicates that talent is the topic most frequently used as the research focus by practitioners and academics. Previous studies have shown that there is no consensus over the definition of talent or the precise conceptual limits of talent management (Collings & Mellahi, 2009). However, to other studies, talent is "the sum of a person's abilities, gifts, skills, knowledge, experience, intelligence, judgment, attitude, character, and intrinsic drive." (Beechler & Woodward, 2009). Additionally, the biggest and most renowned management consulting firm in the United States, McKinsey & Company, released their famed study concluding that "better talent is worth fighting for." They issue reports and presume that the term "talent" refers to the "best and brightest," Many businesses use the phrase to describe their top 10% to 20% of "A Level" staff.

The visualization above is the focus of the most crucial topic, "talent," which is directly connected to the case of talent management. This visualization illustrates how talent has a very close relationship with talent management. That is because in carrying out talent management, some activities and processes involve systematically identifying different key positions to contribute to each other and achieve the organization's sustainable competitive advantage (Bonneton et al., 2022). High-potential and high-performing officeholders develop the talent pool; it aims to deal with the development of different human resources within the organization. Previous research examines that organizations, over time, are burdened with a huge responsibility to bridge their talent gap by recruiting, hiring, and retaining individuals with skills and good performance to actualize organizational goals and objectives (Dagogo & Ogechi, 2020). Talent management is essential for companies in carrying out these activities because organizations sometimes have to recruit new employees to get individuals or employees with good performance. However, they can train them by doing talent management.

The second most significant node in the visualization is the topic "development." "Development" in this study refers to career development, competency development, and general self-development for company employees. Several studies that address this topic explain the difficulty of professional growth for men and women, suggesting that it needs to be treated differently. Women's professional development may challenge the conventional male career paradigm, characterized by stability, maintenance, and decline. Women are far more susceptible to social and contextual issues that impede their professional success (Barkhuizen et al., 2022). In other research, career development is generally explained as a strategy that encourages the sustainability of higher education institutions during the COVID-19 pandemic in early 2020 (Abiwu & Martins, 2022). Additionally, several studies mentioned competency development as a learning opportunity that enables Generation Y workers to

identify areas for growth and job retention. There are two goals for this study. First, empirically analyze the relationships between TM activities, namely mentorship, social media, strategic leadership, knowledge sharing, and intention to continue working with Generation Y (Younas & Bari, 2020).

The next most significant node in the visualization is the topic "organization." Organizations promote their values to attract talented individuals to apply to join the organization (Dagogo & Ogechi, 2020). Organizations must be able to track talent and attract them, and be integrated with the overall management strategy. Management must know the type of talent they need and develop a plan to attract this talent into the organization (Masa'deh et al., 2018). Automatic When employees feel the organization's support for them, their psychological contract with the organization will be strengthened, reducing their intention to move to another company (Liu et al., 2021).

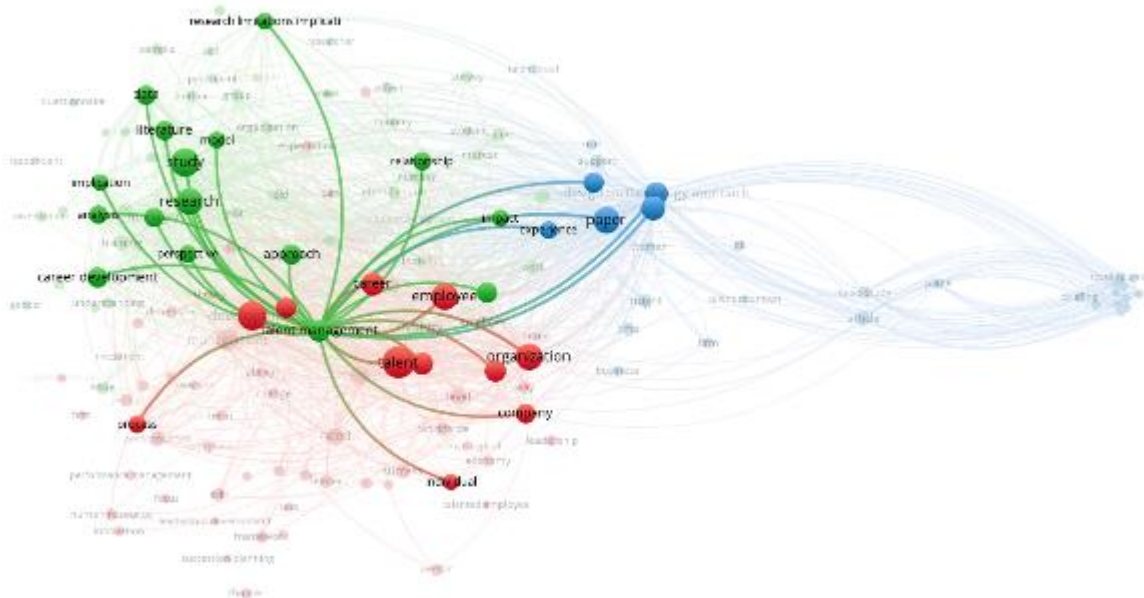


Figure 8. Network visualization (based on text data) using VOSviewer focus nodes "Talent Management"

This study deals with debates on talent management theory, assessing the importance of career development and job promotion. The visualization in this research is that "talent management" is directly connected to the issue of "career development." This indicates that the problems of talent management and career development have a very close correlation. This research draws on the central debate on the subject of talent management as well as discusses the result of an organization's talent pool, which helps them to manage their key positions (Claussen et al., 2014). According to additional study, integrating one of the talent management aspects with a talent development measuring instrument provides the advantage of improving the output of what has been learnt (Sari et al., 2020). In addition, the environmental factors and national or regional contexts that shape talent management at the macro level ultimately influence an organization's opportunities to access, manage and develop talent effectively but are often not considered in the current focus on TM at the individual and organizational, national levels (McDonnell et al., 2011). It also represents the relationship between talent management nodes and employees when viewed in the visualization.

Testing certain human and social capital skills for talent management systems is crucial because talent management should be seen as a standardized and uniform procedure that follows a logic of integration and standardization. Employee performance is strongly impacted by talent management, which also has a strong bond between itself and one another (Sari et al., 2020). While it seems clear that human resource-related skills should be developed

alongside career development, it seems counterintuitive that the benefits of networking extend beyond promotion to senior positions (Claussen et al., 2014). In order to advance, managers must forge their own route and create a distinctive combination of abilities and traits rather than "follow the herd." In this situation, specialized orientations that concentrate on certain components of people or management roles may assist individual managers and talent management systems.

Talent management has a positive effect on employee career development in terms of its function to find potential future leaders. Talent management is a comprehensive and dynamic process for developing a group of people with the highest potential in the organization through unidirectional and integrated development, which is practically carried out by leaders related to the company, associated with the activity of attracting talented employees, selecting them, developing them and maintaining them, so that by talent management so that each employee's career development can be more transparent and more focused, so that job promotions can be given to selected people according to their talents (Irmawaty & Hamdani, 2016).

From several previous studies, it was explained that there was a positive influence considering the last explanation regarding talent management and career development that position promotions could be given to selected people according to their talents. However, in the VOSviewer visualization, there is no significant direct relationship between talent management and career development. This indicates that the relationship between these themes is not of great interest to researchers worldwide. So that future research can examine more deeply between talent management, career development, and promotion of these positions.

#### 4. Conclusion

The results of the VOSviewer analysis explain topics that are often the focus of research by researchers. The most significant nodes displayed in this research visualization are "Talent" followed by "Development" and "Organization." After analyzing based on previous research, the topic "talent management" directly correlates with the topic "career development." Follows previous research on talent management, which has a positive effect on employee career development in terms of its function to find potential future leaders (Irmawaty & Hamdani, 2016). However, the topic of "position promotion" in this study did not appear, so this could be considered for future researchers to conduct further studies related to this topic.

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