Bibliometric Analysis of Talent Management Research in Tourism

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Abstract: Talent management plays a crucial role in an organization's success by encompassing various facets, such as identifying necessary skills, managing employee performance, nurturing the development of exceptional employees, and fostering an appealing work environment to gain a competitive edge. However, despite its significance, the challenge attracting qualified talent persists. To address the issue, this literature review aims to achieve two primary objectives: (1) identifying the most pivotal themes in talent management; and (2) pinpointing research gaps related to research subjects, themes, and methodologies. This literature review employs a narrative approach and draws upon a comprehensive selection of 42 papers obtained from Google Scholar, Science Direct, Dimensions, and Taylor & Francis, all published between 2018 and 2023. The papers were chosen based on specific inclusion and exclusion criteria utilizing the keywords "talent management" in conjunction with tourism. The subsequent analysis conducted using VOSviewer revealed ten influential authors who garnered between 52 and 153 citations within the realm of talent management research, particularly focusing on employees' attitudes, training, and development. Furthermore, the study identified a potential avenue for research, suggesting an exploration of non-accommodation businesses in relation to employees' attitudes, possibly employing a qualitative or mixed-method research approach. This outcome suggests opportunities for scholars to dig more deeply into talent management, especially in relation to human resources in the tourism industry.

Keywords: Bibliometric Analysis, Talent, Tourism, Training, Development, Competitiveness.

1.   Introduction

After the COVID-19 pandemic, the tourism industry's recovery is getting stronger. In the 1st quarter of 2023, when compared to 2022, inbound tourists reached 2.5 million (an increase of 508.87%); even the Ministry of Tourism and Creative Economy, Republic of Indonesia (Kemenparekraf) set a target of foreign tourist arrivals at the end of 2023 of approximately 9 million (Purwowidhu et al., 2023). The implementation of Community Activity Restrictions (PPKM) ends on November 7, 2022 (Ministry of Home Affairs, 2022). After that date, the number of tourist visits continues to increase, as shown in Fig. 1 (Annur, 2023).
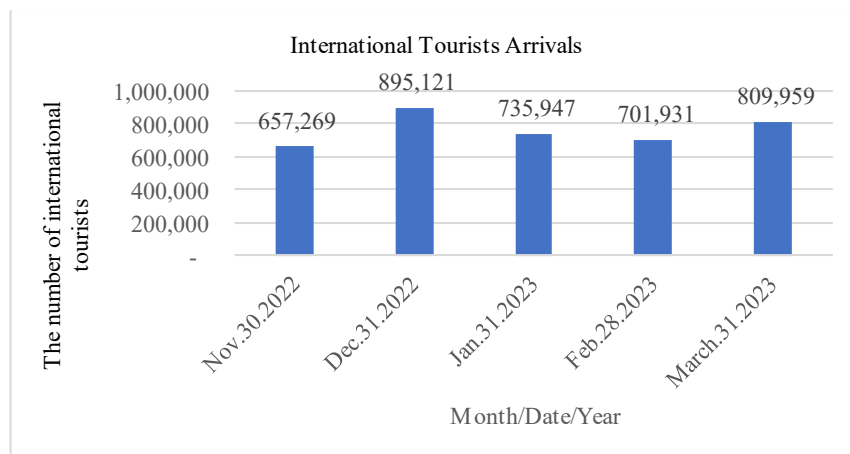

Fig.1. International tourist arrival.
Source: Annur (2023)

The increase of tourist flow is a positive opportunity because it can open up job opportunities (e.g., homestay businesses, souvenirs, food and beverages, transportation, and tourism services) (Oluwatosin A. et al., 2023; Setiani et al., 2011). Several developing countries (e.g., Vietnam and Brazil) improve their people's economies through tourism development(Mohammed et al., 2022;Ngo & Creutz, 2022). Moreover, research on 45 African countries reported that tourism has increased social welfare (Pan Xuanminga et al., 2023).However, tourism

development in a destination has a challenge regarding workforce readiness or talent shortages (World Economic Forum/ WEF, 2020;Collings & Isichei, 2018).

Human resource capital (e.g., capabilities and skills) through talent management is key to achieve economic success and productivity. Talent management starts from the stages of employee procurement (planning, recruitment, selection, and orientation process) and the integration process into the organization's culture. At the employee procurement stage, employers will predict their employees' potential. Meanwhile, employers will assess the employees' work performance at the job placement stage. An employee can complete the job well if they have the ability, motivation, and opportunity(Beltrán-Martín & Bou-Llusar, 2018; Colquitt, LePine, 2021; Iftikar et al., 2022; Van Waeyenberg & Decramer, 2018; Stephen P. Robbins, 1998).Talent management is responsible for managing those three dimensions in a volatile business environment due to labor mobility (Marinakou & Giousmpasoglou, 2019). Talent management plays an important role in identifying the skills needed, managing employee performance, developing superior employees, and providing an attractive work environment (Munjal et al., 2019).Those contributions are for achieving competitive advantages (Reilly, 2018).

Indonesia is ranked 26th in generating revenue through tourist visits (16.9 billion USD) worldwide(World Tourism Organization, 2021). The priority of Indonesian workforce improvement is upgrading the availability of skills needed in the tourism business (Assessment of Indonesia's economic transformation readiness regarding workforce skills is at 49 out of a total score of 100) (WEF, 2020). A challenge of implementing talent management in the tourism industry is low compensation (Reilly, 2018). Thus, factors other than financial compensation must be sought to attract qualified employees. This literature review intends to describe (1) the themes in talent management discussed at most and (2) the research gaps regarding research objects, themes, and methodology.

1.   Methodology

Research articles were collected from three databases, namely Google Scholar (URL: https://scholar.google.com/), ScienceDirect (URL: https://www.sciencedirect.com/), Taylor & Francis (URL: https://www.tandfonline .com/), and Dimensions (URL: https://www.dimensions.ai/). These three databases consider that the link contains a database of various international articles (Martín-martín et al., 2018; Yuvaraj, 2022). The keywords were "talent management" and tourism.

The article search method employs an inclusion and exclusion approach to facilitate Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA) for a more transparent article selection (Welch et al., 2016).The article screening stage goes through 4 (four) stages: identification, screening, eligibility, and included stages(Chi et al., 2020). The papers were chosen by scanning each article. At the included stage, 42 (forty-two) papers are obtained for analysis (Table 1 and Fig 2).

Table 1. Inclusion and exclusion criteria.

|	Criteria	Inclusion	Exclusion
1.	Language, year and Scopus indexed	English, in the year of 2018-2023, Scopus indexed.	Non-English, < the year of 2018, non-Scopus indexed.
2.	Context appropriateness	Employees' attitude and behavior.	Non-employees' attitude and behavior (such as: policy, brand, etc.).
3.	Unit of analysis	Talent management in tourism businesses.	Talent management in non-tourism companies, schools.
4.	Research design and type of writing	Original paper& literature review.	Proceeding, website, essay, book chapter, encyclopedias, book review, calendar, publication note, annal index, research note, conference report, viewpoint, research probe.

Source: Researcher's (2023)
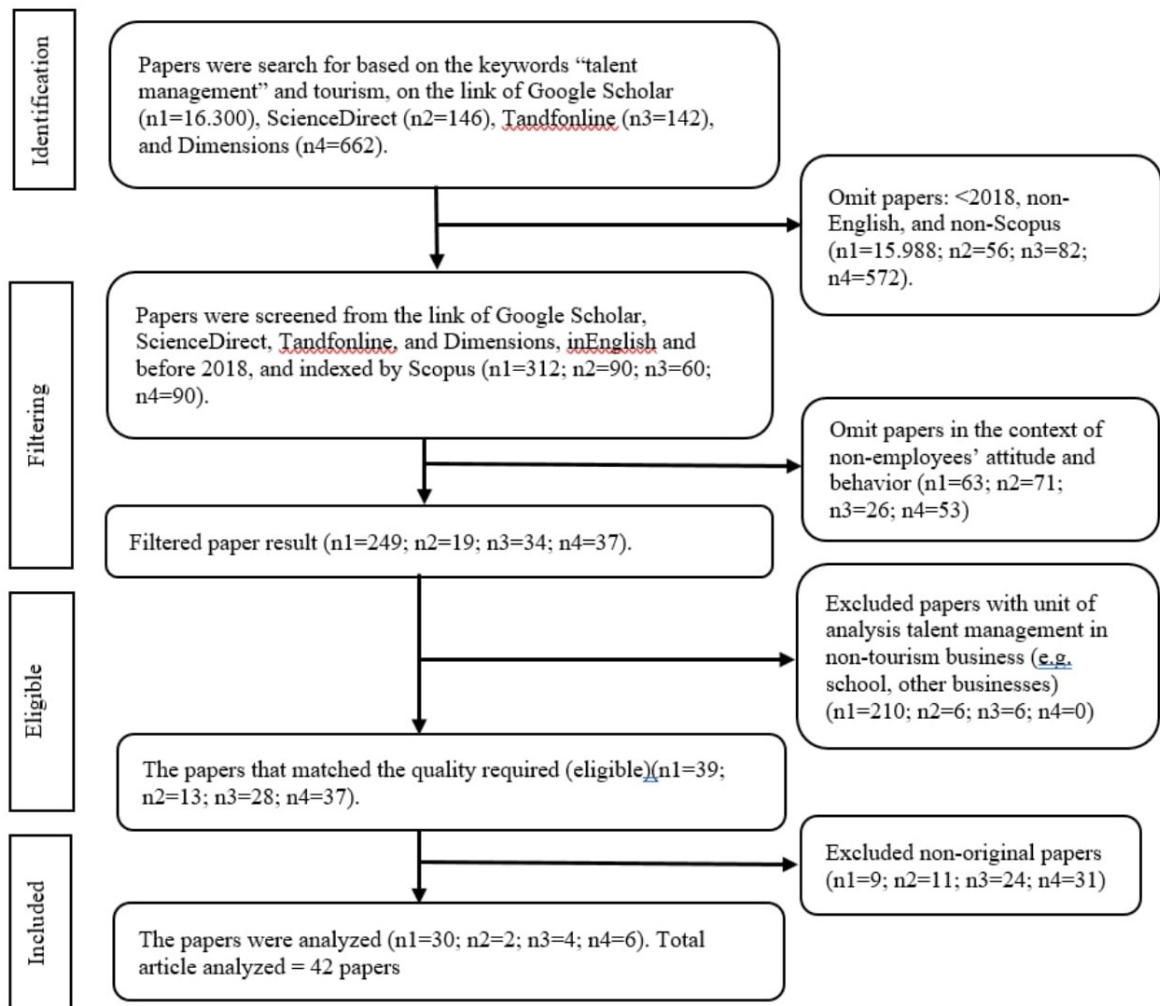
Fig2. The diagram of PRISMA selected papers.
Source: Researcher's (2023)

Furthermore, 10 out of 42 articles with the most citations were selected for finding the most favorite themes in talent management. The Vosviewer application was applied to identify network, overlay, and density visualization (Nees et al., 2016). Network visualization is for seeing the interrelationships of research themes on talent management in the tourism business, which have been discussed in various journals; the closer the relationship between papers, the stronger the relationship between the research themes. Overlay visualization is for identifying relationships between themes grouped by color. Meanwhile, density visualization for talent management research themes in the tourism business still has opportunities to be researched. Finally, the papers are grouped based on the research methodology to determine the novel methodologies (Migal et al., 2021).

2.   Results and Discussion

The 10 of the 42 papers with the most citations were sorted to find which authors were referred to in research on talent management in the tourism business (Table 2).

Table 2. Ten articles with the highest number of citations.

No.	Number of citations	Titles	Journals	Authors (years issued)
1	153	The shifting boundaries of global staffing: integrating global talent management, alternative forms of international assignments and non-employees into the discussion.	Tourism Management Perspectives	Collings & Isichei (2018)
2	137	Avoiding the hospitality workforce bubble: Strategies to attract and retain generation Z talent in the hospitality workforce.		Goh & Okumus (2020)
3	97	Strategic talent management: A macro and micro analysis of current issues in hospitality and tourism.	Worldwide Hospitality and Tourism Themes	Sheehan, M., Grant, K. and Garavan, (2018)
4	90	The impact of implementing talent management practices on sustainable organizational performance.	Sustainability (Switzerland)	Aina & Atan (2020)
5	82	Talent management dimensions and their relationship with retention of generation-Y employees in the hospitality industry.	International Journal of Contemporary Hospitality Management	Gupta (2019)
6	80	Talent management and retention strategies in luxury hotels: evidence from four countries.		Marinakou & Giousmpasoglou (2019)
7	74	Does the hospitality industry need or deserve talent?		Baum (2019)
8	65	Talent management practices in small and medium-sized enterprises in the hospitality sector: an entrepreneurial owner-manager perspective.	Worldwide Hospitality and Tourism Themes	Chung & D'Annunzio-Green (2018)
9	63	Talent management in COVID-19 crisis: how Dubai manages and sustains its global talent pool.	Asian Business & Management	Haak-Saheem (2020)
10	52	The effect of talent management on organizational performance improvement: The mediating role of organizational commitment	Management Science Letters	Mohammad Fathi Almaaitah et al. (2020)

Source: Researcher's (2023)

The empirical study of Collings & Isichei (2018) entitled "The shifting boundaries of global staffing: Integrating global talent management, alternative forms of international assignments and non-employees into the discussion" gets the highest number of citations (153 citations). This paper was published in Tourism Management Perspectives. It implies that "integrating global talent management," proposed by Collings & Isichei (2018), is the most popular among scholars in terms of papers selected. Meanwhile, the lowest citation (52 citations) is for a study entitled "The Effect of talent management on organizational performance improvement: The mediating role of organizational commitment," which was written by Mohammad et al. (2020). It is published in Management Science Letters. It shows that the model of talent management, which is correlated to employees' commitment and performance, is still an issue in tourism businesses among scholars regarding the papers selected.

A Network, Overlay, and Density Visualization.

The VOSviewer application visualizes a network, overlay, and density visualization. The results of the network visualization classify different study results into study themes. Based on network visualization, the themes are simplified into 4(four) themes. The first theme is employees' attitude which covers seven items (ability, employee engagement, employee performance, job satisfaction, motivation, retention, and talent management strategy) (13 papers/ 31 %). The second theme is training, which discusses four items (competitive advantages, human capital, leader, and talent management) (16 papers/ 38 %). The third theme is employee development which includes three items (knowledge, skill, and talent) (13 papers/ 31 %). The study found that scholars mostly discussed talent management in terms of training for employees. The network visualization can be seen in Fig.3, and Table 3 explains the results of the clusters, themes, journal's name, authors, the number of papers, the total number of papers, and the percentage per theme).

Fig 3. Network visualization
Source: Researcher's (2023)

Table 3. Articles based on themes.

Clusters/ themes	Journal Names	Authors	Number of papers	Total papers (percentage)
1/ *Employees' attitude*	Journal of Global Scholars of Marketing Science: Bridging Asia and the World.	Dominique-Ferreira et al. (2022)	1	13 (31 %)
	International Journal of Contemporary Hospitality Management.	Murillo & King (2019)	1	
		Jooss et al. (2022)	1	
		Baum (2019)	1	
		Self et al., (2019)	1	
		Gupta (2019)	1	
	Worldwide Hospitality and Tourism Themes.	Sheehan, M., Grant, K. and Garavan (2018)	1	
	Journal of Human Resources in Hospitality and Tourism.	Sow & Oi, (2011)	1	
	South Asian Journal of Human Resources Management.	Baruah (2022)	1	
	Tourism Management Perspectives.	Goh & Okumus (2020)	1	
	Management Science Letters	Mohammad et al. (2020)	1	
	Evidence-based HRM	Alferaih et al. (2018)	1	
	Employee Relations	Sunil Budhiraja, Biju Varkkey (2022)	1	
2/ Training	Anatolia	Bagheri et al. (2020)	1	16 (38 %)
	Asian Business and Management	Haak-Saheem (2020)	1	
	International Journal of Contemporary Hospitality Management	Williamson & Harris (2019)	1	
		Guan & Huan (2019)	1	
		Murillo & King (2019)	1	
		Garavan, T.N., et al. (2022)	1	
		Liza Howe-Walsh, Susan Kirk (2022)	1	
		Golubovskaya et al. (2019)	1	
		Solon Magrizos, Dorothea Roumpi (2023)	1	
	Sustainability (Switzerland)	Cismaru & Iunius (2020)	1	

Clusters/ themes	Journal Names	Authors	Number of papers	Total papers (percentage)
	Journal of International Management	Beechler & Woodward (2009)	1	
	Worldwide Hospitality and Tourism Themes	Reilly, (2018)	1	
	Frontiers in Psychology	Liu (2021)	1	
	Journal of Eastern European and Central Asian Research	Bayu Indra Setia et al. (2022)	1	
	Administrative Sciences	Edeh et al. (2022)	1	
	International Journal of Organizational Analysis	Mohammed Alawi Al-Sakkaf, et al. (2022)	1	
3/ Employees' Development	International Journal of Contemporary Hospitality Management	Marinakou & Giousmpasoglou (2019)	1	13 (31 %)
	International Journal of Human Resource Management	Collings & Isichei (2018)	1	
	Sustainability (Switzerland)	Jibril & Ye (2022)	1	
		Daghfous & Belkhodja (2019)	1	
		Hassanein (2022)	1	
		Aina & Atan (2020)	1	
	Worldwide Hospitality and Tourism Themes	Allan Ramdhony (2017)	1	
		Chung & D'Annunzio-Green (2018)	1	
		Norma Antonia D-green (2017)	1	
		Bratton & Waton (2018)	1	
	Journal of Environmental Management and Tourism	Francisca et al. (2020)	1	
	Management Science Letters	Yuniati et al. (2021)	1	
	International Journal of Hospitality Management	Hwang & Shin (2021)	1	
				42 (100%)

Source: Researcher's (2023)

Theme 1: Employees' attitude.

Recruiting and selecting processes are crucial for attracting positive future employee attitudes. Recruitment is the process of gathering a set of potential candidates for a certain position who can be attracted internally and externally (Dominique-Ferreira et al., 2022).For hospitality businesses (e.g., restaurants and hotels) that provide service experiences for consumers, the recruiting phase is one of the priorities in talent management (Murillo & King, 2019). Furthermore, in the study on tour guide who has an important influence on tourists' experience in group touring, applied talent management positively influenced the proactive behavior of tour guides (Guan & Huan, 2019). The problem faced by hospitality businesses in small and medium-scale businesses is talent shortages (Goh & Okumus, 2020;Jooss et al., 2022).Moreover, the applicant of Generation Z (Gen-Z) (born between 1996-2012) consider integrity, work ethics, previous performance, and soft skills (Self et al., 2019). If the work culture in the hospitality industry is not supportive, the younger generation will not be interested in working in the hospitality sector and will miss the quality of applicants (Baum, 2019; Sheehan, M., Grant, K. and Garavan, 2018).

The selection process (through verifying resume, interview, references checked, and medical test) is choosing the candidate that best fits the job requirements (Dominique-Ferreira et al., 2022; Sow & Oi, 2011)**.** On the other hand, Gen-Z workers select jobs that provide work-life balance, are digitally friendly, are socially responsible, accept differences, and have high salaries(Self et al., 2019). It needs a creative human approach to talent management strategy to attract and select Gen-Z candidates with a good commitment (Sow & Oi, 2011).

Exclusive talent management (ETM) has become increasingly crucial for ethical concerns which significantly affect employees' positive attitudes (e.g., organizational commitment) and plays a role in achieving human resources performance goals (Baruah, 2022; Alferaih et al., 2018; Mohammad et al., 2020). Furthermore, Baruah (2022) revealed that talented employees perceive higher positive attitudes than non-talented employees. Line managers have to facilitate the challenging domain of talent management (e.g., performance and strategic integration) and the softer domain (e.g., development, employee engagement, and work-life balance) (Sunil

Budhiraja & Biju Varkkey, 2022). A study in a five-star hotel in India reported that perceived supervisor support had a negative correlation with employees of the Gen-Z generation's intention to quit (Gupta, 2019).

Theme 2: Training.

Bagheri et al. (2020)found that the concept of talent management included the dimensions of competency and commitment. Competency dimension covered knowledge (e.g., language proficiency, familiarity with the industry, specialty areas, different culture, and current issues), skill (e.g., consumer-oriented, resilience, emotion stability, excellent public relations, and effective communication), and individual uniqueness (e.g., excellent grooming, creative, strategic approach, and problem-solving). The commitment dimension included cognitive identity (e.g., interest in the job and its nature, and belief in providing service) and discretionary energy (e.g., vitality and energy to face challenges). Moreover, talent and knowledge management positively contribute to job satisfaction, partially or simultaneously impacting employee performance (e.g., expressing ideas and abilities to achieve the target) (Bayu Indra Setia at al., 2022).

Employee satisfaction through talent management practices has become necessary due to business changes (e.g., information technology development and talent mobility) (Haak-Saheem, 2020). However, applying talent management varies depending on the environment of a business (Williamson & Harris, 2019). Implementing talent management in the organization is using knowledge-based talents' key competencies (Liu, 2021). For example, kitchen employees are developed in three dimensions: constructing, leveraging, and developing talents (Solon Magrizos, Dorothea Roumpi, 2023).

In extreme situations (e.g., COVID-19), continuous learning makes employees resilient to recognize the talents of each employee(Garavan et al., 2022; Liza Howe-Walsh, and Susan Kirk, 2022; Mohammed Alawi Al-Sakkaf et al., 2022). Moreover, in the hospitality business, employees are generally dominated by young people; this group tends to be less experienced, so the implementation of talent management (e.g., leveraging employees to be competent, committed, contributive, and consumer-oriented) is adapted for younger generations of employees(Beechler & Woodward, 2009;Cismaru & Iunius, 2020; Edeh et al., 2022; Golubovskaya et al., 2019; Reilly, 2018).

Theme 3: Employees' Development.

Employees' development (through coaching, training programs, and job rotation) positively and significantly impacts career management and achieving sustainable organizational performance (Aina & Atan, 2020).Furthermore, employee perceptions of organizational actions directly influence employee perceptions of superior support, so the higher the acceptance of organizational support, the lower the desire to leave the company (Gupta, 2019). In luxurious hotels, it is recommended to tie talent management and corporate culture (Marinakou & Giousmpasoglou, 2019).

Talent concerns the dimensions of performance and potential; however, those two dimensions are still limited to be discussed(Jooss et al., 2021). The characteristic of the potential talent was a talent who has international mobility or the capacity to receive higher or complex job tasks as the outcome of the learning agility and ability to grow. The performance can be measured by analyzing key business indicators (e.g., financial, customer responses, productivity, and quality)(Collings & Isichei, 2018;Hwang & Shin, 2021).

In five-star hotels, talent development practices (e.g., identify, engage, performance, and retain) did not impact Sustainable Competitive Advantage (SCA) if the employees have negative perceptions of the talent development practices(Jibril & Ye, 2022).This result contradicts the finding of Bratton & Waton (2018), which report that talent management is a key factor in achieving competitive advantage, even in small and medium-scale hospitality businesses or tourist villages (Chung & D'Annunzio-Green, 2018; Francisca et al., 2020).

In order to overcome lost talents, line managers are necessary to implement proactive management strategies such as not relying on individual employees, strengthening effective relationships with employees, driving affective commitment, and connecting the target achievement with a reward system (Bratton & Waton, 2018; Daghfous & Belkhodja, 2019; Hassanein, 2022; Santos et al., 2000).For example, in event businesses, the key to retaining employees is a friendly and open access culture, teamwork, mentoring, leadership, compensation, succession planning, and training and development, so events companies should focus on staff engagement with the company's vision and culture, and enhancing job satisfaction (Marinakou & Giousmpasoglou, 2019).

Developing employees is needed to achieve employees' engagement. The engagement mediated the relationship between talent management and organizational performance (Yuniati et al., 2021). Yuniati et al., (2021)elicits characteristics of employees' engagement (e.g. the feeling of bursting with energy at work, vigorous at work, like going to work in the morning), the requirement of applying talent management (e.g., attractive salaries and incentives, considering expertise and competence to fill a critical senior position, and adopting a culture of employing talented employees, and the characteristics of organizational performance (e.g., practice two ways communication, have a clear sense of direction and focus, and adapt to operational changes).

Based on overlay visualization, the latest study on talent management (from 2020 to 2023) is the yellow one, with the themes of strategic talent management, competitiveness, human resources, leadership, sustainability, crisis, and hotel talent retention (Figure 4).
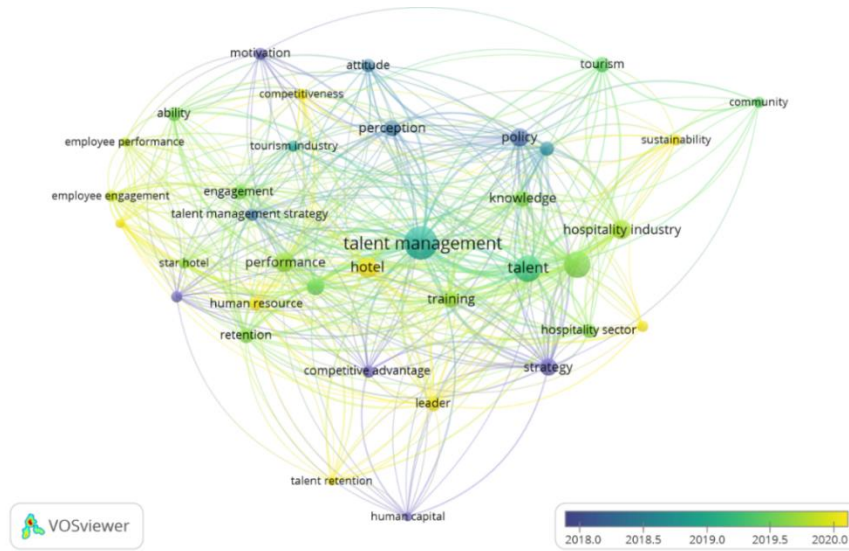

Fig 4. Overlay visualization.
Source: Researcher's (2023)

The results of the density visualization show that the variables regarding talent management that still have the opportunity to be researched are human capital, talent retention, leader, competitive advantage, employee engagement, employee performance, ability, competitiveness, motivation attitude, sustainability, and community in tourism (the cluster of employees' attitudes) Figure5.

Fig5. Density visualization.
Source: Researcher's (2023)

Paper Category Based on Methodology.

Based on the research methodology approach (Table 4), most studies on talent management were conducted using qualitative methods (20 papers equal to 48%). On the other hand, 18 papers (43%) employ quantitative approach. In the meantime, only 1 paper (2%) administering mixed-methods and two papers (5%) are literature reviews. Thus, the opportunity to use mixed-method research methodology is still quite huge.

Table 4. Paper Category Based on Methodology.

No.	Methodology	Number of Papers	Papers' Percentage
1	Qualitative approach: a Delphi approach, semi-structured interviews, interpretive methodology, forum discussion group, in-depth interview, grounded theory approach, open-ended question, a roundtable discussion	20	48 %
2	Quantitative approach: Survey	18	43 %
3	Mixed-method research	1	2 %
3	Literature review	3	7 %
	Total	42	100%

Source: Researcher's (2023)

3.   Conclusion

Talent management is a strategic activity in the tourism business to address problems related to human resources, such as the limited number of prospective workers ready to work. Line managers must apply talent management starting from the process of procurement. The study identified ten authors with 52 up to 153 citations for talent management research on employees' attitudes, training, and employees' development themes. The study results show that the most discussed theme in talent management is training. The items that still have the potential to be researched relate to human capital, talent retention, leadership, competitive advantages, employee engagement, employee performance, ability, competitiveness, motivation attitude, sustainability, and community in tourism, which are categorized in the theme of employees' attitudes. Finally, the literature review suggests employing a qualitative approach and mixed-method research.

The limitation of the research is that the literature reviews obtained between 2018 and 2023 discussed many studies with research locations in 4 and 5-star hotels (luxurious hotels). It is suggested that future study reports investigate non-accommodation businesses such as tourist attractions, tourism areas, three-star and non-star hotels, tourist transportation services, travel services, food and beverage services, organizing entertainment and recreation, meeting organizers, tourism information services, tourism consulting services, tour guide services, water tourism, and spa. The results of this literature review imply that there is still a wide range of opportunities for research in talent management in tourism, essentially in terms of employees' attitudes in non-lodging business, both in the quantitative and qualitative approach, because of its strategic functions for a business (Bratton & Waton, 2018).

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