Leadership and Talent Management Trends: A Bibliometric Approach

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Abstract. The business world is currently facing increasingly complex and competitive problems, making talent management one of the key factors in maintaining competitive advantage. The purpose of this study is to examine the role of leadership in talent management with a bibliometric analysis approach using a database from the Scopus database, which is conducted to identify the main trends, scientific contributions, and gaps in this study. The methodology used was the PRISM protocol, and the data were obtained from 492 documents collected, then filtered and produced 272 documents for further analysis. The results of this study showed that there was a significant increase in publications related to leadership and talent management, with key themes such as transformational leadership, employee development, and impact on organizational performance. The new trends in this research include digital leadership, sustainability, employee welfare, inclusivity, and organizational agility, which reflect the evolution of modern business needs. This study also emphasizes the importance of improving digital competencies for leaders, integrating sustainability principles in business operations, and creating an inclusive and adaptive work culture. This research also provides valuable insights for practitioners in formulating leadership and talent management strategies and serves as a basis for academics in identifying further research opportunities.

Keywords: Bibliometric Analysis, Digital Leadership, Talent Management, Transformational Leadership.

1   Introduction

Research Background. In the era of increasingly fierce business competition, an organization faces very complex challenges, especially in managing employee talents to maintain a competitive advantage. Talent management is one of the strategies used to ensure that the growth and sustainability of the organization in the midst of dynamic change, is able to run the organization well. In this context, leadership has an important role in creating a healthy and constructive organizational culture. Several leadership approaches have been studied in depth, especially those related to talent management, including a leadership that provides the flexibility to innovate to its subordinates with minimal leadership intervention [1]. However, the impact of leadership on talent

management still needs further research, especially on the organization of educational institutions. Hence, this study is expected to explore the role of leadership in talent management through bibliometric analysis.

Research Context. The development of technology has brought significant changes to the need for talent management to organize and fill organizational spaces that have the skills needed by the organization's work environment to advance the overall performance of the organization. Leadership is an important element in creating an innovative work environment, especially in the development of employee competencies [2].

Several previous studies have demonstrated a positive impact of transformational leadership on talent management and organizational performance. Although the latest research trends highlight themes such as digital leadership, sustainability, employee well-being, and inclusivity, as well as organizational agility. The change in focus on this research requires a more in-depth exploration of leadership in welcoming new challenges in talent management in organizations [3].

Literature Review. Previous research has highlighted the relationship between leadership and talent management in various organizational contexts. Several studies show that transformational leadership can improve employee engagement and motivation, ultimately contributing to the effectiveness of talent management. In addition, adaptive and flexible leadership is becoming increasingly important in the face of digital disruption and changes in global markets [4].

Bibliometric studies have previously been used to analyze publication trends and identify research gaps in the field of leadership and talent management[5]. However, there are not many studies that specifically analyze this research trend using a systematic approach based on bibliometric data sourced from leading academic databases such as Scopus. Therefore, this study seeks to present a comprehensive review of the development of research in the field of leadership and talent management.

Contributions and Practical Implications: The contribution of this article lies in the presentation of a comprehensive review of the literature on the role of leadership in talent management in the corporate world. Through bibliometric analysis, this article is able to identify research trends, reveal trends in methodological approaches, as well as highlight key contributions in this domain [6].

The practical implications of this study are expected to provide a better understanding for practitioners in the business world on how leadership can be optimized to effectively manage the talents of their employees. By understanding the key trends and findings in the literature, practitioners can take strategic steps in designing more efficient and talent-oriented management policies and practices, which in turn can improve organizational performance and strengthen the company's competitive position in an increasingly competitive market. In addition, this article can also guide researchers interested in continuing further research in this domain by providing a strong frame of reference and expanding understanding of the role of leadership in the context of talent management.

Research Objectives. This study aims to explore various important aspects related to the role of leadership in talent management in the business world through bibliometric analysis [7]. Specifically, this study aims to 1) identify and analyze citation trends in the leadership and talent management literature to understand how these concepts have

been examined in previous research, 2) investigate publication trends in this area, including the growth in the number of publications over time, as well as changes in methodological approaches and research focus, 3) explore cooperation between countries in related publications, as well as contributions from different regions in the literature on leadership and talent management in the business world, 4) analyze the dominant research focus in the literature, including the most frequently researched variables and the relationships between these variables 5) evaluate the novelty of research by identifying knowledge gaps that still need to be filled as well as potential new contributions in understanding leadership roles in talent management.

Through this research, it is hoped that it can give more in-depth insights into the current state of research, identify important findings, and provide recommendations for academics and practitioners in designing more effective leadership and talent management strategies to improve organizational competitiveness in the ever-evolving business era.

2   Methods

The research design used was a bibliometric analysis approach with the PRISM (Preferred Reporting Items for Systematic Review and Meta-Analyses) protocol which is used to select and analyze related documents, starting with the identification of publication trends, citation trends, relationships between research and domains related to aspects of leadership and talent management in the business world.

Research Location: This research was conducted using the main source of data collection from Scopus, which was selected through the access of high-quality scientific publications. The object of research was the organization of TNI educational institutions in Bandung, Indonesia.

Participants or Documents, This study used the results of scientific publications in the form of articles with the topic of leadership and talent management. Initial identification obtained 492 documents, then after the screening was carried out, 272 documents were obtained based on the inclusion criteria. Data collection was carried out through a search on the Scopus database using the keywords "Leadership, talent management and bibliometric analysis" The selection process included: Identification of articles based on keywords, filtering by limiting publications only in the form of journal articles, then selecting publications in English, and selecting by inclusion that meets the above criteria.

Data analysis was carried out through a bibliometric analysis approach to evaluate publication trends, citation trends, and relationships between variables. Some of the applications used include the Microsoft Excel application which was used to visualize publication trends, then the Publish or Perish application used to calculate annual citations and total publication citations, and the Vosviewer application used to identify patterns of relations between countries as well as to see the focus and novelty of research on the topic of leadership and talent management.

3   Results and discussion

a.   Citations Trends.
Based on the results of Scopus metadata analysis, citation trends often appear sequentially from the most trends to the least quotes in recent decades, which is shown in Table 1.

Table 1. Citation trends in recent decades.

Number	Authors	Cites
1	P. Cappelli	340
2	A. Al Ariss, W.F. Cascio, J. Paauwe	321
3	T. Schwarzmüller, P. Brosi, D. Duman, I.M. Welpe	208
4	S. Shamim, J. Zeng, S.M. Shariq, Z. Khan	197
5	D.A. Ready, J.A. Conger	146
6	K.S. Groves	131
7	K.E. Meyer, K.R. Xin	88
8	N. Dries, R. Pepermans	74
9	V. Khoreva, V. Vaiman, M. Van Zalk	72
10	A.H. Church, C.T. Rotolo	68

Table 1 shows that the most cited article is related to the Role of Leadership in Talent Management: Evidence from the business world is an article written by Cappelli, Peter (2008) which shows the trend of citations that the article has become a highly influential and recognized source in the talent management literature. This shows that the research and approach proposed by Peter Cappelli regarding talent management for the 21st century is very relevant and can be applied in a variety of industry contexts, including the corporate world. The high citation trend for this article shows that the concepts discussed, such as the adaptation of talent management strategies in the midst of market and technological changes, have a significant impact and are widely accepted among the academic community and business practitioners.

b.   Implications of High Article Citation :
Universal Relevance.
The main factor in the popularity of this article is its broad relevance to the challenges and changes in talent management in the era of globalization and digitalization. This shows that the principles outlined by Cappelli remain relevant not only in traditional contexts but also in the face of technological and global economic changes [8].
Influence on Company Policy.
This article also has a significant influence on shaping talent management policies in many organizations. Companies in various sectors, including the corporate world, can use the framework proposed by Cappelli to design or update their talent management strategies, particularly in preparing the organization for an uncertain future.
Further Discussion and Research.
The high number of citations also reflects that this article has sparked a lot of further discussion and research. This may include the study of the application of talent

management practices in different contexts or the adaptation of these methods in the face of new challenges, such as disruptive demographic changes or technologies.

The Importance of Leadership in Talent Management.

Although Cappelli's article does not specifically address leadership, the high citation trend shows the importance of adaptive and flexible leadership in talent management strategies [9]. It also marks that to be effective in talent management, leaders need to adapt their style and approach according to the needs and conditions of the organization [10].

In conclusion, the popularity of Cappelli's article in the academic literature and among practitioners demonstrates the importance of updating talent management approaches to address 21st-century challenges, reinforcing the idea that effective talent management practices should be contextual, dynamic, and future-oriented in a broader context and highlighting how a tailored approach can substantially affect an organization's effectiveness. Cappelli's article focuses on the concept that talent management should go beyond traditional methods and consider more dynamic and adaptive approaches that adapt to changing market and technological conditions.

In the context of leadership, Cappelli's approach offers important insights into how a leadership style that gives employees more freedom and responsibility can facilitate innovation and employee engagement. This is especially relevant for the business world, where the speed of innovation and the ability to adapt to global regulatory changes are essential. Therefore, integrating the principles discussed by Cappelli in a talent management strategy can be very effective in improving organizational performance. Additionally, the popularity and influence of this article among academics and business practitioners demonstrate the importance of continuously evaluating and updating talent management practices in order to maintain relevance in a rapidly changing market.

This article also acts as a key reference for many other studies that want to explore specific aspects of leadership and talent management, including the application of leadership styles in various industries and cultural contexts. As such, the popularity and frequent quotes from Cappelli's articles signal the importance of a deep understanding of talent management as a critical element influencing an organization's success in a dynamic and global business environment. It reaffirms the need for ongoing research to adapt and apply these theories in practice to ensure that leadership and talent management strategies remain effective.

Figure 1 shows that research related to leadership and talent management through a bibliometric approach shows a significant trend in the number of publications from year to year. This image illustrates some important points:
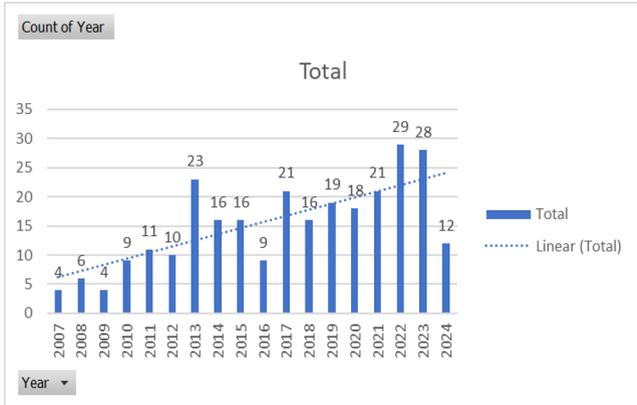
Fig.1. Research related to leadership and talent management through a bibliometric approach.

- Increased Publications: There has been a consistent increase in the number of publications related to leadership and talent management. This shows that this topic has received increased attention from researchers and practitioners in recent years.
- Period of rapid growth: In certain periods, there is a significant surge in the number of publications. This can be due to the increasing awareness of the importance of talent management in the context of modern organizations and the need to understand more deeply the concept of effective leadership [11].
- Popular Research Topics: The rise in publication trends also reflects the emergence of popular topics related to leadership and talent management, such as transformational leadership, talent development, and talent management strategies [12].
- The Influence of Globalization and Technology: Globalization and technological developments also play a role in improving research in this field. The need to lead geographically dispersed teams and manage talent in the digital age is a major focus of many studies.
- Collaborations and Conferences: Increased collaboration between researchers and institutions and the organization of international conferences can also contribute to the trend of increasing publications. Conferences often serve as a platform for researchers to present the results of their research, which are then published in academic journals.
- Focus on Practical Implementation: Many studies focus not only on theory but also on the practical implementation of talent management and leadership in different types of organizations, both in the public and private sectors. Overall, Figure 1 shows that research on leadership and talent management through a bibliometric approach is growing and becoming an important field of study, as the complexity and dynamics of the modern organizational environment increase.
- Further analysis of the trend and its implications: The increasing trend in the number of publications related to leadership and talent management shown in Figure 1 reflects the increasing attention to the importance of these two concepts in the business and organizational worlds. This increase not only demonstrates a growing academic interest, but also a perceived practical need by the organization to develop

effective leadership strategies and comprehensive talent management programs [13].

One of the main implications of this trend is the urge to integrate theory and practice in managing talent and leadership. Growing research in this field often focuses on how leadership theory can be applied in real-world contexts, helping organizations to face challenges such as demographic change, globalization, and digitalization.

With the increasing number of publications, practitioners have access to a wide array of strategies and methods that have proven effective across a wide range of industries and geographic contexts. In addition, this trend also shows the importance of international collaboration in leadership research and talent management. Many publications involve authors from different countries, reflecting a more holistic and inclusive approach to the topic. This kind of collaboration enriches research perspectives and allows researchers to compare and contrast best practices from different cultures and economic systems.

Another important implication is the increasing need for education and training in the field of leadership and talent management. With so much research showing the effectiveness of a particular program, educational and training institutions can design a curriculum that better suits the needs of the current job market. It also encourages organizations to invest more in the development of their employees, ensuring that they have capable leaders and talent who are ready to take on the challenges of the future. Overall, the trend of increasing publications in the field of leadership and talent management confirms the importance of this topic in the context of modern business and organizations. The implications include better integration between theory and practice, increased international collaboration, and a greater focus on education and professional development. By understanding these trends, organizations can better prepare themselves to manage talent and lead in an era full of change and challenges.

This fact shows that US researchers have a tendency to actively collaborate with researchers from various countries, as it is shown in Figure 2. The cooperation of countries, involving 65 countries, proves the dominance carried out by researchers from the USA, in cooperation and active knowledge exchange in the international arena. The excellence of the USA researchers is in providing opportunities for extensive cooperation with various countries, and the UK is one of the USA's closest partners in terms of leadership development and talent management. USA's role in this research is an important pillar in building a strong and sustainable research network, having a positive impact on technological developments in the educational curriculum [14].

Fig. 2. US researcher's tendency to collaborate with researchers from various countries.

In Figure 3, the network visualization mentioned above, shows the distribution of research focus on aspects of leadership and talent management [15]. This visualization uses three different colors to depict three main groups of a total of 492 documents that have been collected.

Fig. 3. The distribution of research focus on aspects of leadership and talent management.

Each color represents a different focus of research, and can be described as follows:

First Focus (Red). The first focus, represented by red color, relates to research on transformational leadership. Documents in this group often explore how transformational leadership can affect employee motivation, performance, and engagement. Key topics in this focus include transformational leadership styles, the impact of leadership on team performance, and strategies for developing transformational leaders in organizations. This research highlights the importance of leaders who are able to inspire and motivate their subordinates, so they can encourage innovation and positive change in the organization.

Second Focus (blue). The second focus, represented by the blue color, highlights talent development and management. This group of documents covers a variety of strategies and practices for identifying, developing, and retaining top talent within an organization. Frequently discussed topics include training and development programs,

succession strategies, and approaches to improving employee retention. Research in this cluster also often explores the role of technology in talent management, as well as how data analysis can be used to optimize talent development strategies.

Third Focus (Green). The third focus, represented by the green color, focuses on the relationship between leadership and organizational performance. The documents in this group explore how different leadership styles and leadership practices can affect an organization's overall performance. Topics in this focus include the influence of leadership on innovation, productivity, and employee well-being. This research often integrates leadership theory with organizational performance metrics to provide deeper insights into leadership effectiveness in a variety of contexts.

Overall, Figure 4 shows that research on leadership and talent management is distributed in three main focuses: transformational leadership, talent development and management, and the relationship between leadership and organizational performance. Each of these focuses provides important insights into how leadership and talent management can be applied to improve organizational effectiveness and achieve strategic goals.

Through a better understanding of these trends, researchers and practitioners can develop more effective strategies for managing and leading talent in a dynamic and fast-changing environment

Fig. 4. The main focuses of leadership and talent management research.

4 Conclusions

In this article, bibliometric analysis has been utilized in identifying and analyzing research trends in the context of leadership and talent management. From the data that has been collected and visualized through various methods, it was found that there was an increase in publications related to the above topic. The three main focuses identified through color in network visualization include transformational leadership, talent development and management, and the relationship between leadership and organizational performance. In addition, new themes highlighted in yellow on overlay visualizations, such as digital leadership, sustainability, employee well-being, inclusivity, and agility, indicate a shift in focus and priorities in recent research.

The implications of these findings underscore the importance of adaptive and forward-looking leaders who are able to leverage digital technologies, integrate

sustainable practices, and create an inclusive work environment that supports employee well-being. By understanding these new trends and themes, organizations can develop more effective and sustainable leadership and talent management strategies, better prepared for future challenges. Overall, this bibliometric analysis not only provides a comprehensive picture of research developments in the field of leadership and talent management but also offers important insights that can assist practitioners and academics in designing policies and programs that are more relevant and responsive to the needs of the times. By adopting an approach supported by these findings, organizations can improve their leadership effectiveness and ensure that their talents are optimally managed to achieve long-term success.Please note that the first paragraph of a section or subsection is not indented.

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