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Human talent management control in universities: a bibliometric study

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Abstract

The research aims to develop a bibliometric study focused on the control of human talent management in universities as a starting point for a deeper exploration of this topic. The methodology employed the Scopus database and refined the search by applying the PRISMA method. Production, impact, and content indicators were analyzed. The files downloaded in CSV format were processed using the Bibliometrix software on the R Studio platform and VOSviewer. The results showed a productive increase in the topic, especially until the year 2022, with China, the United States, and Australia being the most representative countries. No institutions, resources, or authors with high levels of scientific production were detected. The most frequent keyword was human resource management, and the most significant group concentrated on the terms human resource management, higher education institutions, quality control, and information management. In conclusion, it was demonstrated that, although the topic has been little addressed, it shows a growing trend in the last decade, which constitutes a basis for continuing the study of human talent management in universities.

Keywords: control; human talent management; universities; bibliometric study.

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Control de la gestión del talento humano en las universidades: un estudio bibliométrico

Resumen

La investigación tiene como objetivo desarrollar un estudio bibliométrico dirigido al control de la gestión del talento humano en las universidades como punto de partida para la profundización de esta temática. En la metodología se empleó la base de datos Scopus y se perfeccionó la búsqueda, al aplicar el método PRISMA. Se analizaron indicadores de producción, impacto y contenido. Los ficheros descargados en CSV, se procesaron mediante el software Bibliometrix por la plataforma R studio y VOSviewer. En los resultados se observó un aumento productivo del tema, especialmente hasta el año 2022, siendo China, Estados Unidos y Australia los países más representativos. No se detectaron instituciones, recursos y autores con altos niveles de producción científica. La palabra clave más frecuente fue gestión de recursos humanos, y el grupo más significativo concentró los términos gestión de recursos humanos, instituciones de educación superior, control de calidad y gestión de la información. Como conclusión, se demostró que, aunque la temática ha sido poco tratada, presenta una tendencia creciente en la última década, lo que constituye una base para continuar el estudio de la gestión del talento humano en universidades.

Palabras clave: control; gestión del talento humano; universidades; estudio bibliométrico.

1. Introduction

The transformations generated in the organizational context demonstrate the importance of human talent for the success of institutions (Gadzali et al, 2023; Huo et al, 2020; Malik et al, 2020; Tufa & Kant, 2023). Talent management is conceived with a strategic approach, so the development of science applied to working with people must revolve around this conception (Armstrong, 2020; Collings et al, 2021; Greer, 2021; Hamadamin & Atan, 2019; Oppong, 2023, Stone et al, 2024).

As part of the strategic management of the process, its control can be a tool to promote better performance of the institution. (Anwar & Abdullah, 2021; Saks, 2022; Yu et al, 2021).

In universities, the strategic focus on talent management becomes more important due to the role played by teachers in achieving organizational strategy. Allui & Jolly Sahni (2016:369) argue that as "universities incorporate better strategic human resource management practices, they will be better prepared to cope with a rapidly changing environment and external competition". The main trends implemented in the control of human talent management are framed within quality audits of university processes as a form of accreditation for these institutions (Abbas et al, 2024; Al-Zoubi et al, 2023; Bucăţa & Tileagă, 2023; Seyfried & Pohlenz, 2020).

Despite the treatment that the study of quality management in university

processes has received over the years, which consequently encompasses the control of human talent management (HTM), the alignment of quality standards control with the organization's strategy remains a point of analysis. That is why authors like (Khan et al, 2019; Kooli & Abadli, 2022) suggest that quality audits of HTM in higher education should be associated with the fulfillment of each institution's strategic plans of this nature.

From bibliometric studies, research on HTM trends has been primarily focused on the business sector. For example, in recent years, there have been analyses on green human resource management (Bahuguna et al, 2023; Khan & Muktar, 2020), human resources audit (Sánchez & Yáñez, 2021), artificial intelligence and human resources management (Palos-Sánchez et al, 2022; Votto et al, 2021; Vrontis et al, 2021), and blockchain in human resource management (Saif and Islam, 2022). Similarly, within the framework of university management, bibliometric studies have been conducted, universities management (Forliano et al, 2021) and quality of higher education (Brika et al, 2021; Khuram et al, 2023; Toscano-Hernández et al, 2024). However, in the context of control over HTM, there is no evidence found in the consulted scientific literature, particularly within universities.

It is considered appropriate to carry out a study to know the trends and patterns that governs the production of knowledge about control of HTM in universities today. This research will help determine the current metrics in this field and serve as a starting point for practical-focused study that can achieve the desired impact. Although Scopus and Web of Science databases are related to each other and share common journals, Scopus is considered broader and covers a wider range of topics (Alsharif et al, 2020; Echchakoui, 2020; Guz & Rushchitsky, 2009; Pranckutė, 2021; Singh et al, 2021). Therefore, to broaden the scope of the research, the exported sources from Scopus will be used.

The objective of this research is to develop a bibliometric study, focused on determining trends in the control of HTM in universities. To achieve this, the Bibliometrix software combined with Vosviewer will be applied, aiming to enhance understanding and explanation of the data. The use of Bibliometrix will be carried out through the R Studio platform, considering its advantages in data visualization and statistical processing (Ab Rashid, 2023, Caputo & Kargina, 2022, Quintero-Quintero et al, 2021).

2. Methodological foundations

For the bibliometric study, the methodology proposed by Diaz-Barrera et al, (2023) is applied, which follows a logic of three general steps: data source, data processing, and bibliometric indicators. This methodology, having a general character, can be adapted and particularized to the study to be carried out. The following is a summary of the steps to be followed:

The Scopus database was used, as mentioned before, due to its extensive collection of specialized literature, which allows for a deeper exploration of the subject matter. Additionally, Scopus provides valuable information that enriches the bibliometric study, such as scientific output, citations, and keywords, among others. For the search, three key variables were used: control, human talent management, and universities. For the final elaboration some of the most commonly used names in each

language were applied to refer to each variable. The search equation used was as follows:

"Control" or " self-control" or "diagnosis" or "assessment" and "human resources management" or "human talent management" or "human capital management" or "personnel management" and "universities" or "university" or "higher education".

As part of the PRISMA method, the guidelines proposed by Page et al, (2021) were adjusted. Inclusion and exclusion criteria (table 1) were applied within the Scopus platform, resulting in 406 documents initially retrieved. Then, two duplicates were removed, and through the review of titles and abstracts within the exported CSV file, 161 documents were further excluded. The final result after applying the PRISMA method was 243 documents.

Table 1
Criteria for inclusion and exclusion in the search

Variable	Content
Inclusion	
Search	Abstract, Keywords, Title
Year	2014-2024
Document type	Conference paper, Article, Book chapter, Review, Conference review and Book
Publication stage	Final
Exclusion	
Subject area	Medicine, Nursing, Mathematics, Health Professions, Energy, Earth and Planetary Sciences, Biochemistry, Genetics and Molecular Biology, Pharmacology, Toxicology and Pharmaceutics, Physics and Astronomy, Dentistry, Agricultural and Biological Sciences, Chemical Engineering, Arts and Humanities, Immunology and Microbiology, Chemistry and Veterinary.
Keyword	Medical Education, Faculty Medical, Medical School University, Hospital Schools, Medical Clinical, Competence Academic Medical, Centers Education Medical, Energy Utilization, Internal Medicine, Medical Student, Construction Management.

The data processing was carried out using the R Studio platform with the Bibliometrix software, combined with Vosviewer for keyword analysis. However, in the case of analyses derived from Bibliometrix, although this software generates graphs, Excel was sometimes used to enhance reader visibility. The tables, graphs and diagrams presented reflect the top 10 most relevant results.

The following bibliometric indicators were used: production indicators (annual scientific production, most relevant sources, most relevant affiliations, countries scientific production and most relevant authors), impact indicators (most cited countries and most globally cited documents), and thematic indicators through the analysis of the most frequent words and network analysis.

3. Data trends in control of human talent management knowledge

Out of the obtained documents, 117 were conference papers (48.15%), 101 were articles (41.56%), seven were conference reviews (2.88%), six

were reviews (2.47%), eight were book chapters (3.29%), and four were books (1.64%). Of these, 232 were written in English (95.47%), four in Spanish (1.64%), three in Chinese (1.23%), two in Russian (0.82%), and two in French (0.82%). This confirms that the predominance of scientific productions is in the English language, and this topic is not exempt. In this section, the results and their discussion will be described in the order of the classified bibliometric indicators.

An increased trend is reflected from 2014 to the present, which due to the characteristics of this research, not all scientific productions for the year 2023 and even less for 2024 have been visualized yet. However, there is a growth trend in the interest to develop the study, as reflected by the data available until the end of 2022 (table 2).

## Table 2
Annual scientific production

Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Documents	12	14	10	11	21	25	30	42	42	27

Despite the fact that HTM has a long history within the scientific field, its development in the context of universities and the inclusion of control processes shows a growing trend.

The analysis by sources identifies a total of 161 of them that investigate the topic, with an average of 1.50 documents per source. The ACM International Conference Proceeding Series and ASEE Annual Conference and Exposition, Conference Proceedings stand out as the resources with the highest production, each having 13 publications. Advances in Intelligent Systems and Computing presents nine publications, while the rest have fewer than seven publications (graphic 1). It can be suggested that in recent years, these research efforts have not been concentrated in specific sources but are dispersed among different scientific producers.
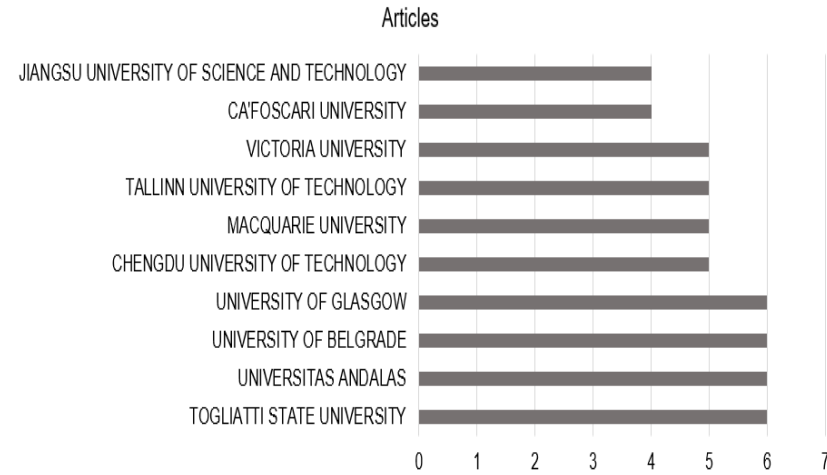
Graphic 1
Most relevant sources
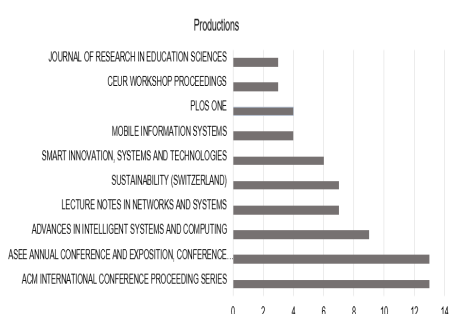
A total of 465 institutions related to the topic were identified in the search. Togliati State University, Universitas Andalas, University of Belgrade, and University of Glasgow stand out with six publications each. A large number of affiliations are shown due to the collaborative process involved in producing each document. However, no single affiliation with high scientific production in these topics is identified (graphic 2).

Graphic 2
Most relevant affiliations

Articles

Affiliation	Articles
JIANGSU UNIVERSITY OF SCIENCE AND TECHNOLOGY	4
CA'FOSCARI UNIVERSITY	4
VICTORIA UNIVERSITY	5
TALLINN UNIVERSITY OF TECHNOLOGY	5
MACQUARIE UNIVERSITY	5
CHENGDU UNIVERSITY OF TECHNOLOGY	5
UNIVERSITY OF GLASGOW	6
UNIVERSITY OF BELGRADE	6
UNIVERSITAS ANDALAS	6
TOGLIATTI STATE UNIVERSITY	6

Out of the 69 countries found in the development of the topic, illustration 1 shows that China (96) and the United States (89) have the highest density in scientific production. In a secondary position, countries such as Indonesia (33) and the United Kingdom (30) are found. China and the United States, in general, have a long tradition in scientific production in the field of human talent management, which is in line with historical studies in this topic.

Illustration 1
Country scientific production
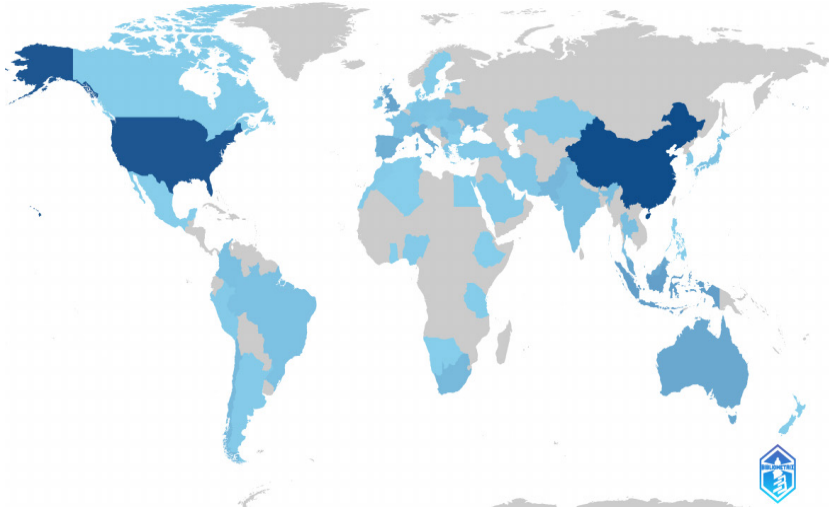
In the case of the most relevant authors analysis, there is no high scientific production by a single author. Only one author (Li, Y.) surpasses two publications with four (Fajarillo et al, 2021; Li & Li, 2022; Li & Shu, 2022; Moussa & Li, 2021), while the remaining nine authors with higher production (two each) are listed in table 3. This implies that in the last 10 years, there has not been an intensification of the treatment of this topic by a single author.

Table 3
Most relevant authors

Authors	Li Y	Barros M, Baruah B, Chen G, Cleveland-Slimming M, Contreras S, Duarte V, Fauzi R, Ismail N and Jackson N.
Documents	4	2

For the impact indicators, the countries with the most citations are initially analyzed (Table 4). Despite China (134 citations) and the United States (93 citations) being the countries with the highest scientific production, Australia (147 citations) has the highest number of citations, with an average of 18.40 citations per article. There are other countries with not-so-high production numbers but with a higher average of citations per article, such as the United Kingdom (19.30) and Italy (16.00). In general, it is considered that there are no significant numbers of citations by country. However, the researched information covers the last 10 years, with a higher level of production in 2021 and

2022, so the short period of time that the documents have been published may have not allowed them to achieve the desired impact yet.

Table 4
Most cited countries

Country	TC	Average Article Citations	Country	TC	Average Article Citations
Australia	147	18.40	Pakistan	40	10.00
China	134	3.50	Slovakia	38	38.00
USA	93	9.30	Malaysia	35	8.80
Italy	64	16.00	Spain	32	8.00
United Kingdom	58	19.30	South Africa	31	7.80

The analysis of the most cited documents within the Scopus database (Derting et al, 2016; Frantz et al, 2015; Handley, 2018; Hitka et al, 2019; Jacques et al, 2021; Manzoor et al, 2019; Martin-Sardesai & Guthrie, 2018; Samoliuk et al, 2022; Winefield et al, 2014; Yafi et al, 2021) revealed that Manzoor et al, (2019) is the scientific research with the highest number of citations, with 81 (graphic 3). This study highlights a set of practices for the sustainability of human talent management for better performance, which, despite its relation to universities and control, is not directly contextualized in universities. In terms of the average citations per year, Manzoor et al, (2019) also stands out with 13.50, followed by Samoliuk et al, (2022) with 13.33, and Jacques et al, (2021) with 11.25. Overall, it can be stated that there are research papers with a satisfactory level of impact; however, the main ones detected are not directly associated with the studied topic.

Graphic 3
Most global cited documents


☐ TC per Year   ■ Total Citations
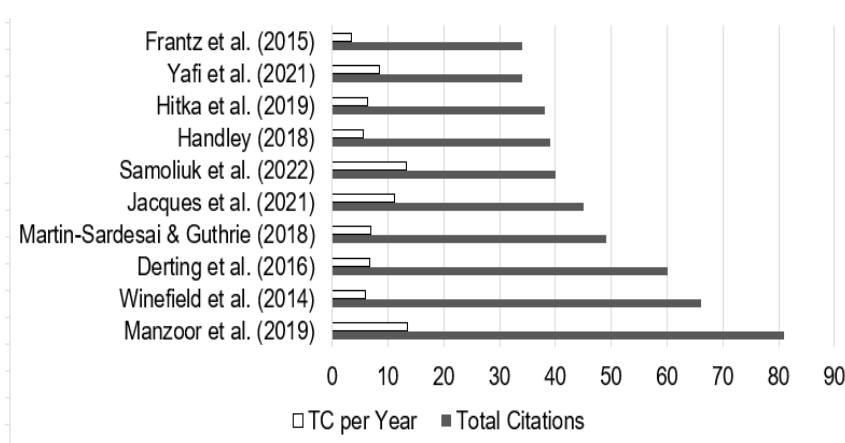
For the first thematic analysis, the most frequent words are considered, derived from VOSviewer. The keyword with the highest number of appearances is "human resource management" (161), which confirms the fundamental scope of the analyzed research. The second most frequent keyword is "students" (63), since one of the forms of control of teachers' performance is evaluation by students. Therefore, although the present study focuses more on the control or evaluation of the HTM process, the viewpoint of students should be considered from an individual perspective. The third most frequent keyword is "information management" (35), demonstrating that in current trends in the management field, information management is crucial for process development.

The rest of the keywords behave similarly in terms of frequency, with "quality control" (25) standing out, which confirms the initial findings of this research that control studies on HMT in universities have focused more on accreditation and quality processes. When analyzing the total link strength, it is confirmed that the main links, as well as the frequency, are found in human resource management, with 691 connections to the other terms. In a lower position, the terms student and teaching appear, with 362 and 203 respectively (graphic 4). This shows that the search is related, in addition to the HTM process, to the training ones in universities.

Graphic 4
Keywords by total link stenght
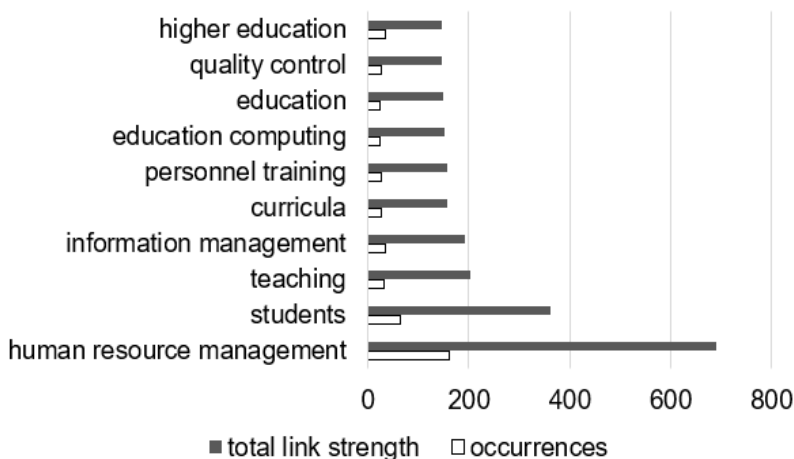
Through the VOSviewer software, a keyword network analysis was carried out. For the processing, the co-occurrence analysis type was selected, the unit of analysis was all keywords, and the counting method was full counting.

To construct the network, only words with more than 10 occurrences were considered, resulting in the identification of 31 keywords. The resulting network is shown in diagram 2.

Diagram 2
Relationship among keywords

In the analysis, four keyword groups are created, which indicate the main research groupings. The red group highlights "human resource management" along with other keywords such as "higher education institutions," "quality control," and "information management." The green group includes the keyword "student" along with others like "e-learning," "learning system," and "higher education." The blue group contains keywords such as "teaching," "education," "humans," "employment," "university," and "personnel management." Finally, the yellow group contains terms related to "curricula" linked to keywords like "professional aspects," "personnel training," "surveys," and "managers."

In this sense, it can be stated that the yellow group is more closely associated with human talent management in any sector, not specifically in higher education. The blue group contains keywords that are more focused on the educational process, although it includes teacher management, it does not specifically focus on the control process of HTM in higher education. The green group primarily encompasses the student learning process within higher education. Therefore, the red group is the one that stands out the most in this research, as it includes human resource management, quality control, and higher education institutions. Additionally, the analysis highlights the importance of including the use of information management and its derivatives in both studies and practice to effectively manage human talent in these institutions.

Consequently, an analysis of the keywords per document is performed within the CSV file, suggesting that, as priority documents to trigger further studies on this topic, more in-depth research should be conducted on the documents that have a stronger

relationship with the keywords in the red group (Guo, 2022; Widjaja et al, 2020; Yi, 2021; Zhou, 2023). While all the documents may contribute elements through their subsets, the previously mentioned references are the ones that have more comprehensively explored the variables most related to this study. The analysis reveals a predominance of Asian literature in this topic, which not only stands out in terms of quantity but also in terms of the specificity of the research being conducted. Therefore, China should be one of the reference countries for further exploration of HTM control in universities.

4. Conclusions

The study of Human Talent Management (HTM) control in the context of universities, although it is not a new topic, it remains as an area of ongoing research in scientific literature due to its role in contributing to the success of strategic management in universities. In the search developed on Scopus, it was found that the majority of literature on this theme is in English, and the countries that have made significant contributions to this field of study are China, the United States, Indonesia, and Australia. Generally, there is no concentrated scientific production in terms of sources, affiliations, or authors.

Therefore, to obtain a comprehensive collection of specialized literature on this topic, it is necessary to acquire documents from various sources. The analysis of keywords highlighted human resource management as the most prevalent and strongly interconnected variable with the rest. By developing the keyword network, it was possible to determine the group that is most closely linked to the objectives of

this work, and the research papers that can contribute the most to the studied topic were identified.

Despite the fact that the analysis in this research explores the metrics of the analyzed topic within the Scopus database, it does not delve into content analysis for the control of human talent management in universities. However, it highlights important elements such as sources, affiliations, authors, countries, keywords and documents, which should be considered for studies working on the subject from other research points of view, contain a bibliometric basis in this regard.

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