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Article

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Review

A New Perspective on Talent Management: An Integrative Review of the Current Literature

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Abstract: Purpose: Although talent management is widely applied across various business sectors, the comprehensive literature focusing on talent management within the context of migration flows remains limited. This paper addresses this gap by conducting an extensive review of the studies published between 2018 and 2023, with particular attention given to the absence of talent management frameworks tailored to refugees. By synthesizing the existing literature, this study aims to highlight the areas where talent management practices can be developed to better address the unique challenges faced by migrant populations. Methodology: This research utilizes the PRISMA methodology and VOSviewer for bibliometric analysis. A total of 62 studies were included, providing insights into the role of talent management across different contexts. Analysis categorizes the studies by the research field, the keywords, the methods, the statistical measures, the geographic origin (countries/universities), and the publication year. Findings: Analysis revealed distinct categorization criteria, including the research field, the keywords, the methodologies, the statistical approaches, the country of origin, and the publication year. This study also identified critical research gaps, particularly in talent management practices related to refugee populations. These findings point to future research directions, emphasizing the need to develop talent management frameworks that can address migration-related challenges. Originality/value: This literature review is innovative due to its cross-disciplinary examination of the talent management literature, focusing on a previously unexplored intersection between talent management and migration. To the best of the authors' knowledge, this is the first study to systematically analyze the gap in migration-related talent management, underscoring the need for further research in this important and emerging field.



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Keywords: talent management; talent; talent migration; talent refugees; talent strategies; migration management; refugee management; refugee employment; talent development

1. Introduction

Talent management has become a focal point in contemporary human resource strategies, driven by the rapid evolution of the global business environment and the urgent need to build a resilient, skilled workforce. As organizations face increasing competition and disruptive changes, they have become more proactive in seeking talented employees who can support growth, drive innovation, and respond to market demands. The field of talent management, which gained traction in the early 2000s, continues to evolve as companies recognize the strategic importance of systematically managing human capital to achieve a competitive advantage (Collings & Mellahi, 2009). In recent years, global volatility has

further underscored the importance of talent management, prompting organizations to make it a central aspect of their human resource strategy.

The key challenge within talent management is its historical focus on a limited pool of high-performing individuals, often excluding diverse talent sources, such as immigrants and refugees, who represent untapped potential for organizational growth. While talent management is intended to identify, nurture, and reward individuals with high-value skills to fulfill organizational needs, recent scholarship has highlighted the importance of a more inclusive approach. This shift emphasizes the need for organizations to look beyond the traditional talent pools, especially as talent shortages grow. The concept of “talent” is dynamic and multifaceted, differing across cultures, industries, and organizational contexts. In *The Talent Wave*, David Clutterbuck argues that talent should be seen as fluid, complex, and continuously evolving, requiring strategies that harness its potential rather than impose rigid control. This perspective challenges the traditional, static definitions of talent, advocating for more flexible and adaptive talent management approaches that respond to shifting workforce needs and changing business environments (Clutterbuck, 2012). By embracing this dynamic view, organizations can better identify, nurture, and retain talent in an increasingly competitive and diverse global landscape.

The integration of refugees into the workforce is one critical area where talent management can play a transformative role. According to recent statistics, the global refugee population has reached an unprecedented level, with over 26 million individuals seeking safety and stability worldwide. For refugees, employment is a fundamental part of the integration process, providing financial stability and promoting social inclusion in host societies. However, some studies indicate that refugees face significant barriers to employment, including limited language proficiency, unrecognized qualifications, and a lack of access to professional networks, resulting in high unemployment rates. In the European Union, it can take from five to six years for the majority of refugees to secure employment, with up to fifteen years to reach employment rates comparable to those of the local population (Konle-Seidl, 2016).

Research on refugee integration has underscored employment as a core element of successful social inclusion, yet achieving sustainable employment outcomes remains complex (Lee et al., 2020). Factors such as immigration policies, local market conditions, and qualification recognition systems significantly shape the employment landscape for refugees. Ortlieb and Knappert (2023) argue that favorable immigration policies and supportive labor market structures are essential for integrating refugees into host country workforces. Additionally, recent studies have shown that corporate social responsibility (CSR) and diversity initiatives can positively influence organizational attitudes towards employing refugees (Knappert et al., 2021). The interplay between language proficiency, legal frameworks, and support systems significantly influences the effectiveness of immigrant talent management, shaping both the opportunities and the barriers to labor market integration. For instance, insufficient language skills often limit a migrant’s access to jobs that suit their qualifications, creating a mismatch between skills and employment. Even when migrants possess high levels of expertise, restrictive legal frameworks—such as lengthy visa processes and complex recognition procedures for foreign qualifications—can delay or prevent their full participation in the workforce (OECD, 2019). Moreover, the presence or absence of support systems, such as Denmark’s mentoring programs for immigrants, determines how well newcomers navigate these challenges. Strong support networks can accelerate language acquisition, provide job market guidance, and foster professional connections, facilitating smoother integration. However, in countries where such systems are underdeveloped, migrants often struggle with bureaucratic hurdles and have limited access to professional development opportunities. To address these structural challenges,

policymakers should implement coordinated strategies that align immigration policies with labor market needs, streamline qualification recognition, and expand targeted support programs. Such interventions would create a more inclusive framework, ensuring that migrant talent is effectively utilized rather than excluded.

This paper systematically reviews research from 2018 to 2023 to examine the intersection of talent management and migration, focusing on the empirical findings and the theoretical advancements in this area. Through targeted keyword searches, relevant studies were identified and analyzed. Using the PRISMA framework, we organized these studies to create a theoretical framework that links talent management practices with the specific needs of refugee populations. Additionally, we applied VOSviewer for bibliometric analysis, which enabled us to identify the major research themes, geographic origins, and institutional affiliations, helping to map the structure and focus of this emerging research area. A Sankey diagram was also used to illustrate the connections between countries, institutions, and publication venues, providing a visual representation of the regional and institutional contributions.

Thus, advancing talent management to support refugee integration requires a comprehensive understanding of the barriers and opportunities within this context. This paper provides an initial framework to expand talent management theories to address migration-related challenges. By highlighting the empirical findings and identifying the research gaps, we aim to encourage human resource practitioners and policymakers to develop targeted strategies that facilitate the economic inclusion of refugees. Future research should continue exploring this area to address the unique challenges and opportunities presented by diverse talent sources, as this will be crucial in fostering a more inclusive and resilient global workforce.

2. Theoretical Framework

2.1. Talent Management

Talent management is one of the most crucial elements of human resource management in the world and continues to be one of the most important issues in many large organizations. Its exact meaning is rather ambiguous due to the complex definitions and terms as well as the assumptions made by authors writing about talent management. The terms “talent management” and “talent strategy” are often used interchangeably. The identification of talented individuals is the cornerstone of talent management. According to [Collings and Mellahi \(2009\)](#), talent refers to individuals with high potential in specific fields, who have the ability and propensity to advance the necessary skills and expertise to fulfill key roles within an organization. In addition, these authors formulated the definition of talent management as a structured process designed for the attraction, development, motivation, and retention of key individuals. Talent management is also defined as a unique function incorporating all the activities and responsibilities related to the management of the talent life cycle. There are no geographical limitations regarding the attraction and acquisition of talent and its development and retention. Talent management is a strategy developed by organizations to intrigue talented employees and to upgrade them so as to achieve a competitive advantage. Talents are considered as special strategic resources necessary for the achievement of a sustainable competitive advantage ([Dries, 2013](#)). Organizations use talent management to attract, promote, and protect these resources from their competitors. As far as the importance of talent management is concerned, another author stated the benefits of an effectively implemented talent management strategy include improved employee recruitment and retention rates and enhanced employee engagement. These outcomes, in turn, have been associated with improved operational and financial performances. [Baqtayan \(2014\)](#) concluded that talent management is of importance to

employees and should be of importance to the organization as well because it can lead to a competitive advantage for all employees. There is a correlation between talent management, employee commitment and retainment, and the improved performance of an organization. In other words, an individual performance has an impact on the effective functioning of any organization and depends on the performance of other employees. The traditional talent management approaches often follow a linear, top-down model that prioritizes an individual's performance and succession planning. This method focuses on identifying high-potential employees and preparing them for specific roles, operating under the assumption that talent is an inherent characteristic of the individual. As a result, talent management may become a process imposed on employees rather than a collaborative effort, potentially overlooking contextual and systemic factors that influence workforce potential (McDonnell et al., 2017).

In contrast, systemic talent management presents a more holistic perspective, recognizing that talent is not solely an individual trait, but is also shaped by organizational structures, workplace culture, and external influences. This approach emphasizes the importance of involving employees—particularly immigrant workers—in shaping policies and practices that affect their professional development. By engaging diverse talent in decision-making processes, organizations can foster more inclusive work environments, enhance innovation, and improve employee commitment. Furthermore, collaborative talent management strategies can help mitigate structural barriers, such as biases in competency frameworks or rigid qualification recognition systems, ultimately leading to more equitable and effective workforce integration (Sinisterra et al., 2024). The transition from a linear to a systemic approach in talent management signifies a more comprehensive understanding of the complexities within organizations. By acknowledging the dynamic interplay between individual capabilities, organizational structures, and external influences, companies can develop more adaptive and inclusive talent management strategies. This shift not only enhances the identification and development of talent, but also improves retention by fostering a sense of ownership, engagement, and empowerment among employees. A systemic perspective ensures that talent management is an ongoing, participatory process rather than a rigid, top-down initiative, ultimately leading to more sustainable workforce development and organizational success (Guo & Al Ariss, 2015).

Finally, talent management serves quite an important purpose when it comes to attracting and recruiting future employees; talented employees are considered as strategic assets that have enough potential to produce and capture value and execute business strategies. This is apparent regarding different aspects, which are as follows:

Globalization, as it provides a wider scope of possibilities for job seekers around the globe. One can know about the opportunities available in any part of the world easily.

Escalating competition, on the basis of which talent management is now a fundamental factor in ensuring firm sustainability, thus pushing companies to make every effort to invest, retain, and improve the best available talent in the field of operation.

The upgrading of knowledge for the improvement of talented personnel who are able to adopt new technologies, which are evolving at a very fast pace. Thus, talent management is considered essential for human-resource-gathering and management initiatives (Ibrahim, n.d.).

2.2. Talent Management Regarding Migration

To begin with, immigration can be broadly categorized into two key types: voluntary and involuntary migration. Voluntary migrants relocate by choice, often in pursuit of better economic prospects, career advancement, or personal growth. In contrast, involuntary migrants—primarily refugees and asylum seekers—are forced to leave their home countries due to conflict, persecution, or environmental disasters. The experiences and challenges

faced by these groups differ significantly, influencing their integration pathways and economic contributions.

Another crucial distinction lies in how governments and corporations approach immigration. Governments primarily focus on policymaking, national security, and societal integration, while corporations view immigration through the lens of labor markets, talent acquisition, and economic productivity. These differing priorities shape their respective capacities for action and influence policy implementation. While governments regulate migration flows and establish legal frameworks, businesses often advocate for policies that address skill shortages and facilitate workforce mobility. Bridging these perspectives through coordinated strategies can enhance labor market efficiency and improve integration outcomes (OECD, 2019).

Successful workplace integration for refugees begins with targeted recruitment practices aimed at identifying individuals with the skills and potential for success in specific roles. This approach allows for employers to recruit talented refugees who are either qualified for the positions or can be trained to acquire the necessary skills. When these efforts fail—often due to mismatches in expectations and qualifications—the pressure on refugees to perform can be overwhelming, and employers may become frustrated when the anticipated productivity levels are not met. In contrast, a pragmatic approach evaluates refugees' skills realistically and seeks to place them in roles where they are most likely to succeed, which has been shown to produce better outcomes in talent management (Pesch et al., 2023).

Recruiters often perceive refugee applicants as in need of protection and may be inclined to hire them out of a sense of social responsibility, even when they lack the required qualifications (Gericke et al., 2018; Ortlieb et al., 2021). However, this perspective can sometimes stigmatize refugees as being low-skilled or helpless, potentially obscuring their actual capabilities and motivations (Baranik et al., 2018). Shifting away from this perception and assessing refugees based on their qualifications and potential would significantly improve their employment prospects, aligning their roles more closely with their skills and experience (Lundborg & Skedinger, 2016).

Qualification assessment is essential for facilitating successful employment placements. Countries with structured skill evaluation processes tend to achieve better employment outcomes for refugees. For instance, Denmark integrates skill assessments into its mandatory refugee integration program, and in Austria, employment agencies collaborate with refugee support organizations to verify qualifications (Ortlieb & Weiss, 2020). However, refugees often struggle to secure roles that align with the professions they held in their home countries. Even when their qualifications are recognized, their diplomas may be devalued or under-recognized, limiting the job opportunities at their skill level. In cases where their qualifications are acknowledged at a comparable level, employers may still be reluctant to recognize them fully.

Self-presentation becomes crucial for refugees who may lack formal documents to validate their skills and experience. However, without credentials, their claimed qualifications can be challenging to verify, leading to skepticism about their capabilities during recruitment.

Additionally, local legislation and labor market dynamics affect refugees' employment opportunities. In Greece, for example, the previous restrictive employment laws intended to protect the local workforce created a rigid job market that was difficult for refugees to access. As a result, many refugees have had to turn to informal work within the underground economy. Greece's economic crisis compounded these challenges, leading to widespread unemployment among refugees. Although the government has recently sought to improve the asylum system, local NGOs continue to play a critical role in matching refugees with job opportunities that align with their skills.

In many European host countries, refugees are categorized as a vulnerable group that suffers from high unemployment and underemployment rates (Colic-Peisker & Walker, 2003). Furthermore, despite the clear need for talent management tailored to migration flows, this problem remains unsolved across Europe, including Greece. A more structured approach to managing refugee talent would help unlock the potential of this diverse group, benefiting both refugees and host economies.

Within this framework, the present paper offers the comprehensive analysis of talent management practices across various sectors, focusing on how these practices can be adapted to address the unique challenges faced by migrants. By reviewing the recent studies published between 2018 and 2023, this study aims to identify critical research gaps and propose areas for future development in talent management frameworks that are responsive to migration-related issues.

This study stands out for its interdisciplinary approach, being among the first to systematically explore the intersection of talent management and migration. Unlike the prior literature, which has predominantly focused on talent management in traditional business contexts, this review addresses the distinct needs of migrant and refugee populations, an area that remains underexplored. By utilizing advanced bibliometric tools such as VOSviewer and applying the PRISMA methodology for rigorous data selection and analysis, this research not only provides a structured overview of the current trends, but also uncovers untapped opportunities to enhance talent management practices that promote the integration of migrants. This pioneering focus on migration-linked talent management offers valuable insights for both academics and practitioners in the human resources field, making it a significant contribution to this emerging area of study.

The contributions of this paper are multifaceted. First, it fills a significant gap by examining how the existing talent management frameworks can be tailored to address the challenges faced by migrants, who are often excluded from the traditional talent pipelines. Second, it encourages scholars to recognize the integration of migrant talent as a distinct field within human resource management, paying attention to policy adaptation, recruitment strategies, and skill development for refugee populations. Lastly, this paper advocates for companies to develop inclusive talent practices that recognize and support the unique needs of migrant workers, thereby fostering their successful integration and enhancing their contributions to the workforce.

3. Materials and Methods

This review was conducted in accordance with VOS bibliometric analysis in order to categorize the articles and carefully evaluate them. Finally, by using a Sankey diagram, we present the connection between nations, universities, and publications.

3.1. Inclusion/Exclusion Criteria

All the examined studies concerned the importance of talent management related to migration flows and the inefficiency of different business sectors to incorporate it during 2018–2023. The researched papers were selected based on certain criteria, such as language—all texts should be written in English; research field; keywords; methods and statistical measures; the countries/universities; and the year of publication.

3.2. Search Strategy and Screening

A search strategy was developed using a keyword search. The procedure we used includes nine steps that are thoroughly described below (Table 1). The present research relied on the following online academic databases: Elsevier, Wiley, and Google Scholar. The searches were initially performed in March 2023 and finalized on August 2023. The

articles were compiled and duplicates were removed. The remaining articles (N = 76) were analyzed, while titles and abstracts not within the scope of the review were excluded. The full texts of the articles (N = 69) were screened against the inclusion and exclusion criteria. See Figure 1 for details.

Table 1. Keyword search formula.

Step	Keyword Search
1	((“talent management”)) AND ((“talent migration”))
2	((“talent migration” OR “talent refugees”)) AND ((“talent management”))
3	((“talent migration” OR “talent refugees”)) AND ((“talent management” OR “talent”))
4	((“talent migration” OR “talent refugees”)) AND ((“talent management” OR “talent” OR “talent strategies”))
5	((“talent migration” OR “talent refugees”)) AND ((“talent management” OR “talent” OR “talent strategies”)) AND ((“migration management”))
6	((“talent migration” OR “talent refugees”)) AND ((“talent management” OR “talent” OR “talent strategies”)) AND ((“migration management” OR “refugees management”))
7	((“talent migration” OR “talent refugees”)) AND ((“talent management” OR “talent” OR “talent strategies”)) AND ((“migration management” OR “refugees management”))
8	((“talent migration” OR “talent refugees”)) AND ((“talent management” OR “talent” OR “talent strategies”)) AND ((“migration management” OR “refugees management” OR “refugees employment”))
9	((“talent migration” OR “talent refugees”)) AND ((“talent management” OR “talent” OR “tal”))
10	((“ent strategies” OR “talent development”)) AND ((“migration management” OR “refugees management” OR “refugees employment”))

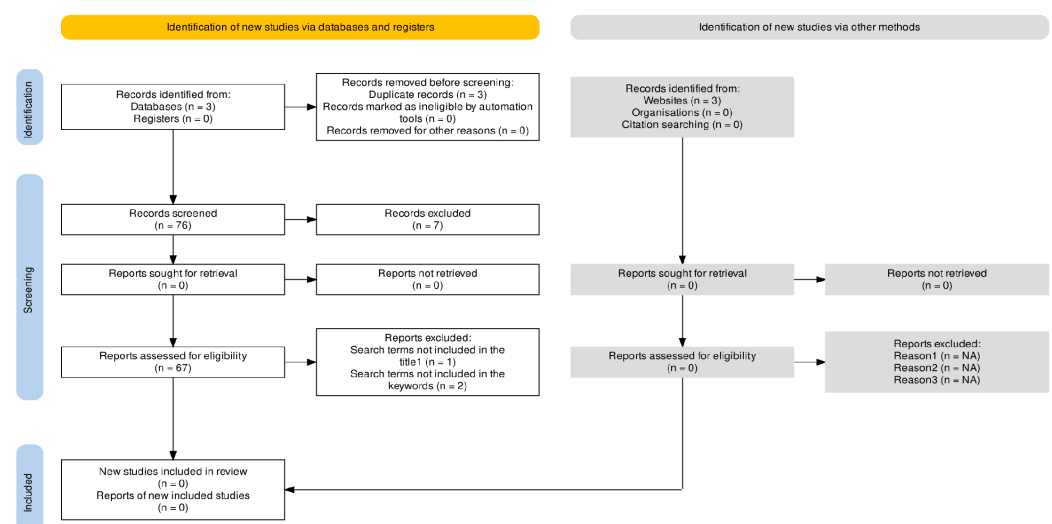


Figure 1. PRISMA flowchart of study selection.

3.3. Data Extraction and Synthesis

Key information from the full-text articles was systematically extracted into a table, capturing essential aspects, such as study design, research country, researchers' affiliated university, scientific field, the frequency of keyword references, and the time period covered.

A narrative summary of the findings was also developed to emphasize the role of talent management within various economic sectors, as well as the notable lack of research on talent management practices related to migration flows in Greece and Europe.

Table 2 highlights several study characteristics. Of the sixty-two papers analyzed, the majority (N = 49) focused on the scientific field of human resource management, with eight articles related to human resource technology, and three to economics. Within the selected timeframe (2018–2023), the highest number of publications occurred in 2020 (N = 13) and 2019 (N = 12), with a slight decline in 2022 and 2023, suggesting sustained interest in this research area. The geographical analysis of the articles revealed that nearly half (N = 30) were published by European universities. Asian universities also showed strong engagement with talent management, contributing eighteen articles, followed by American universities with nine publications. As for sources, most articles were obtained through Google Scholar (N = 29), with additional articles sourced from Wiley (N = 18) and Elsevier’s ScienceDirect (N = 15). Our in-depth literature review focused exclusively on the studies examining talent management in relation to migration flows within Europe; studies centered on other continents were excluded. This review underscores the critical role of talent management in human resources, highlighting a significant gap in the efforts to identify and integrate talented refugees across various business sectors in Europe, as noted by [Lai et al. \(2022\)](#).

Table 2. Summary table of study characteristics.

Number of Studies (N = 62)		
Year of Publication	Count	Rate %
2018	8	12.90%
2019	12	19.35%
2020	13	20.96%
2021	10	16.12%
2022	8	12.90%
2023	11	17.74%
Source	Count	Rate %
Elsevier	15	24.19%
Scholar	29	46.77%
Wiley	18	29.03%
Universities’ Region of Study	Count	Rate %
America	9	14.51%
Europe	29	46.77%
Asia	18	29.03%
Africa	4	6.45%
Oceans	2	3.22%
Field	Count	Rate %
Economics	3	4.83%
HR-Management	49	79.03%
HR-Technology	8	12.90%
HR-Maritime	1	1.61%
HR-Nurse	1	1.61%

3.4. Quality Assessment

All the researched papers were carefully reviewed, and through their examination, the classification of prevalent categories was conducted. Notably, most research studies include all categories. Classification was based on eight different criteria: the statistical method of

analysis (if available), the field of study, the frequency of reference of keywords, the number of authors/researchers who carried out the studies, the time period in which each study refers, the reference countries of the studies, and (if available) the year of publication. The use of certain criteria reflects the studies which were conducted and describes the issues examined, distinguishing several categories. This review asks research questions in order to reveal trends in this specific field as well as shortcomings.

3.5. Results of PRISMA Method and Timeline of Published Articles

This review was conducted in accordance with the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) (Lai et al., 2022). The searches were carried out using the 3 electronic databases (Elsevier, Wiley, and Google Scholar), where 76 studies were identified to meet the criteria we had set after the screening process (Figure 1, PRIMA diagram). The main reasons for their exclusion after the study of their content were the search terms not being included in the title ($N = 1$), the search terms not being included in the keywords ($N = 2$), and that they were duplicates ($N = 3$).

According to Figure 2, the majority of the publications occurred in 2020 ($N = 13$) and 2019 ($N = 13$), while fewer papers were published in the next two years. This indicates that this area of research remains of constant interest.

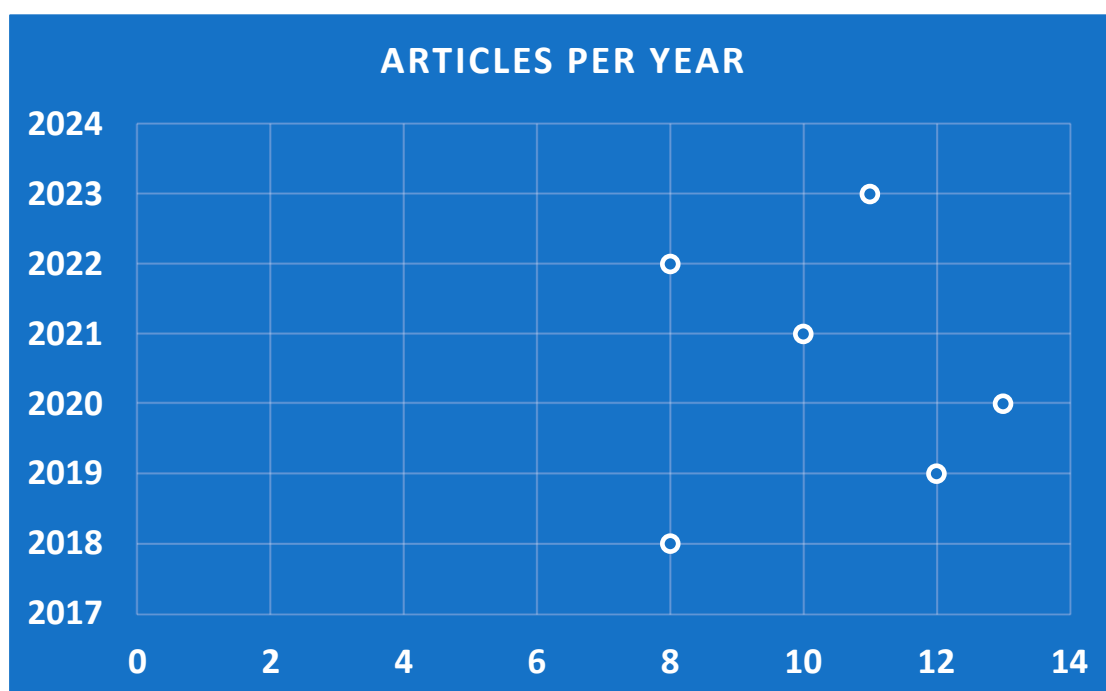


Figure 2. Timeline figure of published articles.

4. Results

4.1. Relevant Sources for the Years 2018–2023 and Total Citations

Our analysis of the articles collected for this study reveals that the majority of the publications are from the *European Management Review (EMR)*, while five articles were published in the *Thunderbird International Business Review*. Additionally, four articles appeared in *Industrial and Commercial Training*, followed closely by *BRQ Business Research Quarterly* and *Industrial and Commercial Training* again, with three articles each. Furthermore, two articles were found in each of the following journals: *Employee Relations: The International Journal*; the *Human Resource Management Review*; *Technological Forecasting and Social Change*; *Human Resource Development Quarterly*; *Asia Pacific Journal of Human Resources*; and *Global*

Business and Organizational Excellence. All the other articles were published in separate, unique journals.

After reviewing a total of sixty-two papers, we identified the five most-cited papers per year from 2018 to 2023, as shown in Table 3. Notably, the most cited article, “Inclusive Talent Development as a Key Talent Management Approach: A Systematic Literature Review”, garnered 174 citations, underscoring its significant impact in the field.

Table 3. Top 5 titles according to total and average citations for 2018–2023.

Title	Citations	Average Citations/Year
Human Resources disruption-Time already to reinvent talent management	418	83.6
The new talent management challenges of Industry 4.0	480	81.60
The Impact of Implementing Talent Management Practices on Sustainable Organizational Performance	341	85.25
Inclusive talent development as a key talent management approach: A systematic literature review	174	174
Green talent management and employees’ innovative work behavior: the roles of artificial intelligence and transformational leadership	88	88

4.2. Bibliometric Network Analysis of Talent Management Literature

This section presents a co-occurrence network that creates two cores of keywords (Figure 3) and connects them together by different groups, suggesting the main themes.

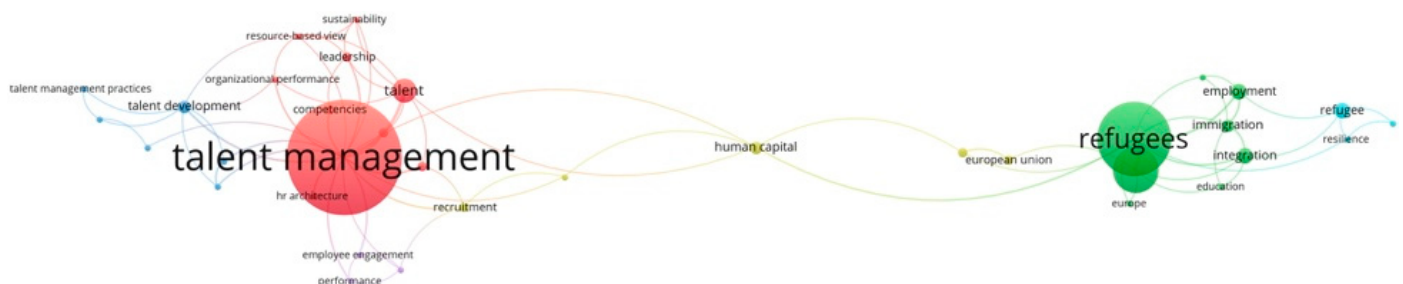


Figure 3. Network visualization of VOSviewer bibliometric analysis.

The keywords were an essential factor when searching through the literature on talent management and its use as a tool for the integration of refugees in their host countries. Through the bibliometric analysis of VOSviewer, we created a map based on the bibliographic data (Figure 3) with the coexistence of the keywords of research that has been conducted for the reference years 2018–2023. We relied on the data we collected from the reference manager files, and with a minimum number of occurrences of two keywords, 35 papers were selected regarding this research out of 42 in total.

The thematic map in Figure 4 highlights two primary research themes: talent management and refugees. The most prominent theme centers around talent management, particularly its role in the recruitment, development, and retention of human resources. Additionally, two smaller, yet significant themes—refugees and immigration—are emphasized in Figure 3, with the studies in these areas focusing on the integration and employment of refugees in European Union host countries. A closer look at the map shows that these

themes are interlinked through the concept of human capital development within the European Union (Figure 3). Interestingly, the intersection of talent management with immigration is relatively unexplored, highlighting a promising avenue for future research in the field.

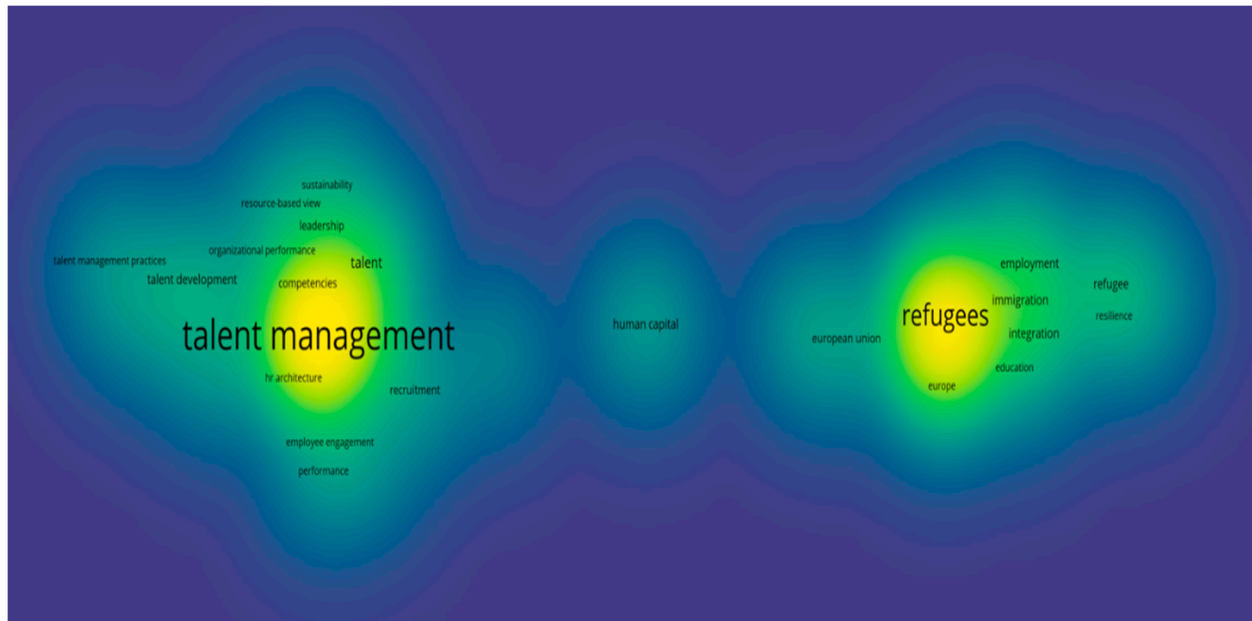


Figure 4. Density visualization of VOSviewer bibliometric analysis.

4.3. Sankey Diagram Analysis with Multiple Criteria

The Sankey diagram in Figure 5 visualizes the relationships between the authors, the study countries, and the keywords associated with the analyzed studies. As a visualization tool, it effectively highlights the connections and flow between these categories, offering an intuitive overview of the thematic and geographical distribution of research within this domain.

In this chart, the following was observed:

Nodes represent the key entities across each category: the authors, the study countries, and the keywords. Each node corresponds to a frequently mentioned author, country, or keyword, with the 15 most common authors and keywords individually labeled, while the less common entries are grouped under “Other” for readability.

The connections (or flows) between nodes illustrate the relationships between these entities. The thickness of each link signifies the commonality of that relationship, with broader streams indicating a higher volume of studies that share the same relationship, such as a particular author researching a specific topic within a country. The most significant relationships stand out, with stronger flows highlighting the key themes and the prominent contributors.

Information flow progresses sequentially from left to right, starting with the authors, moving through the study countries, and ending with the keywords that represent the central research themes. This structured flow clarifies the origin and direction of each study, while illustrating how the authors contribute to different topics across the countries.

Data standardization has been applied to enhance clarity; the keywords are uniformly converted to lowercase to avoid duplicate entries, and in instances where more than three authors contributed to a study, only the first author’s name is shown, followed by “et al.”.

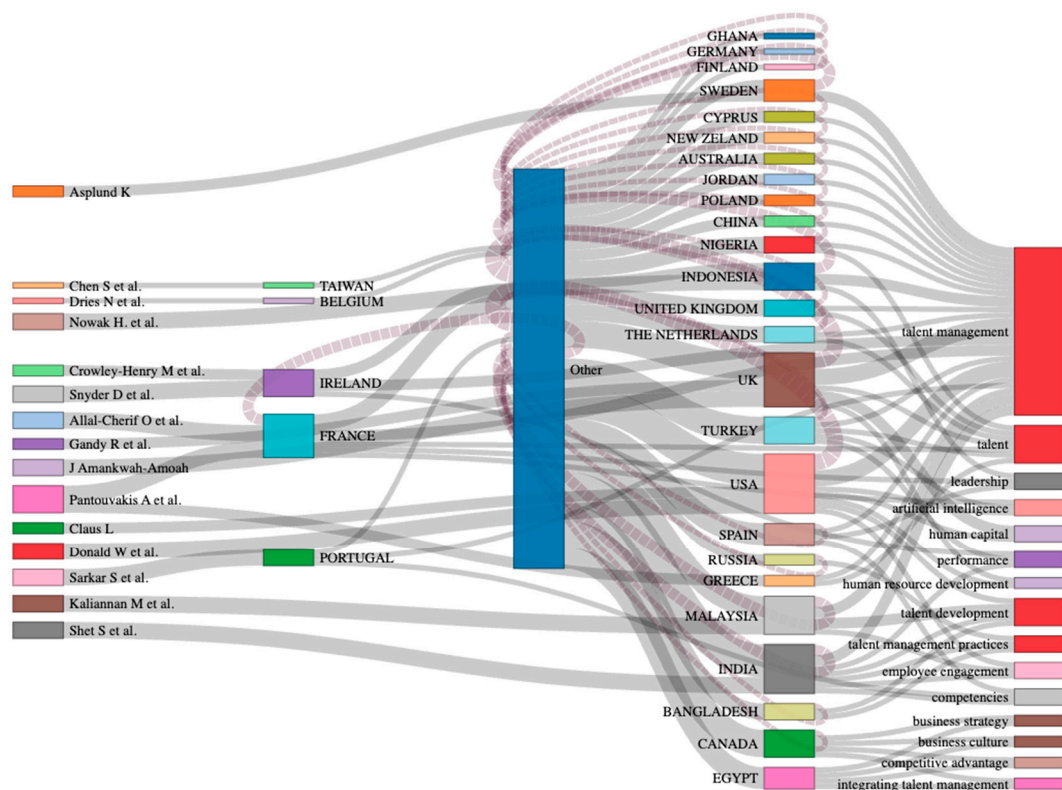


Figure 5. Sankey diagram analysis.

More specifically, we include the more detailed analysis of the above diagram.

a. Structure of the diagram

The left side (researchers) of the diagram lists various authors, e.g., [Bolander et al. \(2017\)](#), who have contributed to research, and each author is represented by a unique color-coded bar.

The middle section (countries) displays the country affiliations of these researchers, while the “Other” category represents a collection of countries that are not listed individually.

Countries like the USA, the UK, France, and India have strong research contributions.

The right side (research topics) shows different themes, such as “talent management”, “leadership”, “artificial intelligence”, “human capital”, and “competitive advantage.”

The width of the connecting lines indicates the strength of the connection between a country or a researcher and a specific research area.

b. Key insights

Most Prominent Research Topics

1. Talent management (largest red box) is the most frequently studied topic.
2. The other major themes include the following:
 - Talent development;
 - Leadership;
 - Artificial intelligence;
 - Human resource development;
 - Competitive advantage;
 - Business strategy.

Country contributions:

The USA, the UK, and India are among the leading contributors to research in these fields. France, Portugal, Ireland, and Malaysia also have notable contributions.

Some smaller countries (e.g., Cyprus, Ghana, and Jordan) contribute to specific areas, but with fewer connections.

Researcher influence:

Some researchers have broad contributions across multiple countries and topics, while others specialize in a single field.

Asplund has a distinct connection, potentially indicating unique contributions.

Dries and Chen seem to have a strong presence, contributing to research in multiple countries and topics.

c. Trends and observations

Artificial intelligence is a growing focus area, and it is linked with talent management, leadership, and business strategy.

Human capital and employee engagement are closely related topics, indicating a focus on workforce development.

The strong connection between talent management and leadership suggests these fields are interconnected in research (Bolander et al., 2017).

This particular Sankey diagram is a powerful tool for understanding the central themes of this research, the correlations between the countries and the subject areas, as well as the significant contribution of the main authors. Through the multi-layered visualization, a comprehensive, yet easy-to-read depiction of these relationships is offered, making it valuable for data analysis and understanding.

5. Conclusions

This paper provides the comprehensive analysis of recent publications in the field of talent management related to migration flows, focusing on research from 2018 to 2023. After conducting an extensive literature search and applying bibliometric analysis, we present the key findings using tables detailing the total citations per article, the relevant sources per year, and the study characteristics. Our selection criteria identified 63 publications, revealing a gap in the existing research; while migration and talent management have each been widely studied, research integrating these fields remains limited. Notably, most studies concentrate on human resource management and originate from European universities, highlighting a regional focus that may influence the findings.

Our findings contribute to understanding the intersection between migration and talent management, underscoring the importance of adaptive approaches that could lead to more effective workforce strategies in diverse labor markets. Specifically, our study suggests that host countries should systematically document the skills and qualifications migrants bring from their country of origin. Such a database would help assess migrants' talents and align them with the labor market needs, aiding economic integration and addressing skill shortages. We acknowledge that a fundamental principle of talent management is the effective identification and recruitment of high-potential individuals. In the context of European immigration policies, this principle drives the efforts to streamline selection processes, enhance the recognition of foreign qualifications, and minimize bureaucratic obstacles. Initiatives such as the European Union Talent Pool and Talent Partnerships highlight how digitalized recruitment procedures can accelerate immigration processes, while ensuring that migrants' skills are accurately assessed and aligned with labor market demands. However, effective talent management extends beyond recruitment; it encompasses continuous development and retention strategies. For immigrants, this may include language training, mentorship programs, and career development initiatives tailored to the unique challenges of integrating into a new labor market. Research from business schools and migration studies indicates that such support mechanisms can significantly reduce turnover and enhance both individual and organizational performances.

Additionally, these data could serve as the foundation for future research on talent management concerning migration, especially within Southern European countries that have been significantly affected by recent migration trends (Boese, 2022).

Countries like Denmark, Germany, and Finland have pioneered programs that align with corporate talent management strategies. Denmark's integrated approach—combining streamlined visa processes with tailored social integration services—illustrates the vital role of cross-sector partnerships in enhancing migrant retention and addressing labor shortages. While the early talent management literature primarily focused on high-skilled individuals, recent research has adopted a more inclusive perspective. Spain, for instance, has implemented policies that facilitate the entry of both high-skilled and low-skilled migrants through simplified work permit processes and circular migration pathways. This broadened approach is essential given the varied labor shortages across Europe. A key innovation in modern immigration management is the use of digital platforms, an approach inspired by corporate talent management practices. Digital tools not only minimize administrative delays, but also provide real-time labor market data, enabling the faster and more precise matching of migrants' skills with workforce needs. Several European Union initiatives, such as those supported by the ICMPD (2023), exemplify this shift toward more efficient and transparent immigration procedures.

While our study offers valuable insights, it has several limitations, including Regional Bias, since a significant concentration of the studies from European institutions, particularly Western Europe, may limit the generalizability of the findings to regions with distinct migration policies and labor market conditions, such as North America, the Middle East, and Asia (Knappert et al., 2021). The second limitation is related to the timeframe since this study focuses on the literature from 2018 to 2023, offering a contemporary view overlooking foundational research published in earlier years. Furthermore, since our sample relies on quantitative methods, such as surveys and statistical analyses, we potentially missed insights from qualitative research. Last, but not least, the Sector-Specific Insights should be mentioned. More specifically, our study captures general human resources practices, though many industries have specific labor needs, and migrant talent could play a critical role in sectors like healthcare, technology, and manufacturing, where skill shortages are particularly acute.

Bearing in mind the above mentioned limitations as subjects of future research, we suggest the following: Expanding the research scope to include diverse host countries would enhance the understanding of migration's impact on talent management practices. Furthermore, a broader timeframe could capture the evolution of migration-related talent management strategies and offer a comprehensive summary. In addition, qualitative studies focusing on migrants' experiences, challenges, and motivations could offer a richer perspective on talent management's role in migrant integration. Last, but not least, sector-focused studies could yield insights on tailoring talent strategies to meet specific workforce requirements. Regarding the key areas for further exploration, expanding the geographic and cultural contexts of comparative studies can lead to understanding the local conditions' impact on migrant integration and talent management Boese (2022), and the establishment of comprehensive migrant skill databases, as well as the alignment of migrant talent with labor market needs, facilitating more effective workforce planning (OECD, 2019). Additionally, we suggest conducting longitudinal studies to track the long-term career outcomes and satisfaction of migrants, offering insights into the effectiveness of talent management interventions (Lee et al., 2020). Sector-specific approaches, particularly in high-demand fields like healthcare, IT, and manufacturing, are recommended to address skill gaps (Kumpikaitė & Riemann, 2020). The potential of digital tools and AI in improving migrant job matching and skill assessment could also be explored (Guthridge, 2021). Finally, we need inclusive

policies and organizational frameworks, encouraging collaboration among human resource professionals, policymakers, and migrant organizations to create equitable and sustainable talent management practices (Friedman, 2021). To fully capitalize on the advantages of applying talent management-related best practices to immigration, European policymakers should adopt comprehensive strategies that integrate migration with broader economic, educational, and social development initiatives. Strengthening stakeholder collaboration through partnerships among governments, employers, educational institutions, and migrant organizations is essential to ensuring that all the aspects of talent management are effectively addressed. Further investment in digital infrastructure and capacity-building initiatives—both within Europe and in key partner countries—would help establish sustainable talent pipelines. Additionally, recognizing the diverse challenges faced by different European regions would allow for the more flexible application of talent management principles, whether in high-skilled sectors or to address wider labor shortages (European Commission, 2020).

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