Management (Montevideo). 2026; 4:228
doi: 10.62486/agma2026228
ISSN: 3046-4048

ORIGINAL

Human Talent Management and its Relationship with Wellbeing: A Bibliometric Analysis of a Decade of Scientific Production in Scopus

La gestión del talento humano y su relación con el bienestar: análisis bibliométrico de una década de producción científica en Scopus

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Cite as: Santos Quintero MI, Jiménez Barraza VG, Jáquez-Polanco JM, Bracho-Fuenmayor PL, Páez Moreno ÁE. Human Talent Management and its Relationship with Wellbeing: A Bibliometric Analysis of a Decade of Scientific Production in Scopus. Management (Montevideo). 2026; 4:228. https://doi.org/10.62486/agma2026228

Submitted: 20-07-2025 **Revised:** 17-09-2025 **Accepted:** 13-11-2025 **Published:** 01-01-2026

Editor: Ing. Misael Ron

Corresponding Author: María Isabel Santos Quintero

ABSTRACT

Introduction: human talent management (HTM) has broadened its focus to integrate employee wellbeing as a fundamental analytical category, given its impact on performance and organizational sustainability.
Objective: this study analyzes the scientific production indexed in Scopus on the relationship between HTM and wellbeing over the decade 2014-2024.
Method: a bibliometric analysis of 2 242 documents was conducted, processed with VOSviewer to examine production indicators, impact, thematic structure, and co-occurrence networks.
Results: an exponential growth in publications (324 %), a high impact (75,6 % of documents cited), and a multidisciplinary nature were identified, with Medicine as the dominant area. Keyword analysis revealed three thematic axes: socio-clinical and occupational health, management and performance, and global context and sustainability.
Discussion: the results confirm the consolidation of the field and a pragmatic shift towards the validation of interventions, highlighting the strategic role of HTM in promoting wellbeing and organizational resilience, especially following global events such as COVID-19.

Keywords: Talent Management; Wellbeing; Bibliometrics; Occupational Health.

RESUMEN

Introducción: la gestión del talento humano (GTH) ha ampliado su enfoque para integrar el bienestar del empleado como una categoría analítica fundamental, dada su incidencia en el rendimiento y la sostenibilidad organizacional.
Objetivo: este estudio analiza la producción científica indexada en Scopus sobre la relación entre la GTH y el bienestar durante la década 2014-2024.
Método: se realizó un análisis bibliométrico de 2242 documentos, procesados con VOSviewer para examinar indicadores de producción, impacto, estructura temática y redes de co-ocurrencia.
Resultados: se identificó un crecimiento exponencial de las publicaciones (324 %), un alto impacto (75,6 % de documentos citados) y una naturaleza multidisciplinar, con la Medicina como área dominante. El análisis de palabras clave reveló tres ejes temáticos: socio-clínico y de salud ocupacional, gestión y rendimiento, y contexto global y sostenibilidad.

Discusión: los resultados confirman la consolidación del campo y un giro pragmático hacia la validación de intervenciones, destacando el rol estratégico de la GTH en la promoción del bienestar y la resiliencia organizacional, especialmente tras eventos globales como la COVID-19.

Palabras clave: Gestión del Talento; Bienestar; Bibliometría; Salud Ocupacional.

INTRODUCTION

Human talent management, according to the definition by Sandeepanie et al.[1], is the process of optimizing investments in human capital for business outcomes such as turnover, financial performance, quality, productivity, and customer retention. Therefore, Sen et al.[2] emphasize that it is an intrinsic activity of the organization that involves retaining and developing an organization's most valuable assets to gain a competitive advantage and ensure survival in a dynamic business environment.

Mitosis et al.[3] point out that talent management broadened its focus to include employee well-being as a category of analysis. Therefore, it will also involve the implementation of strategies to attract, develop, preserve, and improve staff performance, with factors such as scheduling, attraction, development, preservation, performance evaluation, work environment, culture, well-being, and succession planning playing key roles.

In light of this issue, authors such as Dumitriu et al.[7] and Sonnentag et al.[8] point out that the physical and social aspects of the work environment, the intrinsic characteristics of the job, and future prospects contribute significantly to employee well-being, which is an unavoidable priority for organizations. This is because discomfort at work can have adverse effects on overall performance and productivity, making employee well-being a central function of human resource management professionals.

A balanced lifestyle, which integrates mental and physical health, community participation, personal development, and work-life balance, improves worker well-being and organizational success, according to Alnizari[11]. However, there remains a notable gap in the scientific literature regarding the main strategies and mechanisms for articulating well-being as an inseparable category in human talent management approaches. Therefore, this research aims to analyze scientific output on well-being in human talent management from 2014 to 2024.

METHOD

To meet the proposed research objective, this study is structured within a theoretical literature review paradigm, with a bibliometric review design. Bibliometric analysis is a computer-assisted review used to classify and quantitatively evaluate bibliographic material in a scientific discipline, identifying the most influential articles, authors, and institutions.[12,13]

According to Hassan et al.[14], bibliometric analysis is a useful tool for understanding the dynamics of research fields, providing information on research productivity and influence, and evaluating researcher performance through alternative metrics. Khan et al.[15] add that it is an effective tool for identifying gaps in research and new prospective areas for future research.

Search strategy and document selection

The main source consulted for the information search was the Scopus scientific database (https://www.scopus.com). This is a reliable source of bibliometric data for academic research in scientific studies, providing high-quality data for research evaluations, landscape studies, and university rankings.[16,17]

Once the search engine for document selection had been defined, the following formula was designed, combining keywords related to the topic and Boolean operators to identify seminal texts. In addition, the search was targeted at the title, abstract, and keyword fields using the TITLE-ABS-KEY operator:

- (\text{TITLE-ABS-KEY} (\text{human AND resources AND management}) \text{ AND } \text{TITLE-ABS-KEY} (\text{wellbeing})) \text{ AND } \text{PUBYEAR} > 2013 \text{ AND } \text{PUBYEAR} < 2025

As can be seen in the formula, the time range of the research was limited to the decade from 2014 to 2024. This strategy condensed a total of 2242 pieces of research, which in turn constituted the sample for analysis in this study.

Data collection and preparation

The 2242 studies identified were exported from Scopus to a comma-separated values (.csv) file for bibliometric analysis. The matrix generated contained the following metadata: document title, authors, year of publication, source, citations received, affiliations, abstract, keywords, and subject area classification codes.

For the analysis of this data, we chose to use VOSviewer software (https://www.vosviewer.com) for

bibliometric processing. As Husaeni et al.[18] pointed out, VOSviewer is an easy and effective tool for bibliometric data analysis.

Indicators and bibliometric analysis

The analysis of the data in VOSviewer allowed us to address the structure and evolutionary dynamics of scientific production on well-being and human talent management over the last decade. The protocol for data analysis was structured according to production and behavior indicators, as well as conceptual and trend mapping, as shown in figure 1.

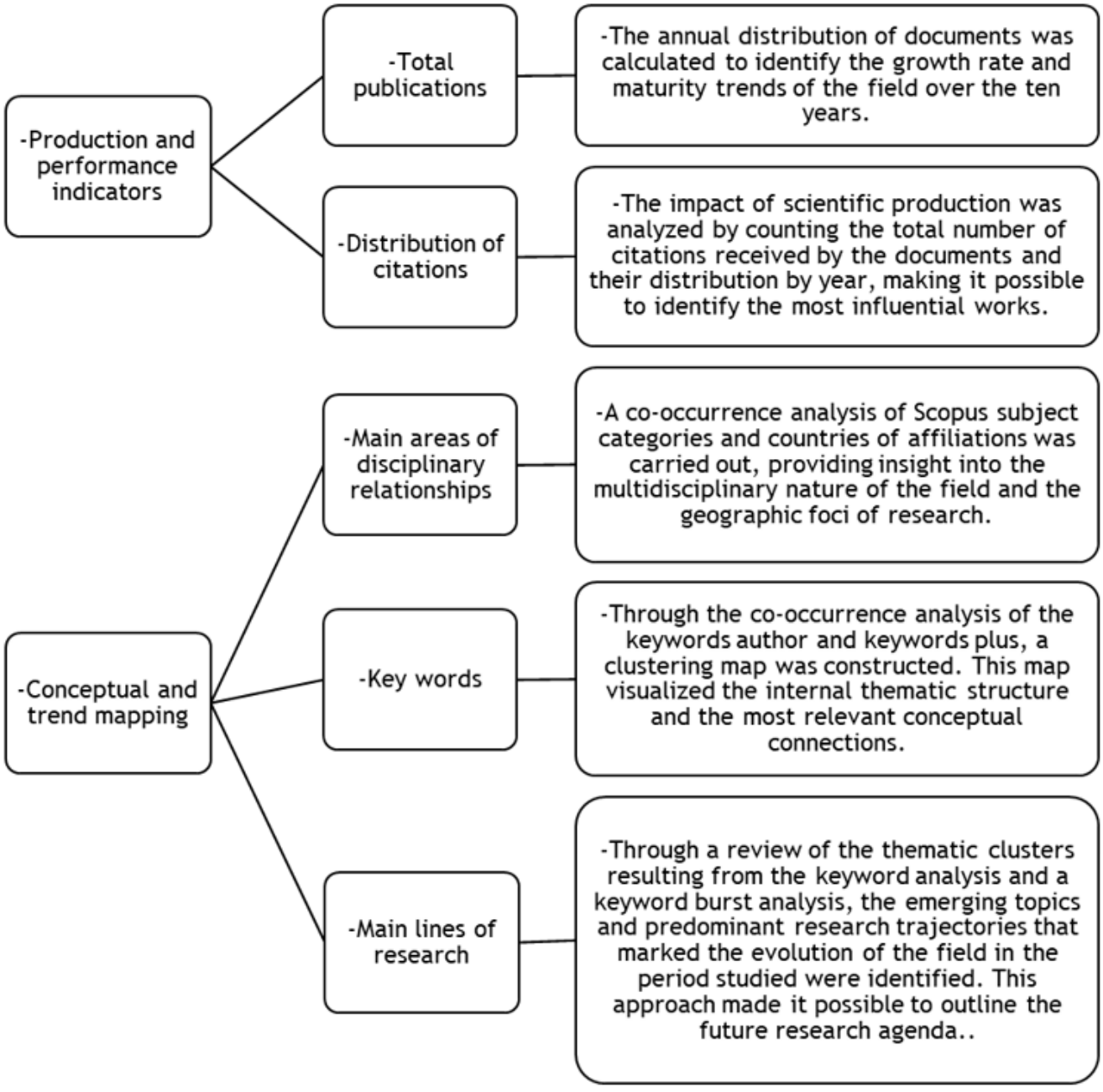


Figure 1. Bibliometric data analysis plan

RESULTS

Evolution of scientific output

Annual scientific output shows a markedly positive growth trend over the last decade, as shown in figure 2. From 78 publications in 2014, the volume of documents increased steadily, exceeding 100 publications in 2015 (112) and reaching a first significant milestone of 202 documents in 2019. This initial phase, which practically tripled the base figure in five years, laid the foundations on which the field would develop.

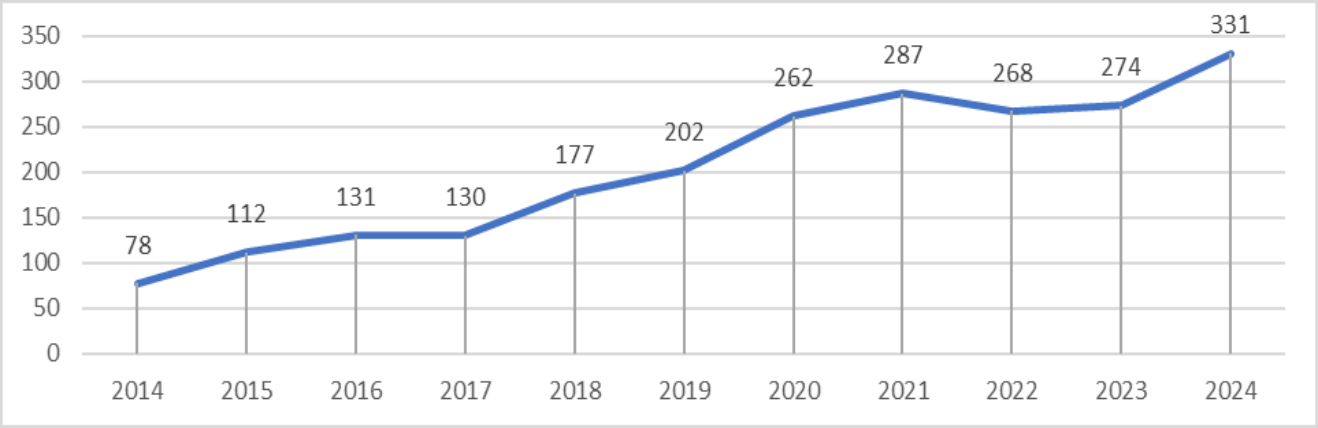


Figure 2. Scientific output by year

The period between 2020 and 2024 reflects, at an even faster pace, the consolidation of research interest in this area. Production not only remained at high levels but also experienced further growth, rising from 262 publications in 2020 to a peak of 331 in 2024. After peaking at 287 documents in 2021, the years 2022 (268) and 2023 (274) revealed a certain stabilization, which could be interpreted as a stage of conceptual maturation. However, the final upturn in 2024 suggests that the line of research retains considerable momentum. From a quantitative perspective, the growth is undeniable. A comparison between 2014 and 2024 shows an increase of more than 324 %, reflecting an exponential expansion of academic interest. This upward trend reflects the growing relevance of the intersection between talent management and well-being (figure 3).

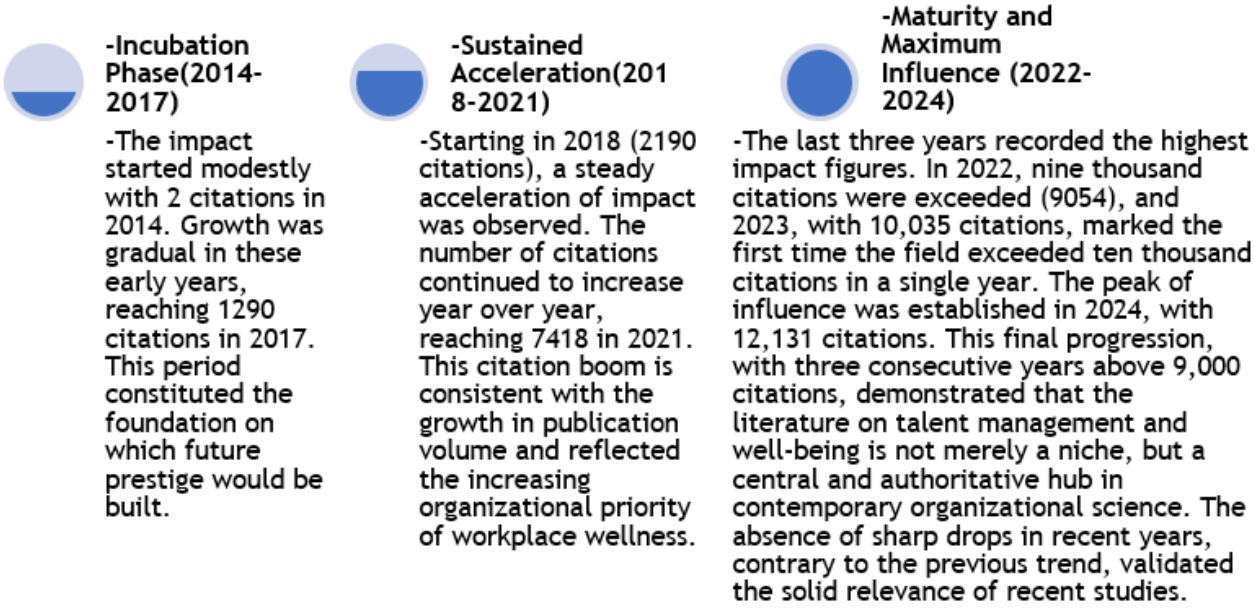


Figure 3. Trends in annual research output

Distribution of citations

In this study, the distribution of citations made it possible to evaluate the impact and academic influence of the studies analyzed (figure 4). From a low base in 2014 (with just two citations), the impact of scientific output increased progressively, albeit moderately, during its early years: 102 citations in 2015 and 495 in 2016. It was not until 2017 (1290 citations) that a markedly accelerated growth trend, close to exponential, became established.

This turning point coincides with the moment when the accumulated literature reached a critical mass sufficient to establish itself as a central reference point in the discipline. From then on, the annual volume of citations and the rate of growth increased, as reflected in successive jumps to 2190 (2018), 3469 (2019), and 4920 (2020). The final phase of the period (2021-2024) consolidated in terms of influence. The figures are compelling: 7418 citations in 2021, 9054 in 2022, 10 035 in 2023, and a peak of 12 131 in 2024. This last year alone accounts for more than a fifth of the total citations in the analyzed interval.

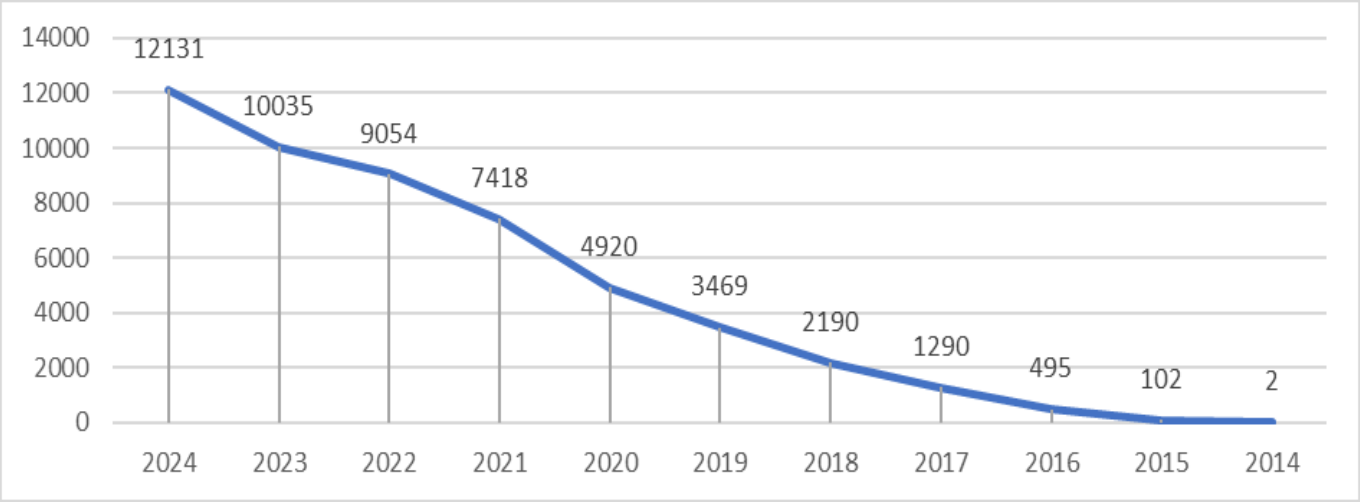


Figure 4. Distribution of citations by year

Global Impact Indicators

Further evidence of the growing prevalence of the link between well-being and human talent management is that, of the 2242 documents analyzed, 1696 received citations. This figure represents 75,6 % of the total number of articles and clearly demonstrates the high scientific impact that scientific production is having globally (figure 5).

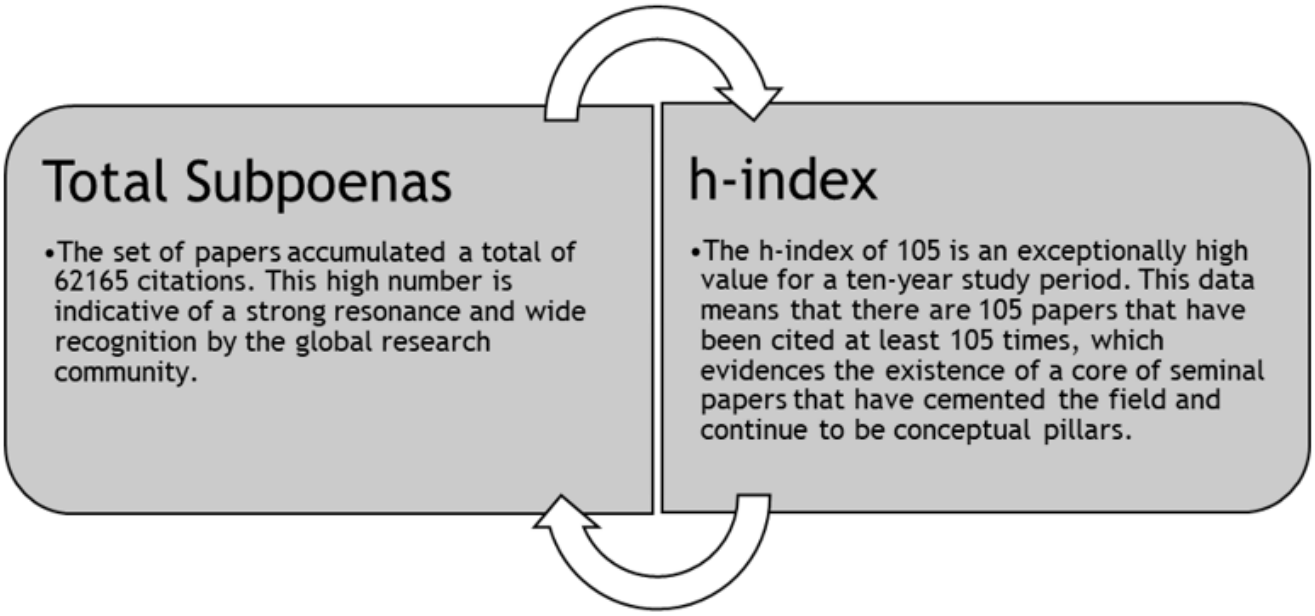


Figure 5. Global impact indicators

Main areas of disciplinary relationship and geographical focus

Multidisciplinary nature of the field

In terms of the main scientific areas from which the research was orchestrated, there is a notable dispersion (figure 6). First, the discipline of medicine ranks as the dominant area with 1143 documents. According to Zhao et al.[19] human talent management practices that improve capacity are most strongly associated with health well-being, practices that improve motivation with psychological well-being, and practices that improve opportunity with social well-being. This highlights the importance of well-being in the context of human resources.[20,21,22]

However, complementary to this health-based inclination, the social sciences also constituted a seminal discipline in scientific production. Figure 7 highlights the main social areas that position themselves as producers of science in this field.

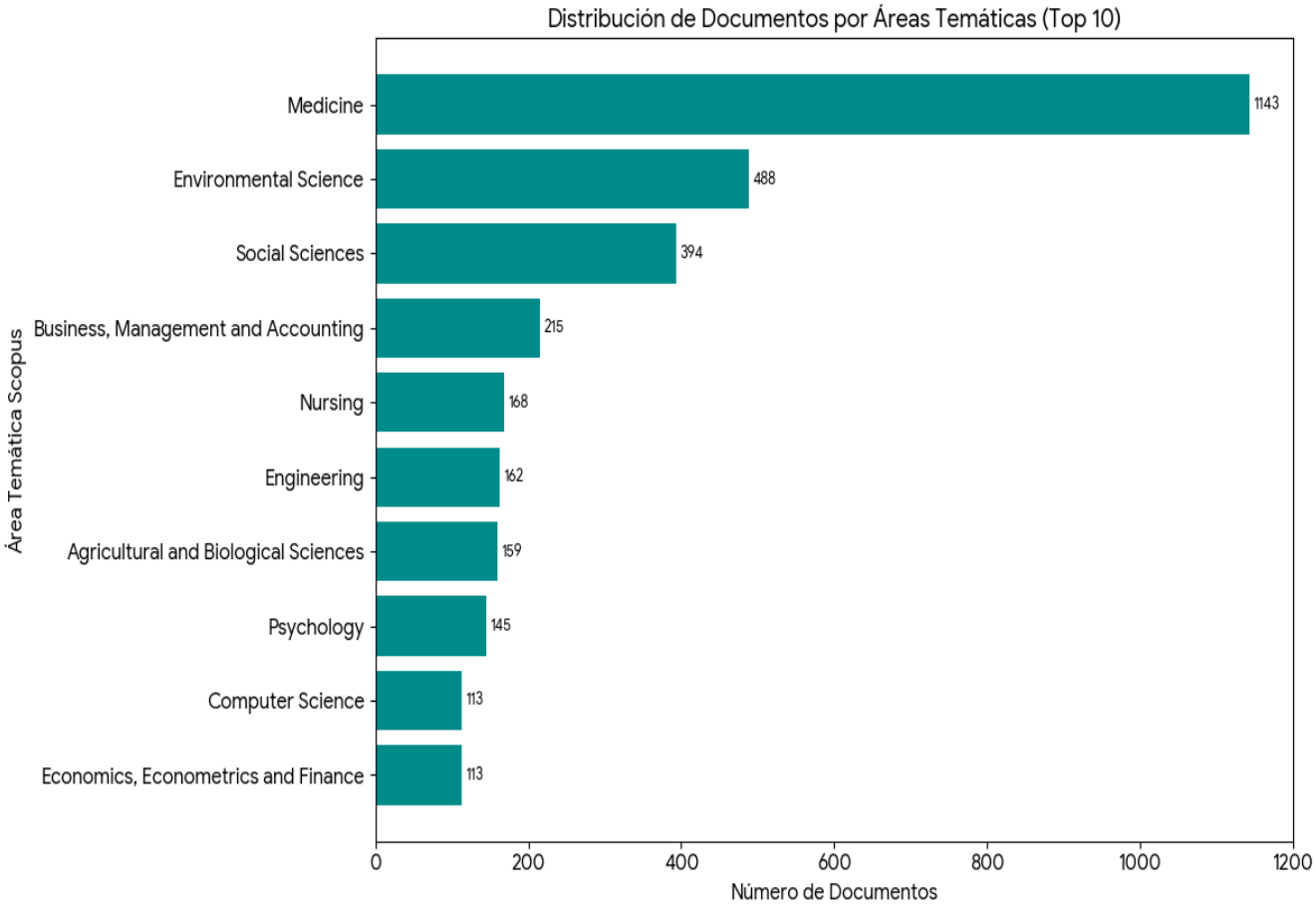


Figure 6. Distribution of documents by subject area

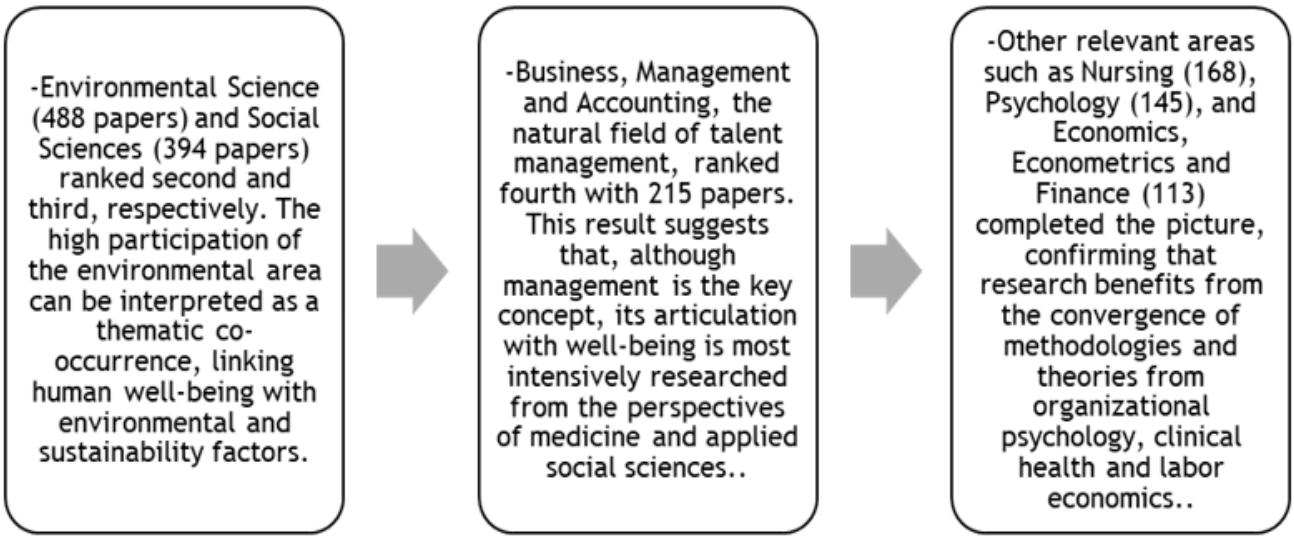
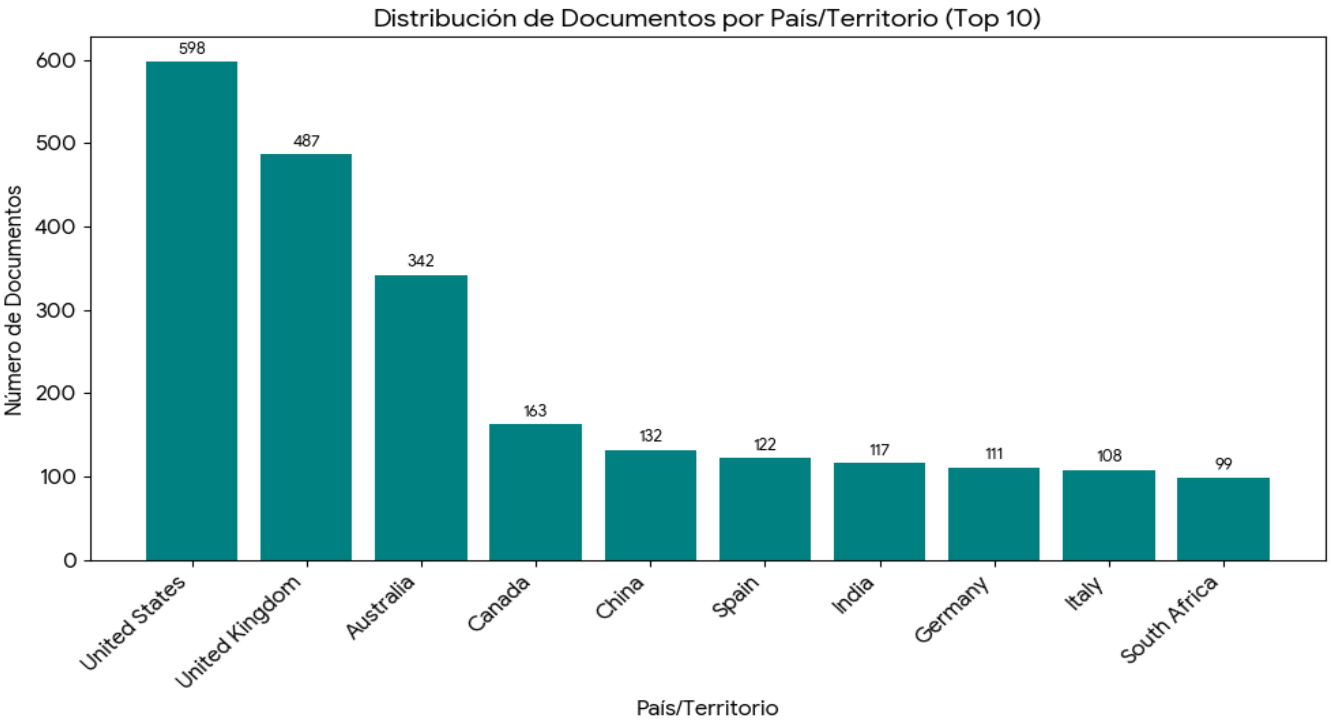


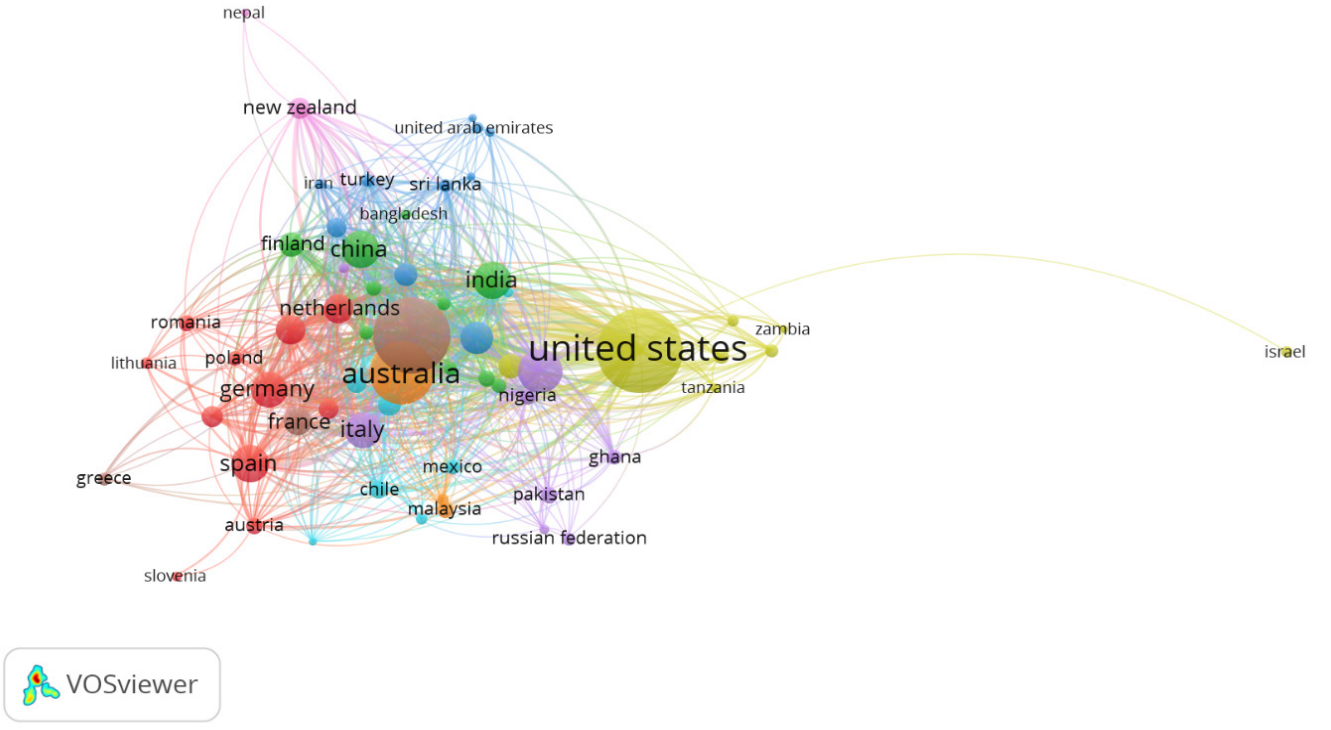
Figure 7. Social science fields with the highest scientific output

Geographical Focus of Research

In terms of the geographical distribution of research, the predominance of English-speaking countries and developed economies is notable (figures 8a-b). This is unequivocally a manifestation of inequality in scientific production, which may indicate biased results in interpretations in non-English-speaking or developing countries. Fortunately, the presence of several nations, albeit with less influence, frames the study of well-being and human talent management as a multinational analytical aspect.[23,24,25]



a)



b)

Figure 8. Distribution of documents by country (a) and collaboration networks (b)

Thematic Structure and Conceptual Connections (Key Words)

Dominant Keywords and Central Themes

The ranking of keywords, measured by frequency of occurrence, facilitated the identification of dominant themes in their interaction with the category of well-being, as shown in figure 9. In this regard, as expected, the keyword “well-being” was the absolute core concept, with 1015 occurrences.

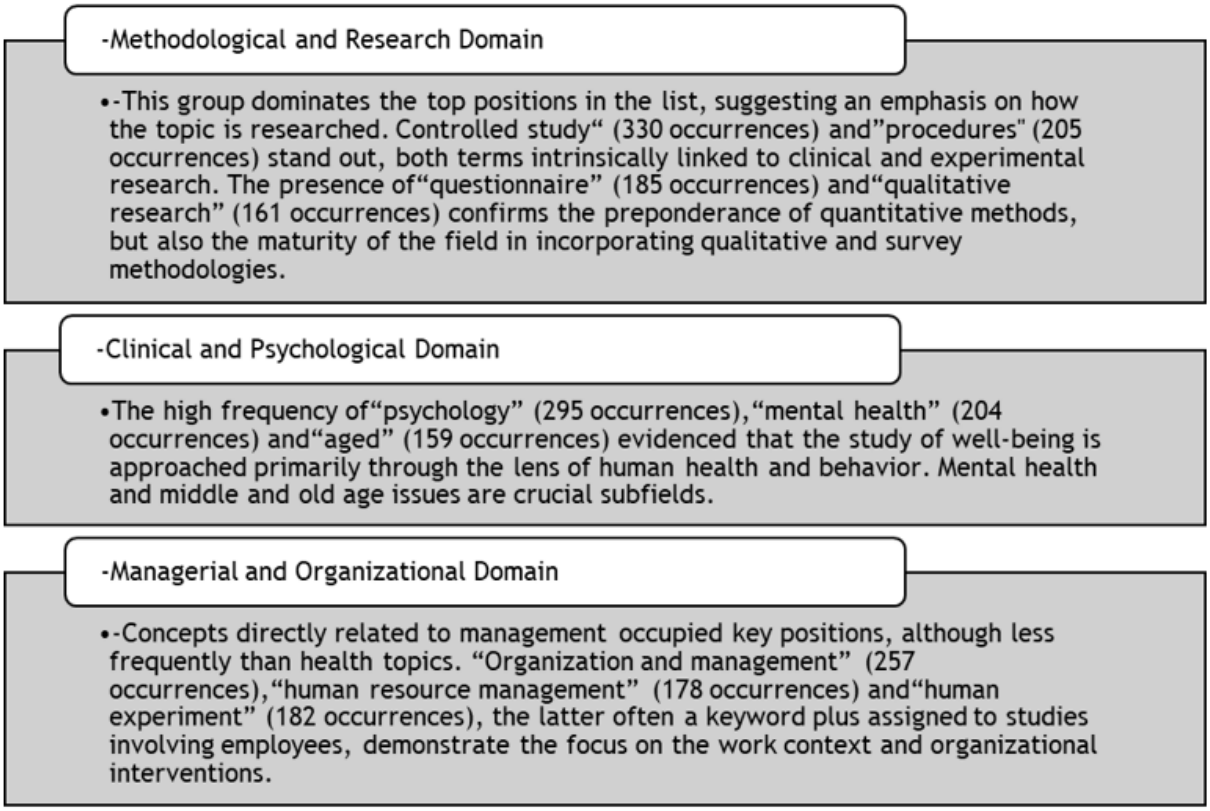


Figure 9. Interaction of the wellbeing category with other categories

Thematic Density and Central Connections

The total link *strength* value was 18 898 for wellbeing (figure 10). This corroborates its role as a central node in the conceptual network analyzed, as it mediates the other subareas that were identified. The analysis of the main co-occurrences, presented in table 1, showed the interrelationship between the main thematic nuclei: *“wellbeing,” “controlled study,” “psychology,” “organization and management,” and “procedures.”*

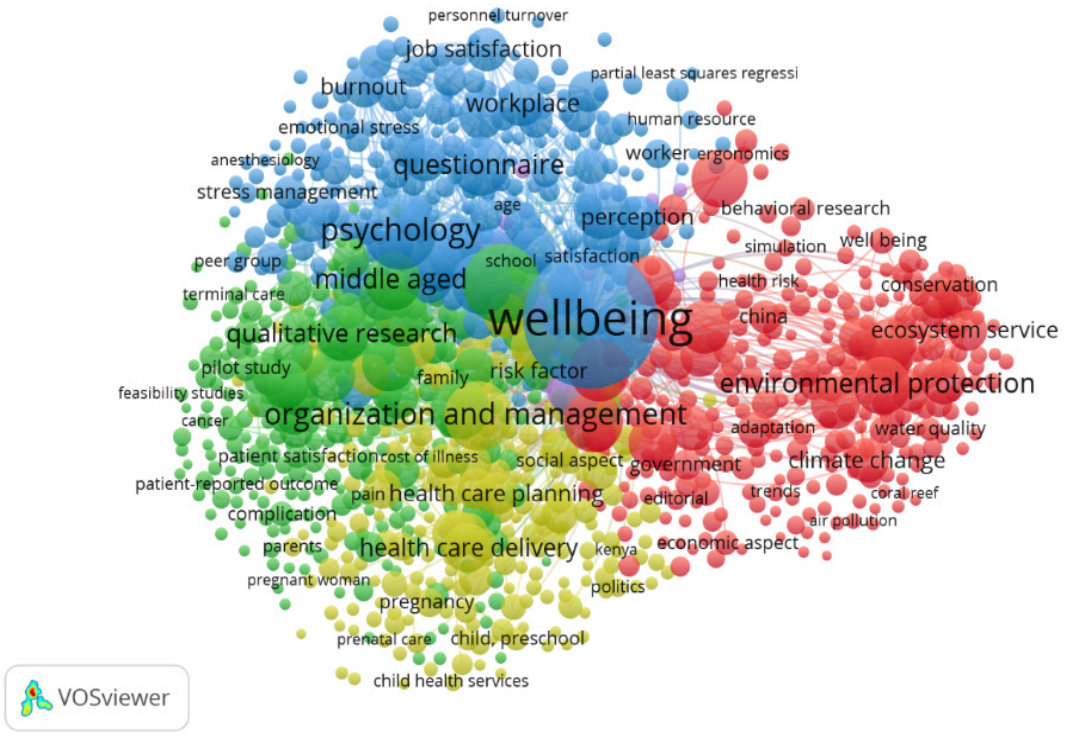


Figure 10. Keyword co-occurrence network

Table 1. Analysis of the main co-occurrences

Keyword 1	Keyword 2	Co-occurrences
controlled study	wellbeing	264
psychology	wellbeing	200
organization and management	wellbeing	198
procedures	wellbeing	140

The most significant association was observed between "controlled study" and "wellbeing" (264 co-occurrences), reflecting the marked interest in the literature for the rigorous design of interventions aimed at optimizing wellbeing outcomes. Similarly, the close relationship between "organization and management" and "wellbeing" (198 co-occurrences) suggests that organizational frameworks and practices are a fundamental setting for empirical research in this field.

The notable co-occurrence of "psychology" with "wellbeing" (200 co-occurrences) and, to a lesser but still significant extent, with "organization and management" (95 co-occurrences), confirms the central role of psychology as a mediating discipline. This intermediate position allows it to articulate the underlying mechanisms that connect human resource management with the well-being of employees.

Mapping of Central Thematic Clusters

The analysis of thematic clusters allowed the identification of three axes of analysis that cut across research on wellbeing in human talent management. Figure 11 shows the density analysis of occurrences that justifies the basis for these conceptual axes.

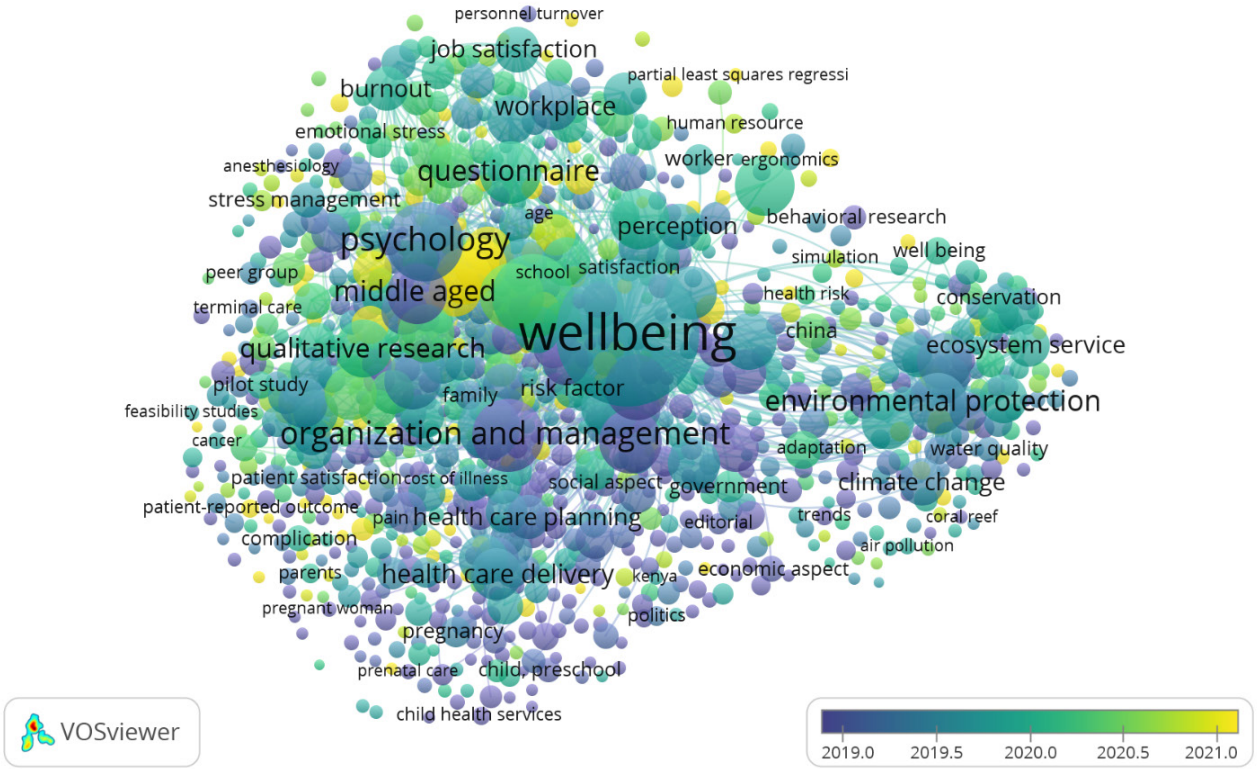


Figure 11. Co-occurrence density network

Socio-Clinical and Occupational Health Axis

This axis was articulated as the broadest cluster and, consequently, the one with the greatest impact. This is justified by the scientific community's growing interest in analyzing the physical and mental health of workers.[26,27,28] As can be seen in figure 12, the main focus of this axis is on intervention and evaluation of results.

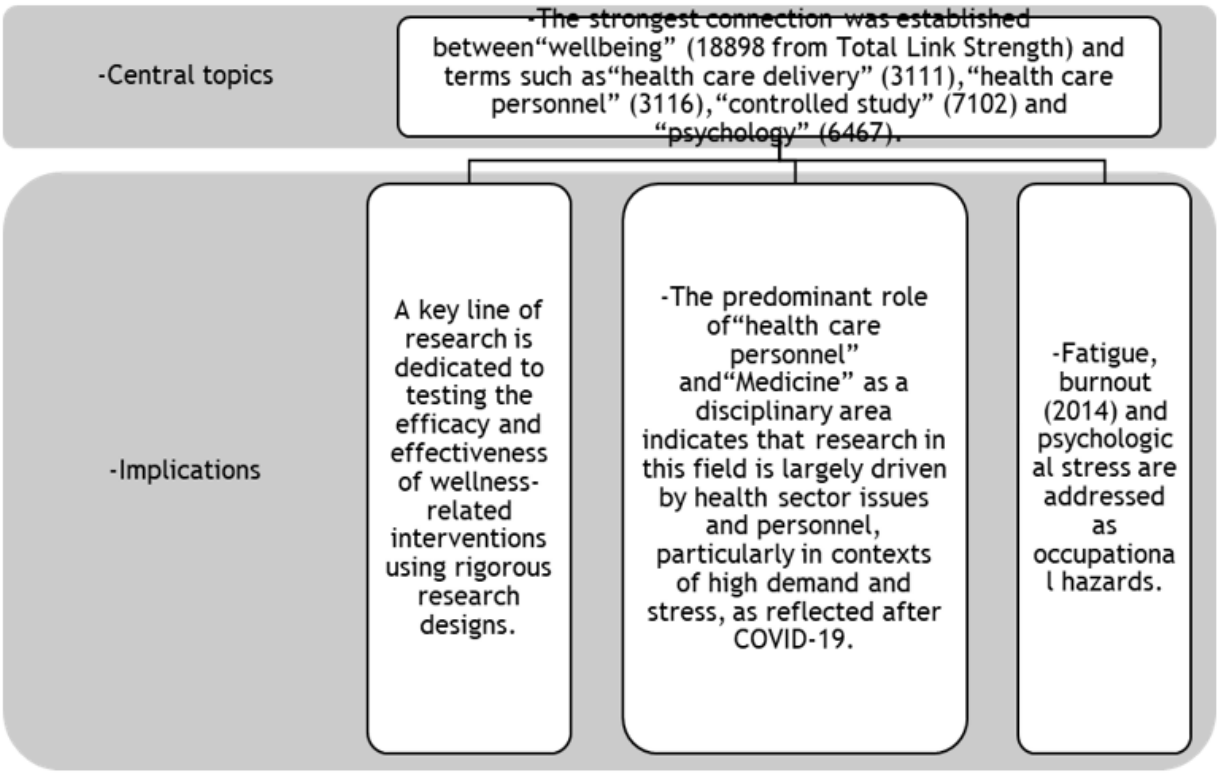


Figure 12. Socio-clinical and occupational health axis

Management, Strategy, and Performance Axis

The second axiological axis of analysis focused on the traditional dimension of human talent management (figure 13). It was mainly linked to well-being, as this can influence an increase in work performance metrics, according to scientific evidence.[29,30,31]

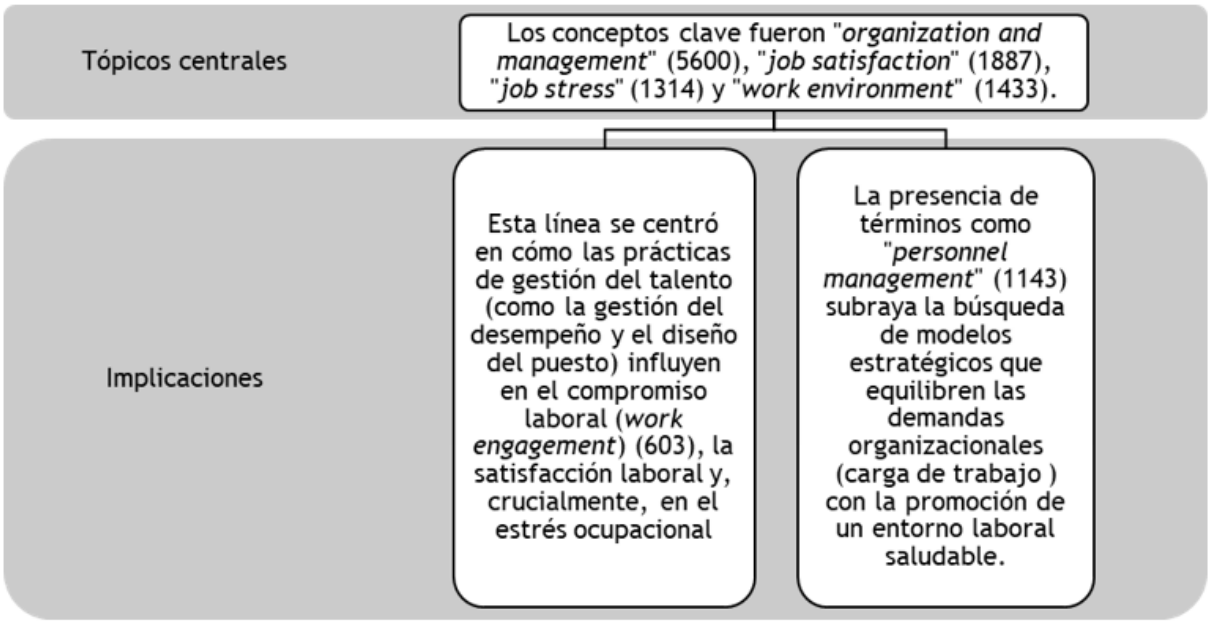


Figure 13. Management, strategy, and performance axis

Global Context and Sustainability Axis

Finally, the third cluster focuses on elucidating the integration of well-being with socioeconomic and environmental concerns (figure 14). In this regard, the scientific literature emphasizes that the socioeconomic status and well-being of employees have a dynamic and reciprocal relationship, with specific mechanisms of work and the socio-environmental context playing a role in affecting these relationships.[32,33,34] This occurs, specifically, in the context of globalization and sustainable development.

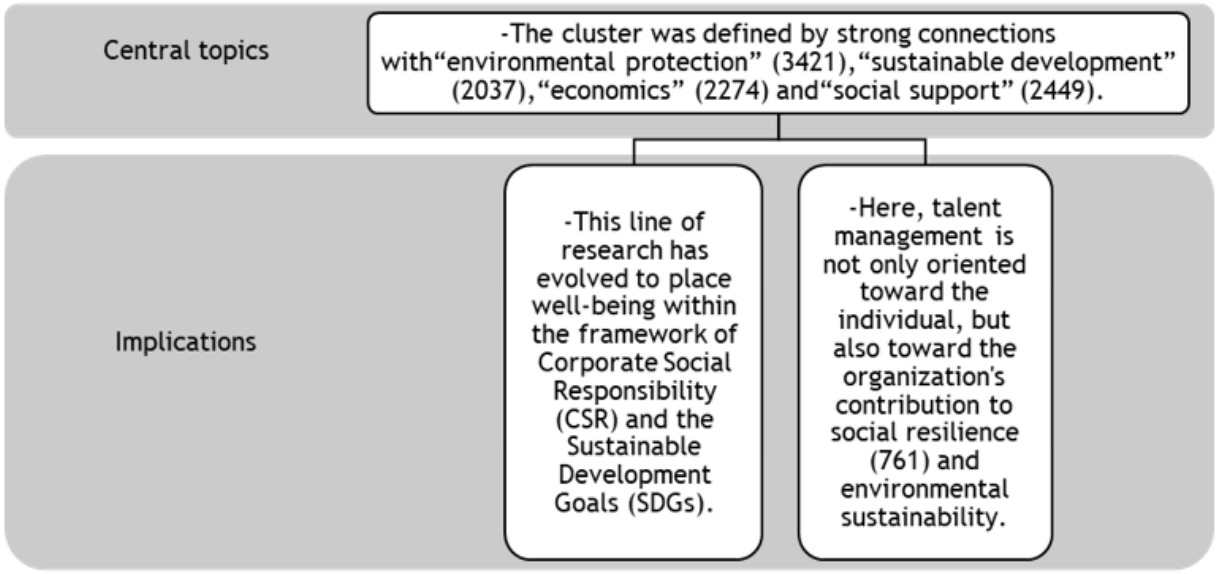


Figure 14. Global context and sustainability axis

DISCUSSION

This study corroborated the academic relevance of the intersection between human talent management and worker well-being, especially during the last decade. Evidence of this assertion is condensed in the volume of publications on the subject, which grew by 324 % between 2014 and 2024. This coincides with an almost unanimous consensus in the literature that companies that prioritize employee well-being improve their financial results and develop a productive and long-lasting workforce.[35,36,37]

On the other hand, the scientific domain of medicine as the main area of production points to entities focused on the occupational and mental health of workers. According to Hammer et al.[38] and Waddell et al.[39] ,successful workplace health and wellness practices are associated with continuity, learning, and effective governance, leading to improvements in psychological health and well-being. This line of thinking is consistent with the conclusions of Preston et al.[40] who argue that integrating public health frameworks into human talent management can foster resilience and mitigate stressors in the public health workforce.

Similarly, the identification of three central thematic axes (socio-clinical, management and performance, and global context and sustainability) constitutes one of the main contributions of this research. The socio-clinical axis was the most prominent, reflecting a trend in the literature toward the importance of workers' physical and mental health as part of human talent management practices. Specifically in the aftermath of COVID-19, Søvold et al.[41] demonstrated that prioritizing and protecting the mental health and well-being of healthcare workers is an urgent global public health priority, especially during public health emergencies.

In fact, De Oliveira et al.[42] and Bergefurt et al.[43] emphasize that employee health and well-being significantly impact job performance, with greater motivation, concentration, and satisfaction leading to fewer sick days and better job performance. The statistical data on this subject is curious. Malik et al.[44] point out that poor mental health at work can diminish a person's identity, reduce productivity, and increase absenteeism, impacting the global economy by nearly $1 trillion annually.

With regard to management and performance, the results obtained in this study confirm that human talent management practices aimed at motivating and developing employees are directly related to improvements in job performance.[45,46,47] This coincides with the findings of Aldabbas et al.[48], where human resource management practices that show care had a positive impact on employee commitment through a serial mediation of the caring organizational climate and employee care towards the organization.

Additionally, the emergence of the global context and sustainability axis points in its structure to corporate social responsibility and the impact of global crises on worker well-being.[49,50] In particular, Bauer[51] , Cachón-Rodríguez et al.[52] and Bracho-Fuenmayor[53,54] converge in that perceived corporate social responsibility positively influences employees' work-related well-being, including sense of purpose, autonomy, participation, and aspirations.

CONCLUSIONS

The bibliometric analysis of research on human talent management and well-being between 2014 and 2024 shows the definitive consolidation of this field, marked by exponential growth in publications and impact. The multidisciplinary nature of the area is revealed with medicine as the main contributing discipline, reflecting a

paradigm shift that approaches work well-being fundamentally as a matter of public and occupational health. The identification of key thematic areas—socio-clinical, management and performance, and global context—organizes research priorities, revealing a mature field that prioritizes methodological rigor and demonstrates adaptability to emerging contexts, as evidenced by the integration of topics such as COVID-19 and sustainability. These findings underscore that the management of human talent in the future must be inextricably linked to comprehensive well-being, not only as an ethical imperative, but as a fundamental strategy for organizational competitiveness and resilience.

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FINANCING

The authors did not receive funding for the development of this research.

CONFLICT OF INTEREST

The authors declare that there is no conflict of interest.

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