



Yetenek Yönetiminde Dijital Dönüşüm ve Öne Çıkan Temalar: VOSviewer Kullanılarak Yapılan Bibliyometrik Bir Analiz

Digital Transformation and Key Themes in Talent Management: A Bibliometric Analysis Using VOSviewer

ÖZET

Geleneksel yetenek yönetimi uygulamaları esas olarak deneyime ve sezgiye dayalı karar vermeye dayanırken, dijital dönüşüm ise veri odaklı karar vermeye, dijital işe alım platformlarına, yapay zeka destekli yetenek eşleştirme araçlarına ve kişiselleştirilmiş çalışan deneyimlerine vurgu yapmaktadır. Bu çalışmanın amacı, yetenek yönetimi alanında dijital dönüşüm üzerine yapılan akademik araştırmaların genel eğilimlerini belirlemek ve literatürdeki ana temaları bibliyometrik yöntemlerle analiz etmektir. Dijital dönüşüm, yapay zeka ve veri analitiği uygulamalarının insan kaynakları ile yetenek yönetimi alanlarında giderek yaygınlaşan etkisini yansıtan güncel dönemi kapsamı nedeniyle, bu çalışmada 2017–2026 yılları arasında gerçekleştirilen araştırmalar incelenmiştir. Web of Science (WoS) veri tabanından “Yetenek Yönetimi”, “Yapay Zeka”, “Dijital Dönüşüm” ve “Dijital İK” anahtar kelimeleri ile elde edilen 304 yayının ülkelere göre dağılımı, zaman içindeki büyüme eğilimleri, genel araştırma eğilimleri, doküman türleri ve indekslere göre dağılımı incelenmiştir. Bibliyometrik analiz sürecinde VOSviewer yazılımı kullanılarak ortak yazar analizi, yazar atıf analizi, kaynak atıf analizi, ülke atıf analizi, kurum atıf analizi, anahtar sözcük analizi, bibliyografik eşleşme analizi ve eş atıf analizi gibi ağ analizleri için haritalar oluşturulmuştur. Analiz sonuçları özellikle son yıllarda yetenek yönetiminde dijital dönüşüm konusunun akademik çevrelerde büyük ilgi gördüğünü ortaya koymaktadır. 2017 yılından bu yana akademik yayınlarda genel bir artış olduğu ve çalışmaların en fazla 2024–2025 yıllarında olduğu görülmektedir. Araştırma sonuçları, yayınların büyük bölümünün makale türünde olduğunu, ağırlıklı olarak işletme ve yönetim alanlarında yoğunlaştığını ve öne çıkan temaların dijitalleşme, yapay zeka, veri analizi ile çalışan deneyimi olduğunu göstermektedir. Ülke bazlı analiz sonuçlarına göre Avustralya, Kanada ve Hırvatistan bu konuya akademik olarak en fazla katkı sağlayan ülkelerdir. Sonuç olarak, yetenek yönetiminde dijital dönüşüm konusu, son yıllarda akademik çevrelerde ilgi gören ve disiplinlerarası bir yapı kazanarak öne çıkan önemli bir araştırma alanı haline gelmiştir. Bu çalışma, Web of Science verileri ile VOSviewer tabanlı bibliyometrik ağ analizlerinden yararlanarak literatürdeki araştırma eğilimlerini ortaya koymakta ve gelecekte yapılacak ampirik ve teorik araştırmalar için yol gösterici bir çerçeve sunmaktadır.

Anahtar Kelimeler: Yetenek Yönetimi, Yapay Zeka, Dijital Dönüşüm, Dijital İK.

ABSTRACT

While traditional talent management practices primarily rely on experience and intuition-based decision-making, digital transformation emphasizes data-driven decision-making, digital recruitment platforms, AI-powered talent matching tools, and personalized employee experiences. The aim of this study is to identify the general trends in academic research on digital transformation in the field of talent management and to analyze the main themes in the literature using bibliometric methods. Because it covers the current period reflecting the increasingly widespread impact of digital transformation, artificial intelligence, and data analytics applications in human resources and talent management, this study examines research conducted between 2017 and 2026. The distribution of 304 publications obtained from the Web of Science (WoS) database using the keywords “Talent Management”, “Artificial Intelligence”, “Digital Transformation”, and “Digital HR” by country, growth trends over time, general research trends, document types, and index distribution were examined. In the bibliometric analysis process, VOSviewer software was used to create maps for network analyses such as co-author analysis, author citation analysis, source citation analysis, country citation analysis, institutional citation analysis, keyword analysis, bibliographic match analysis, and peer citation analysis. The analysis results reveal that the topic of digital transformation in talent management has attracted significant attention in academic circles, particularly in recent years. A general increase in academic publications has been observed since 2017, with the highest number of studies occurring in 2024–2025. The research results show that the majority of publications are articles, primarily concentrated in business and management fields, and that prominent themes include digitalization, artificial intelligence, data analysis, and employee experience. According to country-based analysis results, Australia, Canada, and Croatia are the countries that have contributed the most academically to this topic. In conclusion, the topic of digital transformation in talent management has become a significant research area in recent years, attracting interest in academic circles and gaining prominence through its interdisciplinary structure. This study utilizes Web of Science data and VOSviewer-based bibliometric network analyses to reveal research trends in the literature and provides a guiding framework for future empirical and theoretical research.

Keywords: Talent Management, Artificial Intelligence, Digital Transformation, Digital HR.

INTRODUCTION

Bibliometric analysis, as opposed to systematic literature reviews, is an analytical technique that provides formal and quantitative data on the current state of a subject and facilitates the observation of academic trends using visualization tools (Dirik vd., 2023, s. 168).

With the acceleration of technological advancements, digital transformation in human resources management has become one of the leading research areas gaining importance in academia in recent years. The integration of data-driven analytical techniques into human resources processes, along with digital transformation, makes decision-making processes more strategic (Akkus, 2024). Thanks to digital transformation, organizations can manage the

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processes of recruiting, developing, and retaining qualified employees in a more strategic and effective way (Guerra vd., 2023). At the same time, the integration of Industry 4.0 technologies such as digitalization, artificial intelligence, and data analytics into human resources processes is significantly impacting talent management practices and contributing to the transformation of these processes into a more data-driven and strategic structure (Asiltürk, 2018). The rapid expansion of studies in this field and the increase in various research projects make a holistic assessment of the field difficult (Banerjee & Sharma, 2025, s. 621). However, bibliometric research that provides an overview of studies in the field of digital transformation in talent management is limited. This study aims to fill this gap. In this context, bibliometric analysis allows for a methodical and quantitative evaluation of the literature by revealing the development trends, key themes, most influential authors and institutions, collaboration networks, and research gaps in the field.

CONCEPTUAL FRAMEWORK

This section examines talent management, digital transformation, and the relationship between these two concepts to establish the theoretical foundation of the research. Furthermore, prominent approaches in the literature are reviewed to define the conceptual framework of the study.

Talent Management

McKinsey research (1997) was the first to introduce the concepts of talent and talent management (Chambers vd., 1998, ss. 46-48).

Talent management refers to the entirety of planned practices and processes aimed at identifying, attracting, developing, increasing the commitment of, and retaining employees who can make a strategic contribution to the business in the long term (Gallardo-Gallardo vd., 2020). In today's competitive environment, the quality of human resources plays a significant role in an organization's capacity to achieve sustainable performance (Rožman vd., 2023, s. 373). Today, the unpredictability, competition, and rapid changes that organizations constantly have to contend with highlight the importance of talent management. Developing human resources improves organizational performance, which in turn enables the organization to survive and provides significant competitive advantages (Dinçer & Kart, 2021, s. 38). From this perspective, talent management is considered both a strategic component that directly impacts organizational performance and a human resources role.

Talent management processes have significantly improved in recent years due to the impact of digital transformation. The framework of digital workforce, digital workplace, and digital human resources practices is reshaping human resources management procedures, particularly within the context of the digital economy (Mitrofanova vd., 2019, ss. 1718-1719). This change has resulted in new skill and ability needs, which in turn alters the competencies employers expect from their employees. In this context, organizations are increasingly developing strategic talent pools comprised of high-potential and high-performing individuals in order to achieve sustainable competitive advantage (Vaiman vd., 2021).

Digital Transformation

The concept of digital transformation is said to have been first used in the literature in the book "Digital Transformation: The Essentials of e-Business Leadership" by Keyur Patel and Mary Pat McCarthy, published on October 1, 2000. The concept of digital transformation has been defined in different ways by many researchers. Digital transformation refers to the process of utilizing digital technologies to analyze and transform data into meaningful information in order to improve decision-making and evaluation processes, create new digital business models, increase innovation capacity, and enhance employee performance (Verhoef vd., 2021). The integration of digital technologies enables this transformation to restructure organizational processes, increasing efficiency and innovation capacity (Akpınar, 2025, s. 81).

Artificial intelligence (AI) technology enables organizations to process large amounts of data and gain the ability to analyze and interpret organizational behavior through quantitative data (Qin vd., 2023, s. 1). With changes in data analysis and decision-making processes, it is recognized that employees need to acquire new skills and organizations need to restructure their human resources systems to adapt to this transformation (Mitrofanova vd., 2019). In this context, one of the most important elements in the success of digital transformation is providing personnel with appropriate training and the necessary opportunities to adapt to new technologies. In short, organizations must undergo digital transformation to gain a competitive advantage and prepare for the future. The foundation of long-term success in this process is the balanced application of human-centered approaches and strategic planning.

The Relationship Between Talent Management and Digital Transformation

The strategic success of today's organizations depends on the interaction between talent management and digital transformation. It is considered that the organizational changes arising from the digital transformation process affect the competencies that organizations need, and therefore, talent management practices need to be revised (Montero Guerra & Danvila-Del Valle, 2024, ss. 1-8-9). Developing skills, adapting to new needs, and effectively managing organizational change processes are of strategic importance for organizations during the digital transformation process (Schwarzmüller vd., 2018).

Thanks to big data and machine learning algorithms, employees' tendencies to leave their jobs and their chances of career advancement can be effectively predicted (Li vd., 2017). It is also believed that the digital transformation process, thanks to technologies such as artificial intelligence and data analytics, increases the effectiveness of the human resources department and contributes to decision-making processes (Uğurlu & Doğan, 2023). Through these technologies, organizations can improve their human resources management more effectively and analyze employee performance in a more systematic and efficient way.

In conclusion, the interaction between talent management and digital transformation is critical for both achieving sustainable competitive advantage and enhancing corporate success. Through this transformation process, organizations are also adopting remote work models, giving them a more flexible approach to human resources management. It is noted that businesses that successfully manage their skilled workforce and adapt to digital transformation are more successful in competitive market conditions (Guerra vd., 2023).

RESEARCH METHOD

This section describes the research's data source, sample, data collection process, and analysis method. It also includes the software used for bibliometric analysis and the evaluation criteria. In this research, academic publications on digital transformation in talent management were systematically examined using bibliometric analysis. The Web of Science (WoS) database was used in the study. Topic Search was preferred in the data collection process, and the following query was applied: TS=(“Talent Management”) AND TS=(“Artificial Intelligence” OR “Digital Transformation” OR “Digital HR”).

Data collection was performed on March 6, 2026. The study is based on a dataset consisting of 304 publications published between 2017 and 2026. Co-authorship, citation, and keyword analyses were applied using VOSviewer software. Thus, collaboration networks, prominent studies, thematic clusters, and research trends in the literature were visualized and analyzed.

FINDINGS

VOSviewer Network Analysis Findings

VOSviewer analyses show that strong collaborative networks exist in the literature and that studies are clustered around themes such as artificial intelligence, digitalization, and talent management.

Co-Author Analysis

Below is a visual analysis of the co-authorship network established to showcase academic collaboration structures in the fields of talent management and digital transformation.

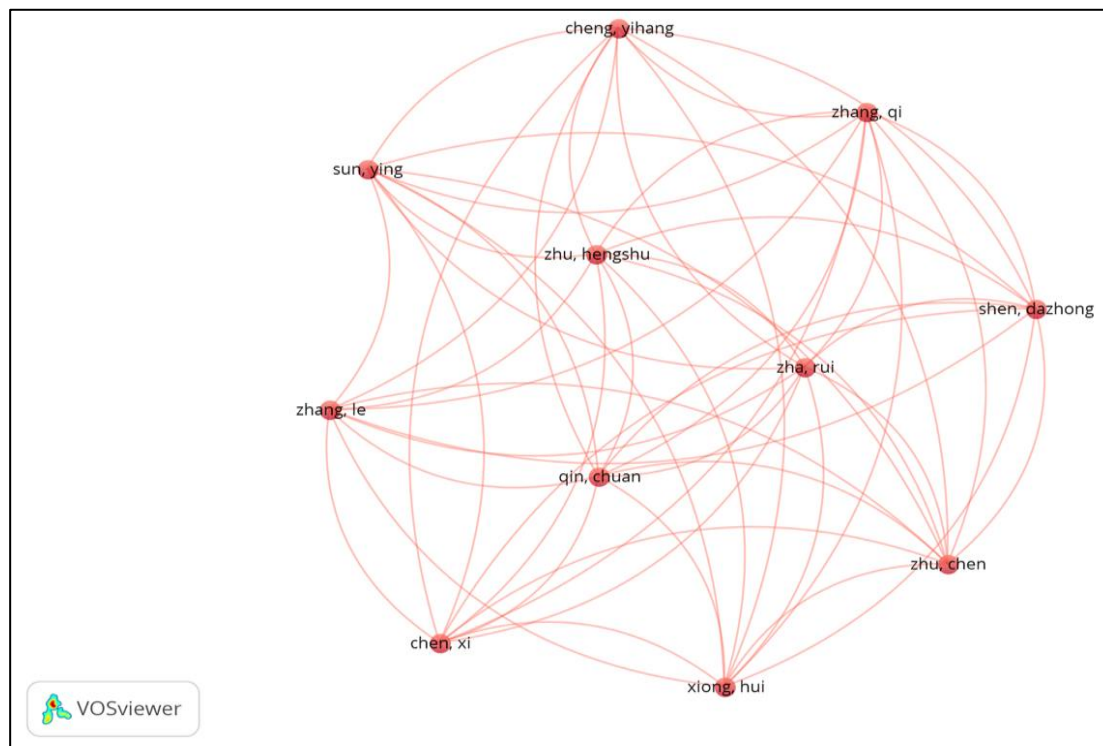


Figure 1: Co-Author Network Map.

Source: Prepared by the author using VOSviewer based on data retrieved from Web of Science.

When the collaborative network of 104 authors who have published at least one work and received at least one citation was analyzed, it was determined that 11 authors had 55 connections in a single cluster, as shown in Figure 1.

Table 1: Prominent Authors and Their Connection Strengths in the Co-Author Network.

No.	The 11 Authors with the Most Connections to Other Authors	Total Connection Power
1	Chen, Xi	10
2	Cheng, Yihang	10
3	Qin, Chuan	10
4	Shen, Dazhong	10
5	Sun, Ying	10
6	Xiong, Hui	10
7	Zha, Rui	10
8	Zhang, Le	10
9	Zhang, Qi	10
10	Zhu, Chen	10
11	Zhu, Hengshu	10

Source: Produced by the author.

When Figure 1 and Table 1 are considered together, it is seen that the collaborative network among the authors has a very dense and balanced structure. The network map in Figure 1 shows that all authors are strongly connected to each other and clustered around a single group. This indicates that the relevant research group conducts collaborative studies and contributes collectively to the literature.

Author Citation Analysis

The network structure showing the citation relationships between authors is given below.

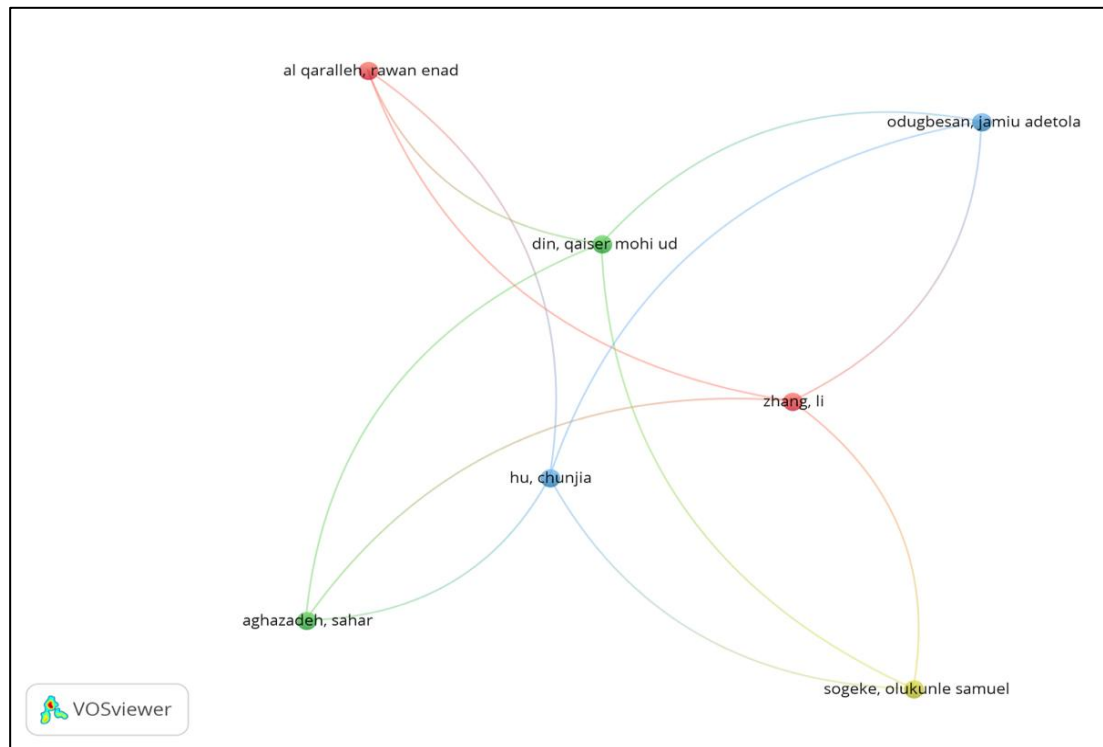


Figure 2: Author Citation Network Map.

Source: Prepared by the author using VOSviewer based on data retrieved from Web of Science.

When a total of 104 authors who had published at least one paper and received at least one citation were analyzed, as seen in the graph, 7 authors with a link strength of 12 in 4 clusters are shown in Figure 2.

Table 2: Ranking of the Most Cited Authors.

No.	Top 13 Most Cited Authors	Number of Citations
1	Brosi, Prisca	230
2	Duman, Denis	230
3	Schwarzmueller, Tanja	230
4	Welp, Isabell M.	230
5	Guerra, Jose Manuel Montero	135
6	Kamariotou, Maria	129
7	Kitsios, Fotis	129
8	Aghazadeh, Sahar	126
9	Al Qaralleh, Rawan Enad	126
10	Odugbesan, Jamiu Adetola	126
11	Sogeke, Olukunle Samuel	126
12	Danvila-Del-Valle, Ignacio	116
13	Suarez, Mariano Mendez	116

Source: Produced by the author.

When Figure 2 and Table 2 are considered together, it is seen that prominence in the literature is not limited solely to high citation counts; collaborations among researchers also play a significant role. In other words, while some authors create scientific impact through high citation counts, others increase knowledge sharing and interaction among researchers through the strong connections they establish.

Source Citation Analysis

The network structure showing the citation relationships between sources is given below.

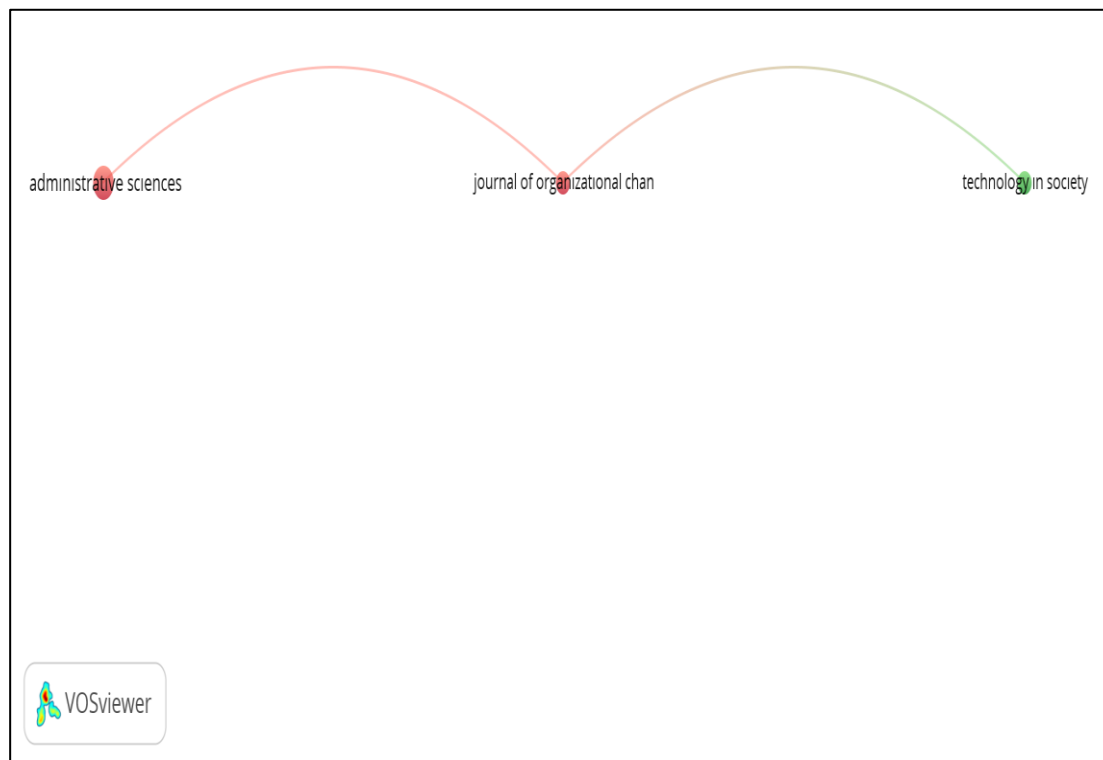


Figure 3: Source Citation Network Map.

Source: Prepared by the author using VOSviewer based on data retrieved from Web of Science.

A total of 32 publications with at least one article and at least one citation were analyzed in the dataset. As a result of the analysis, 2 different clusters were formed, and the 3 sources that received 2 citations are shown in Figure 3.

Table 3: Ranking of the Most Cited Sources.

No.	Top 6 Most Cited Sources	Number of Citations
1	Management Revue	230
2	Sustainability	143
3	Journal Of Knowledge Management	126
4	Technological Forecasting And Social Change	116
5	Frontiers In Psychology	39
6	Journal Of Risk And Financial Management	19

Source: Produced by the author.

Table 3 shows the most impactful and highly cited sources in the field, while the network map in Figure 3 reveals the information exchange and relationships between these sources. Taken together, it is evident that digital transformation efforts in talent management are primarily focused on organizational change, management processes, and technological transformation.

Country Citation Analysis

The network structure showing the citation relationships between countries is shown below.

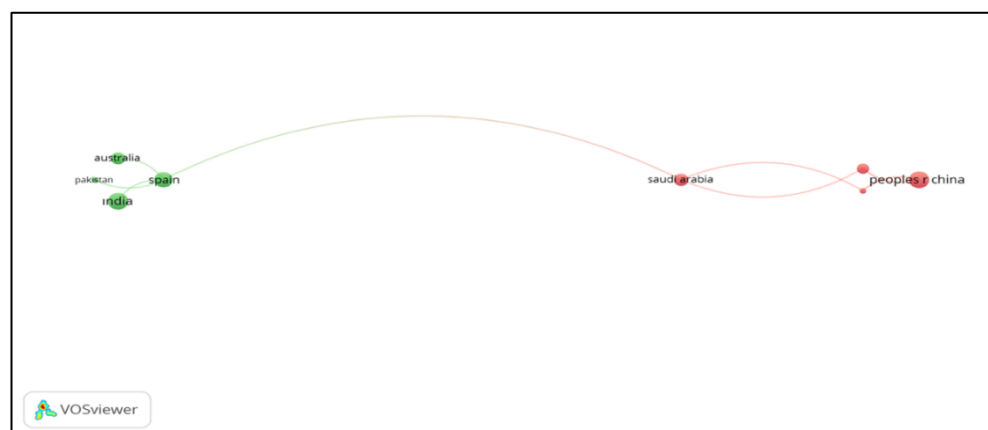


Figure 4: Country Citation Network Map.

Source: Prepared by the author using VOSviewer based on data retrieved from Web of Science.

A total of 23 countries that had published at least one paper and received at least one citation were analyzed. Eight countries with 8 connections and 10 connections in two different clusters are shown in Figure 4.

Figure 4 reveals that digital transformation efforts in talent management are progressing under the leadership of certain countries, and that international research networks are increasingly developing but still concentrated around specific centers.

Table 4: Ranking of the Most Cited Countries.

No.	Top 5 Most Cited Countries	Number of Citations
1	Germany	230
2	Spain	156
3	Canada	129
4	Greece	129
5	Türkiye	126

Source: Produced by the author.

Türkiye ranking among the top five countries with 126 citations demonstrates its visible and impactful academic contribution in this field. Table 4 reveals that European countries stand out in terms of citation impact.

Table 5: The 2 Countries with the Most Publications and Their Publication Counts.

No.	The 2 Countries with the Most Publications on Digital Transformation in Talent Management	Number of Publications
1	China	8
2	India	8

Source: Produced by the author.

As shown in Table 5, the fact that China and India are the two countries with the most publications in this field reveals that emerging economies are showing strong academic interest in digital transformation and talent management.

Table 6: Countries with the Strongest International Cooperation Connections.

No.	The Top 2 Countries with the Most Cooperation with Other Countries	Connection Strength
1	Spain	4
2	China	4

Source: Produced by the author.

Table 6 shows that Spain and China are in a strong position not only in terms of publication production but also in terms of participation in international academic networks.

Institutional Citation Analysis

The network structure showing the citation relationships between institutions is given below.

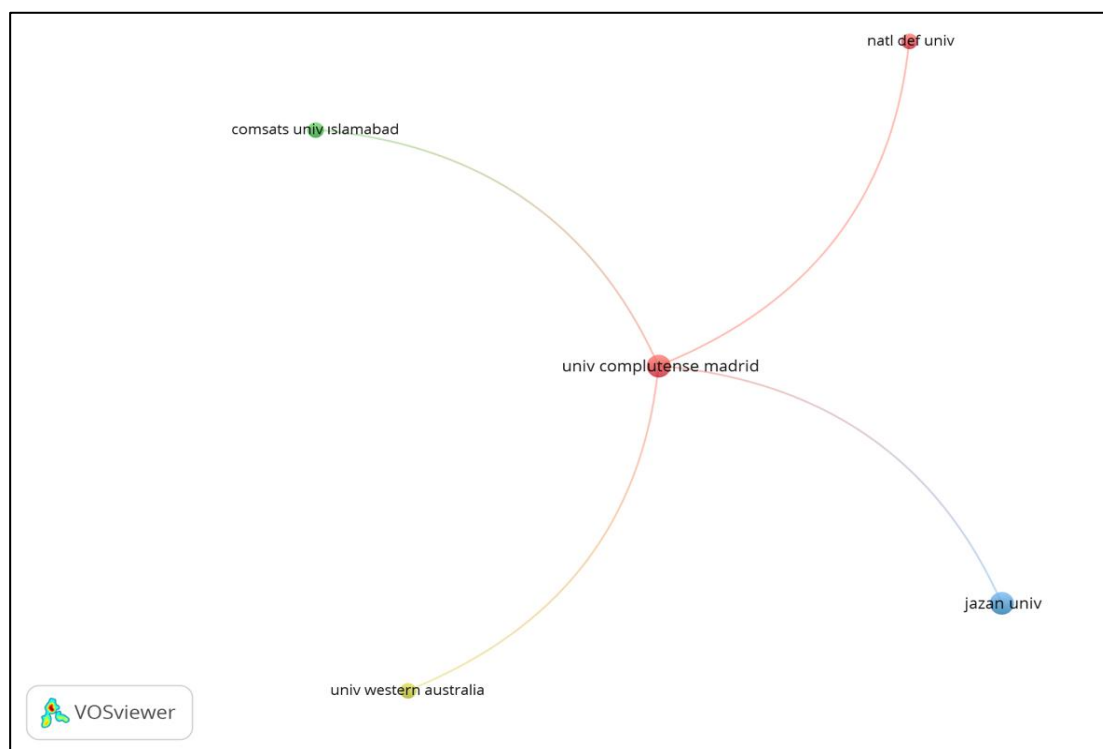


Figure 5: Institutional Citation Network Map.

Source: Prepared by the author using VOSviewer based on data retrieved from Web of Science.

A total of 68 institutions that had published at least one paper and received at least one citation were analyzed. Five institutions with four different link strengths in four different clusters are shown in Figure 5.

It appears that the impact of inter-institutional citations is concentrated in certain centers, but the literature is gradually expanding with contributions from institutions in different countries. This situation indicates that more international cooperation and inter-institutional collaborative work may become important in the future.

Table 7: Ranking of the Most Cited Institutions.

No.	Top 10 Most Cited Institutions	Number of Citations
1	Bavarian State Inst Higher Educ Res & Planning	230
2	Tech Univ Munich	230
3	Univ Complutense Madrid	135
4	Univ Macedonia	129
5	Cyprus West Univ	126
6	Cyprus Int Univ	126
7	Oxford Coll Canada	126
8	Es Busines & Mkt Sch	116
9	Es Univ	116
10	Univ Maribor	41

Source: Produced by the author.

Keyword Analysis

The network structure showing the relationships between keywords is given below.

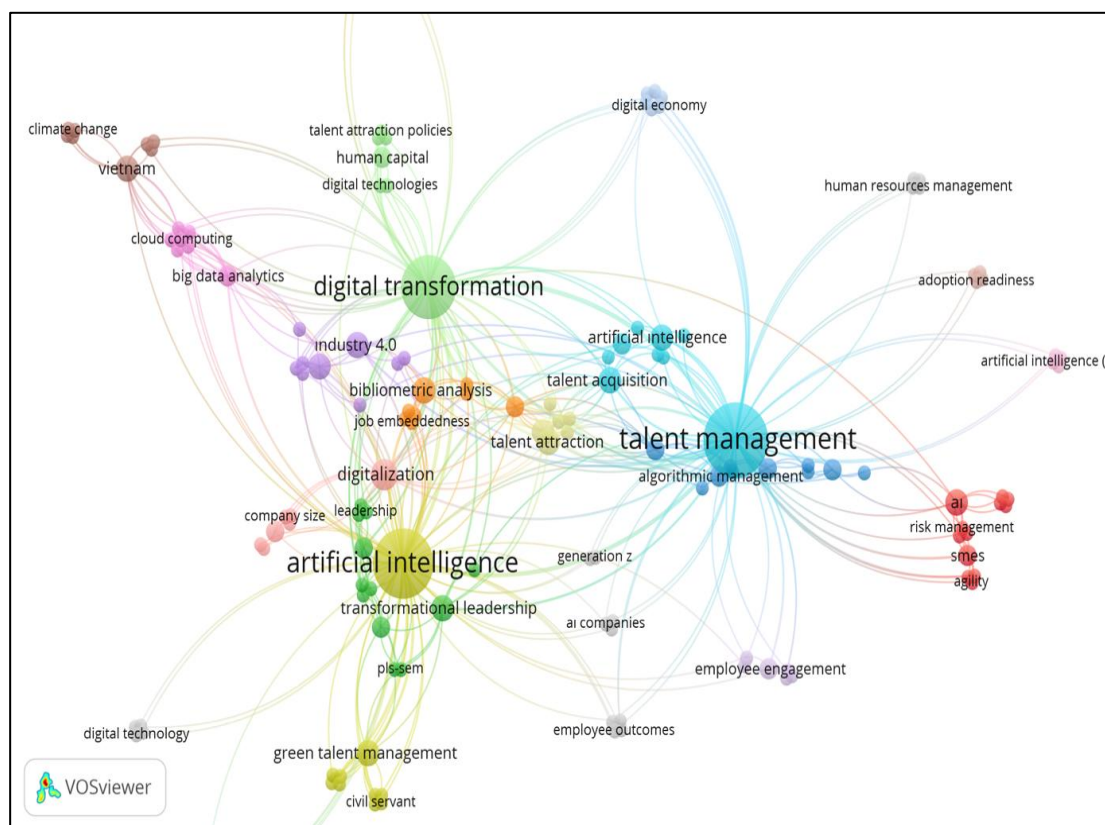


Figure 6: Keyword Network Map.

Source: Prepared by the author using VOSviewer based on data retrieved from Web of Science.

The dataset contains a total of 152 keywords that appear at least once. These 152 keywords, with 540 connections across 23 clusters and a connection strength of 587, are shown in Figure 6.

Table 8: Ranking of the Most Used Keywords.

No.	The 4 Most Frequently Used Words	Number of uses	Total Connection Power
1	Talent Management	23	15
2	Artificial Intelligence	20	11
3	Digital Transformation	17	14
4	Digitalization	4	4

Source: Produced by the author.

The most frequently used keyword is “Talent Management” used 23 times. Furthermore, the total link strength of 15 indicates that this concept has strong relationships with other keywords and is central to the literature. This reveals that talent management is a key focus of the research field.

Overall, the literature appears to revolve around the themes of “Talent Management”, “Digital Transformation” and “Artificial Intelligence”. The findings suggest that research on AI-powered talent management and digital human resources applications may increase in the future.

Bibliographic Matching Analysis of Texts

The network structure showing bibliographic matches between studies is given below.

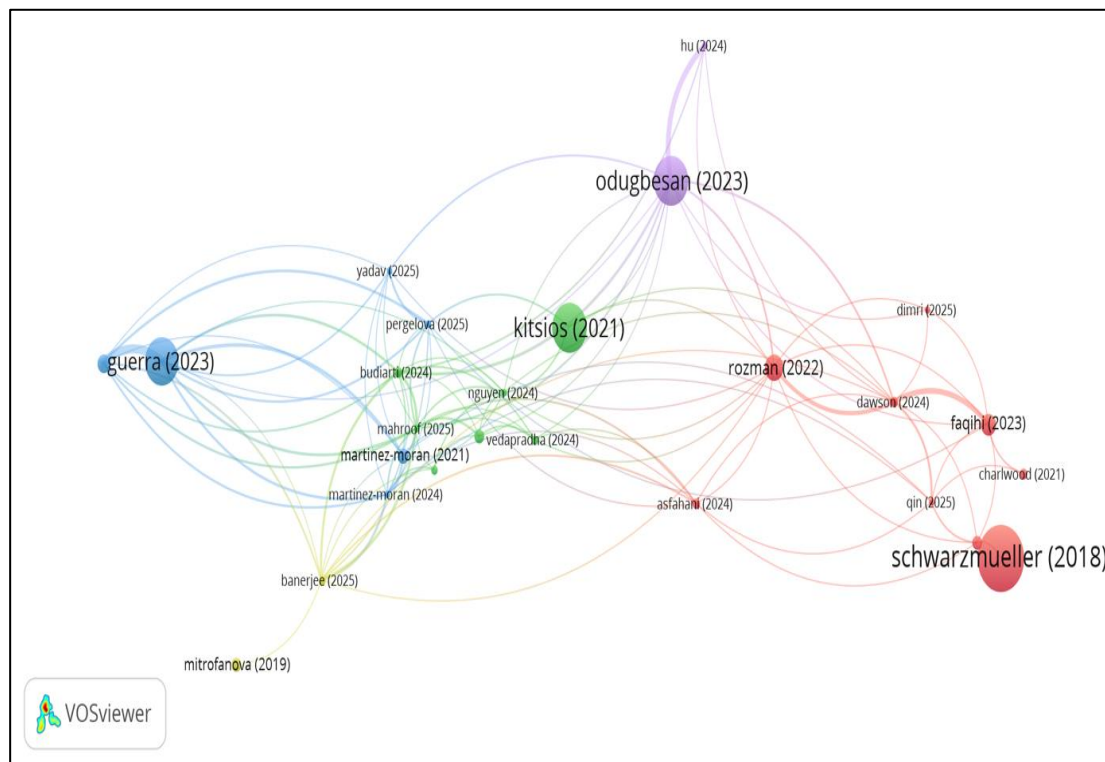


Figure 7: Bibliographic Matching Network Map of Texts.

Source: Prepared by the author using VOSviewer based on data retrieved from Web of Science.

Documents with at least 3 citations were examined, and 26 documents were analyzed. These 26 documents, categorized into 5 different clusters and exhibiting 103 links and 272 link strengths, are shown in Figure 7.

Table 9: Ranking of the Most Cited Documents.

No.	Top 10 Most Cited Documents	Publication Year	Number of Citations
1	Schwarzmueller	2018	230
2	Kitsios	2021	129
3	Odugbesan	2023	126
4	Guerra	2023	116
5	Rozman	2022	39
6	Faqihi	2023	27
7	Guerra	2024	19
8	Martinez-Moran	2021	14
9	El Hajal	2024	12
10	Mitrofanova	2019	12

Source: Produced by the author.

Table 9 identifies the 10 most cited documents within the scope of the analysis, and it is observed that some studies stand out significantly in the literature.

Studies published particularly between 2018 and 2023 have been observed to receive higher citation rates. This indicates that earlier publications receive more references over time. However, the fact that some studies published in 2023 and 2024 quickly entered the list reveals the increasing current academic interest in digital transformation in talent management.

Table 10: Ranking of Documents with the Highest Total Connection Strength.

No.	Top 12 Documents with the Highest Total Connection Strength	Publication Year	Total Connection Power
1	Guerra	2023	75
2	Guerra	2024	63
3	Odugbesan	2023	47
4	Mahroof	2025	45
5	Dawson	2024	42
6	Budiarti	2024	37
7	Banarjee	2025	35
8	Martinez-Moran	2024	33
9	Faqihi	2023	30
10	Rozman	2022	27
11	Hu	2024	27
12	Pergelova	2025	27

Source: Produced by the author.

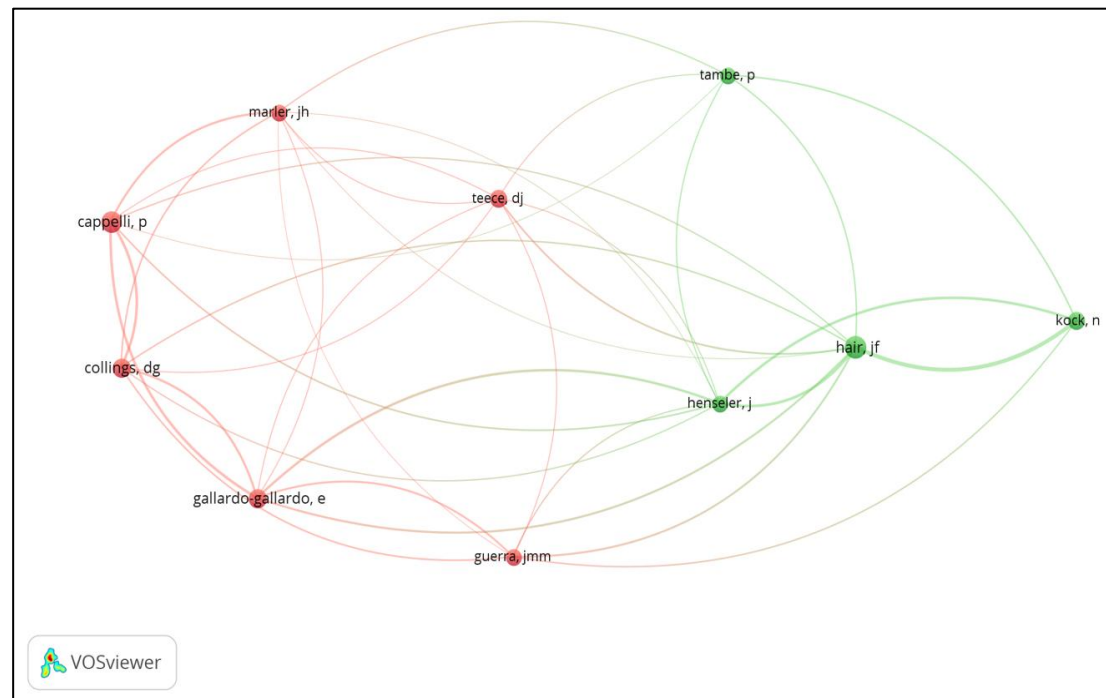
The studies included in the table serve as an important reference for understanding the current structure of the field and determining future research directions.

Guerra (2023) ranks first in terms of total link power, with 75 links. This study is followed by Guerra (2024) (63) and Odugbesan (2023) (47). This finding reveals that the studies carried out by Guerra, in particular, have created both a current and effective reference network in the literature.

An examination of the list reveals a high concentration of studies published in 2023, 2024, and 2025. This indicates that the field of digital transformation in talent management has rapidly developed in recent years, and research interest is focused on current publications.

Authors' Co-Citation Analysis

The network structure showing co-citation relationships between authors is given below.


Figure 8: Authors' Co-Citation Network Map.

Source: Prepared by the author using VOSviewer based on data retrieved from Web of Science.

Ten authors with at least nine citations were included in the analysis. The ten authors, with 36 links and 208 link strength in two different clusters, are shown in Figure 8.

Table 11: Ranking of Authors with the Highest Number of Co-Citations.

No.	Top 10 Authors with the Most Co-Citations	Number of Co-citations	Total Connection Power
1	Hair, Jf	16	76
2	Cappelli, P	15	47
3	Gallardo-Gallardo, E	11	53
4	Collings, Dg	11	43
5	Kock, N	10	51
6	Teece, Dj	10	20
7	Henseler, J	9	55
8	Guerra, Jmm	9	29
9	Marler, Jh	9	24
10	Tambe, P	9	18

Source: Produced by the author.

Co-citation analysis of the authors reveals that Hair, Jf is the most central author in terms of both citation count and overall linkage strength. This indicates that the author is a significant point of reference in the literature from a methodological and theoretical perspective.

CONCLUSION AND DISCUSSION

This research examines academic trends in the field of digital transformation in talent management using bibliometric analysis. The findings reveal that the field of digital transformation in talent management is rapidly developing, has developed an interdisciplinary structure, and is attracting increasing academic interest. The highest number of academic studies on the subject was observed in 2024 and 2025. The limited data for 2026 is due to the fact that the year has not yet been completed. Research is largely concentrated in the fields of business and management, with the main themes being artificial intelligence, digitalization, big data, data analytics, and employee experience. The prominence of Germany, Spain, Canada, Greece, and Turkey in terms of citation impact, and the noteworthy contrast between China and India in terms of publication volume, demonstrates the field's popularity in both developed and emerging economies. The findings show that digital transformation is not merely about technological innovations, but also about strategically reshaping human resources processes.

Digital transformation is leading to significant changes in how organizations operate, making human resources management a more strategic structure (Guerra vd., 2023). Furthermore, integrating digital technologies with human resources management contributes to faster processing and increased efficiency (Yalırso vd., 2024). It is stated that artificial intelligence and big data-driven talent management make decision-making processes in human resources management data-driven and also contributes to more effective evaluation of organizational behaviors (Qin vd., 2023). Aligning talent management with the digital transformation process emerges as a key priority for future research. In this context, aligning talent management practices with the digital transformation process is crucial for organizations to gain a competitive advantage. Furthermore, given the limited number of studies in the literature focusing on SMEs and public institutions, research in these areas needs to be increased. Moreover, supporting bibliometric findings with field research will contribute to making the application-oriented results stronger and more valid. This study is limited to publications in the Web of Science (WoS) database, and the exclusion of sources not accessible through other databases such as TÜBİTAK ULAKBİM, YÖK Thesis Archive, Scopus, and PubMed constitutes a significant limitation. Therefore, the use of different databases in the future will contribute to achieving more comprehensive results.

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