

# Guest editorial: Talent attraction and retention strategies in the post-COVID era: an introduction

## 1. Introduction

The profound impact of the pandemic over the past three years has significantly transformed our lifestyles, interpersonal relationships and professional environments, leading to drastic changes in workplace dynamics (Ayoko *et al.*, 2021). The implementation of lockdowns, virus transmission concerns and health measures compelled companies to rapidly overhaul their management practices (Clauss *et al.*, 2022). This abrupt shift created an unpredictable environment for which organizations were largely unprepared (Tarique and Schuler, 2010).

In response, a substantial number of employees transitioned to remote work, causing a shift from traditional office settings to home-based workspaces. This change necessitated a re-evaluation of organizational behavior patterns, where previously, physical presence and time spent in the office were highly valued. The adoption of teleworking fostered a culture of responsibility, trust, goal-oriented work and virtual meetings and posed several managerial challenges. For instance, Prodanova and Kocarev (2021) highlighted that remote work motivation is often undermined by interruptions and technology-related anxiety, raising critical questions about current managerial practices, organizational structures and information systems. Furthermore, Schäfer *et al.* (2023) indicated that remote work has varying definitions and implications, ranging from occasional telecommuting to fully remote roles, each affecting organizational control and employee performance differently. Highly virtual teams pose significant challenges, such as conflicts (Caputo *et al.*, 2023), as they are often culturally diverse due to the necessity of international collaborations and the opportunity to select from a wider range of professionals, balancing challenges posed by geographical distance and nationality differences (Kargina, 2023). However, these challenges must be effectively managed to ensure collaboration, which can be achieved by integrating people and talent management strategies.

In this evolving landscape, organizations are tasked with the critical challenge of managing their human capital to generate and sustain competitive advantages (Collings and Mellahi, 2009). The pandemic, in particular, has disrupted traditional leader–follower dynamics, posing significant threats to attachment security within these relationships (Hinojosa *et al.*, 2020). Consequently, the strategies for attracting and retaining valuable employees have become paramount in strategic decision-making. As highlighted by Orlandi *et al.* (2024), understanding personal resources and job characteristics is vital in managing stress and enhancing creativity among remote workers, which in turn affects talent retention strategies. Heath *et al.* (2024) also emphasize that meaningful work can significantly impact turnover intentions, particularly when employees feel their psychological contracts are maintained during crises.

Traditional recruitment and selection methods have become obsolete, necessitating a shift toward seeking employees with new skill sets and capabilities. Despite operating in areas with high unemployment rates, many companies struggle to find candidates that meet their revised criteria. This talent shortage impedes the successful implementation of strategic initiatives (Farndale *et al.*, 2010). The pandemic has catalyzed enduring changes, whether for cost savings or to enhance work–life balance. Thus, it is imperative for companies to redefine their talent attraction and retention strategies to ensure the recruitment and retention of top talent (Chatterjee *et al.*, 2022). Nowadays, organizations operate in a highly volatile environment, which gives rise to new challenges compared to the past (Tarique and Schuler, 2010). In this new scenario, the attraction and loyalty of talented individuals who add value to the company



have become particularly crucial (Cheese *et al.*, 2008). As a result, *talent management* has garnered increasing interest among academics, researchers, business managers and executives in recent years.

Moreover, in the last decade, academic studies on talent management have surged exponentially (Gallardo-Gallardo and Thunnissen, 2016). This surge is mirrored by a significant increase in interest from business leaders and managers, underscoring the growing importance of effective talent management practices. The first mention of “talent management” emerged in the late 1990s (Chambers *et al.*, 1998). Shortly thereafter, the term “the war for talent” began to circulate (Michaels *et al.*, 2001). The first rigorous scientific exploration of talent management was presented by Lewis and Heckman (2006), marking the beginning of a scholarly effort to define and differentiate this concept from other phenomena such as strategic human resource management (Gallardo-Gallardo *et al.*, 2015). Until 2007, academic publications on talent management were sparse. However, in 2009, Collings and Mellahi (2009) developed a conceptual model of strategic talent management, focusing on succession processes and identifying key positions and valuable individuals within organizations (Gallardo-Gallardo and Thunnissen, 2016; Lewis and Heckman, 2006; Meyers and van Woerkom, 2014).

From 2010 to 2014, there was a gradual increase in studies analyzing talent management, which accelerated rapidly from 2014 onwards (Gallardo-Gallardo *et al.*, 2015). Recent years have seen a significant rise in both conceptual and empirical publications on talent management (Thunnissen *et al.*, 2013; Gallardo-Gallardo and Thunnissen, 2016; Luna-Arocas *et al.*, 2020). This surge is attributed to talent management’s potential to generate competitive advantages and the increasing challenges in attracting and retaining talented individuals (Dries, 2013). Studies indicate that companies excelling in talent management achieve better results, higher efficiency, enhanced market value, lower employee turnover and greater employee commitment (Oladapo, 2014). Meyers and van Woerkom (2014) argue that talent management must be dynamic and adaptable, enabling employees to leverage their talents according to situational demands. Thunnissen *et al.* (2013) emphasize that organizational success hinges on placing the right people in the right positions at the right time. Additionally, Gallardo-Gallardo *et al.* (2013) highlight the importance of aligning individual talent with organizational context, including culture, environment, sector and specific job requirements. Thus, effective talent management not only considers individual skills but also the fit between people and their roles within the organization.

The confinements induced by the COVID-19 pandemic profoundly altered our lifestyles, interpersonal interactions and work environments. By March 2020, a majority of organizations were compelled to implement teleworking for all employees capable of performing their tasks remotely (Andrade and Petiz Lousã, 2021; Miglioretti *et al.*, 2023). This abrupt transition necessitated significant changes in leadership and management models, as employees began working from home, and offices ceased to function as communal meeting spaces. In this context, Kraus *et al.* (2023) emphasize the need for innovative and adaptive organizational practices to maintain productivity and employee engagement.

In response to these changes, companies had to overhaul their talent attraction and retention strategies, as pre-pandemic recruitment and selection techniques became obsolete. The focus shifted away from physical presence, emphasizing instead the need for self-sufficient, responsible employees capable of working independently without direct supervision. Many companies have adopted hybrid work models, allowing employees to alternate between working from home and attending the office in person (Krajčák *et al.*, 2023). This new work environment has sparked debates such as “the right to disconnect” outside office hours, aimed at preserving a healthy work–life balance (Masuda *et al.*, 2012). Concurrently, the demand for greater flexibility and the introduction of new technologies are reshaping the understanding of work (Golden, 2009; Abendroth and Reimann, 2024). Sarwar *et al.* (2023) further highlight the importance of organizational support in mitigating job stress and enhancing employee well-being in remote work settings. Heidt *et al.* (2023) further elaborate on this by examining the

role of agile work characteristics and supportive HRM measures in achieving work-from-home success. Their findings suggest that HRM measures significantly mediate the positive effects of agile work characteristics on work-from-home success, providing valuable insights for both researchers and practitioners.

Additionally, the physical distance from the workplace has influenced employee commitment levels, challenging the traditional norm of long-term tenure with a single company (Xu *et al.*, 2023). Employees are increasingly likely to reject the notion of lifelong employment with one organization, reflecting a significant shift in workplace loyalty and career expectations. Furthermore, Chatterjee *et al.* (2022) highlight the importance of leadership support in utilizing enterprise social networks to enhance knowledge exchange and talent management in a geographically dispersed workforce. This emphasizes the need for organizations to adapt to the new normal by integrating technology and innovative practices to support remote and hybrid work environments effectively (Danvila-del-Valle *et al.*, 2018).

In summary, we find ourselves at a pivotal moment for attracting and retaining talent that adds value to organizations. This special issue aims to foster rigorous research into the talent attraction and retention strategies employed by organizations in the post-COVID-19 era. By presenting works of significant interest to both academics and professionals responsible for personnel selection processes, the goal is to advance knowledge in the field of talent management. Ultimately, this issue seeks to provide concrete recommendations and implementable practical guidelines for corporate practice, grounded in the latest scientific research findings.

The following section provides a brief synopsis of the articles included in this special issue.

## 2. Synopsis of the special issue contributions

The special issue titled “Talent attraction and retention strategies in the post-covid era” presents eight accepted publications, which were selected through a peer review process from a large number of papers received. These articles present content and implications of interest to academics and business managers.

Blanco González-Tejero *et al.* (2024) analyze the influence of training programs in entrepreneurial skills or digital tools on the intrapreneurial activity of employees. The study was carried out using the fuzzy-set qualitative comparative analysis (fsQCA) methodology. A survey was carried out on 241 small and medium-sized enterprises (SMEs). The article points out some implications of interest for managers and business leaders, also showing actions to integrate digitalization with transversal value for continuous and sustainable development.

Roppelt *et al.* (2024) study whether multinational corporations can adopt artificial intelligence in their talent acquisition practices. The research uses a qualitative methodology that encompasses a multiple case study of 19 cases in seven industries. The article develops a theoretical framework that contextualizes the drivers, barriers, procedural steps and critical success factors essential for the effective adoption of artificial intelligence in talent acquisition. Since the empirical study uses a large set of data from different companies from various regions and industries, the results obtained are useful for managers seeking to implement effective artificial intelligence strategies.

Sánchez-Marín *et al.* (2024) carried out a systematic review of the literature based on 38 academic sources published in high-impact indices in the period between 2020 and 2023. The article analyzes, from the perspective of talent management, how employees with disabilities have been studied in the context of COVID-19. The study carried out suggests that there is ample room for improvement to develop and implement talent management strategies and practices that promote effective inclusion in work environments with employees with disabilities.

Hernández Tamurejo *et al.* (2024) analyze how teleworking has influenced employee movements, with the aim of providing organizations with useful information that allows them

to adapt to the new social context. The research carried out is based on a survey and aims to know the variables that influence workers when physically traveling to work. The results indicate that the use of a private car is preferred by workers to go to work in person at the office.

Gómez-Jorge and Díaz-Garrido (2004) analyze the level of self-esteem of the teaching and research staff of a higher education institution in Spain. A structured questionnaire was used to achieve this objective. The results revealed that teachers with high self-esteem are more productive, satisfied and participate in more altruistic activities than their counterparts with low self-esteem. The study reveals the positive influence of the worker's self-esteem in the work environment, in the results of the organization and in society as a whole.

Maley *et al.* (2024) examine whether the employee performance management process helps multinational corporations strengthen their talent management and develop new talent through the project management process. The article provides a solid framework to be able to obtain sustainable competitive advantages in an environment of volatility, uncertainty, complexity and ambiguity (VUCA), such as the post-COVID-19 context. The study highlights the role that project management and talent management techniques play for both professionals and academics.

Di Prima *et al.* (2024) study the moderating impact of human resources analytics on the relationship between talent management and talent motivation and quality of hires; as well as its impact on talent retention. The study conducted a survey of 219 human resources directors from European companies. The results obtained showed a positive relationship between talent management activities and talent motivation and the quality of hiring, which are also positively related to talent retention.

Chu *et al.* (2024) analyze the advantages and disadvantages of remote or non-face-to-face work. This study explores how employees respond to the work connectivity behavior after-hours and its influence on proactive talent behavior. This study collected data from 400 employees using online and offline methods. Owing to the potentially varied effects of working in digital environments on employees, a dual mediation regression model was employed. This study enriches the debate regarding the development of TM practices specifically designed for remote work.

### 3. Concluding remarks

Nowadays, many organizations point out that talented employees are essential when it comes to implementing successful strategies that lead to extraordinary positive results. The competitive advantage and innovative potential brought by skilled individuals are unparalleled, making the attraction and retention of such talent a top priority for businesses across various sectors.

In this special issue, through eight articles, the importance of attracting and retaining talent in the volatile environment that we have had to live in after COVID-19 is analyzed from different perspectives. The complexity of the new scenario leads companies to make efforts to select and retain those employees who add value to the company. This is particularly crucial as organizations navigate the challenges posed by remote work, hybrid models and the increasing demand for digital skills and adaptability.

The special issue has presented original contributions that delve into the talent attraction and retention strategies developed by organizations since the onset of COVID-19. Although this area of research has seen numerous publications in recent years, it remains incomplete due to the short time that has elapsed. The issue has sought both theoretical and empirical articles offering new perspectives, models and concepts to enhance understanding of the subject. The presented works have contributed to the theoretical frameworks underpinning the existing literature on talent management, addressing new problems, overcoming the limitations of previous studies and outlining future research directions in this field. These contributions have generated a new body of knowledge to aid the decision-making of managers and senior executives.

The articles in this special issue have approached talent management from various perspectives, including organizational strategies, recruitment and selection processes, career development, performance evaluation, employee work control and business innovation. This comprehensive approach has aimed to enhance knowledge and understanding of the key characteristics defining talent attraction and retention strategies, as well as the skills and abilities companies seek in hiring processes. Additionally, it is essential to consider the role of leadership in fostering a culture that supports continuous learning and development, as highlighted by recent studies (Chatterjee *et al.*, 2022).

Primarily aimed at researchers studying talent management, especially talent attraction and retention strategies, this special issue has included both theoretical articles that contribute to the conceptual framework and empirical articles that strengthen the theoretical foundations through diverse methodologies. The empirical studies, in particular, have provided actionable insights for practitioners, showcasing how various talent management practices can be effectively implemented in real-world settings. For instance, the exploration of artificial intelligence in talent acquisition and the impact of digital transformation on employee well-being and productivity are timely contributions that address current organizational needs (Roppelt *et al.*, 2024; Kraus *et al.*, 2023).

As we conclude, it is evident that the strategies for attracting and retaining talent must continuously evolve to address the changing dynamics of the workplace. The insights provided in this special issue offer a robust foundation for future research and practical applications, ensuring that organizations are well-equipped to meet the challenges and opportunities of the modern business environment.

The guest editors of this special issue would like to thank the reviewers for the comments made in their evaluation task, which contributed to the improvement of the accepted papers. Their rigorous assessments ensured the inclusion of high-quality research that meets the academic and practical standards of the journal. Furthermore, the collaboration between authors, reviewers, and editors has facilitated a rich exchange of ideas, driving the field of talent management forward.

Finally, we thank the Editor-in-Chief of the journal “*Management Decision*”, Prof. Brandon Randolph-Seng, whose trust and support have been fundamental in the preparation of this issue. His vision and guidance have been instrumental in bringing together a collection of works that not only advance academic discourse but also provide valuable insights for practitioners navigating the post-pandemic landscape. The sustained focus on talent management in this era underscores its critical importance to organizational success and resilience.

**Sascha Kraus**

*Free University of Bozen-Bolzano, Bolzano, Italy and  
University of Johannesburg, Johannesburg, South Africa*

**Andrea Caputo**

*University of Trento, Trento, Italy and  
University of Lincoln, Lincoln, UK*

**Daniel Palacios-Marqués**

*Polytechnic University of Valencia, Valencia, Spain, and*

**Ignacio Danvila-del-Valle**

*Complutense University of Madrid, Madrid, Spain*

**References**

- Abendroth, A.-K. and Reimann, M. (2024), "Organisational inhibition and promotion of flexible working in digitalised work environments", *New Technology, Work and Employment*, Vol. 39 No. 1, pp. 39-62, doi: [10.1111/ntwe.12275](https://doi.org/10.1111/ntwe.12275).
- Andrade, C. and Petiz Lousã, E. (2021), "Telework and work-family conflict during COVID-19 lockdown in Portugal: the influence of job-related factors", *Administrative Sciences*, Vol. 11 No. 3, pp. 103-127, doi: [10.3390/admsci11030103](https://doi.org/10.3390/admsci11030103).
- Ayoko, O.B., Caputo, A. and Mendy, J. (2021), "Management research contributions to the COVID-19: a bibliometric literature review and analysis of the contributions from the Journal of Management & Organization", *Journal of Management and Organization*, Vol. 27 No. 6, pp. 1-27, doi: [10.1017/jmo.2021.70](https://doi.org/10.1017/jmo.2021.70).
- Blanco González-Tejero, C., Ulrich, K. and Ribeiro-Navarrete, S. (2024), "Personal factors and innovative training as influential elements in the intrapreneurial trend", *Management Decision*, Vol. 62 No. 10, pp. 2969-2985, doi: [10.1108/MD-06-2023-0991](https://doi.org/10.1108/MD-06-2023-0991).
- Caputo, A., Kargina, M. and Pellegrini, M.M. (2023), "Conflict in virtual teams: a bibliometric analysis, systematic review, and research agenda", *International Journal of Conflict Management*, Vol. 34 No. 1, pp. 1-31, doi: [10.1108/ijcma-07-2021-0117](https://doi.org/10.1108/ijcma-07-2021-0117).
- Chambers, E.G., Foulon, M., Handfield-Jones, H., Hankin, S.M. and Michaels, E.G. (1998), "The war for talent", *McKinsey Quarterly*, Vol. 3, pp. 44-57.
- Chatterjee, S., Chaudhuri, R., Vrontis, D., Mahto, R.V. and Kraus, S. (2022), "Global talent management by multinational enterprises post-COVID-19: the role of enterprise social networking and senior leadership", *Thunderbird International Business Review*, Vol. 65 No. 1, pp. 77-88, doi: [10.1002/tie.22248](https://doi.org/10.1002/tie.22248).
- Cheese, P., Thomas, R.J. and Craig, E. (2008), *The Talent Power Organization: Strategies for Globalization, Talent Management and High Performance*, Kogan Page, London.
- Chu, F., Zhang, J., Pellegrini, M.M., Wang, C. and Liu, Y. (2024), "Staying connected beyond the clock: a talent management perspective of after-hours work connectivity and proactive behaviours in the digital age", *Management Decision*, Vol. 62 No. 10, pp. 3132-3154, doi: [10.1108/md-07-2023-1186](https://doi.org/10.1108/md-07-2023-1186).
- Clauss, T., Breier, M., Kraus, S., Durst, S. and Mahto, R.V. (2022), "Temporary business model innovation-SMEs' innovation response to the Covid-19 crisis", *R&D Management*, Vol. 52 No. 2, pp. 294-312, doi: [10.1111/radm.12498](https://doi.org/10.1111/radm.12498).
- Collings, D.G. and Mellahi, K. (2009), "Strategic talent management: a review and research agenda", *Human Resource Management Review*, Vol. 19 No. 4, pp. 304-313, doi: [10.1016/j.hrmr.2009.04.001](https://doi.org/10.1016/j.hrmr.2009.04.001).
- Danvila-del-Valle, I., Lara, F.J., Marroquín-Tovar, E. and Zegarra Saldaña, P.E. (2018), "How innovation climate drives management styles in each stage of the organization lifecycle: the human dimension at recruitment process", *Management Decision*, Vol. 56 No. 6, pp. 1198-1216, doi: [10.1108/md-02-2017-0163](https://doi.org/10.1108/md-02-2017-0163).
- Di Prima, C., Hussain, W.M.H.W. and Ferraris, A. (2024), "No more war (for talent): the impact of HR analytics on talent management activities", *Management Decision*, Vol. 62 No. 10, pp. 3109-3131, doi: [10.1108/MD-07-2023-1198](https://doi.org/10.1108/MD-07-2023-1198).
- Dries, N. (2013), "The psychology of talent management: a review and research agenda", *Human Resource Management Review*, Vol. 23 No. 4, pp. 272-285, doi: [10.1016/j.hrmr.2013.05.001](https://doi.org/10.1016/j.hrmr.2013.05.001).
- Farndale, E., Scullion, H. and Sparrow, P. (2010), "The role of the corporate HR function in global talent management", *Journal of World Business*, Vol. 45 No. 2, pp. 161-168, doi: [10.1016/j.jwb.2009.09.012](https://doi.org/10.1016/j.jwb.2009.09.012).
- Gallardo-Gallardo, E. and Thunnissen, M. (2016), "Standing on the shoulders of giants? A critical review of empirical talent management research", *Employee Relations*, Vol. 38 No. 1, pp. 31-56, doi: [10.1108/er-10-2015-0194](https://doi.org/10.1108/er-10-2015-0194).

- Gallardo-Gallardo, E., Dries, N. and González-Cruz, T.F. (2013), "What is the meaning of 'talent' in the world of work?", *Human Resource Management Review*, Vol. 23 No. 4, pp. 290-300, doi: [10.1016/j.hrmr.2013.05.002](https://doi.org/10.1016/j.hrmr.2013.05.002).
- Gallardo-Gallardo, E., Nijs, S., Dries, N. and Gallo, P. (2015), "Towards an understanding of talent management as a phenomenon-driven field using bibliometric and content analysis", *Human Resource Management Review*, Vol. 25 No. 3, pp. 264-279, doi: [10.1016/j.hrmr.2015.04.003](https://doi.org/10.1016/j.hrmr.2015.04.003).
- Golden, T.D. (2009), "Applying technology to work: toward a better understanding of telework", *Organization Management Journal*, Vol. 6 No. 4, pp. 241-250, doi: [10.1057/omj.2009.33](https://doi.org/10.1057/omj.2009.33).
- Gómez-Jorge, F. and Díaz-Garrido, E. (2004), "Managing employee self-esteem in higher education: impact on individuals, organizations and society", *Management Decision*, Vol. 62 No. 10, pp. 3063-3084, doi: [10.1108/MD-07-2023-1183](https://doi.org/10.1108/MD-07-2023-1183).
- Heath, M.L., Williams, E.N. and Luse, W. (2024), "Breaches and buffers: can meaningful work impact turnover during COVID-19 pandemic?", *Review of managerial science*, Vol. 18 No. 1, pp. 83-104, doi: [10.1007/s11846-022-00612-x](https://doi.org/10.1007/s11846-022-00612-x).
- Heidt, L., Gauger, F. and Pfnür, A. (2023), "Work from home success: agile work characteristics and the mediating effect of supportive HRM", *Review of Managerial Science*, Vol. 17 No. 6, pp. 2139-2164, doi: [10.1007/s11846-022-00545-5](https://doi.org/10.1007/s11846-022-00545-5).
- Hernández-Tamurejo, Á., Rodríguez Herráez, B. and Mora Agudo, M.L. (2024), "Teleworking and commuting mode choice in the post-COVID-19 era as a challenge for organisations", *Management Decision*, Vol. 62 No. 10, pp. 3040-3062, doi: [10.1108/MD-07-2023-1185](https://doi.org/10.1108/MD-07-2023-1185).
- Hinojosa, A.S., Shaine, M.J.D. and McCauley, K.D. (2020), "A strange situation indeed: fostering leader-follower attachment security during unprecedented crisis", *Management Decision*, Vol. 58 No. 10, pp. 2099-2115, doi: [10.1108/md-08-2020-1142](https://doi.org/10.1108/md-08-2020-1142).
- Kargina, M. (2023), "Cultural differences in global virtual teams: mapping knowledge and identifying research directions", *Journal of Management and Organization*, First View, pp. 1-21, doi: [10.1017/jmo.2023.41](https://doi.org/10.1017/jmo.2023.41).
- Krajčík, M., Schmidt, D.A. and Baráth, M. (2023), "Hybrid work model: an approach to work-life flexibility in a changing environment", *Administrative Sciences*, Vol. 13 No. 6, pp. 150-166, doi: [10.3390/admsci13060150](https://doi.org/10.3390/admsci13060150).
- Kraus, S., Ferraris, A. and Bertello, A. (2023), "The future of work: how innovation and digitalization re-shape the workplace", *Journal of Innovation and Knowledge*, Vol. 8 No. 4, 100438, doi: [10.1016/j.jik.2023.100438](https://doi.org/10.1016/j.jik.2023.100438).
- Lewis, R.E. and Heckman, R.J. (2006), "Talent management: a critical review", *Human Resource Management Review*, Vol. 16 No. 2, pp. 139-154, doi: [10.1016/j.hrmr.2006.03.001](https://doi.org/10.1016/j.hrmr.2006.03.001).
- Luna-Arocas, R., Danvila del Valle, I. and Lara, F.J. (2020), "Talent management and organizational commitment: the partial mediating role of pay satisfaction", *Employee Relations*, Vol. 42 No. 4, pp. 863-881.
- Maley, J.F., Dabić, M., Neher, A., Wuersch, L., Martin, L. and Kiessling, T. (2004), "Performance management in a rapidly changing world: implications for talent management", *Management Decision*, Vol. 62 No. 10, pp. 3085-3108, doi: [10.1108/MD-07-2023-1162](https://doi.org/10.1108/MD-07-2023-1162).
- Masuda, A., Poelmans, S., Allen, T., Spector, P., Lapiere, L., Cooper, C.L., Abarca, N., Brough, P., Ferreiro, P., Fraile, G., Lu, L., Siu, O.L., O'Driscoll, M.P., Simoni, A.S., Shima, S. and Moreno-Velazquez, I. (2012), "Flexible work arrangements availability and their relationship with work-to-family conflict, job satisfaction, and turnover intentions: a comparison of three country clusters", *Applied Psychology*, Vol. 61, pp. 1-29, doi: [10.1111/j.1464-0597.2011.00453.x](https://doi.org/10.1111/j.1464-0597.2011.00453.x).
- Meyers, M.C. and Van Woerkom, M. (2014), "The influence of underlying philosophies on talent management: theory, implications for practice, and research agenda", *Journal of World Business*, Vol. 49 No. 2, pp. 192-203, doi: [10.1016/j.jwb.2013.11.003](https://doi.org/10.1016/j.jwb.2013.11.003).
- Michaels, E., Handfield-Jones, H. and Axelrod, B. (2001), *The War for Talent*, Harvard Business School Press, Harvard.

- Miglioretti, M., Gragnano, A., Simbula, S. and Perugini, M. (2023), "Telework quality and employee well-being: lessons learned from the COVID-19 pandemic in Italy", *New Technology, Work and Employment*, Vol. 38 No. 3, pp. 548-571, doi: [10.1111/ntwe.12263](https://doi.org/10.1111/ntwe.12263).
- Oladapo, V. (2014), "The impact of talent management on retention", *Journal of Business Studies Quarterly*, Vol. 5 No. 3, pp. 19-36.
- Orlandi, L.B., Pocek, J., Kraus, S., Zardini, A. and Rossignoli, C. (2024), "Digital workers' stress: the role of digital creativity in the future jobs", *Journal of Innovation and Knowledge*, Vol. 9 No. 2, 100492, doi: [10.1016/j.jik.2024.100492](https://doi.org/10.1016/j.jik.2024.100492).
- Prodanova, J. and Kocarev, L. (2021), "Is job performance conditioned by work-from-home demands and resources?", *Technology in Society*, Vol. 66, 101672, doi: [10.1016/j.techsoc.2021.101672](https://doi.org/10.1016/j.techsoc.2021.101672).
- Roppelt, J.S., Greimel, N.S., Kanbach, D.K., Stubner, S. and Maran, T.K. (2024), "Artificial intelligence in talent acquisition: a multiple case study on multi-national corporations", *Management Decision*, Vol. 62 No. 10, pp. 2986-3007, doi: [10.1108/MD-07-2023-1194](https://doi.org/10.1108/MD-07-2023-1194).
- Sánchez-Marín, G., Lozano-Reina, G., Peláez-León, J.D. and Sastre Castillo, M.A. (2004), "Talent management and employees with disabilities: a systematic literature review in the context of COVID-19", *Management Decision*, Vol. 62 No. 10, pp. 3008-3039, doi: [10.1108/MD-07-2023-1158](https://doi.org/10.1108/MD-07-2023-1158).
- Sarwar, A., Abdullah, M.I., Imran, M.K. and Fatima, T. (2023), "When fear about health hurts performance: COVID-19 and its impact on employee's work", *Review of Managerial Science*, Vol. 17 No. 2, pp. 513-537, doi: [10.1007/s11846-022-00536-6](https://doi.org/10.1007/s11846-022-00536-6).
- Schäfer, B., Koloch, L., Storai, D., Gunkel, M. and Kraus, S. (2023), "Alternative workplace arrangements: tearing down the walls of a conceptual labyrinth", *Journal of Innovation and Knowledge*, Vol. 8 No. 2, 100352, doi: [10.1016/j.jik.2023.100352](https://doi.org/10.1016/j.jik.2023.100352).
- Tarique, I. and Schuler, R.S. (2010), "Global talent management: literature review, integrative framework, and suggestions for further research", *Journal of World Business*, Vol. 45 No. 2, pp. 122-133, doi: [10.1016/j.jwb.2009.09.019](https://doi.org/10.1016/j.jwb.2009.09.019).
- Thunnissen, M., Boselie, P. and Fruytier, B. (2013), "A review of talent management: 'Infancy or adolescence?'", *The International Journal of Human Resource Management*, Vol. 24 No. 9, pp. 1744-1761, doi: [10.1080/09585192.2013.777543](https://doi.org/10.1080/09585192.2013.777543).
- Xu, M., Dust, S.B. and Liu, S. (2023), "COVID-19 and the great resignation: the role of death anxiety, need for meaningful work, and task significance", *Journal of Applied Psychology*, Vol. 108 No. 11, pp. 1790-1811, doi: [10.1037/apl0001102](https://doi.org/10.1037/apl0001102).