

A Bibliometric Study On The Thematic Evolution Of Talent Management And Human Resource Managerial Transformations In The Era Of Work From Anywhere (2021–2025)

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Abstract

In India's knowledge-driven industries, talent management research has increased due to factors like rapid digitalization, remote work adoption, work from anywhere models and competitive skill demands. The increased embracement of Work from Anywhere (WFA) models has significantly reshaped the nature of talent management and altered the role of human resource managers. In the past two decades, the scholarly research on talent management and remote work has expanded, but research based on bibliometric analysis remains limited. The present study utilizes bibliometric techniques to map the intellectual landscape, research trends, and thematic evolution of talent management in the context of WFA and HR managerial transformations. For the conduction of analysis, the present study makes use of data collected from Scopus database. The study uses Vos viewer as tool for performing the bibliometric analysis of the extracted data. The bibliometric analysis shows a steady growth in research on talent management in the context of Work from Anywhere (WFA) particularly after 2020 reflecting the impact of COVID-19. Highly cited works clustered around themes such as digital transformation, remote leadership, employee engagement, and performance management. Thematic evolution analysis specified a shift from traditional talent retention and recruitment practices towards hybrid work models, inclusive talent strategies and digital HR innovations. Influential contributions emerged primarily from scholars in Europe, North America, and Asia with increasing global collaboration. Despite significant progress, gaps remain in empirical research on long-term sustainability of WFA, inclusive talent policies, and cross-cultural dimensions of remote workforce management.

The study uses VOS viewer 1.6.20 for bibliometric analysis and visual insights on India's knowledge industry in order to dig thoroughly into this area from 2021 to 2025.

Keywords: Talent Management, Work from Anywhere, Human Resource Transformation, Bibliometric Analysis, Remote Work, HRM.

Introduction

Talent management is a strategy to attracting, developing, retaining, and deploying qualified employees to achieve organizational objectives. It includes personnel planning, recruitment, training, performance management, and succession planning. Effective personnel management ensures that the right people are in the right jobs, which boosts productivity, innovation, and long-term organizational success (Hongal, P., 2020; Tamunomiebi, M. D., 2020).

Talent management practices are needed to be tailored for Work from Anywhere (WFA) employees because of the shift from physical offices to flexible virtual locations. Traditional HR strategies that depends on in-person supervision, fixed hours, and centralized teams are no

longer effective. WFA necessitates innovative approaches to recruitment, digital onboarding, performance assessment, engagement, and retention. To promote productivity and enduring worker sustainability, more focus should be placed on autonomy, trust, digital skills, well-being, and inclusive practices (Haque, S. M. S., 2023).

In recent decades, the nature of work has transformed significantly, and the idea of working from anywhere (WFA) has emerged as a major challenge to established work paradigms (Itam, U. J., & Warriar, U., 2024). The COVID-19 pandemic has accelerated redefining of workplace boundaries, allowing workers to work across borders, and outside of office walls. This transition has had a significant impact on India's knowledge economy, which includes industries such as information technology (IT), telecommunications, and banking and financial services (BFSI). These industries, which place a high value on intellectual capital, digital infrastructure, and innovation, were among the first and foremost users of the WFA model (Kelly et al., 2022). The idea of talent management (TM), or the intentional process of attracting, nurturing, and keeping talented workers, is at the core of this change. Traditional approaches to TM have been impugned by the WFA paradigm, which has forced HR professionals to reconsider hiring procedures, performance reviews, employee engagement, and retention procedures (Adigun, U., 2023). These developments are urgent and crucial in India, where the knowledge sector employs millions of people and makes a substantial contribution in GDP. For instance, in 2024, the IT sector in India alone employed over 5.4 million people and made up close to 8% of the country's GDP (NASSCOM, 2024). Currently, 12.7% of full-time employees work from home, demonstrating the growing use of remote work environments. Simultaneously, 28.2% of employees have adopted a hybrid work model. This paradigm mixes remote and in-office employment, providing flexibility while retaining a physical presence at the workplace. Looking ahead, the future of remote employment seems optimistic. According to CXOToday, by 2025, an estimated 60 to 90 million Indians would be working remotely, accounting for 10.12% to 15.17% of the Indian workforce.

India's labour force is 593 million, according to World Bank data. This prediction indicates a continual, but steady, shift toward remote work arrangements (Itam, U. J., & Warriar, U., 2024).

Literature review

In recent years, the convergence of talent management and Work from Anywhere (WFA) has received more scholarly attention, particularly in the context of digital transformation and gradual increase of mode of working. Bibliometric studies in this field have helped uncover research trends, notable authors, and theme groupings. Existing research shows a growing trend towards virtual HR practices, digital skill development, and remote employee participation. However, most bibliometric analyses have focused on broader themes such as remote work or digital HR, with only a few research looking particularly at talent management in the WFA environment. This gap provides an excellent chance to trace the growth of this dedicated discipline and learn how academic emphasis has moved in response to changing employment realities, particularly in knowledge-driven economies such as India. This overview summarizes prior research on studies of talent management, highlighting significant findings and indicating future research directions as presented.

Telework has transitioned from a marginal workplace practice to an essential organizational strategy, especially during the COVID-19 pandemic. Earlier literature placed telework as a means to enhance flexibility, productivity, and employee satisfaction (Athanasidou &

Theriou, 2020). However, the pandemic accelerated its adoption, by transforming it from a marginal practise to a survival mechanism for business, where the business operations continued and also ensured safety of employees (Belzunegui-Eraso & Erro-Garcés, 2020). The concept of Work from Anywhere (WFA) extends beyond traditional telework by dissociating work from fixed physical or temporal boundaries (Pratama & Manurung, 2023). Research shows that WFA demands clear institutional frameworks, digital infrastructure, and new HR policies to ensure sustainability (Kusworo & Fauzi, 2023).

An essential enabler of WFA is digital transformation. Guerra et al. (2021) demonstrates that technological readiness positively influences talent attraction and retention, emphasizing the link between digital infrastructure and HR outcomes. Similarly, Figueira et al. (2021) show that adequate digital tools, leadership support, and organizational policies significantly enhance satisfaction and performance of teleworkers. Yet, Bjursell et al. (2021) caution that technological shifts may substantiate inequalities in access to learning and career advancement, requiring HR managers to integrate inclusive digital upskilling strategies into Talent Management (TM).

The shift to WFA has redesigned leadership demands. Contreras et al. (2020) argue that e-leadership characterized by flexibility, trust-building, and concern for employees well-being enables organizations to thrive in remote settings. In contrast, traditional hierarchical leadership creates risks of disengagement and reduces performance. Effective leadership is also crucial for managing cybersecurity and crisis teams in remote environments (Burrell, 2020). Collectively, these findings highlight that HR managers must rethink leadership development as part of TM strategies in the digital era.

While WFA offers flexibility, it also poses challenges of isolation, cultural maintenance, and engagement. Lenka (2020) proposes the hybrid model a combination of remote and office-based work as a balanced solution to address motivation, mental health, and collaboration issues. Silva et al. (2021) further emphasized that hybrid work challenges TM in areas of trust, inclusivity, and organizational culture. These studies suggest that the future of TM lies neither in purely remote nor in physical models, but in flexible hybrid systems that balance(s) employee autonomy with social cohesion.

The evolution of TM highlights a shift from exclusive approaches focused on high potentials to inclusive and responsible frameworks. Kaliannan and Abraham (2020) argue that inclusive talent development enhances retention, performance, and equality, while Kwon and Jang (2021) warn that exclusive TM can create perceptions of injustice and can harm diversity. Bjursell et al. (2021) also show that inclusive TM is essential for sustaining job satisfaction and commitment in remote frameworks. These insights position Responsible Talent Management (RTM) as a necessary HR approach in WFA where all employees require equal access to support learning and recognition.

TM directly influences organizational performance in both traditional and WFA contexts. Kaewnaknaew et al. (2022) empirically confirm that TM practices (improve firm performance in attracting, developing and retaining employees. Aguinis and Burgi-Tian (2021) propose adaptive performance management approaches—such as results-based measures and stay interviews—as alternatives to rigid appraisals, which are less effective in remote environments. Moreover, El Hajal (2021) and Deery (2008) highlight that work-life balance, well-being and health are key determinants of retention in remote work, reinforcing the HR

manager’s role in designing holistic employee support systems. Despite the growing literature, several gaps remain. Telework research is still fragmented (Athanasiadou & Theriou, 2020), inclusive TM lacks empirical foundation (Kaliannan & Abraham, 2020), and hybrid work requires deeper exploration of trust and cultural integration (Silva et al., 2021). Moreover, most studies are either conceptual or country-specific, limiting generalizability (Pratama & Manurung, 2023; Kaewnaknaew et al., 2022). For HR managers, these gaps highlight the need to develop new competencies in digital leadership, inclusivity, performance analytics, and employee well- being, particularly within the WFA landscape.

Materials and Methods

Bibliometric analysis was preferred over a traditional narrative review because it offers a systematic, objective, and quantitative approach to mapping the intellectual structure of a research field. Unlike narrative reviews, which may be influenced by the researcher’s subjective selection of studies, bibliometric methods allow for the comprehensive analysis of large datasets by examining publication trends, citation networks, and keyword co-occurrence. This approach not only identifies the most influential authors, journals, and countries but also reveals emerging themes and research gaps with greater accuracy. Therefore, bibliometric analysis provides a more robust foundation for synthesizing knowledge and guiding future research in talent management and Work from Anywhere (WFA). The bibliometric data were retrieved from Scopus database, which are widely recognized for their comprehensive coverage of peer-reviewed academic publications. The search was conducted for the period 2021–2025 developments in talent management and Work from Anywhere (WFA) after pandemic.

A Boolean search string was formulated to capture relevant studies, including terms such as “Talent Management” AND “Remote Work” OR “Work from Anywhere” OR “Hybrid Work”. Keywords were searched in titles, abstracts, and author keywords to ensure relevance.

The search was performed by using the keywords mentioned above on 22 August 2025 in a single day to avoid bias caused by daily database updates. The Scopus database search routine was as follows: the keywords “Talent Management” AND “Remote Work” OR “Work from Anywhere” OR “Hybrid Work” was searched in all fields. Initially we accessed 473 publications, after using the limited to title, abstract and keywords filter, the number of publications was reduced to 27. Bibliometric analysis was performed using: VOSviewer for mapping co-authorship networks, citation analysis, and keyword co- occurrence and Microsoft Excel for additional tabulation and trend visualization.

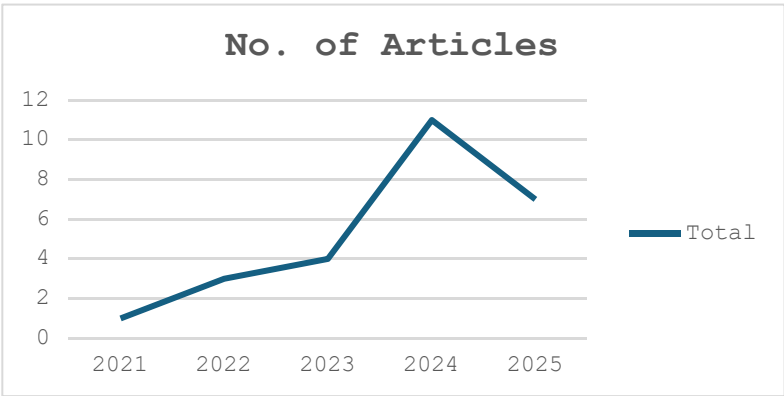
Results and discussion

Table 1. Main information about the data.

Descriptions	Results
Timespan	2021: 2025

Documents	27
Annual Growth Rate %	48
Average Citations per Doc	6.07

Performance analysis

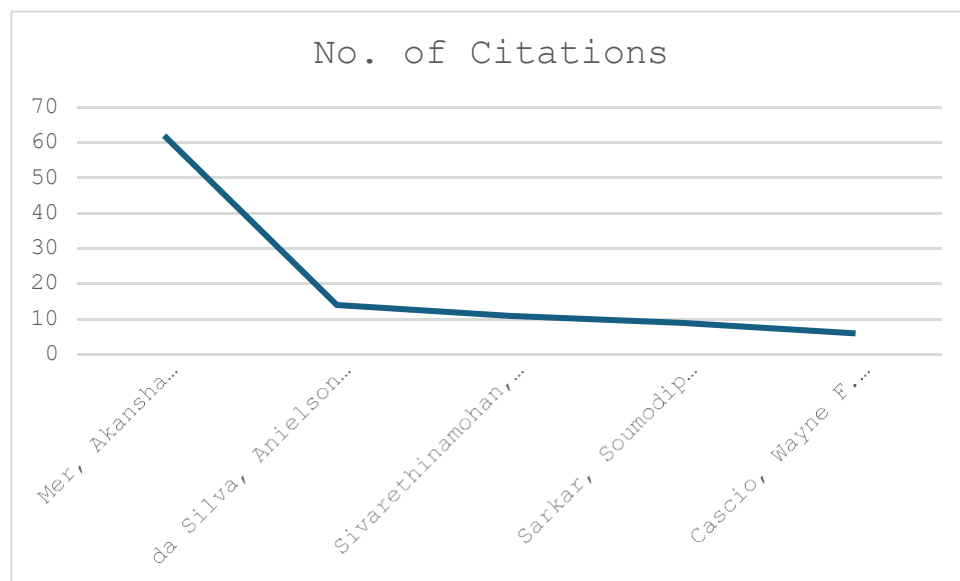


Publication trends

The trend in the number of articles published between 2021 and 2025 demonstrates a clear growth trajectory followed by a stabilization phase. As shown in the figure, publications increased steadily from one article in 2021 to four in 2023, reflecting rising scholarly attention to the subject, likely driven by workplace disruptions and transformations following the COVID-19 pandemic. The year 2024 marked a peak with eleven articles, indicating the highest concentration of research activity and suggesting that this was a critical period for academic exploration of evolving work models, talent management, and digital human resource practices. However, in 2025, the number of publications declined to seven, suggesting that while the topic remains relevant, research momentum has begun to stabilize, with studies moving towards more specialized or applied areas.

Most cited articles globally

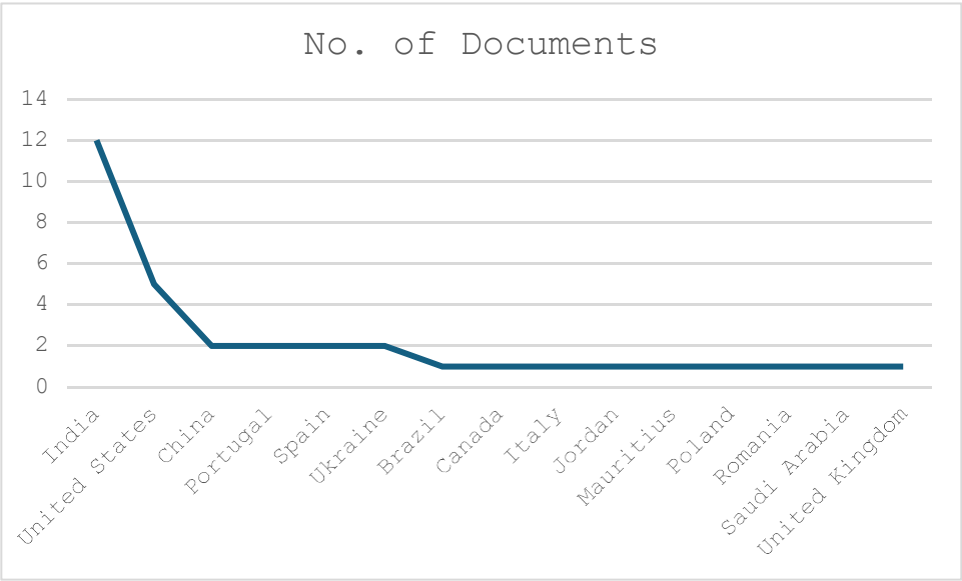
The citation analysis highlights significant variations in the scholarly impact of different authors within the field. Among them, Mer, Akansha stands out as the most influential contributor, with over sixty citations, indicating that their work has served as a foundational or highly referenced source in talent management and related domains. In comparison, da Silva, Anielson and Sivarethinamohan, R. follow at a much lower range, reflecting moderate engagement with their research. Meanwhile, Sarkar, Soumodip and Cascio, Wayne F. show fewer than ten citations each, suggesting that while their contributions are valuable, they have yet to achieve widespread recognition or adoption in academic discussions. This distribution demonstrates a concentration of influence among a small number of highly cited scholars, reinforcing the idea that certain key authors set the intellectual direction of the field, while others contribute in more specialized or emerging areas.



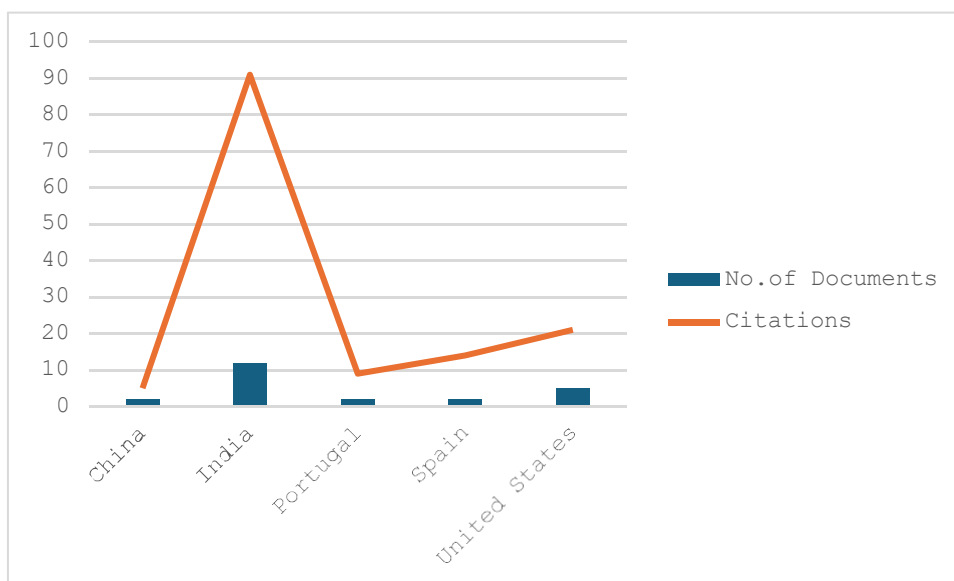
Title	Author	Journal	Citations
Navigating the Paradigm Shift in HRM Practices Through the Lens of Artificial Intelligence: A Post-pandemic Perspective	Akansha Mer and Amarpreet Singh Viridi	The Adoption and Effect of Artificial Intelligence on Human Resources Management, Part A	62
Sensible Leaders and Hybrid Working: Challenges for Talent Management	Anielson Barbosa da Silva, Fernando Castelló-Sirvent and Lourdes Canós-Darós	Sustainability (Switzerland)	14
Reimagining Future of Future by redesigning Talent Strategy in the Age of Distraction and Disruption	R.Sivarethinamohan, Kavitha Desai, Elizabeth Renju Koshy, Biju Toms	International Journal of Systematic Innovation	11
Globally distributed talent communities: A typology of innovation problems and talent characteristics	Soumodip Sarkar, Satishwar Kedas	Thunderbird International Business Review	9

Designing Recruitment Programs for Impact	Wayne Cascio, Kyle Ehrhardt	F. Essentials of Employee Recruitment: Individual and Organizational Perspectives	6
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Scientific Production by Country

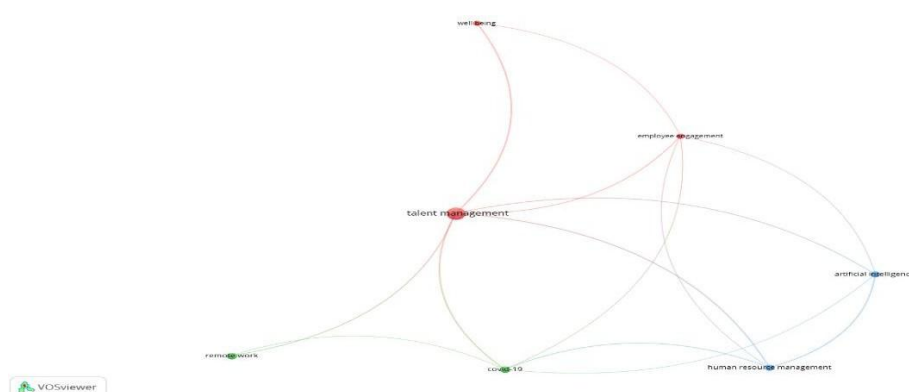


The country-wise distribution of publications shows that India is the leading contributor, with twelve documents, highlighting its dominant role in advancing research on talent management and related themes. The United States follows with five documents, while China, Portugal, Spain, and Ukraine contribute moderately with two documents each. Countries such as Brazil, Canada, Italy, Jordan, Mauritius, Poland, Romania, Saudi Arabia, and the United Kingdom have produced only a single document each, suggesting limited but emerging engagement in this area. This uneven distribution of scholarly output underscores the regional concentration of research, with India clearly emerging as the focal point of inquiry, while other nations remain secondary contributors. The findings reflect both the global relevance of the topic and the varying degrees of academic investment across different regions.



The combined analysis of documents and citations reveals a distinct pattern in country-level research contributions. India emerges as the leading country, not only in terms of the highest number of documents (12) but also with a remarkable citation count exceeding 90, reflecting both productivity and influence in this field. In contrast, countries like China, Portugal, and Spain have contributed only marginally, each producing a few documents with relatively low citation counts, indicating limited visibility in the global research landscape. The United States, while contributing a moderate number of documents (5), demonstrates relatively stronger citation performance (around 21), suggesting that its fewer publications have achieved higher scholarly recognition. Overall, India dominates the research output and citation impact, while other countries show a growing but comparatively less influential engagement.

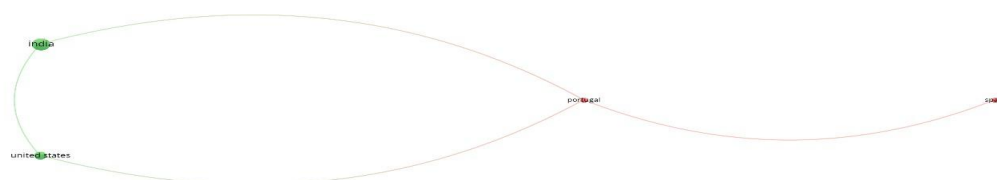
Keyword Co-Occurrence Network



The network visualization highlights “talent management” as the central node, establishing its strong interconnections with multiple themes such as employee engagement, well-being, remote work,

COVID-19, artificial intelligence, and human resource management. The clustering of concepts illustrates the multidimensional nature of talent management research, where employee engagement and well-being represent the human-centric dimension, while artificial intelligence and human resource management capture the technological and managerial dimension. Meanwhile, COVID-19 and remote work form the contextual dimension, reflecting the pandemic-induced transformation of workforce practices. The density of links suggests that talent management is increasingly being examined as an integrative framework that bridges employee-centered outcomes, organizational strategies, and digital transformation, thereby reinforcing its role as a pivotal construct in navigating contemporary workplace challenges.

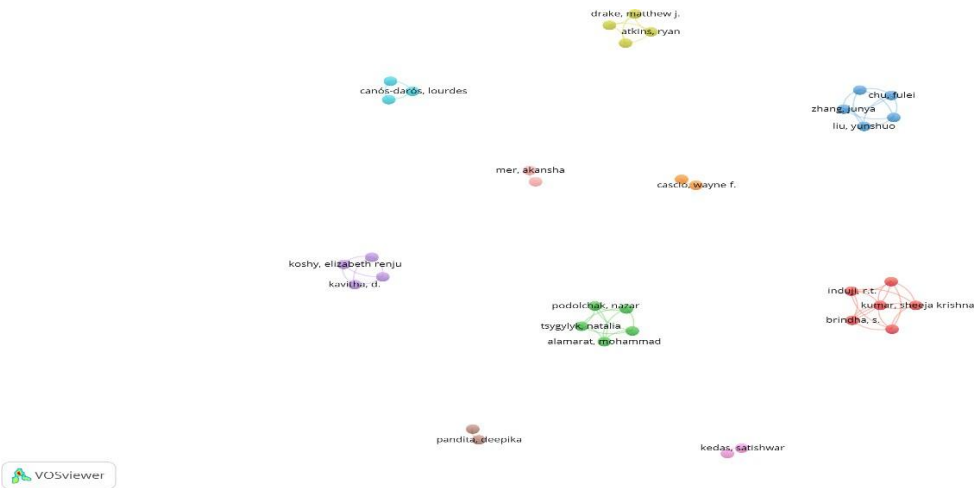
Collaboration Network



VOIviewer

The country co-authorship visualization illustrates the international research collaboration landscape in the domain under study. The chart reveals that India and the United States form a relatively strong collaborative cluster, highlighting their significant joint contributions to the literature. Portugal appears as an important bridging node, connecting both India and Spain, suggesting its intermediary role in facilitating cross-national research linkages. Spain, while connected, shows a more limited direct collaboration, emphasizing its peripheral yet growing contribution. Overall, the visualization suggests that while international collaboration exists, it is still concentrated within a few bilateral and bridging relationships, leaving room for broader global engagement and more diversified research partnerships in the field.

Collaboration by Author



The co-authorship network demonstrates that research on talent management in the context of Work From Anywhere (WFA) and HR managerial transformations is still at a relatively fragmented stage of development. Multiple small clusters exist, such as the groups led by Indrajit, R. and Subbaraj, Sreeraj Krishna, as well as those around Canós-Darós, Lourdes and Chiu, Lei, which indicate strong intra- group collaboration but limited cross-linkages between clusters. This fragmentation suggests that while active research teams are emerging, the field has not yet achieved a fully integrated or cohesive network of global collaboration. The presence of isolated authors like Mer, Akansha and Pandita, Deepika further highlights the individualized nature of some contributions. Such a structure reflects a field that is growing in scope but still consolidating in maturity, where knowledge development is taking place in parallel pockets rather than through broad, interconnected partnerships. As the field evolves, greater integration across clusters could signal its progression toward maturity and the establishment of a more unified research community.

Bibliographic Coupling



This chart illustrates a citation linkage between three key publications, highlighting the intellectual flow of research within the field. The study by da Silva (2023) appears at the initial point, serving as an important contribution that influenced subsequent work. This is followed by Vasavada (2024), which builds upon or engages with da Silva's research, suggesting continuity and thematic development. Finally, Mer (2023) is connected to Vasavada, indicating that it further advanced or refined the discourse. The linear structure of this network, with clear sequential connections, suggests a progressive build-up of knowledge where later studies have drawn insights from earlier foundational work rather than independent or parallel development. This pattern underscores how the field of talent management and Work from Anywhere (WFA) is evolving through cumulative scholarship, with each study extending the contributions of its predecessors to enrich theoretical and practical understanding.

Thematic evolution of Talent Management in the WFA era and HR managerial transformation.

Talent management has gradually progressed from a primarily talent-identification and succession focused to a broad, strategic set of practices formed by advancement in technology, changing labour markets, and new ways of working. Early Talent Management practices emphasized on attracting, developing and retaining employees who have high potential as a source of competitive advantage (Kaliannan & Abraham, 2020). Over time, concerns about equality and exclusivity in talent systems led scholars to focus more on inclusive approaches that nurture broader employee pools rather than only an elite few (Kwon & Jang, 2021; Kaliannan & Abraham, 2020).

A second, equivalent theme is digitalization and technological readiness. Research shows that digital transformation restructuring organizational structures, firms' approaches to talent capitalization, and digital readiness became central to attracting and retaining skilled workers (Guerra et al., 2021; Montero Guerra et al., 2021). The incorporation of analytics, Artificial Intelligence and Human Resource technology into recruitment, learning and performance systems is now a dominant theme in TM research (Guerra et al., 2021; Figueira et al., 2021).

The telework/WFA theme precedes the pandemic but accelerated exponentially during and after COVID-19. Systematic reviews and taxonomies mapped researches on telework and highlighted fragmented evidence and emerging gaps (Athanasiadou & Theriou, 2020). COVID-19 acted as a catalyst, studies documented that how after the outbreak of pandemic telework was adopted rapidly for safety and continuity of business (Belzunegui-Eraso & Erro-Garcés, 2020), and how these crisis responses result into longer-term hybrid or WFA policies in many organizations and public institutions (Pratama & Manurung, 2023; Kusworo & Fauzi, 2023).

As telework advances, employee-centred themes such as engagement, well-being, and social connection became prominent in Talent Management debates. Authors emphasized that remote arrangements can increase flexibility and productivity but also cause isolation, stress and inadequate access to learning (Bjursell et al., 2021; El Hajal, 2021). Research on job embeddedness, work-life balance and retention in remote contexts emphasizes that TM must integrate well-being and social capital,(and) not just technical skills (Jönköping University thesis; Deery, 2008).

A major thematic shift concerns HR leadership and performance management. The WFA

environment required HR managers to move from attendance-based style of administration to outcome-oriented systems and continuous performance management (Aguinis & Burgi-Tian, 2021). E-leadership, multisource feedback, adaptive performance metrics, and stay interviews have been proposed as practical responses to retain talent and maintain alignment with strategic goals (Contreras et al., 2020; Aguinis & Burgi-Tian, 2021). Effective leadership is now seen as vital to implementing TM in WFA settings, leaders must build trust, support autonomy, and endure engagement across distance (Contreras et al., 2020; Burrell, 2020).

As hybrid work emerged as an organizing principle, research moved beyond the binary “office vs home” debate. Hybrid models are represented as strategic compromises that preserve social cohesion while offering flexibility. The literature highlights the Talent Management implications of hybrid work on culture renewal, knowledge sharing and inclusion (Lenka, 2020; Silva et al., 2021). Scholars argue that HR must design policies and practices that make hybrid arrangements equitable and productive, rather than ad hoc concessions (Silva et al., 2021).

Another growing theme is inclusivity and ethics in Talent Management. Critics caution that exclusive Talent Management practices will weaken the undermining organizational justice and workplace diversity. Inclusive talent development and responsible Talent Management (RTM) are proposed as corrective approaches that are particularly important in WFA contexts where visibility biases can worsen inequality and discrimination (Kwon & Jang, 2021; Kaliannan & Abraham, 2020). Inclusivity also links back to lifelong learning, unequal access to upskilling in remote contexts can entrench gaps unless HR proactively provides unbiased learning opportunities (Bjursell et al., 2021).

Finally, the literature outlines institutional and policy dimensions. WFA is not only organizational but also institutional. National-level policy, digital infrastructure and regulatory frameworks influence TM outcomes and the feasibility of WFA, particularly in public sector contexts (Pratama & Manurung, 2023; Kusworo & Fauzi, 2023). This expands HR’s responsibility to include cross-functional coordination with IT, legal and public policy stakeholders.

Synthesis and trajectory: Cumulatively, the literature shows a thematic trajectory from Talent Management as a narrow talent channel function to Talent Management as a strategic, technology-enabled capability and now to TM as an integrated people-centric discipline that must manage digital tools, leadership inclusion and policies in a WFA way of working (Guerra et al., 2021; Figueira et al., 2021; Aguinis & Burgi-Tian, 2021). For HR managers, this evolution means acquiring digital literacy, leading remotely with trust, designing inclusive hybrid policies, and deploying adaptive performance systems shifts that reposition HR from administrative steward to strategic architect of distributed work.

Implication for future research: There is a need for empirical research, particularly longitudinal and industry-specific investigations are required to be done in emerging economies to test how these thematic changes unfold in practice and which combination of leadership, technology and inclusivity produce the best Talent Management outcomes in WFA settings (Athanasiadou & Theriou, 2020; Kaliannan & Abraham, 2020).

Conclusion

This bibliometric and thematic study provides a comprehensive understanding of how the discourse on Talent Management and the changing roles of Human Resource Managers in the Work from Anywhere (WFA) era has evolved. The bibliometric findings indicate a steady rise in scholarly attention, with research increasingly clustering around themes such as digital transformation, flexible work arrangements, employee engagement, and HR's strategic positioning. The thematic evolution further highlights a clear transition from traditional operational HR practices to more technology-driven, people-centric, and innovation-oriented approaches.

For practice, the findings suggest that HR managers must embrace new competencies to remain appropriate in the WFA environment. The role now extends beyond administration to fostering digital availability, supporting employee well-being, managing virtual collaboration, and sustaining inclusive work cultures. Business organizations particularly in sectors like IT, telecommunications, and banking must integrate talent management strategies with emerging technologies and flexible structures to remain competitive.

For research, the study opens several promising avenues. Future work should examine the long-term impact of WFA on organizational performance, explore the integration of artificial intelligence and analytics into talent management and conduct comparative studies across industries and geographies to capture contextual variations. Scholars may also investigate the relationship between cultural factors and digital HR practices in shaping employee experiences in boundaryless workplaces.

In conclusion, the combined bibliometric and thematic insights reveal that HR managers are no longer custodians of routine processes but are becoming architects of organizational resilience and agility. The evolving body of knowledge not only reflects this paradigm shift but also provides a roadmap for scholars and practitioners for navigating the complex talent landscape of the WFA era.

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