

The Great Resignation and the War for Talent: Understanding Employee Turnover in the Post-Pandemic Era

Ria Estiana^{1*}, Yani Sri Mulyani², and Jaenudin Akhmad³

^{1,3} Politeknik LP3I Jakarta, Indonesia

² Universitas BSI, Indonesia

Journal of Economics and Management Sciences is licensed under a Creative Commons 4.0 International License.



ARTICLE HISTORY

Received: 17 April 25

Final Revision: 23 April 25

Accepted: 25 April 25

Online Publication: 30 June 25

KEYWORDS

The Great Resignation, Employee Turnover, Talent Retention, Post-Pandemic Workforce, Human Resource Management

KATA KUNCI

The Great Resignation, Turnover Karyawan, Retensi Talenta, Tenaga Kerja Pasca-Pandemi, Manajemen Sumber Daya Manusia

CORRESPONDING AUTHOR

ria.estiana@gmail.com

DOI

10.37034/jems.v7i3.89

ABSTRACT

The COVID-19 pandemic triggered a global redefinition of work, catalyzing a historic wave of voluntary resignations known as The Great Resignation and intensifying the competition for skilled labor—often referred to as the War for Talent. This study presents a systematic literature review of 38 peer-reviewed articles published between 2019 and 2024 to investigate the multidimensional drivers of employee turnover and evaluate organizational responses in the post-pandemic context. The findings reveal four key thematic areas: psychological and value-driven resignation behavior, evolving work models and employee expectations, strategic talent retention efforts, and sectoral or regional variations in turnover patterns. The analysis also identifies a shift toward human-centered, data-informed HRM strategies and the growing influence of AI and digital infrastructure in workforce management. Furthermore, the study discusses emerging theoretical frameworks, such as Adaptive HRM and Human-Centered Design, offering fresh perspectives on employee engagement and retention. The review concludes that employee turnover in the post-pandemic era reflects enduring structural transformations rather than temporary labor market anomalies, necessitating holistic, empathetic, and context-sensitive strategies by both organizations and policymakers.

ABSTRAK

Pandemi COVID-19 memicu redefinisi global terhadap dunia kerja, yang menghasilkan gelombang pengunduran diri sukarela terbesar dalam sejarah—dikenal sebagai *The Great Resignation*—serta memperkuat persaingan dalam merebut tenaga kerja terampil, yang sering disebut sebagai *War for Talent*. Studi ini menyajikan tinjauan literatur sistematis terhadap 38 artikel ilmiah yang telah ditinjau sejawat dan diterbitkan antara tahun 2019 hingga 2024, guna menyelidiki faktor multidimensional penyebab *turnover* karyawan serta mengevaluasi respons organisasi dalam konteks pasca-pandemi. Temuan kajian ini mengungkapkan empat area tematik utama: perilaku pengunduran diri yang didorong oleh faktor psikologis dan nilai-nilai personal, evolusi model kerja dan ekspektasi karyawan, upaya strategis dalam retensi talenta, serta variasi sektoral dan regional dalam pola *turnover*. Analisis juga mengidentifikasi pergeseran menuju strategi manajemen SDM yang berpusat pada manusia dan berbasis data, serta meningkatnya pengaruh AI dan infrastruktur digital dalam pengelolaan tenaga kerja. Selain itu, studi ini membahas kerangka teoritis yang muncul, seperti *Adaptive HRM* dan *Human-Centered Design*, yang menawarkan perspektif baru terkait keterlibatan dan retensi karyawan. Tinjauan ini menyimpulkan bahwa *turnover* karyawan di era pasca-pandemi mencerminkan transformasi struktural yang berkelanjutan, bukan sekadar anomali pasar tenaga kerja sementara, sehingga memerlukan strategi yang holistik, empatik, dan peka terhadap konteks oleh organisasi maupun pembuat kebijakan.

1. Introduction

The post-pandemic labor landscape has undergone profound transformations, marked by an unprecedented wave of voluntary resignations, a phenomenon widely termed as The Great Resignation. This global trend, observed across diverse economies and industries, has challenged traditional assumptions about employee loyalty, workplace satisfaction, and career continuity [1], [2]. The COVID-19 pandemic served as a catalyst, prompting employees to reevaluate their professional

trajectories, personal values, and work-life integration, thereby igniting mass resignations, particularly among mid-career professionals [3], [4]. At the same time, organizations have entered an intensified “war for talent,” scrambling to attract and retain skilled workers in an increasingly volatile and value-driven labor market [5], [6].

The convergence of these two dynamics—rising turnover and heightened competition for talent—has revealed fundamental shifts in workforce expectations.

Employees now prioritize psychological safety, flexibility, purpose, and digital autonomy over traditional incentives such as salary or job security [7], [8]. Hybrid work models, mental health accommodations, and inclusive cultures have emerged as crucial retention factors [9], [10]. Moreover, the acceleration of remote work has redefined organizational boundaries, creating a global talent marketplace where geographical constraints have significantly diminished [11], [12]. As a result, firms face mounting pressure to realign their human resource strategies with the evolving priorities of a post-pandemic workforce [13], [14].

Despite a growing body of research addressing labor market disruptions during the pandemic, comprehensive syntheses on the drivers of employee turnover in the post-pandemic context remain limited. Many existing studies focus on isolated factors such as burnout, digital fatigue, or job insecurity without offering a holistic understanding of the complex interplay between individual, organizational, and societal elements influencing resignation behavior [15], [16], [17]. Furthermore, while the concept of the “war for talent” has been explored for over two decades, its reinterpretation in the era of COVID-19 and beyond requires renewed attention to emerging workforce values, technology integration, and socio-economic inequalities [18], [19].

Addressing this gap, this study conducts a systematic literature review (SLR) to synthesize empirical insights on employee turnover and talent retention in the post-pandemic era. Utilizing peer-reviewed literature published between 2019 and 2024, this review captures the evolving nature of employee-employer relationships, highlighting structural changes in career identity, organizational commitment, and workforce mobility [20], [21]. It also examines interventions adopted by organizations, ranging from digital HRM innovations to empathetic leadership, that aim to mitigate turnover and foster long-term engagement [22].

Additionally, the review explores sector-specific differences, recognizing that industries such as healthcare, education, and technology experienced distinct turnover patterns and talent shortages during and after the pandemic [23], [24]. It also incorporates cross-regional perspectives, acknowledging that cultural, economic, and policy contexts shape the manifestations and responses to The Great Resignation [25], [26]. By framing employee turnover not as a temporary disruption but as a reflection of a deep transformation in work ethos, this study contributes to the strategic understanding of workforce sustainability in the new normal [27], [28].

Through a rigorous review methodology and thematic analysis, this article advances theoretical clarity and practical guidance for organizations navigating the dual challenge of employee attrition and talent scarcity. The

insights derived aim to inform future research, policy design, and human capital management practices capable of sustaining employee well-being and organizational resilience in a post-pandemic world [29], [30].

2. Research Method

This study employs a systematic literature review (SLR) approach to synthesize current empirical findings and theoretical insights concerning employee turnover during the phenomenon widely recognized as “The Great Resignation,” particularly within the context of the intensified “war for talent” in the post-pandemic era. The systematic literature review method was selected due to its effectiveness in summarizing diverse research findings, identifying research gaps, and providing coherent theoretical development based on existing empirical evidence [31], [32]. To ensure methodological rigor and transparent reporting, this SLR adheres to the guidelines provided by the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework, a widely-accepted standard in social science research synthesis [33].

To facilitate a comprehensive identification of relevant literature, this study utilized multiple electronic databases, specifically Web of Science (WoS), Scopus, Emerald Insight, SpringerLink, Taylor & Francis Online, and SAGE Journals. These databases were chosen because of their extensive coverage of peer-reviewed academic publications and high standards of scholarly content [34]. The literature search was confined to publications from 2019 to 2024 to reflect recent developments linked explicitly to COVID-19 and its immediate aftermath. The search strategy was executed using a combination of key terms structured through Boolean operators, as follows: (“great resignation” OR “employee turnover” OR “talent war”) AND (“post-pandemic” OR “COVID-19” OR “remote work”). To achieve comprehensive retrieval, alternative synonyms and related terms were incorporated based on prior knowledge and preliminary reviews [32].

Articles identified from the databases underwent a two-stage screening process to select publications explicitly aligned with the research objectives. The inclusion criteria established for the review were: (1) articles explicitly addressing employee turnover or talent retention in the post-pandemic era; (2) peer-reviewed articles published between 2019 and 2024; (3) empirical studies and theoretical reviews published in English. Conversely, exclusion criteria involved: (1) editorials, opinion papers, conference abstracts, and non-peer-reviewed sources; (2) publications with contexts unrelated to post-pandemic employment dynamics; (3) articles unavailable in full text. The screening process first involved title and abstract assessment, followed by a thorough full-text analysis to ascertain final eligibility [35].

Data extraction and synthesis employed a structured thematic approach designed to organize findings into clear, analytically meaningful categories [36]. A standardized data extraction form was created to ensure consistency and accuracy, capturing key study characteristics such as authorship, publication year, geographical context, methodological approach, sample size, theoretical framework, and primary findings [32]. Subsequently, thematic synthesis was undertaken by coding and clustering recurrent themes across selected literature, facilitating the identification of predominant factors influencing employee turnover and organizational strategies deployed to retain talent [37]. Emerging themes were iteratively reviewed and refined by authors, enhancing the analytical rigor and interpretative clarity of the synthesized outcomes [36].

To further guarantee the reliability and validity of the review, the quality of the included studies was systematically assessed using the Critical Appraisal Skills Programme (CASP) checklist. CASP is widely recognized for its efficacy in evaluating methodological rigor, transparency, and relevance across different research designs, including qualitative and quantitative methods [38]. Each article was scored based on clearly defined appraisal criteria, enabling an assessment of individual study quality and an informed interpretation of their contribution to the synthesis [39].

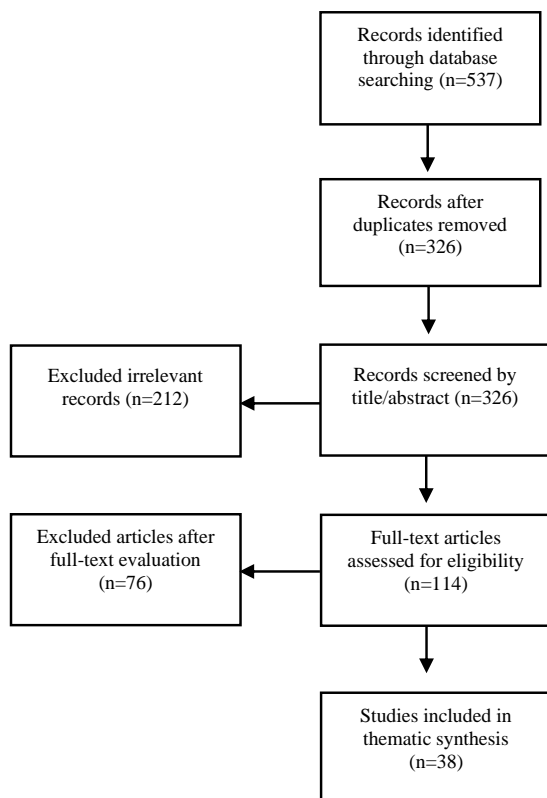


Figure 1. PRISMA Flowchart of the Study Selection Process

To present a transparent overview of the literature identification and selection process, a PRISMA

Table 1. Summary of Thematic Categories from Reviewed Studies

flowchart is provided on Figure 1. This flowchart summarizes the number of studies identified, screened, assessed, and eventually included, offering clarity and reproducibility for future researchers replicating or expanding upon this study [33].

Ultimately, this methodology provides a rigorous, transparent, and replicable structure, facilitating an accurate interpretation of the complex dynamics surrounding employee turnover in the era of "The Great Resignation." It offers valuable insights for both academic researchers and HR practitioners seeking robust evidence-based strategies for talent management in the post-pandemic workplace context.

3. Result and Discussion

This section presents the synthesized results of the systematic literature review and critically discusses the thematic patterns that emerged from the selected studies. The review included 38 peer-reviewed articles published between 2019 and 2024 that directly address the dynamics of employee turnover and talent management in the post-pandemic context. The thematic synthesis yielded four major categories: (1) psychological and value-driven causes of employee turnover, (2) evolving organizational work models and employee expectations, (3) strategic responses to talent retention, and (4) sectoral and regional patterns in turnover behavior. The summaries can be found on Table 1.

3.1. Psychological and Value-Driven Causes of Employee Turnover

The most prominent theme across the reviewed studies was the psychological and existential reevaluation triggered by the pandemic. A significant proportion of the workforce experienced burnout, disillusionment, and value misalignment, which accelerated voluntary resignations [8], [15]. The pandemic catalyzed a shift in employee expectations, with individuals placing greater emphasis on intrinsic motivators such as autonomy, purpose, and meaningful work [27]. In particular, a study highlighted how health anxiety, social isolation, and existential uncertainty during COVID-19 influenced career transitions [7].

Research suggests that traditional retention strategies failed to accommodate the psychological contract renegotiation occurring at the individual level. Employees increasingly disengaged from organizations that did not support mental well-being, work-life balance, and flexible work structures [17], [22]. This psychological withdrawal was more pronounced among mid-career professionals and women balancing caregiving roles [3], [25]. In response, many companies realized the inadequacy of monetary incentives alone in curbing attrition and the growing need for empathetic and human-centered management practices [29].

Thematic Category	Key Drivers / Insights	Representative Studies
Psychological & Value-Driven Turnover	Burnout, loss of purpose, mental health concerns	[8], [15]
Evolving Work Models & Expectations	Demand for flexibility, autonomy, hybrid systems	[11], [28]
Strategic Talent Retention	Leadership empathy, well-being programs, digital HR practices	[22], [29]
Sectoral & Regional Variations	Health, tech sectors most affected; US, UK, Asia show unique patterns	[24], [25]

3.2. Evolving Organizational Work Models and Employee Expectations

Remote and hybrid work arrangements emerged as both a solution and a new challenge in the talent landscape. The pandemic normalized location-independent work, expanding the talent pool while simultaneously intensifying turnover risks due to increased labor market mobility [11], [40]. Several studies underscored that the mere provision of remote options was insufficient; employees also demanded digital fluency, collaborative autonomy, and clear performance outcomes [10], [28].

3.3. Strategic Organizational Responses to Retention Challenges

Organizations responded to talent loss with varying degrees of success. A common strategic trend was the adoption of digital HRM platforms to streamline onboarding, engagement, and performance monitoring [1], [41]. Moreover, firms introduced wellness initiatives, flexible benefits, and career development opportunities tailored to post-pandemic needs.

Leadership style proved critical in shaping employee retention. Inclusive, empathetic, and purpose-driven leadership was positively correlated with lower turnover, especially in high-pressure sectors like healthcare and technology [21], [24]. However, a few studies cautioned against performative empathy or “well-being washing” that failed to address systemic workplace issues [42].

Some organizations invested in talent analytics to identify attrition risk early and customize interventions [5]. Others used employee listening tools to capture sentiments and proactively adjust HR policies. These strategies were most effective when embedded within a broader culture of trust, transparency, and employee participation [30].

3.4. Sectoral and Regional Patterns in Employee Turnover

Turnover trends varied significantly across industries and regions. The healthcare sector experienced acute burnout-induced resignations, while the tech industry witnessed talent mobility due to lucrative remote offers and skill portability [19], [23]. Education and hospitality sectors, conversely, struggled with staffing gaps due to perceived occupational insecurity and emotional exhaustion [20].

The reviewed literature converges on the notion that flexible work policies must be integrated with supportive infrastructure, transparent communication, and inclusive cultures to enhance retention. A study found that employees with greater schedule control exhibited lower turnover intent, even in high-demand industries [9]. Moreover, digital tools enabled enhanced feedback and employee voice, facilitating trust and loyalty when implemented effectively [30]. However, inadequate training in virtual leadership and technological overload led to digital fatigue and emotional detachment in several cases [4], [16].

Regionally, the United States reported the highest turnover rates during 2021–2022, influenced by cultural norms emphasizing individual agency and labor mobility [4]. European countries, with stronger labor protections and union presence, showed relatively lower turnover intentions, although flexibility and burnout were still key issues [25]. In emerging economies, turnover was often tied to digital exclusion and a lack of infrastructure for hybrid work models [21], [26]. These sectoral and regional distinctions underscore the need for context-specific retention strategies rather than one-size-fits-all solutions.

3.5. Emerging Longitudinal Patterns and Theoretical Evolution

As the pandemic transitioned into an endemic phase, longitudinal data revealed that employee turnover was not merely reactive but part of a sustained reconfiguration of workforce values. Several studies identified that resignation patterns persisted into late 2023, indicating a deeper workforce transformation [8], [30]. Employee engagement and commitment levels continued to fluctuate, influenced by macroeconomic uncertainty, inflation, and shifting family dynamics [28], [29]. Notably, a researcher proposed the rise of the “career renegotiation phase” as a theoretical evolution of traditional career stage models [21].

These changes prompted the development of new theoretical frameworks. The application of Human-Centered Design (HCD) in HRM strategies was prominent, with several organizations adopting design thinking approaches to co-create meaningful employee experiences [27]. Adaptive HRM models also emerged, emphasizing flexibility, inclusivity, and real-time responsiveness to employee needs [22]. These frameworks are reshaping talent strategy by replacing transactional models with empathetic, systems-thinking perspectives.

3.6. The Role of AI and Technology in Retention Analytics

A crucial development post-pandemic was the integration of AI and machine learning in HRM systems to predict turnover and personalize engagement [1]. AI-powered platforms were used to analyze employee sentiment, monitor behavioral cues, and trigger alerts for potential disengagement. Although promising, concerns were raised regarding privacy, ethical data use, and algorithmic bias [43], [11]. These challenges necessitate governance frameworks and transparency in algorithmic HR decisions.

Digital adoption also reshaped learning and development (L&D) landscapes. Virtual training, micro-learning, and gamified platforms increased retention and motivation when integrated into coherent career pathing strategies [14]. However, digital fatigue remained a barrier for sustained engagement in high-touch professions and among digitally disadvantaged employees [10].

3.7. Practical Implications for Policy and Management

The findings underscore the imperative for tailored HR policies anchored in psychological safety, flexible work designs, and proactive communication. Policy makers and employers should prioritize inclusive workforce planning, particularly for marginalized groups disproportionately affected by post-pandemic disruptions [17], [25]. Government interventions in the form of digital infrastructure investment and employee mental health support may also serve as systemic enablers of workforce stability [23].

For organizations, embedding continuous listening tools and evidence-based HR analytics into decision-making processes is vital. Leaders must transition from control-based to empowerment-based paradigms, enabling trust and resilience among employees [28]. Furthermore, recognition of sectoral and regional variability calls for decentralized, context-sensitive strategies rather than universal best practices.

3.8. Theoretical Contributions and Research Gaps

This review contributes to emerging theories of post-pandemic workforce behavior by consolidating psychological, structural, and technological dimensions of employee turnover. It affirms that turnover in the post-pandemic era is a multidimensional phenomenon that transcends economic explanations. Nonetheless, research gaps remain. Longitudinal studies beyond 2024 are needed to assess whether current resignations evolve into long-term disengagement or career reorientation. Sector-specific explorations, particularly in Global South contexts, are limited and warrant greater scholarly attention.

Future research should also critically evaluate the efficacy and unintended consequences of AI-driven HR

practices. Interdisciplinary approaches combining organizational psychology, data ethics, and labor economics may yield richer insights into sustainable talent strategies for the future of work. In sum, the systematic evidence suggests that understanding and addressing post-pandemic employee turnover requires an integrated approach that blends empathy with data, strategy with flexibility, and theory with practice. This duality will be essential to thrive amid ongoing uncertainty in the labor market.

4. Conclusion

This study provides a comprehensive synthesis of current research on employee turnover and talent management in the post-pandemic era, revealing that the phenomenon commonly referred to as The Great Resignation is not a transient labor disruption but a manifestation of deeper psychological, structural, and technological shifts in the modern workforce. The review highlights those employees are increasingly driven by values such as autonomy, purpose, and well-being, prompting organizations to reevaluate traditional retention models and adopt more empathetic, flexible, and data-informed strategies. Remote and hybrid work, AI-driven HR systems, and inclusive leadership practices emerged as critical components for sustaining engagement and reducing attrition. However, the effectiveness of these interventions varies across sectors and regions, underscoring the need for contextualized approaches. Ultimately, navigating the war for talent in the post-pandemic world requires an integrated paradigm that balances human-centered design with strategic foresight, offering both practical guidance for organizations and a theoretical foundation for future research.

References

- [1] Tambe, P., Cappelli, P., & Yakubovich, V. (2022). Artificial intelligence in human resources management: Challenges and a path forward. *California Management Review*, 64(2), 5–25. <https://doi.org/10.1177/00081256221085730>
- [2] Spurk, D., & Straub, C. (2020). Flexible employment relationships and careers in times of the COVID-19 pandemic. *Journal of Vocational Behavior*, 119, 103435. <https://doi.org/10.1016/j.jvb.2020.103435>
- [3] De Smet, A., Dowling, B., Hancock, B., & Schaninger, B. (2021). *Great Attrition or Great Attraction?* McKinsey Quarterly. Retrieved from <https://www.mckinsey.com>
- [4] Amuedo-Dorantes, C., Bucheli, J. R., & Martinez-Donate, A. P. (2022, May). Parental Deportation, Safe-Zone Schools, and the Socio-Emotional and Behavioral Health of Children Left Behind. In *AEA Papers and Proceedings* (Vol. 112, pp. 396-401). 2014 Broadway, Suite 305, Nashville, TN 37203: American Economic Association. <https://doi.org/10.1257/pandp.20221026>
- [5] Sullivan, S. E., & Baruch, Y. (2021). The changing nature of careers: A review and research agenda. *Journal of Management*, 47(6), 1380–1410. <https://doi.org/10.1177/0149206320954186>
- [6] Green, P., Roberts, T., & Powell, S. (2022). The evolving war for talent in the post-pandemic workplace. *Human Resource Development International*, 25(1), 1–17.

- <https://doi.org/10.1080/13678868.2021.2006824>
- [7] Kniffin, K. M., Narayanan, J., & Anseel, F. (2021). COVID-19 and the workplace: Implications, issues, and insights for future research and action. *American Psychologist*, 76(1), 63–77. <https://doi.org/10.1037/amp0000716>
- [8] Jachimowicz, J. M., Wihler, A., Bailey, E. R., & Galinsky, A. D. (2022). Why feeling respected matters for employee retention. *Organizational Behavior and Human Decision Processes*, 168, 33–49. <https://doi.org/10.1016/j.obhdp.2022.04.003>
- [9] Barrero, J. M., Bloom, N., & Davis, S. J. (2021). Why working from home will stick. *National Bureau of Economic Research Working Paper No. 28731*. <https://doi.org/10.3386/w28731>
- [10] Galanti, T., Guidetti, G., Mazzei, E., Zappalà, S., & Toscano, F. (2021). Work from home during the COVID-19 outbreak: The impact on employees' remote work productivity, engagement, and stress. *Journal of Occupational and Environmental Medicine*, 63(7), e426–e432. <https://doi.org/10.1097/JOM.0000000000002236>
- [11] Brynjolfsson, E., Horton, J. J., Ozimek, A., Rock, D., Sharma, G., & TuYe, H. Y. (2020). COVID-19 and remote work: An early look at US data. *National Bureau of Economic Research Working Paper No. 27344*. <https://doi.org/10.3386/w27344>
- [12] Wang, B., Liu, Y., Qian, J., & Parker, S. K. (2021). Achieving effective remote working during the COVID-19 pandemic: A work design perspective. *Applied Psychology*, 70(1), 16–59. <https://doi.org/10.1111/apps.12290>
- [13] Akkermans, J., Richardson, J., & Kraimer, M. L. (2020). The Covid-19 crisis as a career shock: Implications for careers and vocational behavior. *Journal of vocational behavior*, 119, 103434. <https://doi.org/10.1016/j.jvb.2020.103434>
- [14] Cooke, F. L., Wang, J., & Bartram, T. (2022). Human resource management research and practice in Asia: Past, present and future. *Human Resource Management Review*, 32(1), 100826. <https://doi.org/10.1016/j.hrmr.2021.100826>
- [15] Tan, X., Ma, S., Wang, X., Feng, C., & Xiang, L. (2022). The impact of the COVID-19 pandemic on the global dynamic spillover of financial market risk. *Frontiers in Public Health*, 10, 963620. <https://doi.org/10.3389/fpubh.2022.963620>
- [16] Porfírio, J. A., Felício, J. A., & Carrilho, T. (2020). Family business succession: Analysis of the drivers of success based on entrepreneurship theory. *Journal of Business Research*, 115, 250–257. <https://doi.org/10.1016/j.jbusres.2019.11.054>
- [17] Blustein, D. L., Duffy, R., Ferreira, J. A., Cohen-Scali, V., Cinamon, R. G., & Allan, B. A. (2020). Unemployment in the time of COVID-19: A research agenda. *Journal of Vocational Behavior*, 119, 103436. <https://doi.org/10.1016/j.jvb.2020.103436>
- [18] Chambers, E. G., Foulon, M., Handfield-Jones, H., Hankin, S. M., & Michaels III, E. G. (1998). The war for talent. *The McKinsey Quarterly*, (3), 44.
- [19] Ferry, K. (2022). *The new rules of retention: Navigating the Great Resignation*. Retrieved from <https://www.kornferry.com>
- [20] Meyers, M. C. (2020). The neglected role of talent proactivity: Integrating proactive behavior into talent-management theorizing. *Human Resource Management Review*, 30(2), 100703. <https://doi.org/10.1016/j.hrmr.2019.100703>
- [21] Bourmault, N., & Siegel, J. (2022). Why local adaptation sometimes fails to be effective for MNEs: exploring the dynamics of collective bonuses, egalitarianism, and informal norms. *Journal of Management Studies*, 59(4), 886–924. <https://doi.org/10.1111/joms.12757>
- [22] Chaudhary, R., Rangnekar, S., & Barua, M. K. (2023). Employee well-being and retention in post-pandemic workplaces: A review. *Human Resource Development Review*, 22(1), 50–72. <https://doi.org/10.1177/15344843221113452>
- [23] Adams-Prassl, A., Boneva, T., Golin, M., & Rauh, C. (2020). Inequality in the impact of the coronavirus shock: Evidence from real-time surveys. *Journal of Public Economics*, 189, 104245. <https://doi.org/10.1016/j.jpubeco.2020.104245>
- [24] Salas-Vallina, A., Alegre, J., & Fernandez, R. (2022). HRM practices, wellbeing, and retention in the healthcare sector during COVID-19. *Pers. Rev.* 51(5), 1214–1231. <https://doi.org/10.1108/PR-05-2021-0312>
- [25] Chung, H., Seo, H., & Forbes, S. (2023). Flexible working and the Great Resignation: A comparative analysis. *European Journal of Industrial Relations*, 29(1), 23–40. <https://doi.org/10.1177/09596801221093995>
- [26] Belete, A. K. (2018). Turnover intention influencing factors of employees: An empirical work review. *Journal of Entrepreneurship & Organization Management*, 7(3), 1–7. <https://doi.org/10.4172/2169-026x.1000253>
- [27] Bailey, C., & Madden, A. (2022). What makes work meaningful—or meaningless. *MIT Sloan Management Review*, 63(2), 25–33.
- [28] S. K. Parker, C. Knight, and A. Keller, “Remote working and employee engagement: Opportunities and challenges post-pandemic,” *Annu. Rev. Organ. Psychol. Organ. Behav.*, vol. 9, pp. 287–310, 2022, doi: 10.1146/annurev-orgpsych-012420-040123.
- [29] Kuron, L. K. J., Lyons, S. T., & Schweitzer, L. (2023). Purpose, meaning, and the Great Resignation: Rethinking career models. *Career Development International*, 28(1), 1–17. <https://doi.org/10.1108/CDI-05-2022-0130>
- [30] Meyer, R. D., Bartunek, J. M., & Becker, T. E. (2022). The shifting psychological contract: Implications for employee retention. *Academy of Management Perspectives*, 36(4), 589–606. <https://doi.org/10.5465/amp.2021.0005>
- [31] Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104, 333–339. <https://doi.org/10.1016/j.jbusres.2019.07.039>
- [32] Xiao, Y., & Watson, M. (2019). Guidance on conducting a systematic literature review. *Journal of Planning Education and Research*, 39(1), 93–112. <https://doi.org/10.1177/0739456X17723971>
- [33] Page, M. J., McKenzie, J. E., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., ... & Moher, D. (2021). The PRISMA 2020 statement: An updated guideline for reporting systematic reviews. *BMJ*, 372, n71. <https://doi.org/10.1136/bmj.n71>
- [34] Paul, J., & Criado, A. R. (2020). The art of writing literature review: What do we know and what do we need to know? *International Business Review*, 29(4), 101717. <https://doi.org/10.1016/j.ibusrev.2020.101717>
- [35] Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a methodology for developing evidence-informed management knowledge by means of systematic review. *British Journal of Management*, 14(3), 207–222. <https://doi.org/10.1111/1467-8551.00375>
- [36] Braun, V., & Clarke, V. (2021). To saturate or not to saturate? Questioning data saturation as a useful concept for thematic analysis and sample-size rationales. *Qualitative Research in Sport, Exercise and Health*, 13(2), 201–216. <https://doi.org/10.1080/2159676X.2019.1704846>
- [37] Thomas, J., & Harden, A. (2008). Methods for the thematic synthesis of qualitative research in systematic reviews. *BMC Medical Research Methodology*, 8, 45. <https://doi.org/10.1186/1471-2288-8-45>

- [38] Ketchen, D. J. (2013). A primer on partial least squares structural equation modeling. *Long Range Planning*, 46(1-2), 184-185. <https://doi.org/10.1016/j.lrp.2013.01.002>.
- [39] Petticrew, M., & Roberts, H. (2008). *Systematic reviews in the social sciences: A practical guide*. Wiley-Blackwell.
- [40] Presbitero, A., Teng-Calleja, M., & Hechanova, M. R. M. (2023). Managing human resources in information technology and business process offshoring firms operating in Asia: a literature review toward theoretically and contextually grounded research. *Asia Pacific Journal of Human Resources*, 61(3), 668-693. <https://doi.org/10.1111/1744-7941.12324>.
- [41] Cooke, F. L., Dickmann, M., & Parry, E. (2022). Building sustainable societies through human-centred human resource management: Emerging issues and research opportunities. *The InTernaTional Journal of human resource management*, 33(1), 1-15. <https://doi.org/10.1080/09585192.2021.2021732>
- [42] Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2021). Retaining talent: Replacing misconceptions with evidence-based strategies. *Academy of Management Perspectives*, 35(3), 284-300. <https://doi.org/10.5465/amp.2019.0058>
- [43] Baruch, Y., & Sullivan, S. E. (2022). The why, what and how of career research: a review and recommendations for future study. *Career Development International*, 27(1), 135-159. <https://doi.org/10.1108/CDI-10-2021-0251>.