



THE ROLE OF TALENT MANAGEMENT IN KNOWLEDGE-BASED ORGANIZATIONS

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Abstract

The aim of this article is to theoretically analyze the specifics of talent management in knowledge-based organizations, with particular emphasis on the factors that determine the effectiveness of this process. The author aims to demonstrate the importance of a strategic approach to identifying, developing, and retaining high-potential employees, as well as to characterize selected talent management models in the context of knowledge organizations. Talent management is a complex and strategic process centered on high-potential human resources. It encompasses both the identification and development of individuals distinguished by special abilities, as well as the design and implementation of organizational processes aimed at their effective acquisition, deployment, retention and further support in their development. The approach also takes into account the necessity of forming long-term relationships with talented individuals - both at the stage before and after the formal establishment of cooperation - as well as taking care of favorable conditions for their functioning within the organization or in a partnership relationship. The article is theoretical in nature and its main purpose is to show the specifics of talent management in the conditions of knowledge-based organizations. It presents the essence of this type of organization and discusses selected models of talent management. Attention was also paid to factors that can significantly limit the effectiveness of the process in question. Among the barriers identified as key are the following: unfavorable employer image in the labor market, trust deficit in intra-organizational relations, limiting the space for cooperation and knowledge exchange between talented employees and the organizational environment, lack of systemic recognition of individual competencies, low level of involvement of top management in talent development issues, creating an atmosphere of employment insecurity, tolerating the presence of people lacking key competencies.

ROLA ZARZĄDZANIA TALENTAMI W ORGANIZACJACH OPARTYCH NA WIEDZY*Krzysztof Jurek*Uniwersytet Jagielloński w Krakowie
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Słowa kluczowe: zarządzanie talentami, organizacje oparte na wiedzy, kapitał ludzki, branding pracodawcy.

Abstrakt

Celem artykułu jest teoretyczna analiza specyfiki zarządzania talentami w organizacjach bazujących na wiedzy, ze szczególnym uwzględnieniem uwarunkowań, które determinują skuteczność tego procesu. Autor dążył do ukazania znaczenia strategicznego podejścia do identyfikacji, rozwoju oraz utrzymania pracowników o wysokim potencjale, a także do scharakteryzowania wybranych modeli zarządzania talentami w kontekście organizacji wiedzy. Zarządzanie talentami stanowi złożony i strategiczny proces, którego centralnym punktem są zasoby ludzkie o wysokim potencjale. Obejmuje zarówno identyfikację i rozwój jednostek wyróżniających się szczególnymi zdolnościami, jak i projektowanie oraz wdrażanie procesów organizacyjnych ukierunkowanych na ich efektywne pozyskiwanie, wdrażanie, utrzymanie i dalsze wspieranie w rozwoju. Podejście to uwzględnia również konieczność kształtowania długofalowych relacji z utalentowanymi osobami – zarówno na etapie poprzedzającym formalne nawiązanie współpracy, jak i po jej zakończeniu – a także dbałość o sprzyjające warunki ich funkcjonowania w ramach organizacji lub w relacji partnerskiej. Artykuł ma charakter teoretyczny i jego głównym celem jest ukazanie specyfiki zarządzania talentami w warunkach organizacji bazujących na wiedzy. Przedstawiono w nim istotę tego typu organizacji oraz omówiono wybrane modele zarządzania talentami. Zwrócono również uwagę na czynniki, które mogą w istotny sposób ograniczać efektywność omawianego procesu. Wśród barier identyfikowanych jako kluczowe wymienia się m.in.: niekorzystny wizerunek pracodawcy na rynku pracy, deficyt zaufania w relacjach wewnątrzorganizacyjnych, ograniczenie przestrzeni do współpracy i wymiany wiedzy między utalentowanymi pracownikami a otoczeniem organizacyjnym, brak systemowego uznania dla indywidualnych kompetencji, niski poziom zaangażowania najwyższego szczebla zarządzania w kwestie rozwoju talentów, tworzenie atmosfery niepewności zatrudnienia, tolerowanie obecności osób niemających najważniejszych kompetencji.

Introduction

The modern economy is increasingly referred to as a knowledge-based economy, which is the result of complex and multi-stage transformations initiated in the second half of the 20th century, and particularly intensified in the decade of the 1990s. The key factors determining the transformation of the economic system from an industrial model to a knowledge-based model include the dynamic development of science and technology, the increasing globalization of economic processes, the increase in competitiveness of markets, as well as significant transformations in the functioning of organizations. Of particular importance in this context were the changes brought about by the implementation

of information and communication technologies, the streamlining of corporate organizational structures and the development of new management paradigms. In addition, the increasing instability of the market environment and the socio-educational changes accompanying these processes promoted the intensification of economic activity and entrepreneurship (Golinski, 2018). One of the fundamental hallmarks of the modern knowledge economy is the concept of Industry 4.0, based on the processes of digitization and full integration of the horizontal value chain. The networking of economic activities and the implementation of advanced technologies significantly affect the way businesses operate, as well as the complexity of relationships and dependencies that exist between them (Kott & Bujak, 2018). Although scientific institutions, such as universities and research units, play an important role in the creation of knowledge, increasing importance is attributed to business organizations.

The transformation to a knowledge-based economy, a consequence of the shift away from the industrial paradigm, as well as intensifying phenomena such as the unpredictability of the environment, the rapid development of technology and the escalation of competition at the global level, have forced a change in thinking among both managers and employees. The new realities of organizational functioning require the adoption of a more integrated and systemic approach to management, which takes into account the interdependence of the organization's internal elements and their interconnectedness with the external environment (Nambisan *et al.*, 2019). Under conditions of increasing complexity and multidimensionality of organizational processes, cross-cutting thinking and understanding of diversity and variability as natural features of the operating environment of modern enterprises become necessary. Change management is increasingly based on the principle of dynamic acceleration, where each change initiates the next – like a “snowball effect” – which enables faster adaptation and increased competitiveness. In this context, it becomes particularly important to invest in human capital, which is a key resource of the organization. A central role is played here by the so-called knowledge workers and individuals considered talents, whose competencies and creative potential are the foundation of an organization's strategic advantage in the knowledge economy. Today's global economy shows a clear development trend towards a knowledge economy, and in the long run – towards a full knowledge economy model. However, the dynamics of this process is periodically disrupted by phenomena peculiar to the global political-economic and social reality, such as financial crises, regional armed conflicts, increased migration movements, as well as objections to the implemented Green Deal strategies and sustainable development policies. A real transformation towards a knowledge orientation will only be possible when all relevant social groups - including employers and employees, representatives of science and education, political and economic leaders, producers, consumers, government officials, as well as representatives of the agricultural sector – fully realize the nature of the changes taking place and adopt attitudes, values and

models of thinking adapted to the realities of the new era. Knowledge orientation encompasses a set of values, beliefs and principles underpinning the knowledge economy, knowledge-absorbing organizations and contemporary management concepts that place special emphasis on intangible resources, especially those embodied in people – carriers of knowledge, competence and creativity. One of the fundamental concepts operating in this paradigm is talent management, which should be an integral part of the strategy of organizations operating in the reality of the knowledge economy.

Methodology

This article is based on a detailed and synthetic examination of the scientific literature on talent management in knowledge organizations (Lin & Tsai, 2020). Content analysis was applied, focusing on selected scientific publications and conceptual and empirical studies in the fields of human resource management and management management (Kambur & Yildirim, 2023). The literature selection encompassed current relevance, content, and themes relevant to the article. In the case of the source itself, both foreign and theoretical sources were used, which included applications that included theoretical and theoretical approaches. Special attention was paid to peer-reviewed publications classified as well-established in the scientific community. The literature review identified key talent management models and individuals exposed to this process in knowledge organizations. Analysis of the sources also enabled the identification of barriers and constraints that may hinder the effective management of high-powered devices. The collected information was developed and used to draw theoretical conclusions. The literature review included the possibility of occurrence and the application of supplementary gaps in the empirical results.

Literature Review

Enterprises operating in the high-tech sector are most often considered a typical example of knowledge-based organizations. They are characterized by an intense demand for advanced scientific knowledge, a high level of personnel qualification and competent managers. Their functioning is based on the generation, accumulation and transfer of new knowledge, which makes them an important element of the modern knowledge economy (Steinerowska-Streb, 2019). At the same time, organizations of this type can be categorized as learning organizations, in which the processes of learning and knowledge development are continuous and an integral part of operations. Thanks to the use of advanced information technologies, these organizations enter into extensive relations with

the institutional and market environment, often taking the forms of network and virtual organizations, which enables them to achieve their strategic goals flexibly and efficiently. A key element in the functioning of knowledge-based organizations is the knowledge management system, which is the foundation of their long-term development and competitiveness. An important premise of this concept is the belief that every employee – regardless of his or her position – has a real impact on the future of the organization. Therefore, special attention is paid to creating an organizational culture that promotes a passion for learning, continuous improvement of competencies, active participation in shaping development strategies and creative involvement in the realization of organizational goals (Mikula, 2018).

The characteristics of knowledge-based organizations can manifest themselves (Hadad, 2017):

- a focus on creating favorable conditions for cooperation;
- the creation of a culture of a community of professionals, affirming dialogue;
- dominant assets are knowledge and intellectual resources;
- working closely with partners based on trust and engaging customers;
- the principle of systems thinking;
- participation of employed people in the management of the company;
- developed incentive systems, not only monetary;
- autonomy of people;
- organization and availability of knowledge;
- interaction in the business ecosystem;
- evaluation of organizational performance based on indicators.

One of the key differentiators of knowledge-based organizations is their ability to establish and maintain collaborative relationships with a variety of external entities. Such relationships take the form of sophisticated strategic organizational arrangements, such as alliances, joint ventures, coalitions, consortia, holding companies, outsourcing models, franchise systems or other forms of cooperative cooperation. Contemporary knowledge management, implemented within such structures, focuses on the joint use of intangible resources, including knowledge, human capital and technology. It also includes the sharing of intellectual property rights, which enables not only the efficient use of owned resources, but also significantly reduces the risks and individual costs of implemented projects (Powichrowska, 2018).

The concept of talent management does not have a uniform definition and is interpreted in different ways by both practitioners and management theorists however it is also closely related to human resource management (Jurek, 2023). For some, it means a systemic process aimed at attracting new employees, integrating them into the organization, and developing and retaining existing human resources. In this view, the central goal is to identify individuals characterized by above-average professional potential, considered a manifestation of talent in the context of the organizational function, but also one in which

intensified participatory activities take place (Jurek, 2023). Other approaches, on the other hand, emphasize a more inclusive perspective, according to which talent management refers to the entire population of employees, assuming that each person has unique abilities and predispositions, which – after appropriate diagnosis and support – can be developed and used effectively. In this view, talent management is the process of recognizing, activating and optimally utilizing the potential inherent in each member of the organization, regardless of his or her current position in the employment structure.

In broad terms, talent management can be seen as the implementation of core management functions that focus on the operational aspects of an employee's life cycle in an organization. This includes activities such as recruitment and selection of high-potential candidates, adaptation processes, planning and supporting professional development, performance appraisal, compensation systems, shaping working conditions conducive to talent retention, as well as decisions regarding employee mobility and termination of employment in a managed and thoughtful manner. In the narrow approach, talent management boils down to the strategic selection and effective application of specialized instruments – whether of a legal, financial, social, organizational or technological nature. The aim of these activities is to create optimal conditions for attracting, developing and fully utilizing the potential of people considered key to the development and competitive advantage of the organization.

One of the relatively uncomplicated models used in talent management is the so-called DNA model. Its main premise is based on the idea that the fundamental element of an organization's "genetic structure" is the competencies of individuals, i.e. the abilities of employees. The model is universally applicable to human resource management in the broadest sense, covering all key stages of the employee cycle – from recruitment and onboarding, through position allocation, to career development and succession planning. The DNA model points to the need to strategically match individual employee skills to organizational needs, both at the current and future levels, making it possible to increase the efficiency of HR processes by precisely managing the demand and supply of competencies (Kravariti *et al.*, 2023).

Contemporary approaches to talent management increasingly consider the impact of dynamic technological changes, which are significantly transforming the functioning of knowledge-based organizations. Phenomena such as the development of artificial intelligence, process automation, and the widespread adoption of digital platforms supporting human resources management are gaining particular importance. Simultaneously, remote and hybrid work models are becoming a permanent element of organizational reality, shaping new challenges in identifying, motivating, and retaining talent. Ignoring these aspects leads to an incomplete picture of contemporary talent management conditions, especially in the context of knowledge organizations. Supplementing

the literature review with current technological and social trends is a significant step towards a deeper analysis and a better understanding of the dynamics of this process (Gupta *et al.*, 2024).

Research Findings

In the realities of global competition, companies are forced to attract and hire employees with above-average skills, but at the same time their ability to maintain control over human capital is being systematically eroded. This is particularly evident in the case of knowledge-based organizations, which, due to the nature of their business, are characterized by relatively little formal control over personnel (Li *et al.*, 2019). In addition, the external environment is fraught with numerous incentives that may induce talented employees to change their place of employment, which poses a serious challenge to staff stability. Therefore, it becomes necessary to implement comprehensive retention strategies aimed at long-term retention of high-potential employees. However, it should be noted that effective talent management can be significantly hampered by a number of barriers (Tafti *et al.*, 2017):

- bad employer brand;
- lack of trust;
- lack of commitment;
- threats of job loss;
- lack of characteristics of knowledge-based organizations.

Employer branding is one of the key tools for both attracting and retaining talented employees within an organization. Employer branding is sometimes defined as a holistic strategy aimed at attracting, hiring and long-term retention of high-potential and strategically competent individuals (Lievens & Slaughter, 2016). An effective employer brand must be characterized by uniqueness, which means that the organization needs to stand out from the competition by communicating values that are distinctive and relevant to it from the perspective of potential and current employees. In the context of human resource management, those personnel procedures that significantly affect the building of a strong and consistent employer brand deserve special attention. These include, but are not limited to: standards for conducting recruitment processes, professional development programs, compensation systems, initiatives that support work-life balance, diversity management mechanisms, talent management programs, and the way the organization conducts termination processes (Pabian, 2015).

Shaping a positive employer image is an important component of human resources management strategies, particularly in the context of attracting and retaining high-potential individuals. A company with a reputation as an attractive employer gains a competitive advantage in attracting talent, while

also influencing candidates' decisions to apply to the organization. What's more, positive employer branding has a motivational effect even after employment – it fosters identification with the workplace, encourages people to stay within the organization's structures, and stimulates activity aimed at promotion and obtaining outstanding professional results (Oczkowska, 2015). In contrast, a negatively perceived employer brand can lead to serious consequences. Even when employment conditions are satisfactory, the lack of prestige associated with belonging to a particular organization can generate dissatisfaction and discouragement. Companies with a poor employer reputation become unattractive to potential candidates, and current employees may manifest reduced levels of commitment, loyalty and efficiency, resulting in increased staff turnover in the long term (Hoppe, 2018). The foundation of knowledge-based organizations – often equated with smart organizations – is an extensive network of relationships based on trust. Its absence, both in the context of relationships with executives and colleagues, can be a consequence of ineffective trust management or the result of previous crises. In both cases, regaining trust can be a difficult and sometimes impossible process, significantly weakening organizational potential.

The turnover of highly skilled employees is one of the key barriers limiting the effectiveness of modern enterprises in Poland. A particular threat to the stability of human resources is the loss of high-potential people – so-called talents – whose departure can lead to serious losses in terms of knowledge, innovation and relational capital of the organization (Jurek, 2025). Among the most frequently cited reasons for talent resignation is the lack of adequate recognition from superiors. Failure to recognize an employee's competence, commitment and achievements not only lowers his or her job satisfaction, but also results in marginalization in the organizational structure – for example, by not assigning tasks that require high skills or responsibility. As a result, there is a sense of professional stagnation, underutilization of potential and loss of motivation, which promotes decisions to leave the organization (Gigol & Grabarska, 2024).

Effective talent management should be considered first and foremost as part of the management philosophy represented by the organization's top management. Without the idea being firmly rooted in the company's decision-making structures, it is difficult to expect long-term results in terms of talent development and retention. Strategic management, even if it is not the direct author of the formal talent management strategy, plays a key role in approving it, formulating the basic tenets of HR policies and ensuring their implementation. Its influence extends to the overall design of activities concerning employees with above-average potential. It is particularly important to involve the organization's leaders in key processes such as identifying, recruiting, developing, motivating, valuing and responding to talent departures. Lack of active participation of top management in these activities leads to a significant weakening of the stature

of talent management in the eyes of the rest of the organization, thus reducing its effectiveness and limiting the possibility of achieving competitive advantage through human capital (Pástor & Stambaugh, 2015).

Discussion

In the context of talent management, it is worth paying attention to improving the activities carried out by specialists, managers and HR employees. The most important recommendations are:

- building a strong employer brand: organizations should consistently and authentically communicate their values, organizational culture, and career development opportunities across digital channels, with a focus on social media, recruitment platforms, and professional networks (e.g., LinkedIn). These efforts should be measured by indicators of brand recognition and attractiveness among potential candidates (Reis *et al.*, 2021);

- strengthening trust and transparency in the organization: it is worth implementing regular feedback meetings, Q&A sessions with management, mechanisms for reporting problems (whistleblowing) and dialogue initiatives with employees, which support the development of a culture based on openness and mutual respect (Ortega-Rodríguez *et al.*, 2020);

- active management involvement: senior managers should be encouraged to participate directly in development initiatives (e.g., mentoring, talent review boards, personal development conversations with key employees) and to act as sponsors of strategic HR projects (Henk, 2024);

- adapting talent strategies to the realities of remote work and digital transformation: organizations should invest in digital talent management platforms (e.g., competency mapping tools, e-learning, artificial intelligence in recruitment) and adapt onboarding and development processes to the hybrid environment – taking into account diverse generational needs and work styles (Dolot, 2020);

- taking demographic trends into account in succession planning and talent development: due to the aging population and generational diversity in the workplace, it is recommended to develop policies for intergenerational knowledge transfer, reverse mentoring programs and an individual approach to employment flexibility (Mudrak, 2020).

Summary and Final Conclusions

At the beginning of the second decade of the 21st century, talent management ranked among the top priorities of human resource management leaders. Today, it is a rapidly growing and multidimensional field of organizational research, underpinned by strategic rationale and changing paradigms. Nonetheless, it remains a relatively young discipline, requiring in-depth theoretical and conceptual development before it can be fully recognized as an autonomous area of knowledge. There is still a need to improve methods of diagnosing and recognizing talent, as in many cases employees are not given the opportunity to demonstrate their potential in the tasks they perform. It is therefore important to design innovative solutions for attracting talent, in which practical activities in the economic environment play a significant role.

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