



A REVIEW OF TALENT MANAGEMENT STRATEGIES IN THE DIGITAL ERA

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ABSTRACT

The talent management process has evolved as a result of digital transformation. Conventional approaches of talent management encompassed procedures and activities that steered the appropriate person towards the right roles. The many studies on talent management tactics in the digital age are reviewed in this article. It concluded that talent management in the digital era demands a strategic shift toward agility, data-driven decision-making, and employee-centric approaches. Organizations that embrace digital tools, prioritize continuous learning, and foster a culture of innovation are better positioned to attract, develop, and retain top talent. Adapting to technological advancements is no longer optional—it is essential for long-term success in a rapidly evolving workforce landscape.

Keywords: Talent Management, Digital Era Demands, Data-Driven Decision-Making

I. INTRODUCTION

One of the most important skills in today's workforce is talent management, which not only helps businesses be more productive but also helps them make money by adding value for their customers. In order for competent workers to function at their highest level, companies should foster an open culture where they are provided with a wealth of career options. The recruiting process is regarded as the first stage in creating a strong staff. employment authority manage the many obstacles that arise before to, during, and after the employment process [1]. Additionally, businesses should make sure that employees are happy with their employment and are working to the best of their abilities. To promote employee progress, the whole company comes together. HR is not the only department in charge of employee development and happiness. As a key factor in managerial success and development in this cutthroat setting, talent management is evaluated. The company needed to anticipate and seize new possibilities



before its rivals did. As a result, the following generation now faces a new problem in talent management. In this fiercely competitive market, it has proven to be crucial for organisations to match their activities with their corporate goals [2], [3].

The present digital revolution of businesses and society at large impacts all forms of activity, whether they are business-related or not. Companies throughout the world are conditioned by this process not only in respect to their internal processes or procedures. All businesses have the difficult task of adapting to growing digital surroundings, which calls for a shift in work practices that has a big impact on corporate culture, organisational behaviour, hiring practices, and leadership strategies [4]. The potential advantages of digitisation are many and include new methods of client interaction, innovations in value generation, and boosts in sales or productivity. Since problems cannot be resolved in a sustainable manner without significant changes to the company, business models often need to be changed or replaced. The process of digital transformation often entails changing or adapting the business model [5], [6].

The majority of digitisation plans usually outline the necessary application systems and facilities, the proper organisational and financial framework, and the operational activities that will be carried out in the future. These components fall into four categories: financial factors, structural changes, value generation modifications, and technology utilisation. Since increased usage of digital technology may not always have the backing of workers, leadership skills are crucial to overcoming internal organisational resistance to change that is triggered by transformation [7]. Digital transformation is not limited to the mere reduction of costs as a result of improved technology or process efficiency; it also encompasses the development of new business models that are capable of adapting to "the new digital environment". The digital strategy used by a business may significantly affect the sorts of employment available, their nature, and how employees are handled. Therefore, in order to manage talent in the digital era, new HR strategies must be created. The process of organisational change known as "digital transformation" primarily emphasises the importance of people in this transition [8].

A. Talent management

With organisational goals in mind, talent management is the strategically planned, deliberate process of bringing on the best personnel and assisting them in developing to their full potential. The process, therefore, entails the identification of "talent gaps and vacant positions", the sourcing and onboarding of suitable candidates, the development of necessary skills, the growth of the candidates within the system, the training of expertise with a future-focused



approach, and the effective engagement, retention, and motivation of the candidates to achieve long-term business objectives [9]. The definition highlights how talent management is a broad concept that affects many facets of "human resources at work" and helps the company achieve its goals. Therefore, it is the process of bringing on the appropriate people and empowering them to support the company as a whole. The performance of the company depends on a number of components and subprocesses that fall under the general heading of talent management. Touchpoints that are equally significant include, for instance, assessing the appropriate talent gaps for the present and the future, locating the best-fit individuals and talent pools, luring them to join, and then maximising their current abilities and strengths while fostering their growth. Even if one sub-process went out of sync, the whole system would collapse since they are interdependent [10].

B. Talent Management Strategy

The strategy of talent management requires meticulous execution, frequent evaluations, and ongoing development; it is not just a list of objectives that must be met. The six main talent management techniques listed below are the cornerstones of people functions [11].

Detailed job descriptions: A thorough job description ensures that the applicant, sourcing software, and sourcer all have a better understanding of the job position. The main purpose of generic job descriptions is to cause confusion for all parties engaged in the hiring process and to generate a flood of applications that aren't appropriate.

Person-organization fit: An employee cannot be the happiest or most productive person in the company if they do not fit in with the culture. The culture is evident in deeds and may be hard to describe in words, but it is simple to determine if a candidate would fit in or not. Any employee who wants to feel comfortable in the company must have some degree of alignment between their personal and organisational beliefs. Attempts for adjustment would need the greatest amount of time, energy, and effort if there was not a comfortable match between the individual and the organisation.

Collaborate-coach-evolve: A key tactic to improve the efficacy of people management is to foster a culture of cooperation, coaching, and mentoring—even reverse mentoring. Employees may greatly benefit from constructive criticism in terms of growing their knowledge and abilities. Thus, training employees for the organization's future—to be able to depend on one another and be prepared for future changes—is another aspect of managing talent.



Reward and recognize right: One of the key components of the plan to better engage, inspire, and manage staff is the incentives and recognition process. This extends beyond bonuses and cash payouts. According to studies, workers often want R&R programs that provide them with "prizes" that are most appropriate for them personally. Organisations may use this as a fantastic chance to demonstrate to their staff how much they value them as individuals and as essential parts of the organisation.

Opportunities for continuous improvement: It is important to consider the organization's goal for the future while managing personnel. Therefore, in order to optimise their capabilities, employees must be furnished with the appropriate instruments. Opportunities and scope for workers' ongoing growth are essential for the organization's ongoing progress. Additionally, this guarantees that the organization's accumulated talents are modernised, enhanced, and advanced.

C. The Challenges of Talent Management in the Digital Age

To remain competitive in the face of digitalisation, organisations must adapt rapidly. One of the many obstacles that talent management encounters is the continual implementation of "new digital tools" or systems, among other concerns that arise [12].

Adaptability to New Technologies: In the digital era, it is imperative for companies to allocate resources to ongoing education programs that facilitate the acquisition of essential skills necessary for employees to effectively utilise the most recent technologies. In addition to technical components, this ongoing education must include cybersecurity, information management, and time and priorities management skills [13].

The Decline in Application Supports: A decline in application support may have a number of effects on productivity. Processes at a company that primarily uses antiquated software or physical media may be sluggish and ineffective. Work quality is significantly impacted by employees spending more time on manual activities, which are more likely to include mistakes in data input, calculations, or tracking.

Onboarding and Rapid Handling of Applications: In the digital era, a crucial component of a company's people management strategy is the seamless integration of new technology. When an employee is hired, this strategic process, which is also referred to as induction in "human resources management", commences and persists all over their integration period.



D. The Opportunities Offered by Digital in Talent Management

Digital technology presents a number of options for corporate growth and human capital management.

Optimization of Training Using Digital Tools: Businesses may provide their workers with more contextualised and engaging training thanks to the digital technologies that are already accessible. One can more easily access "online tutorials or learning platforms", and monitoring software can monitor the progression of each individual [14].

Performance Analysis Using Digital Solutions: Digital tools that enable performance analysis are transforming personnel management in businesses. Employers and workers may get real-time feedback from these digital solutions. Employee retention, talent development strategy planning, and internal evaluation all depend on the data gathered [15].

Efficient Deployment of New Tools: In order to retain the best workforce, digital solutions make it easier to manage skills, attract candidates, and evaluate employee performance. Through the use of these tools, the firm shows that it is dedicated to the growth and development of its employees. Change is facilitated by this strategic approach, which lowers resistance and encourages better adaptability to changing market demands [16].

II. LITERATURE REVIEW

(B & Sayal, 2024) [17] In this paper, we examine the possible advantages and disadvantages of digital transformation for talent management. This research looks at how talent management procedures have been affected by the digital revolution. We dissect the elements that draw in and keep people in order to study talent management and ascertain if businesses make distinct investments in each domain.

(Yadav et al., 2024) [18] Digital talent management is one of several management themes that have gained relevance due to the development of new technology. By providing insight into the historical history and current directions of pertinent research, this study will advance scientific understanding. They draw attention to the most relevant papers, areas of study, countries, organisations, writers, works, and contemporary patterns. In summary, there has been an increase in publications during the last ten years. In the article on digital personnel management, the study illustrates the progress made in digitalisation. There are several methods to exploit the current problem, since the study of this period may be the historical part of digital talent management.



(Talamala, 2023) [19] As the constraints of talent management have been discovered by practical research, the present study considers the key aspects of an employee's life cycle, including training and development, assessment, and talent recruiting and acquisition. This research analyses "the talent attraction employee life cycle, training, acquisition, evaluation, and development during" the examination of the most significant digital tools utilised in the Indian market by both national and global organisations. The key results include a small increase in the use of digital tools for talent development and retention procedures, a quick increase in the number of tools for various forms of talent acquisition, and an extension of the use of social networks to extend the reach of those processes.

(Wabomba & Onguso, 2023) [12] This investigation investigates the correlation between the digital age and Strategic Talent Management, taking into account the current era's heightened market competition, evolving workforce dynamics, and accelerated technological advancements. According to the survey, technology has improved and radically changed HR methods for attracting, developing, and retaining personnel. In the context of the modern digital world, this research sought to uncover the core ideas and elements of strategic talent management. The results showed a substantial departure from conventional approaches and the introduction of all-encompassing tactics that place a premium on continuous learning and organisational culture flexibility. For businesses looking to get a competitive advantage in the digital age, this research concludes by emphasising the significance of successfully integrating technology into HR strategy. By managing personnel well, organisations can adapt to the global business environment and achieve long-term success.

(DS & L, 2023) [20] This study looks at how companies are handling the potential and difficulties of digital transformation in an era of technology and digital upheaval. This investigates the integration of digital technologies and tactics into the processes of "talent acquisition, development, and retention". To improve employee engagement and maximise recruiting efforts, data analytics, artificial intelligence, and internet platforms are being used. The effects of virtual collaboration and remote work on talent management procedures are also being investigated. Identifying the actual talent management issues that the human resource department faces in the digital age is the aim of this study. To help the human resource department accomplish talent management goals, the writers have also tried to provide the finest talent management techniques.



(MARIN, 2023) [21] In order to examine how digitalisation is changing talent management, this article will evaluate the literature on two ideas that are seen to be very interesting and real in both "academic and managerial literature: talent management and digitalisation". The study attempts to provide a more comprehensive definition of talent management by providing a unified definition based on the studied specialised literature. Given that we only discovered a weak relationship among talent management and digitalisation, the findings did not meet the expectations of the specialised literature study. This is perhaps because some of the articles that have been produced on the issue of talent management have mostly avoided using this phrase. On the other hand, the topic of digitalisation is relatively new.

(N & KHANUM, 2023) [22] Talent management aims to better understand the members of the HR community in order to assist career and professional development and match personal objectives and demands with HR's business emphasis. The HR Community's Talent Management Plan execution is the crucial next phase in the process. Together, the HR community must support professional growth, encourage a talent management attitude, and incorporate talent management into day-to-day operations. Organisational readiness for the future can be achieved by ensuring that the appropriate personnel are in the appropriate location at the appropriate time through the implementation of an effective talent management strategy that incorporates "integrated data, processes, and analytics".

(Montero Guerra et al., 2023) [23] Companies undergoing digital transformation must make a number of significant adjustments across the board. This research examines how talent management procedures are affected by digital revolution. To ascertain if businesses spend differently in each, we break down the factors that attract and keep talent in order to assess talent management. Managers of these companies completed a questionnaire that collected company data. Structural equation modelling was implemented to evaluate the model assumptions. The hypotheses of the model are justified by the results that have been obtained. Digital transformation-induced organisational changes are thus thought to have an impact on talent management as well as the recruitment and retention of personnel.

(Saadatmand et al., 2022) [24] This research sought to understand how digitalised process management mediated the link between organisational performance and talent management (TM). It is determined how TM affects organisational performance via the use of digitalised process management. The findings indicate that in order to bring "organisational performance into the digital age", investments are needed to connect the digitalised process with TM



processes. Value addition or contribution: This research adds to our understanding of the TM process's future, which is improved by digitisation elements to help businesses and organisations function better in the digital age. Additionally, the research expands on the digitalisation process by examining the future of the Iranian mobile telecommunications industry's processes using a structural model.

(Trigunait & Taruna, 2020) [25] The topic of talent management has gained significant attention in academic literature in the current context. This paper endeavours to research an exhaustive and systematic literature review. Based on annotations from earlier research, a number of global issues and creative approaches were examined among the study constructs. The study's goal was accomplished by accessing and reviewing a variety of online resources, including Proquest, EBSCO Host, and Google Scholar. Additionally, a variety of research articles, conceptual studies, review papers, and other pertinent information were looked for. Nevertheless, this investigation enhances the existing body of literature by delineating the innovative practices and global challenges present in talent management in the digital era. The authors subsequently engage in a discussion of the study's findings and offer insights into the implications, limitations, and prospective scope of the research.

(Modi & Kulshreshtha, 2016) [26] This study compares and contrasts personnel management tactics in the digital era, examining the shift from conventional to digital methods and the consequences for businesses. This paper provides HR professionals and organisational executives with practical recommendations for addressing the primary challenges and opportunities related to the implementation of digital talent management strategies. The study also addresses new developments in talent management trends and technology and suggests future lines of inquiry and application. In general, the objective of this paper is to enhance the comprehension of "talent management in the digital era" and offer organisations the opportunity to improve their talent management practices.

III. CONCLUSION

In the digital era, talent management has undergone a significant transformation, driven by rapid technological advancements and evolving workforce expectations. Organizations are now leveraging digital tools such as AI, big data analytics, and cloud-based platforms to attract, develop, and retain top talent more effectively. Key strategies include personalized employee experiences, continuous learning opportunities, flexible work models, and data-driven decision-making. Moreover, fostering a culture of innovation and agility is essential for



adapting to the dynamic business environment. As digital disruption reshapes traditional roles and skill requirements, organizations must proactively invest in reskilling and upskilling initiatives. Effective talent management in the digital age is no longer limited to HR functions but is a strategic imperative that directly impacts organizational performance and competitiveness. In conclusion, companies that embrace digital talent strategies and prioritize employee engagement, inclusivity, and adaptability are better positioned to thrive in the future of work.

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