


Digital Talent Management: A Company Strategy for Facing Technological Disruption

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Article Info	ABSTRACT
<p>Keywords: Digital Talent Management, Technological Disruption, Digital Transformation, Human Resources, Corporate Strategy</p>	<p>The rapid development of digital technology has created disruption in various industrial sectors, requiring companies to adapt through digital-based human resource management. This study aims to analyze the role and strategies of Digital Talent Management in helping companies face the challenges of technological disruption. The research method used was qualitative with a descriptive approach, through literature review and secondary data analysis from various sources related to digital talent management and organizational transformation. The results show that the effective implementation of Digital Talent Management (DTM) can help companies face technological disruption through more adaptive, innovative, and data-driven human resource management. The use of technologies such as AI, people analytics, and HR Tech platforms has been proven to improve recruitment efficiency, competency development, and employee retention. Furthermore, a work culture that supports innovation, continuous learning, and flexible work systems such as remote working also strengthens employee engagement and productivity. With holistic talent management and a positive employee experience, companies can create a competent and highly competitive digital workforce, enabling them to adapt to change and maintain excellence in the era of digital transformation.</p>
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INTRODUCTION

Facing the challenges of globalization, digital transformation, and increasingly complex labor market dynamics, organizations are required not only to maintain current performance but also to prepare human resources (HR) capable of meeting future needs (Puri et al., 2023). The era of technological disruption has transformed the way companies operate, innovate, and compete. Technologies such as artificial intelligence (AI), automation, big data, and the Internet of Things (IoT) demand new, distinct competencies. This situation is pushing organizations to review their HR management strategies to become more adaptive, agile, and digitally driven (Pratama et al., 2023).

Talent planning is a key foundation of modern HR management strategies because it plays a crucial role in identifying, developing, and mapping individual potential early on. Through targeted talent planning, companies can ensure the availability of a workforce with skills aligned with evolving business needs (Sjahrudin et al., 2025). This approach focuses

not only on recruiting new talent but also on developing the capabilities of existing employees through upskilling and reskilling programs. In this way, organizations can minimize competency gaps and strengthen resilience to rapid changes in the external environment (Adriati & Sariani, 2024).

Furthermore, talent planning in the digital era involves more than simply compiling a list of workforce needs; it also involves a systematic process of analyzing competency gaps, designing career development paths, and integrating individual goals with the organization's strategic direction (Villany et al., 2024). The use of technology in talent analytics enables companies to leverage data in decision-making related to talent management, such as identifying potential, predicting future needs, and retaining high-performing employees. With this technological support, organizations can optimize the placement of the right talent in the right positions at the right time (Manan & Gunawan, 2023).

Therefore, implementing Digital Talent Management is key to a company's success in facing technological disruption. Through an integrated strategy between digital technology and human resource development, companies can create a collaborative, innovative, and continuous learning-oriented work ecosystem (Stafrezar, 2025). This approach not only helps organizations maintain competitiveness in the global market, but also strengthens internal capacity to adapt to long-term changes (Hg et al., 2024).

Digital Talent Management (DTM) is a strategic human resource management process that integrates digital technology to identify, develop, map, and retain top talent according to organizational needs in the era of digital transformation (Dawson & Agbozo, 2024). This approach focuses not only on the administrative aspects of HR but also on leveraging technology to support data-driven decision-making. Through the use of Human Resource Technology (HR Tech), big data analytics, and digital-based HR information systems, organizations can more accurately understand performance trends, competency development needs, and employee potential (Ustinova & Arakelova, 2021).

Furthermore, the implementation of DTM also encourages the creation of a culture of continuous learning through digital learning platforms and upskilling and reskilling programs (Guerra et al., 2023). By utilizing technologies such as Learning Management Systems (LMS) and AI-based learning, companies can accelerate the process of improving employee competencies in line with technological developments and market needs. This strategy not only increases individual productivity but also strengthens the organization's overall competitiveness (Mihalcea, 2017).

The business world today increasingly recognizes that digitalization is not just a trend, but a strategic necessity for maintaining sustainability and competitiveness. The use of digital technology has been proven to improve operational efficiency, expand market reach, and drive innovation in creating new value for customers (Asruld et al., 2024). Digital transformation also provides opportunities for companies to optimize business processes, integrate cross-functional data, and accelerate decision-making through analytics-based systems (Harto et al., 2023). Therefore, as noted by Putranti (2024), organizations need to design a robust and adaptive talent management strategy to address changes in the digital environment. This strategy must be able to connect business objectives with human resource potential so that

digital transformation is not only technological but also supported by the readiness of digitally competent people.

In this context, talent management in the digital era has undergone fundamental changes compared to previous periods. While in the past talent management focused more on administrative aspects and traditional career development, the approach has now shifted toward technology integration, virtual collaboration, and digital competency development (Joesyianad et al., 2024). According to Kehista et al. (2023), the digital era demands that organizations adapt to new, more flexible, data-driven ways of working, supported by technologies such as artificial intelligence, cloud computing, and machine learning. Furthermore, the relationship between organizations and their workforce is also changing significantly, with companies no longer merely employers but also partners in their employees' digital career development. Therefore, an organization's success in navigating the digital era is largely determined by its ability to manage and develop talent ready to transform with technology.

This study aims to analyze Digital Talent Management (DTM) strategies to help companies navigate technological disruption through adaptive, innovative, and digital-based human resource management. Specifically, this study seeks to identify how implementing DTM can improve employee competency, strengthen organizational competitiveness, and support the success of digital transformation in the modern workplace. This research is expected to provide theoretical contributions to the development of human resource management in the digital era and serve as a practical reference for companies in designing effective talent management policies and strategies to address the challenges of globalization and technological acceleration.

METHOD

This research uses a qualitative method with a literature review approach to gain a deeper understanding of Digital Talent Management strategies in the face of technological disruption. A qualitative approach was chosen because it can explore social phenomena in a more contextual and in-depth manner, emphasizing the interpretation of meanings emerging from human experiences and the dynamics occurring within organizational environments. According to Yulianah (2022), qualitative research methods are oriented toward understanding complex and layered realities, rather than solely relying on quantitative measurements. Through this approach, researchers can examine how digital talent management concepts, policies, and practices are implemented and how organizational, cultural, and technological factors interact to shape modern HR management strategies.

Meanwhile, the literature review in this research was conducted as a systematic effort to explore, assess, and synthesize various scientific sources relevant to the topic of Digital Talent Management. According to Ridwan et al. (2021), a literature review serves to understand the extent to which previous research has addressed a topic and to identify knowledge gaps that can serve as a basis for developing new research. In this context, researchers reviewed various references in the form of academic journals, books, research reports, and scientific articles related to talent management, digital transformation, and HR

management strategies in the era of technological disruption. Through in-depth literature analysis, this study seeks to build a robust theoretical framework, strengthen scientific arguments, and generate new insights that can contribute to the development of management science and organizational practices in the digital era.

RESULT AND DISCUSSION

Key Strategies for Digital Talent Management

1. Focus on Digital Skills Development:

Technology-based training is a key strategy in implementing Digital Talent Management, aiming to improve employee competency so they can adapt to rapid technological developments. Investing in this training program is a strategic step for companies to develop human resources with essential digital skills such as digital literacy, data analysis, and the utilization of new technologies in work processes. Digital literacy provides the foundation for every employee to effectively use digital devices, understand cybersecurity, and interact effectively in a technology-based work environment.

Furthermore, data analytics skills are becoming increasingly important in the digital era, as nearly all business decisions now rely on data. Employees with these skills can process and interpret data into valuable information for strategic company decision-making. Furthermore, training should also encompass mastery of new technologies such as artificial intelligence (AI), cloud computing, and automation tools to enable employees to work efficiently and innovatively. Technology-based training programs not only strengthen technical skills but also foster a digital mindset that encourages creativity, collaboration, and readiness for change.

Furthermore, companies committed to technology-based training should also utilize Learning Management System (LMS) platforms and online learning (e-learning) methods. Through this approach, the learning process becomes more flexible, measurable, and accessible to all employees, regardless of time and space. Thus, technology-based training not only improves individual competencies but also strengthens an organizational culture oriented toward continuous learning, which is crucial for maintaining competitiveness in the era of digital disruption.

Furthermore, digital readiness is also a crucial aspect of modern talent management strategies, particularly in the recruitment and employee development process. Conducting digital readiness assessments aims to ensure that prospective and existing employees possess technical skills, critical thinking skills, and an adaptive attitude to rapid technological change. This assessment focuses not only on mastery of digital tools but also on the extent to which an individual is willing to learn new things, innovate, and work collaboratively in a constantly changing work environment.

In practice, digital readiness assessments can be conducted through various methods, such as digital literacy tests, technology simulations, or competency-based assessments that measure adaptability to digital change. Prospective employees with a digital mindset generally integrate more easily into technology-based work systems and cultures and are more inclined to continuously learn and improve their skills. Therefore, companies that implement digital readiness assessments can identify talent who are not only technically

competent but also have significant potential to grow and contribute to the organization's digital transformation.

Beyond the recruitment stage, digital readiness is also crucial in the context of developing existing employees. Through regular assessments, companies can map the digital gaps in their workforce and design appropriate training programs to bridge these gaps. This approach helps companies ensure that all levels of the organization have a balanced level of digital readiness, enabling the transformation process to run more effectively. By instilling the values of adaptability, flexibility, and a willingness to learn, companies not only build a workforce ready for change but also create an innovative culture that is a key foundation for the long-term success of digital transformation.

2. Utilizing Technology and Data Analytics

The use of Artificial Intelligence (AI) in the recruitment process has transformed the way companies source and select top talent. AI can quickly screen thousands of job applications using algorithms that identify the match between a candidate's competencies and the needs of the available position. This system is able to assess candidates based on keywords, work experience, and relevant skills without being influenced by human bias. Furthermore, AI can be used to conduct chatbot interviews or pre-screening assessments, streamlining the initial communication process between applicants and companies. This makes the recruitment process more efficient, transparent, and focused on the quality of the selection process.

AI not only increases efficiency but also strengthens objectivity in the recruitment process. By reducing potential biases based on gender, age, or background, companies can create a more inclusive and fair selection system. Furthermore, AI also enables predictive analytics that can project the future performance of prospective employees based on their behavioral and personality data. This adds significant value to organizations in ensuring that recruited talent truly aligns with the company's culture and vision.

People analytics, on the other hand, is the application of data analytics to understand, monitor, and optimize employee performance and career development. This approach utilizes data from various sources, such as performance records, job satisfaction surveys, and digital collaboration patterns, to generate in-depth insights into workforce behavior and motivation. With analytics support, HR managers can identify factors influencing productivity and retention and design appropriate interventions to improve individual and team performance.

Furthermore, people analytics helps organizations implement personalized career development systems based on the real needs of employees. For example, through the analysis of training data and competency achievements, companies can tailor upskilling and reskilling programs to be more relevant to each individual's aspirations and potential. This approach not only increases training effectiveness but also strengthens employee engagement, as employees feel that the company genuinely cares about their career development and well-being.

Human Resource Technology (HR Tech) platforms, such as Human Resource Information Systems (HRIS), function as integrated systems that digitally manage all HR management processes. Through HRIS, companies can manage employee data, recruitment processes, performance evaluations, compensation, and training all within a single,

interconnected platform. This integration improves operational efficiency by reducing manual paperwork and data duplication. Furthermore, HRIS also supports data accuracy, enabling management to make strategic decisions based on real-time and valid information.

The use of HR Tech platforms also supports transparency and accountability in HR management. For example, employees can access their personal information, career history, and performance achievements directly through the system, creating a more open working relationship between management and employees. With an integrated system, HR can also focus on strategic aspects such as organizational culture development, digital leadership, and human resource innovation, instead of wasting time on repetitive administrative tasks.

3. Building a Work Culture that Supports Innovation

Building a work culture that supports innovation is one of the key pillars of successful digital transformation and modern talent management. A culture of innovation is not only about developing new ideas, but also encompasses a mindset that is open to change, the courage to take risks, and the ability to adapt quickly to technological developments. In the context of Digital Talent Management, this culture serves as a foundation that encourages employees to experiment, collaborate across divisions, and seek creative solutions to business challenges. Organizations that instill the values of innovation and adaptation tend to be more resilient in the face of disruption and more easily adapt to the ever-changing dynamics of the global market.

To build a culture of innovation, the role of leadership is crucial. Organizational leaders must act as facilitators and role models who encourage creativity, collaboration, and the courage to try new things among employees. Innovation-oriented leadership also needs to create a safe work environment (psychological safety), where employees feel free to express ideas without fear of failure or rejection. Furthermore, leaders need to ensure that every innovative success is recognized and every failure is used as a learning experience. With this approach, innovation becomes part of the daily culture, not just a short-term program.

In addition to creating an adaptive culture, organizations also need to provide concrete support for employee continuous learning and development. This learning support includes providing access to tools, technology, and resources relevant to competency development needs. Companies can utilize Learning Management System (LMS) platforms, online courses, and digital-based mentoring and coaching programs to accelerate the acquisition of new skills. With continuous learning support, employees will be better prepared for technological change, and able to innovate and create added value for the organization.

Furthermore, continuous learning also encourages the formation of a learning organization—an organization that makes learning an integral part of its work culture. In this context, each individual not only learns to improve their personal competencies but also contributes to the organization's collective knowledge. This creates a continuous cycle of innovation, where each new learning becomes the basis for the creation of new ideas, products, or processes that are more efficient and relevant to current developments.

4. Holistic Talent Management

Holistic talent management is a strategic approach to human resource management that focuses not on a single aspect of HR management but encompasses the entire employee

lifecycle—from recruitment and development to retention and leadership succession. In the digital era, this approach is becoming increasingly important, as companies must be able to integrate business needs with the ongoing development of individual potential. Holistic talent management emphasizes the importance of balancing organizational goals and employee career aspirations, thus establishing a mutually beneficial and long-term relationship.

Proactive career management is at the heart of modern talent management. This system enables employees to have greater control over their career paths through access to clear information, guidance, and development opportunities. In the digital era, the implementation of a technology-based career management system allows employees to map their skills, identify competency gaps, and independently participate in relevant training programs through digital platforms. In this way, employees become not merely objects of management but also active participants engaged in self-development.

Furthermore, proactive career management also strengthens employee motivation and loyalty. When organizations provide transparency regarding career paths and development opportunities, employees tend to be more committed to the company. This approach supports the creation of a growth-oriented work environment (growth mindset), where every individual is encouraged to continuously learn, adapt, and innovate in line with changing technology and market needs.

Succession planning is a crucial part of talent management, aiming to ensure organizational sustainability by identifying and developing potential future leaders. In the digital era, where business changes occur rapidly, organizations need a well-thought-out strategy to ensure a smooth and effective leadership transition. Succession planning focuses not only on executive positions but also encompasses all levels of the organization who have the potential to become future leaders.

The application of technology in succession planning enables the identification of superior talent based on data analytics on individual performance, potential, and competencies. With the support of people analytics, companies can predict who has the capacity and readiness to fill strategic positions in the future. This data-driven approach helps organizations mitigate the risk of vacancies in key positions while strengthening business sustainability amidst global uncertainty and technological disruption.

Challenges of Digital Talent Management in the Digital Era

1. Digital Skills Gap

The digital skills gap is one of the most complex challenges in talent management in the digital era. This phenomenon arises from an imbalance between the speed of technological development and the workforce's ability to master relevant digital skills. Companies often face difficulties in finding and retaining talent with advanced digital skills, such as in data analytics, artificial intelligence, cybersecurity, or digital platform management. Furthermore, many employees still lack basic digital literacy, making it difficult for them to adapt to technology-based work systems and processes. This situation requires companies to undertake a comprehensive transformation of their HR development strategies to align with the demands of the digital era.

Rapid technological change—such as the emergence of artificial intelligence, big data, and cloud computing—makes the need for digital skills highly dynamic. Skills that are relevant today can become obsolete within years, or even months. Therefore, companies cannot rely solely on occasional training but must implement a planned strategy of continuous learning and reskilling. Talent management needs to build an adaptive learning ecosystem, where employees can learn independently and collaboratively through digital platforms such as Learning Management Systems (LMS) or microlearning apps. This approach allows companies to maintain employee skills relevance with ever-changing technological developments.

Furthermore, a proactive approach to learning and development is key to closing the digital skills gap. Talent management must be able to identify skill areas critical to business continuity and then direct training investments to these strategic areas. Development programs should focus not only on improving technical capabilities but also on soft skills that support successful digital transformation, such as critical thinking, digital communication, and cross-functional collaboration. This way, employees will not only be able to use technology but also be able to think strategically and innovatively in applying it to create added value for the organization.

Furthermore, the success of closing the digital skills gap depends on the extent to which talent management aligns learning initiatives with the company's business strategy. Talent development programs should be designed based on the organization's real needs and geared towards supporting the achievement of long-term goals, such as increased operational efficiency, product innovation, or customer satisfaction. By aligning learning strategies with business strategies, companies can ensure that employee competency development aligns with the ongoing digital transformation. This not only strengthens the organization's competitiveness, but also creates a work culture that is ready to adapt and grow amidst increasingly rapid technological disruption.

2. Working Remotely

Remote working has become an integral part of digital transformation and presents both significant challenges and opportunities for talent management in the modern era. Supported by technologies such as cloud computing, digital collaboration platforms, and online communications, companies can now recruit and hire employees from multiple locations without geographic boundaries. This provides tremendous flexibility for both organizations and individuals, allowing them to adjust work hours to suit personal and professional needs. Furthermore, remote working can increase productivity and cost efficiency, as companies can save on office space and employees achieve a better work-life balance.

However, despite these advantages, remote working also presents significant new challenges for talent management. One key issue is communication and collaboration between team members spread across multiple locations. The lack of face-to-face interaction often leads to misunderstandings, reduces team cohesion, and potentially weakens work coordination. Furthermore, employee engagement is also a challenge, as remote employees can feel isolated or lose a sense of belonging to the organization. In this situation, the role of

managers and team leaders is crucial in ensuring open, transparent, and two-way communication to maintain morale and collaboration.

Talent management must be able to create a work culture based on trust, accountability, and feedback. A culture of trust allows employees to work independently without excessive direct supervision, while accountability ensures that each individual is accountable for their work. To support this, organizations can utilize various digital technologies, such as project management tools, video conferencing, and performance tracking systems, which help facilitate coordination, collaboration, and effective performance monitoring. With this approach, remote work becomes not only a work alternative but also a strategy that strengthens organizational flexibility and effectiveness in the digital age.

In addition to building a supportive culture, talent management also needs to design inclusive policies and practices for remote workers. This includes establishing clear work expectations, providing constructive and regular feedback, and recognizing individual and team achievements. Well-being programs also need to be strengthened to maintain the mental and physical health of employees working from home. In this way, organizations can ensure that remote work systems are sustainable, not only increasing productivity but also maintaining employee motivation and job satisfaction. When implemented properly, remote working can be part of an effective digital talent management strategy, creating an adaptive, collaborative, and highly competitive global workforce amidst technological disruption.

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4. Employee Experience

Employee experience is a crucial aspect of talent management in the digital era, reflecting the entire journey and interaction of employees with an organization, from recruitment to the time they leave the company. This experience encompasses not only operational aspects but also emotional aspects—how employees perceive the work culture, organizational values, and relationships with superiors and coworkers. In the digital context, the employee experience is increasingly influenced by technology, from online recruitment processes and digital collaboration platforms to automated performance evaluation systems. Therefore, creating a positive employee experience is a top priority for organizations seeking to retain top talent and sustainably improve business performance.

A good employee experience has been shown to significantly impact employee satisfaction, engagement, and loyalty. When employees feel valued, listened to, and have opportunities for growth, they demonstrate a higher commitment to organizational goals. Conversely, a poor experience can decrease motivation, increase turnover rates, and damage a company's reputation as a great place to work. In the digital era, companies need to understand that employee experience is shaped not only by HR policies, but also by ease of use of technology, effective internal communications, and a sense of connectedness in an increasingly virtual work environment.

Talent management plays a crucial role in designing strategies that ensure a positive and consistent employee experience across all stages of their career journey. The use of data and analytics is key to this effort. Through people analytics, organizations can measure employee engagement, satisfaction, and productivity, while identifying areas for improvement. Technologies such as real-time feedback tools and employee engagement platforms enable companies to respond quickly and appropriately to employee needs. Furthermore, personalizing the work experience—for example, by offering career paths tailored to employees' interests and potential—can strengthen their sense of engagement and ownership of their work.

Furthermore, one of the most important elements in building a meaningful employee experience is their active participation. Employees should be involved in the process of creating and customizing their work experience, given the space to express opinions, make

decisions, and choose the work style that best suits their style. Providing this autonomy and flexibility will increase employee trust and responsibility for their work. Thus, employee experience is not only the responsibility of talent management, but the result of collaboration between the organization and employees in creating a healthy, inclusive work environment that supports professional and personal growth in the digital era.

CONCLUSION

Facing increasingly rapid technological disruption, Digital Talent Management (DTM) has become a key strategy for companies to ensure organizational sustainability and competitiveness. Digital talent management is not just about managing human resources; it also involves identifying, developing, and retaining individuals who possess digital skills, are innovative, and adapt to change. Through the application of technologies such as AI, people analytics, and HR Tech platforms, talent management can be implemented more efficiently and measurably. Furthermore, the success of DTM depends heavily on an organization's ability to build a work culture that supports innovation, continuous learning, and inclusivity. Digital transformation requires employees to have new skills, mental readiness, and a work environment that supports flexibility, such as remote working. Therefore, companies need to instill the values of trust, accountability, and open communication to ensure effective collaboration, even when conducted virtually. Holistic talent management through career management, succession planning, and partnerships with the education ecosystem are crucial in ensuring the availability of a competent digital workforce ready to face future changes. Ultimately, the success of DTM implementation is measured not only by the efficiency of the recruitment process or improved performance, but also by the employee experience the organization creates. Positive experiences built through technology support, an inclusive culture, and policies that promote employee well-being will increase loyalty and productivity. By combining technological innovation with a humanistic approach, companies can create a dynamic, sustainable, and highly competitive work environment. Therefore, Digital Talent Management is not just an HR strategy, but a key foundation for the success of an organization's digital transformation in the era of disruption.

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