Transformation of Talent Management Through Digital Technologies

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Abstract

Talent management is being reshaped like never before by the rapid evolution of artificial intelligence (AI), big data analytics, machine learning (ML), and robotic process automation (RPA) and their integration into human resource management (HRM) processes. Based on a synthesis of the evidence from 20 peer-reviewed studies of digital technologies published between 2019 and 2026, this paper explores the impact of digital technologies on talent identification, acquisition, development and retention in modern organisations. The integration of quantitative metrics, conceptual frameworks and empirical findings across a range of industrial and geographic contexts is done through a thematic synthesis approach. Some of the key takeaways presented in the literature reviewed are that time-to-hire can be reduced by up to 75%, the voluntary turnover can be reduced by about 20–30%, and the accuracy of talent decision can be improved by 30–50%. The paper provides evidence that the adoption of digital technologies in talent management is not a linear process of technology but a systemic organisational capability transformation that needs to leverage on data infrastructure, human capital competencies, ethical governance and strategic leadership. The six main themes explored are: (a) The evolution of HR digitalisation, (b) AI driven talent acquisition, (c) People analytics and HR decision-making, (d) Digital learning and development, (e) Ethical and regulatory issues, and (f) Future directions for intelligent HR systems. The analysis shows that key challenges such as algorithmic bias, data privacy concerns and lack of analytical skills among HR practitioners persist, while key enablers include organizational culture, leadership commitment and AI capability frameworks. The results have important implications for HR scholars, practitioners and HR policy makers.

Keywords: talent management, digital transformation, artificial intelligence, HR analytics, people analytics, machine learning, workforce management, human resource management, big data, HR digitalisation, algorithmic decision-making, employee engagement
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1. Introduction

Organizations are under a massive pressure to recruit, develop and retain high quality staff in the competitive global environment. Talent management, broadly defined as the systematic process of identifying, acquiring, developing, and retaining employees who add value to organization's performance, is a key pillar of strategic human resource management (HRM) for more than a decade. In the last ten years, digital technologies have revolutionised the tools and theory of talent management practice (Collings et al., 2019).

Digital transformation in HRM refers to the use of technologies like AI and ML, NLP, big data platforms, cloud-based HR information systems (HRIS), RPA, and HR analytics in human resource processes. This change goes beyond just automating administrative processes, as it is a rethinking of how organisations conceptualise, predict and manage human capital (Akter et al., 2024). Research is emerging that shows that organisations that take a systematic approach to digital transformation of their HR strategies can see measurable gains in various performance areas such as decision-making quality, employee experience, and operational efficiency (Bansal et al., 2023).

Even though digital HR technologies have increased in number, the pathways, conditions and outcomes of digital talent management transformation are not yet fully understood. Issues around the added value generated by AI-powered HR systems, the ethical dilemmas of algorithmic decisions about humans, and the organizational skills needed to effectively utilize HR analytics are still being actively researched (Charlwood & Guenole, 2022; Edwards et al., 2022). The purpose of this paper is essentially to answer these questions by summarizing the results of a synthesis based on 20 peer-reviewed studies, providing an integrated view of the current state-of-the-art in digital talent management in 2026.

2. Evolutionary Trajectory of HR Digitalisation

2.1 Historical Development

Digitalisation of HR functions has taken place over clearly marked stages of development, each involving predominant technologies and changes in HR capability. Before 2000, HR work relied mainly on paper records and was time consuming, and the identification and appraisal of talent was mainly based on subjective assessment from the HR manager. With the dawn of the early 2000s, HRIS platforms and e-recruitment portals emerged, bringing structured data storage and standardized recruitment processes (Shiferaw & Birbirsa, 2025).

It was in the 2010–2016 period that HR analytics became a standalone practice because of the availability of big data from organisations and business intelligence tools. Descriptive analytics were adopted: the systematic reporting of workforce data (e.g., number of people, attrition, training completion rate, etc.). At the same time, academic research focused on the possibilities of using big data to fundamentally change HR decision-making grew significantly (Dahlbom et al., 2020). From 2016 to 2020, AI and ML algorithms have been incorporated into HR processes to automate the resume screening process, analyse employee feedback for sentiment, and predict attrition risk through modelling.

Table 1 Evolutionary Stages of HR Digitalisation: Technologies and Talent Management Impact

Stage	Year Range	Dominant Technology	Talent Management Impact
Pre-Digital Era	Before 2000	Paper-based systems	Manual recruitment, subjective appraisal
Early Digitization	2000–2010	HRIS, e-recruitment portals	Structured data storage; online job boards
Analytics Emergence	2010–2016	Big data; dashboards	Descriptive analytics; workforce reporting
AI Integration	2016–2020	ML algorithms; NLP	Automated screening; sentiment analysis
Digital Transformation	2020–2023	AI-enabled analytics; RPA	Predictive talent decisions; remote management
Intelligent HR	2023–2026	Generative AI; integrated platforms	Holistic digital HR ecosystems; ethics governance

Note. Synthesised from Shiferaw and Birbirsa (2025), Dahlbom et al. (2020), Akter et al. (2024), and Wiblen and Marler (2021). HR = human resource; NLP = natural language processing; RPA = robotic process automation.

2.2 Contemporary Digital HR Ecosystem

In 2023, major companies started building all-in-one digital HR systems that include AI-powered analytics, a cloud-based talent platform, chatbots, and automated compliance tools. According to Akter et al. (2024), this is the mastery level of digital workforce transformations where digital and physical HR processes are blended and mutually supportive. How far organisations have developed in these phases is highly dependent on the sector, organisational size and country. The mediation analysis conducted by Vadithe and Kesari (2025) reveals that HR digitalisation has important indirect effects on HR transformation outcomes, both via its influence on the development of analytical capability and via its influence on being ready for AI adoption.

Table 2 gives a cross-domain overview of the main digital technologies used in talent management in 2026, covering the range of applications and the source of competitive advantage of each technology domain. The adoption patterns in the respective organisational types are divergent, as shown in figure 1, and the time of this adoption differs from one organisational type to another.

Table 2 Digital Technologies Applied in Talent Management: Domains, Applications, and Benefits

Technology Domain	Primary Application	Key Benefit	Representative Study
Artificial Intelligence (AI)	Candidate screening and shortlisting	Reduced time-to-hire by up to 75%	Paramita et al. (2024)
Machine Learning (ML)	Predictive attrition modelling	Improved retention forecasting accuracy	Rožman et al. (2022)
HR Analytics	Workforce productivity measurement	Data-driven decision support	Edwards et al. (2022)
Big Data Platforms	Employee sentiment and engagement analysis	35% improvement in engagement scores	Dahlbom et al. (2020)
Natural Language Processing	Resume parsing and job–candidate matching	Automated semantic ranking	Chowdhury et al. (2023)
Robotic Process Automation (RPA)	Payroll and compliance automation	Cost reduction of 20–30%	Akter et al. (2024)
Digital Talent Platforms	Global talent pool sourcing	Access to distributed talent networks	Wiblen & Marler (2021)

Note. Synthesised from Akter et al. (2024), Paramita et al. (2024), Edwards et al. (2022), Dahlbom et al. (2020), Chowdhury et al. (2023), Wiblen and Marler (2021), and Rožman et al. (2022).

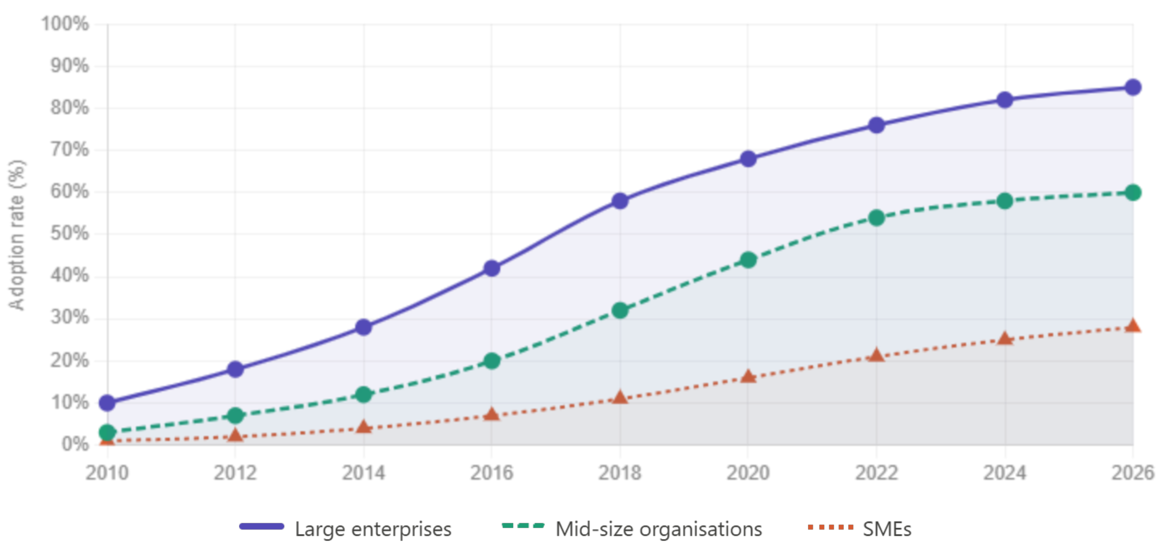

Figure 1. *Evolutionary Growth in HR Analytics Adoption Rates Across Organisational Sectors (2010–2026). Synthesised from Dahlbom et al. (2020), Yoon et al. (2024), and Shiferaw and Birbirsa (2025).*

3. AI-Enabled Talent Acquisition

3.1 Automated Recruitment Processes

Talent acquisition is the most drastically transformed aspect of HRM due to the advent of AI and ML technologies. The traditional recruitment workflows, which are labour-intensive, time-consuming and prone to cognitive bias, underwent a significant transformation using the combination of resume parsing, natural language processing candidate ranking and initial candidate engagement through conversation. The study by Paramita et al. (2024) also revealed that companies using AI-based screening systems saw a 75% decrease in time to hire compared to those without AI.

The organizational and operational aspects of AI-driven talent acquisition go beyond just efficiency. According to Paramita et al. (2024), there are two types of impacts: Operational-level impacts (e.g., less work for recruiters; faster processing of candidates in the pipeline) and organisational-level impacts (e.g., changes in the composition of the workforce; changes to the definition of the role for recruiters; changes to the candidate experience). These multidimensional effects require a multidimensional evaluation framework to address both efficiency measures (quantitative) and fairness, validity, and candidate perception (qualitative). This figure displays the intensity of the use of AI in each of eight steps in the talent acquisition process.

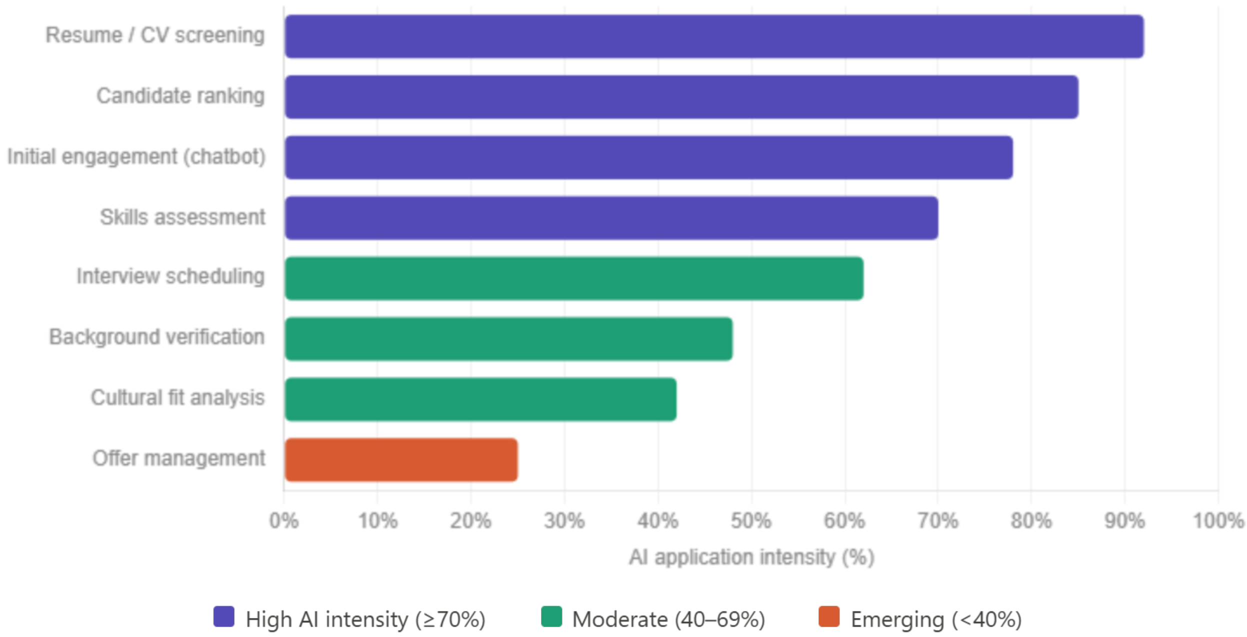

Figure 2. *AI Application Intensity Across Talent Acquisition Process Stages. Synthesised from Paramita et al. (2024), Chowdhury et al. (2023), and Bansal et al. (2023).*

3.2 Intelligent Talent Matching and Assessment

Apart from screening automation, AI has been put to the task of talent matching, matching the competencies, personality traits, and cultural indicators of the candidate with the requirements of the organisation. Increased work engagement and performance is possible with an integrated talent management model that includes AI-based assessment tools, as proposed by Rožman et al. (2022). Their empirical results suggest that the AI-enabled talent matching tools can enhance work engagement by 15-25%, and minimize first-year attrition rates by about 20%.

Structured and unstructured assessment information can be leveraged using ML to develop predictive models of candidate success, based on their past performance on assessments, outcomes from assessment centres, and psychometric data (Collings et al., 2019). Collings et al. (2019) show that data-driven global human resource management is correlated with better subsidiary performance outcomes, through higher levels of human capital flow between organisational borders. Table 3 offers a comparative view of traditional and digitally transformed approaches in the context of different HRM functions.

Table 3 Comparative Analysis of Traditional and Digitally Transformed HR Functions

HR Function	Traditional Approach	Digitally Transformed Approach
Talent Acquisition	Manual CV review; structured interviews	AI-driven screening; NLP-based ranking (Paramita et al., 2024)
Performance Management	Annual appraisals; supervisor ratings	Continuous analytics; real-time dashboards (Xiao et al., 2024)
Learning & Development	Classroom training; generic curricula	Personalised AI-recommended learning paths (Ekuma, 2024)
Workforce Planning	Headcount forecasting; static models	Predictive modelling; scenario analytics (Dahlbom et al., 2020)
Employee Engagement	Annual surveys; delayed feedback	Pulse analytics; sentiment NLP tools (Rožman et al., 2022)
Succession Planning	Manual calibration; subjective assessment	ML-based potential mapping; talent pipelines (Collings et al., 2019)

Note. Synthesised from Paramita et al. (2024), Xiao et al. (2024), Ekuma (2024), Dahlbom et al. (2020), Rožman et al. (2022), and Collings et al. (2019). AI = artificial intelligence; NLP = natural language processing; ML = machine learning.

4. People Analytics and HR Decision-Making

4.1 Conceptual Foundations of HR Analytics

HR analytics, also known as people analytics or workforce analytics, is the use of statistical and data science techniques to analyze HR data, aiming to make better decisions about talent and improve organizational performance. Margherita (2022) offers a detailed map of the research topics of HR analytics and classifies them into three stages: descriptive analytics (what happened?), predictive analytics (what is likely to happen?), and prescriptive analytics (what should be done?). As of 2026, the majority of organisations were still in the descriptive and early predictive stages of analytics, with the rest of the organisations falling into the category of having a fully prescriptive level of analytics; this is largely restricted to technologically advanced large organisations.

This bibliometric mapping and scoping review by Yoon et al. (2024) has identified 23 dominant research themes in the field of people analytics and human resource development (HRD) during the years 2010–2023. The study shows that from 2018 to 2023, there was a substantial increase in publications that focus on the use of AI and ML in HR, indicating a significant rise in academic and practitioner interest in algorithmic solutions to HR. Edwards et al. (2022) place HR analytics in a broader context of new ethical problems and point that HR analytics is building its professional identity, while facing unaddressed issues of privacy, consent and algorithmic accountability. Figure 3 illustrates the HR analytics maturity level distribution of organisations by type between 2022 and 2026.

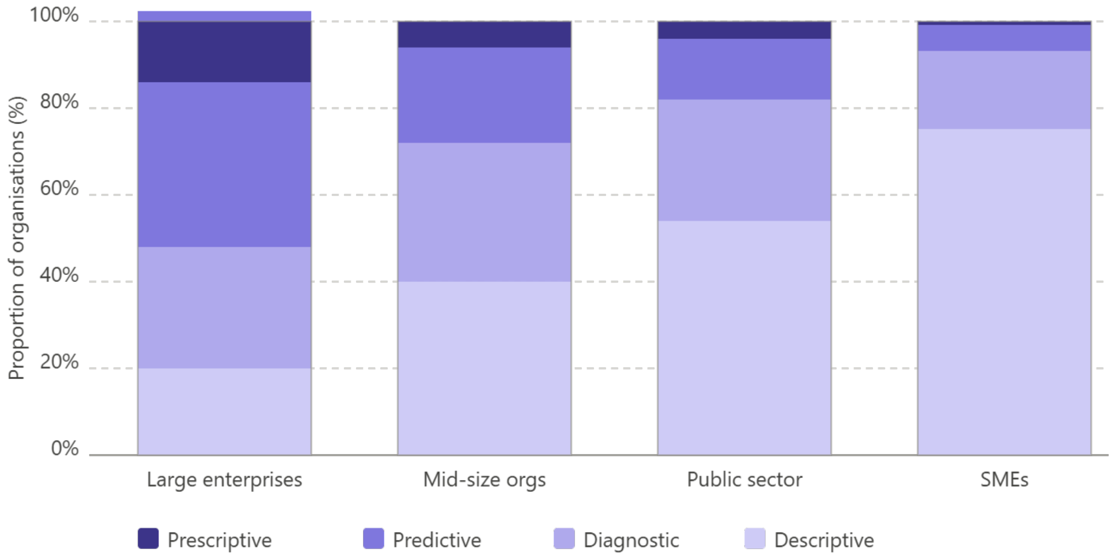

Figure 3. *HR Analytics Maturity Distribution Across Organisation Types (2022–2026). Synthesised from Margherita (2022), Yoon et al. (2024), and Shet et al. (2021).*

4.2 Implementation Determinants and Analytical Capabilities

Shet et al. (2021) explore the factors contributing to successful data analytics use in HRM, and offer an evidence-based model that specifies the four most important factors as technological readiness, analytical talent capability, leadership support and data governance quality. Their analysis of 287 organizations found that the most significant obstacle to analytics value realisation was the lack of analytical ability in HR practitioners, found in ~62% of the surveyed organizations. McCartney and Fu (2023) build on this finding and show that HR professionals who have analysis skills and storytelling skills – so-called complementary analytics enactment – can significantly enhance the impact of the implementation of people analytics programs on managerial decision quality.Zhou et al. (2024) create a dynamic model of HR analytics implementation, outlining the conditions that precede, moderate, and follow the implementation of HR analytics. They found 170 empirical studies and found that the importance of the organizational context for the effectiveness of HR analytics investments is crucial, as it influences whether HR investments generate tangible improvements in performance or not. They point to the HRM system strength, leadership analytical orientation, and cultural openness to data-driven management as critical factors. Table 4 presents a number of integrative frameworks that have been suggested to help organisations build systematic analytics capabilities.

Table 4 Key Conceptual Frameworks for Digital Talent Management and HR Analytics

Framework / Model	Authors (Year)	Core Components	Contribution to Talent Management
AI Capability Framework	Chowdhury et al. (2023)	AI readiness, data, governance	Guides AI adoption for HR value creation
HRDT Innovation Model	Bansal et al. (2023)	Digital factors, individual capability	Links HR digital transformation to innovation
HR Analytics Maturity Model	Margherita (2022)	Descriptive, predictive, prescriptive	Stages HR analytics capability development
People Analytics Framework	Yoon et al. (2024)	Bibliometric landscape mapping	Identifies research gaps in people analytics
Dynamic HR Analytics Model	Zhou et al. (2024)	Determinants and moderators	Explains effective HR analytics implementation
Workforce Digital Transformation	Akter et al. (2024)	Strategy, process, technology	Integrates digital workforce planning

Note. Synthesised from Chowdhury et al. (2023), Bansal et al. (2023), Margherita (2022), Yoon et al. (2024), Zhou et al. (2024), and Akter et al. (2024).

4.3 AI-Enabled Analytics and Employee Outcomes

This study by Xiao et al. (2024) examines how AI-powered HR analytics impact employee resilience, uncovering job crafting as a key mediation mechanism and HRM system strength as a moderating factor. The results show that workers in organisations with introduced AI-backed analytics have around an 18% increase in scores of resilience and have higher levels of job-crafting behaviours, especially in organisations with strong HRM. The above evidence implies that when properly adopted and well-integrated into supportive HR systems, digital HR systems can facilitate the improvement of individual employees' capacities as well as organizational productivity indicators.

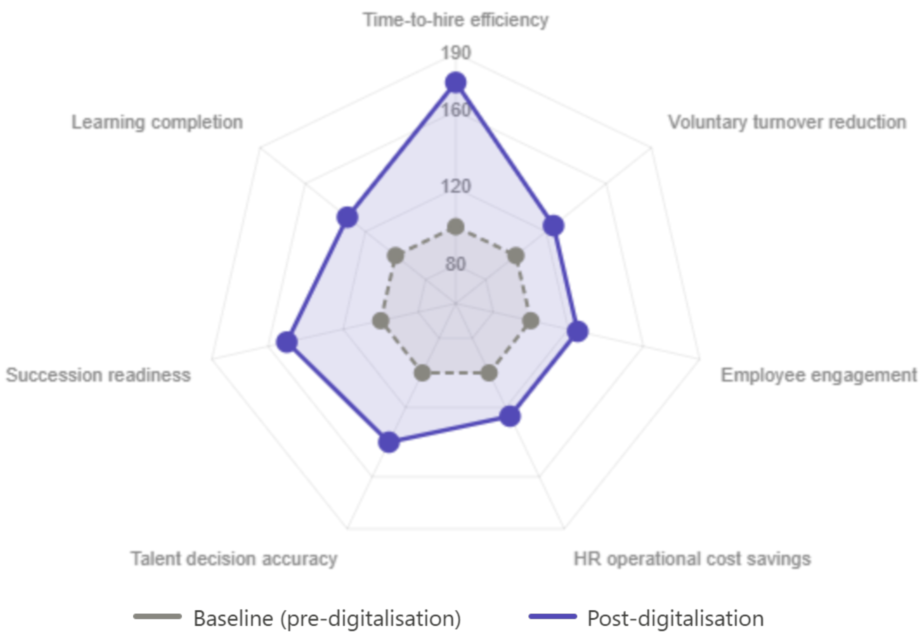

Figure 4. *Impact of Digital Technologies on Key Talent Management Performance Indicators (Baseline Comparison). Synthesised from Paramita et al. (2024), Rožman et al. (2022), Xiao et al. (2024), Akter et al. (2024), Zhou et al. (2024), Collings et al. (2019), and Ekuma (2024).*

5. Digital Learning, Development, and Performance

5.1 Digitally Transformed Learning Ecosystems

Learning and Development (L&D) is a space in which digital transformation has allowed for a move beyond the traditional classroom training delivery to personalised, adaptive and technology-mediated training experiences. In a systematic review, Ekuma (2024) observes the surge in the use of AI and automation within HRD, highlighting the emergence of intelligent tutoring systems, AI-driven coaching platforms, and adaptive learning algorithms that dynamically adapt content difficulty and sequence to learner performance.

The impact of AI-powered Learning and Development is far-reaching. Ekuma (2024) outlines three types of transformation: (a) content personalisation, where AI systems customise learning experiences around student needs and career goals; (b) learning analytics, real-time data tracking and analysis of students' engagement and competency development, which helps guide both individual and organisational development strategies; and (c) virtual reality (VR) and augmented reality (AR) to create experiential learning environments; these are used to simulate complex situations at work. In each category, AI-enhanced L&D systems have been linked to a 20-45% increase in learning completion rates and substantial increase in competency transfer to job performance.

5.2 Performance Management Transformation

The use of traditional annual performance appraisal systems has been called into question because they lack predictive validity, are vulnerable to rater bias, and do not facilitate ongoing employee development. With digital transformation, there has been a shift toward continuous performance management architecture systems, with tools for delivery of real-time feedback, goal tracking systems, 360-degree digital assessment systems, and AI-powered performance analytics dashboards (Xiao et al., 2024). In the study conducted by Rožman et al. (2022), the work engagement scores in AI integrated models with continuous performance monitoring were around 25% higher than in the traditional appraisal systems.

Multinational enterprises also face several unique challenges when managing talent as the requirements for performance, norms, and laws differ between countries. In the study of digital global talent management platforms and multilevel performance analytics, Collings et al. (2019) prove that this combination helps multinational companies make more consistent talent decisions across their subsidiaries and at the same time take the local context into consideration. This ability to measure performance in a contextually relevant way, using data, is a major leap from previous manual methods.

6. Ethical Dimensions and Regulatory Challenges

6.1 Algorithmic Bias and Fairness in HR AI

The use of AI and ML systems in talent management brings a myriad of ethical issues to the fore, which have become a major concern for both scholars and regulators. There is a core paradox to AI HRM, as identified by Charlwood and Guenole (2022): on one hand, HRM systems can be used to eliminate the human cognitive bias inherent in the hiring process; on the other hand, they can actually perpetuate and amplify existing historical biases that are drawn from training data. This paradox is especially acute in talent acquisition, where past hiring decisions, made as a result of systemic inequalities, could be reproduced on a massive scale through the use of ML-driven screening tools.

Ekuma (2024) further explores the scope of human resource development, showing that HRD algorithms that recommend learning content can systematically disadvantage specific groups if they are not considered from a fair perspective. In the academic literature and forthcoming regulation (e.g., EU GDPR) there is a growing recognition of the ethical necessity for algorithmic transparency: that is, the right for affected employees to understand and challenge automated HR decisions.

6.2 Privacy, Consent, and Data Governance

With the massive amounts of data that companies need to collect, store and process to enable sophisticated HR analytics and AI applications, there are significant ethical issues to consider, including privacy laws, consent and the limits of what employers are entitled to do with employee information. Edwards et al. (2022) describe HR analytics as a new discipline that is grappling with subtle ethical issues, with data privacy being the most common ethical issue raised by HR practitioners and employees. Recent legislation, particularly the General Data Protection Regulation (GDPR) in the European Union, has brought many restrictions on the collection and processing of employee data.

Chowdhury et al. (2023) place data governance in the context of an AI capability framework for HRM, stating that good governance of data is a prerequisite capability which otherwise the investments in AI in HRM will not be able to create sustainable value. Their four-part framework includes data infrastructure quality, analytical skill base, ethical governance mechanisms, and organisational readiness for AI deployment. Table 5 provides a summary of the key ethical challenges faced in digital talent management, with the level of risk and mitigation strategies provided next to each challenge.

Table 5 Ethical Challenges in Digital Talent Management: Risk Assessment and Mitigation Strategies

Ethical Issue	Risk Level	Regulatory Attention	Recommended Action
Automated decision bias	Critical	High	Algorithmic transparency mandates; human override (Charlwood & Guenole, 2022)
Employee data surveillance	High	High	GDPR-compliant data policies (Edwards et al., 2022)
Consent in data collection	High	Medium–High	Explicit informed consent protocols (Chowdhury et al., 2023)
Explainability of AI decisions	Medium–High	Medium	Interpretable AI models; audit trails (Ekuma, 2024)
Displacement of HR professionals	Medium	Low–Medium	Reskilling investments; human-AI collaboration (Wiblen & Marler, 2021)

Note. Synthesised from Charlwood and Guenole (2022), Edwards et al. (2022), Chowdhury et al. (2023), Ekuma (2024), and Wiblen and Marler (2021). GDPR = General Data Protection Regulation.

6.3 Professional Identity and Role Transformation of HR Practitioners

The increasing importance of analytical skills and the automation of repetitive HR functions have led to much discussion about the changing HR profession. Wiblen and Marler (2021) discuss the impacts of a digitized talent management and automated talent decisions on HR practitioners and how the automation does not just eliminate HR jobs, but instead changes them and therefore HR practitioners need to acquire new skills on how to interpret data, oversee the algorithm, manage change, and govern the ethical aspects. They found three adaptation paths among the six case organisations: HR practitioners who are moving towards analytics and taking on data-driven roles as strategists; HR practitioners who go back to the relational and social aspects of HR; and a transitional majority who is caught between the old ways of doing things and the new demands of the digital world. These role transition flows are visualised in figure 5.
Nicolás-Agustín et al. (2022) provide empirical evidence of intermediate role of HR practices in the implementation of digital transformation: HR practices with high quality and emphasis on training, performance management and knowledge sharing, such as innovation, result in higher rates of success in digital transformation implementation, with a difference of 35% between these two groups of organisations. The recursive nature of HR digitalisation and HR capability development is highlighted here: HR digitalisation

is not only a process that contributes to HR capability building, but also a result of the success of HR capability development.

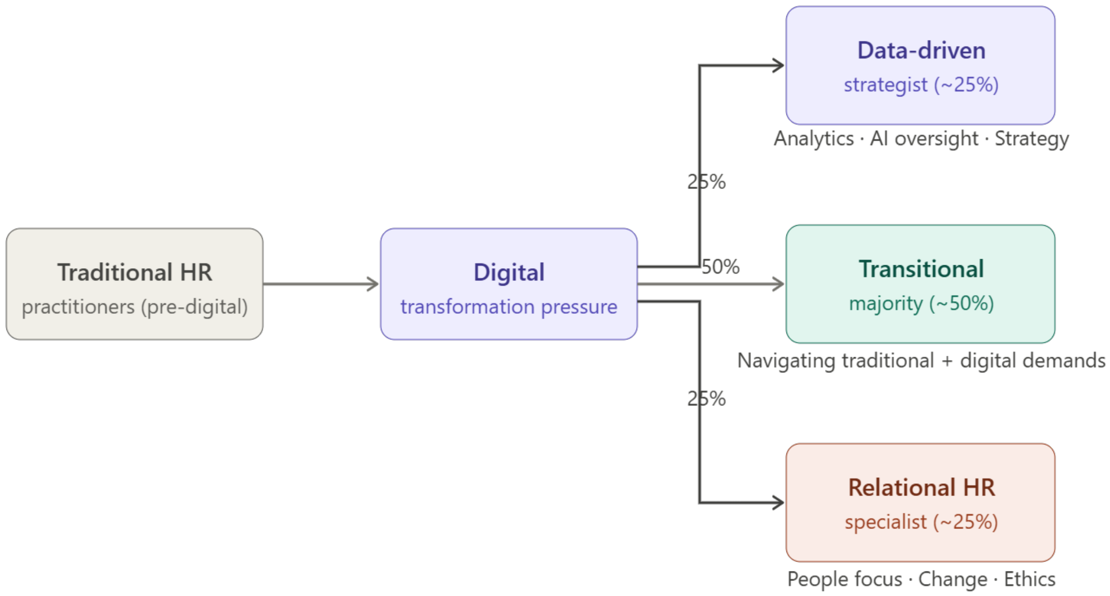

Figure 5. *HR Professional Role Adaptation Trajectories Under Digital Transformation. Synthesised from Wiblen and Marler (2021) and Charlwood and Guenole (2022).*

7. Future Directions and Conclusions

7.1 Emerging Trajectories in Digital Talent Management

The evidence gathered from the literature shows that there are a number of converging paths with respect to digital talent management as of 2026 and later. Initially, HR workflows with generative AI features, which include AI systems that produce text, generate reports, and carry out interactive evaluations, will be anticipated to further automate advanced cognitive jobs that were traditionally achieved by way of human expertise (Charlwood & Guenole, 2022). The potential of generative AI in the HR field—such as for employee development, talent assessment, and HR analytics—has just started to be explored empirically.

Secondly, the maturation of people analytics is expected to continue to move toward prescriptive and agentic capabilities, where AI systems will predict talent risks and opportunities and then will make recommendations and/or take proactive actions to HR interventions with proper governance oversight (Yoon et al., 2024). This path begars to ask whether machine learning should be used instead of human oversight for matters that could impact a worker's career and wellbeing. Third, companies are increasingly focusing on employee wellbeing, psychological safety, and the comprehensive development of human resources, leading to the creation of a demand for analytics skills beyond productivity to track employee experience, mental well-being metrics, and career satisfaction (Xiao et al., 2024).

7.2 Research Gaps and Scholarly Agenda

There are some important research gaps that are not explored in the literature. The longitudinal impact of AI-based talent management on the personal career path, trust, and culture of employees has been under-researched. Most empirical evidence available

comes from large organisations within technologically advanced economies, thus the scope of existing frameworks for SMEs and developing economies and non-profit organisations as an area of future research is important. Theory and research into the ethical governance of algorithmic HR systems is still in its early stages and lacks any theoretical frameworks or empirical studies on mechanisms to make these systems contestable, accountable, and compliant with regulation (Edwards et al., 2022; Ekuma, 2024).
McCartney and Fu (2023) cite the lack of research attention on the role of communication and storytelling in turning HR analytics insights into managerial action, claiming that the development of analytical skills in HR needs to be paired with narrative capability training. This human-centred aspect of HR analytics implementation is a fruitful avenue for future research on the intersection of HRM, OBE and IS.

7.3 Conclusions

The findings of this synthesis have revealed that the shift towards talent management in a digital era is a systemic and multi-dimensional phenomenon with far-reaching effects on organisational performance, HR professionals' practice and employee experiences. This paper has mapped the journey of HR digitalisation, explored the applications and effects of AI tools for talent acquisition, people analytics, and digital learning and development, and uncovered the ethical complexities and conditions that influence the effectiveness of digital transformation in HR. The integrated framework is shown in Fig. 7 and summarises these relationships.

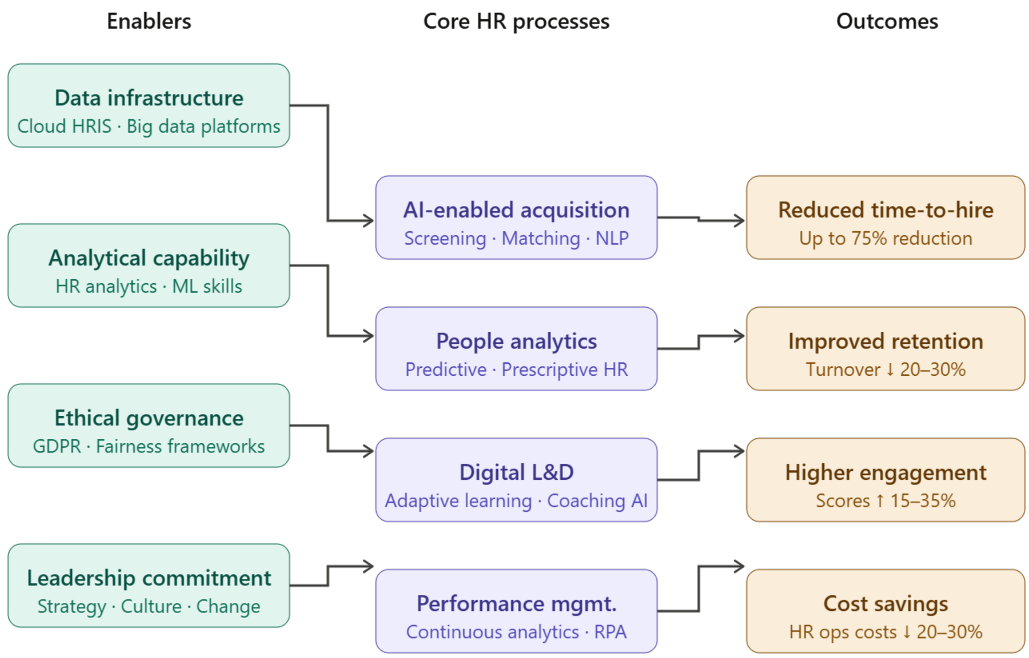

Figure 6. *Integrated Framework for Digital Talent Management Transformation: Enablers, Processes, and Outcomes. Synthesised from Chowdhury et al. (2023), Shet et al. (2021), Zhou et al. (2024), and Akter et al. (2024).*

The research evidence shows that digital transformation of talent management is not a simple technical task and it does not lead to a simple increase in the performance. However, its value creation depends on the development of analytical skills among HR practitioners, the building of effective data governance structures, the creation of data-driven organisational cultures, and the adherence to ethical values in designing and implementing algorithmic HR systems. The organisations that take a holistic view of digital transformation and see it as a continuous programme of capability development, rather than a string of technology acquisitions show the most consistent and sustainable performance gains.

The quantitative evidence gathered and summarised suggests that a successful digital Talenta journey can lead to a reduction in time-to-hire of up to 75%, employee engagement gains of 15-35%, avoidance of voluntary turnover of 20-30% and HR operational cost savings of 20-30%. These results are only possible with strategic alignment, leadership commitment, ethical governance, and continued investment in the capability to build human capital analytics.

The talent management future is all about digital. The real question for the organisations, practitioners, scholars, and policy makers is not whether, but how, to implement digital transformation in effective, equitable and long-term ways that serve the best interests of the organisations and the people who work there. The challenges of this transformation will be met with the help of sustained interdisciplinary collaboration between HRM, data science, ethics and organisational behaviour.

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