Modern talent management technologies: corporate analysis of practices and innovative methods in different regions of the world

Kateryna Bannikova[1], Kateryna Mykhaylyova[2]

[1] Sociology Department, Faculty of Social Management, Kharkiv University of Humanities People's Ukrainian Academy, Kharkiv, Ukraine

[2] Sociology Department, Faculty of Social Management, Kharkiv University of Humanities People's Ukrainian Academy, Kharkiv, Ukraine

*Corresponding author E-mail: katherine.bannikova@gmail.com

ABSTRACT

Talent management is an important component of modern management. The purpose of this article is to analyze modern talent management technologies, to study corporate practices and innovative methods in different regions of the world. To accomplish this task, the author used the scientific method of collecting and analyzing PRISMA sources and literature (53 literature items were selected and studied in total). The results revealed the most popular mechanisms of innovative talent management: People analytics, artificial intelligence, gamification, and remote work platforms. At the same time, there are some regional peculiarities in the implementation of talent management, and companies in regional labor markets are adapting to certain rules of the game. However, the gradual impact of globalization may offset such peculiarities. Among the challenges to high-quality talent management, the article examines such factors as active digitalization, socio-political or economic crises, global competition for talent, and regulatory restrictions. The conclusions note that the ways to overcome these challenges depend on the policies of companies and organizations, as well as on the ability to counter new challenges.

Keywords:	Technologies, Technology Trends, Innovations, Talent Management, Management

1. Introduction

In today's environment of significant technological transformation and global changes in the labor market, one of the key factors for increasing the competitiveness of organizations is effective talent management. The latest relevant technologies, including the use of artificial intelligence, HR analytics (including automated platforms), digital services for remote work and automated recruitment systems, have radically influenced the main approaches to identifying, using, attracting, further developing and hiring highly qualified specialists [1]. Such opportunities have become the key to using new perspectives to increase productivity, increase the levels of adaptability and innovative attractiveness of companies seeking to develop in the modern global environment.

The relevance of the proposed topic is due to the existence of certain challenges of our time, including globalization, problems with the use of digitalization in establishing business processes, increased competition for talented employees, as well as increased realistic expectations of potential employees regarding flexibility and personalization of the conditions for performing future tasks. At the same time, effective practices of introducing innovative technologies into the talent management process have certain regional peculiarities, which complicates potential work. For example, there are significant differences between the cultural characteristics of work in Asia, the established strict regulatory environments in Europe, or the prevalence of flexible work models in North America. The existence of such differences also creates the need for differentiated approaches to the use of modern technologies in the field of HRM.

The actual topic of the proposed study is also directly related to the organization of management, as it highlights innovative management mechanisms, modern tools for organizing training, knowledge transfer and strategic personnel management in the global context of taking advantage of digitalization. The practical dimensions of

the study lie in the importance of analyzing existing corporate experience in different countries and regions of the world, which makes it possible to clarify the essence of using the most effective methods in adapting to the new realities of work.

The problematic nature of the article also lies in the lack of analysis of complex interregional experiences in comparing innovative talent management practices, considering the specifics of local labor markets. The scientific novelty of the article lies in the creation of a certain typology of modern talent management technologies, which is based, among other things, on the consideration of key factors that directly affect their effectiveness in different corporate and cultural contexts. This approach has not only significantly expanded the theoretical understanding of modern management processes in the field of human capital but also offers practical individual recommendations for managing organizations focused on strategic development.

Theoretical framework

1.1.1 Talent management as a strategic vector

Talent management at the present stage is defined as a strategic direction that is critical for human resource management, which has a significant impact in the context of the modern knowledge economy, the development of digitalization, which is evolving further [2]. This trend is not a tribute to fashion but is a sign of the use of business strategies aimed at tangible integration and formation of interconnections of organizational structures. The purpose of talent management is to ensure that the team of executives and managers has people with the skills necessary for success [3]. Such a comprehensive activity is usually aimed at attracting, promoting personal development and retaining talented employees, who in modern conditions are the main factors for improving the intellectual potential of the enterprise. Another area is the formation of competitive advantages, since highly productive and gifted employees with unique skills or knowledge are a clear advantage over competitors in terms of human capital [4]. In scientific literature, talent management is also defined as a dynamic and multifaceted area within the framework of management research based on strategic imperatives and development paradigms [5]. Researchers note such key elements as appropriate recruitment and selection strategies, promotion of personal development of employees, planning for generational change and succession in the performance of tasks [6]. It is emphasized that the use of a well-established talent management system is an important element in making strategic management decisions.

1.1.2. Theoretical background and application contexts

The work on talent management is based on various approaches and theories that have been studied in scientific literature. For example, it has been determined that talent management requires the implementation of cognitive, motivational and axiological approaches [7]. On the other hand, several critical theories are used to better understand and respond to modern challenges in rapidly changing environments [8]. The most common are the Strategic Contingency Theory (SCT) and the VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) theory [9]. It is determined that SCT aims to explain why changes are needed, while VUCA demonstrates how such changes can be implemented [10]. For example, the VUCA theory was formed in the US military structures and was intended to describe the changing, uncertain, complex and ambiguous situations that arose after the Cold War. Today, however, it is being applied to organizational and HR contexts and to better understand complex and rapidly changing business environments. Both models offer a framework that consists of macro, meso, and micro levels. Together, these stages influence the agility and adaptability of human resource management. At the same time, the macro level includes external factors, the meso level is devoted to managerial flexibility, and the micro level is devoted to individual processes of managing employee performance [11]. Talent management is characteristic of each of these levels, so it is studied not only on the example of multinational corporations, but also small and medium-sized enterprises, as well as in other sectors, for example, in university environments. The problem with such studies is that they are rather limited in their consideration of talent management, although this topic would require a broader and more balanced approach that would significantly expand the context of its implementation.

1.1.3. The problem of challenges in talent management

Current research indicates that the effectiveness of an enterprise's talent management system is influenced by various factors [12]. One of the central ones is the digitalization of HR processes, which also includes the digitalization of recruiting, HR analytics processes, the provision of remote services, the intellectualization of talent management processes, and the need to avoid fragmented automation [13]. Under such conditions, the process of investing in digital capabilities has become important, providing employees with security that

promotes trust (a key factor in communication), providing proper digital training to develop digital skills [14]. Executives and managers must have a sufficient level of digital competencies, be flexible and sensitive to modern transformations. Another problem is the formation of a certain post-pandemic environment, which has opened opportunities for better adaptation of performance management to the VUCA environment [15]. However, the lack of empirical data is a rather serious problem in modern research, so this issue requires further consideration.

1.2. Objectives

The purpose of the article is to study modern talent management technologies, analyze corporate practices and innovative methods in different regions of the world. The realization of this goal involves consideration of certain research questions:
1. Identification of popular talent management technologies.
2. Study of individual regional corporate practices.
3. Analysis of existing challenges and responses to their emergence.

2. Research method

2.1. Research design

The study is based on a systematic literature review, which aims to critically assess and analyze current scholarly opinions on talent management technologies, considering regional differences and innovative practices that are actively used in different parts of the world. This type of research was chosen because of its accepted structure and proven transparency. A systematic one allows you to clearly define a reproducible algorithm for searching, selecting, and analyzing sources. This helped to avoid bias and ensure the reliability of the results. In addition, a systematic review allows you to carry out a qualitative synthesis of existing knowledge, that is, this type of research allowed not only to collect existing research, but also to summarize their conclusions and highlight the main patterns and trends. This approach is especially important for providing a holistic view of innovations in talent management in the modern educational space.

2.2. Sampling and materials

The study used a targeted search for scientific materials in leading databases: Scopus, Web of Science, Google Scholar, Jstor. Analytical materials from SHRM (Society for Human Resource Management) were also used. Thus, the study planned to include various types of scientific sources: articles, chapters from collective monographs, conference and analytical materials. To attract scientific sources, special inclusion criteria were also developed, which concerned the time frame, language of writing (mainly English), type of publication and relevance to the topic. Table 1 presents the main inclusion criteria.

Table 1. Criteria for the inclusion of scientific sources

Criterion	Explanation
Time frame: from 2015 to 2025	This range was chosen to cover the latest technological developments and trends in talent management.
Various types of publications: articles, chapters from monographs, conference proceedings	A variety of publications relevant to the chosen topic were selected
Language of writing (mainly English)	The primary language for searching and citing sources is English. It is intended to include sources in other languages if an English summary is available.
Thematic relevance of sources	All sources should directly relate to the topics: 1. Talent Management 2. Application of digital technologies in HR 3. Use of artificial intelligence, 4. Use of HR analytics 5. Coverage of different regional approaches to management
Reviewability of materials	All sources must be published in peer-reviewed scientific journals.

Source: compiled by the authors

2.3. Tools and procedure

The main tool in the study is the use of the PRISMA methodological approach. This approach made it possible to find relevant scientific sources on the selected topic. Initially, the authors were aware of 7 items of English-language literature. Then, the following keywords were entered into the selected search databases: Scopus, Web of Science, Google Scholar, Jstor:

1. 1.Talent management technologies
2. Human resource management
3. HR analytics
4. Artificial intelligence in HR
5. Gamification in human resource management
6. Regional talent management practices
7. Organizational learning in HR
8. Digital HR transformation
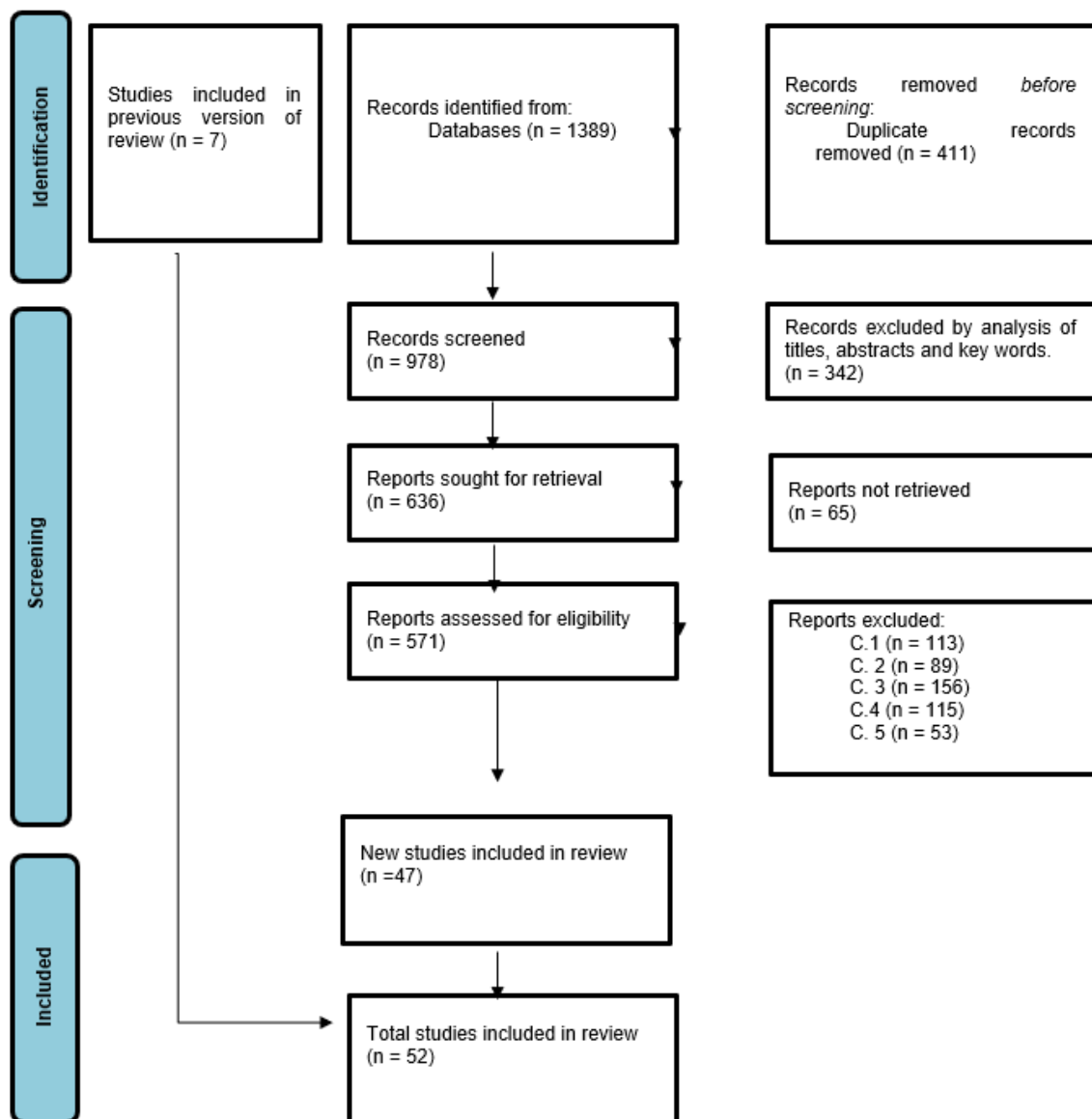9. Strategic workforce
10. Planning technology

Figure 1. The process of searching, curating, and selecting materials

In general, the search for materials was carried out using logical operators (AND, OR) and quotes for exact phrases. A total of 1389 items of scientific literature were obtained. Then the initial screening procedure started. All duplicates (-411) were removed. As a result, an analysis of abstracts, titles and keywords was carried out and 342 more items were rejected for inclusion. Another 65 items were marked as inappropriate due to their weak methodological value. After that, all found items of scientific materials were subjected to the following exclusion criteria:

1. Sources that were not directly related to the topic of talent management, HR technologies or regional HR practices. General research on organizational behavior without mentioning technology or talent was also subject to exclusion.
2. Materials that described outdated approaches to personnel management. Materials that did not indicate digital tools, analytics or artificial intelligence were also excluded.
3. Publications without full text to which access was limited were also not included.
4. Sources that did not undergo scientific review were eliminated, i.e. materials posted on non-scientific sites (blogs, advertising articles, personal opinions on social networks).
5. Duplicate materials were also rejected. If multiple versions of the same work were found (e.g., conference abstracts and articles with the same content), the more complete version was included.

Figure 1 provides detailed instructions for searching and citing sources.

2.4. Data analysis

The thematic analysis method was used for the analysis, which allowed grouping the results by key areas:

1. Theoretical foundations of talent management
2. Innovative technologies, in particular such sub-themes as:
    a. use of AI
    b. automation of HR processes
    c. analytical platforms
    d. digital resources
3. Regional differences
4. Corporate cases of technology implementation

This stage was performed manually and using Nvivo software. This influenced the structuring of information by thematic nodes (nodes). This software also made it possible to quickly identify the frequency of mention of individual topics, detect repetitions and determine contrasting opinions.

3. Results and discussion

The process of talent management has undergone significant transformations in modern times because of the evolution of digital technologies. The use of innovative tools (from HR analytics capabilities to the digital potential of artificial intelligence) is increasingly being used as elements of corporate strategies. Such changes in management make it possible to change the traditional models of recruiting, assessing potential employees, team development, and certain aspects of staff retention. Table 2 shows the main technologies that have shaped the modern talent management system, according to leading experts.

Table 2. Main tools of innovative talent management

№	Tool	Description	Research perspectives
1	HR analytics (People analytics)	HR analytics has become the basis for making informed decisions in the field of human resources management. This approach has allowed organizations to analyze large amounts of information about potential employees, their talents, potential productivity, staff turnover, engagement, and other aspects. For	[16], [17], [18].

№	Tool	Description	Research perspectives
		example, Google used a specialized People Analytics system to identify key factors that affect team performance and leadership. Potentially, this approach opens opportunities for creating profiles of the "ideal leader" through the use of empirical data.	
2	Artificial intelligence capabilities in recruiting	AI has significantly changed the process of talent management and transformed the recruitment system in general. Machine learning algorithms have enabled it to significantly speed up and simplify resume screening, investigate the behavioral structure of candidates, conduct video interviews with the determination of the range of emotions and assessment of non-verbal communications. An example is Unilever, which uses the HireVue platform. Using the advantages of artificial intelligence, this platform analyzes video interviews of candidates, reduces recruitment time by more than 50%, but not at the expense of reducing the quality of selection of potential newcomers.	[19], [20]
3	Gamification of talent development processes	Gamification is the application of the benefits of game elements to work in non-game contexts. This tool is quite constructive and is used to increase motivation and use training to improve employee efficiency. SAP uses the Roadwarrior gamification platform, which allows developing talents by learning new marketing strategies in a game format, which can significantly increase efficiency in education and knowledge acquisition.	[21]
4	Remote work platforms	As a result of the global COVID-19 pandemic, remote collaboration platforms (e.g., Zoom, Slack, Microsoft Teams, Trello, etc.) have become extremely popular. In fact, they have also become part of talent management. In practice, they allow for flexible forms of employment, coordinate the work of international teams, and provide the ability to continuously communicate and monitor the productivity of tasks. In response to the challenges of the pandemic, GitLab offered its employees a remote work model, creating an open system for internal instructions and policy compliance, which significantly contributes to maintaining productivity and developing a corporate culture of remote work.	[22], [23]

Source: compiled by the authors of the article

In general, the use of modern management technologies and talent management not only leads to the optimization of operational processes but also contributes to the formation of new qualities of interaction between companies and teams of employees. At the same time, the effectiveness of their implementation significantly depends on the characteristics of the cultural, regional or industry context. This issue is worth considering in more detail against the background of global comparative perspectives. In particular, the analysis of talent management practices in global environments made it possible to establish significant regional differences in the application of innovative technologies, which are caused by both the general level of

digitalization and certain cultural management models, which are combined with local features of the economic situation and the requirements of regulatory environments (See Table 3).

Table 3. Regional features of talent management implementation

Region	Features	Research views
North America	In this region (primarily in the United States and Canada), an innovative approach to talent management prevails, with a strong emphasis on scaling technology. In practice, this means the active use of digital systems based on artificial intelligence. Together with the use of VUCA in management and recruitment, this opens up opportunities for deploying productivity and personalizing training for the executive team. Powerful companies (including IBM, LinkedIn, and Workday) have resorted to using integrated HR solutions that are combined with business intelligence capabilities. A key feature is the widespread use of cloud services and openness to experimenting with new technologies.	[24], [25]
Western Europe	The European market is based on more conservative principles, and therefore local companies are more cautious about using digital HR tools in talent management. This is also due to strict regulatory environments and requirements for particularly careful and ethical information processing. In Scandinavian countries or Germany, it is quite common to use HR analytics tools that would allow you to monitor employee well-being and help employees maintain a balance between their private lives and work processes. For example, SAP uses an employee pulse analysis system that allows it to timely identify the levels of stress, concentration, motivation, etc.	[26], [27]
Asia-Pacific	Countries in the Asia-Pacific region (primarily Japan, South Korea, and China) are actively using digital technologies in talent management, implementing them alongside local cultural norms. For example, in some Japanese companies, platforms of so-called "lifelong career support" are quite popular, combining the use of elements of recruitment, education, corporate social responsibility, etc. On the other hand, China's more closed experience is based on the use of AI for recruitment. In particular, the Chinese company Moka combines effective solutions for automated analysis of job seekers with demanding and inflexible state digital security standards in force in the country.	[28], [29]
Latin America and Africa	These regions have also been influenced by digitalization, but HR innovations are only fragmented. While multinational companies use best practices in talent management (primarily in large urban centers), smaller firms are quite conservative. For example, in Brazil, Ambev uses gamified solutions to develop management skills among young people, paying attention to the peculiarities of local cultures and using the method of competition and reward. In this region, the problem of digital inequality is extremely relevant.	[30]
Central and Eastern Europe	Companies in the region have a growing interest in the digitalization of HR processes, which has been particularly intensified by the coronavirus pandemic and Russian military aggression, which has made traditional HR methods impossible. Given the high mobility of employees, their	[31], [32]

Region	Features	Research views
	employment models are also changing, and companies are using remote platforms, separate employee well-being management services, and online learning systems in talent management. Ukrainian IT companies (SoftServe and Genesis) use HR analytics and internal corporate training mechanisms to adapt employees to work in crisis conditions.	

Source: compiled by the authors of the article

The comparison showed that in the modern world there is no universal approach to talent management. The effectiveness of the methods used depends on the ability of companies to adapt innovative solutions to the specifics of their local environments. However, global trends involve the integration of technology into strategic HR management. In practice, this involves combining digital capabilities and humanitarian aspects of management. An analysis of existing challenges and reactions to talent management shows a broad picture of opportunities that have been tested in companies. As a result, there is evidence of overcoming certain challenges (see Table 4).

Table 4. Talent management challenges and potential ways to overcome them

	Description	Example solutions	Research views
Rapid digital change	Dynamic development of technologies complicates adaptation of HR teams	Using artificial intelligence tools, increasing digital literacy	[33], [34], [35]
Global competition for talent	Pressure on specialists and recruiters, increasing mobility	Using the potential of multicultural teams, localization, effective VUCA-based strategies.	[36], [37]
Manifestations of social or economic-political instability	Consequences of the global coronavirus pandemic, military aggression have a devastating impact on the stability of labor markets	Using remote work opportunities, mobile employee teams, adhering to mental health programs	[38]
Regulatory constraints	State requirements (PRC, European countries) for the regulation of digital tools, requirements for compliance with ethical norms in working with AI, risks of discrimination	Ethical auditing and active employee training using digital platforms.	[39], [40]

Source: compiled by the authors of the article

Thus, the proposed analysis demonstrates that modern challenges have worthy answers. This opens up new perspectives for further work on talent management as an important part of recruiting, training, and management strategies.

The study of talent management as a separate phenomenon in the management structure is an important part of modern requirements for organizations. The purpose of the proposed article is to analyze modern talent management technologies, to study corporate practices and innovative methods in different regions of the world. This main task required consideration of certain smaller issues related to the identification of popular talent management technologies, the study of certain regional corporate practices, and the analysis of existing challenges and responses to their emergence.

This study presents the main and most popular mechanisms of innovative talent management used by many leading global companies. Among these tools are HR analytics (or People analytics), the possibility of using

artificial intelligence for recruiting purposes, gamification of talent development processes, and platforms for remote work. The findings confirm the conclusions of other researchers who have compiled similar lists in their studies [41]. However, the effectiveness of these tools remains a rather problematic issue, which is assessed differently in different studies [19], [21], [41]. For example, some scholars consider artificial intelligence systems to be the most effective, pointing to the peculiarities of the development of these technologies, as well as to the tangible potential that will only develop along with AI systems [20], [42]. At the same time, other researchers believe that it will not be possible to replace the capabilities of HR analytics with human intervention soon and in the medium term [43], [44]. This is justified by the possibility of hacking AI systems that are "programmed" to consider certain criteria - if an applicant or employee can formally meet them, they get the same chances when hiring for a position as more deserving candidates [45]. For talent management, the intervention of the human factor is also necessary, as the role of a manager in personal communication is difficult to replace with artificial intelligence (at least at the current stage of its development). It should be noted that such views (of both supporters and opponents of AI) will require further empirical verification and additional research.

The study demonstrates that regional peculiarities of talent management implementation do exist, and companies in regional labor markets are adapting to certain rules of the game. In particular, in North America, technological scaling (AI, cloud services, analytics) has become a key factor in talent management efficiency. Western European regions have significant regulation of innovation in talent management. The Asia-Pacific region is characterized by a significant influence of cultural peculiarities of attitudes towards work. In some cases (China), government restrictions are important and affect digitalization. In Latin America and Africa, there is a significant gap in company policies where talent management depends on them. In Central and Eastern Europe, there is a great interest in modern technologies, although there are some difficulties with their involvement in talent management. On the one hand, scholars point out that each region and each company is looking for its own ways to develop best [46], [47]. At the same time, other researchers argue that the impact of globalization will gradually level out regional peculiarities [48], [49]. However, the impact of digitalization will be crucial for finding and managing talent, as these tools are easy and reliable to use and will therefore be further developed.

The findings also provide an overview of the main challenges in modern talent management and describe some ways to overcome the existing difficulties. Among the challenges identified are active digitalization (the ultra-fast development of innovative technologies creates problems for recruiters), socio-political or economic instability (all manifestations that do not contribute to stable development are challenges), global competition for talent (a negative consequence of globalization), and regulatory restrictions (legislative and police) on the use of digital tools. Among the possibilities to overcome these negative phenomena are the growth of digital literacy, the formation of multicultural competencies, the use of employee mobility, the preservation of employees' mental health, and ethical audit in the use of artificial intelligence systems. The results obtained generally coincide with the findings of other scholars who have studied this topic and conducted a systematic review of the existing scientific literature on talent management [33], [38], [50]. At the same time, some scholars emphasized the factor of changing employee expectations. New talents belonging to Generation Z and Alpha define flexibility, availability of a hybrid work format, rapid career growth, and an individual approach to personal and professional development among their expectations from work [51]. It has been determined that such a psychological factor will force company management to change policies. In addition, as some studies have shown, the problem of attracting talent will not solve the problem of retaining talent, since even after effective recruitment, companies may face difficulties in adapting employees to the established corporate culture, keeping them motivated to work, and creating appropriate career opportunities that could realize the ambitions of employees [52], [53]. Although such studies have not yet received a proper empirical basis, this vector for further scientific development looks extremely promising.

The methodology used in the study has certain limitations that should be considered when interpreting the results. First, it is important to note the PRISMA method used, which itself contains limitations-criteria for the search for scientific literature to be processed. In particular, the most recent English-language publications were considered. This ensured, on the one hand, a review of truly relevant studies. At the same time, there is a possibility that some scientific articles or monographs written in languages other than English also contained important information. Taking this aspect into account would allow for additional study with expanded search criteria.

4. Conclusions

Thus, in the current environment, talent management is an important part of the management structure. An important aspect is the use of the most popular mechanisms of innovative talent management. Among such tools were identified HR analytics (or People analytics), the possibility of using artificial intelligence for recruiting purposes, gamification of talent development processes, and platforms for remote work.

The study also summarizes that regional peculiarities of talent management implementation do exist, and companies in regional labor markets are adapting to certain rules of the game. In North America, technological scaling (AI, cloud services, analytics) has become a key factor in the effectiveness of talent management. Western European regions have significant regulation of innovation in talent management. The Asia-Pacific region is characterized by a significant influence of cultural peculiarities of attitudes to work. In some cases (China), government restrictions are important and affect digitalization. In Latin America and Africa, there is a significant gap in company policies where talent management depends on them. In Central and Eastern Europe, there is a great interest in modern technologies, although there are some difficulties with their involvement in talent management.

At the same time, the challenges to high-quality talent management include active digitalization (the rapid development of innovative technologies creates problems for recruiters), socio-political or economic instability (all manifestations that do not contribute to stable development are challenges), global competition for talent (a negative consequence of globalization), and regulatory restrictions (legislative and police) on the use of digital tools. Among the possibilities to overcome these negative phenomena are the growth of digital literacy, the formation of multicultural competencies, the use of employee mobility, the preservation of employees' mental health, and ethical audit in the use of artificial intelligence systems.

A promising area for further research should be the consideration of the psychological characteristics of modern generations, as this creates additional challenges in talent management. Taking these features into account requires certain empirical observations and theoretical generalizations that will make it possible to identify potential ways to overcome these challenges.

Declaration of competing interest

The authors declare that they have no known financial or non-financial competing interests in any material discussed in this paper.

Funding information

Author contribution

Kateryna Bannikova: study conception and design, data collection, analysis and interpretation of results, draft preparation. Kateryna Mykhaylyova: study conception and design, analysis and interpretation of results, draft preparation, critical revision of the manuscript. All authors approved the final version of the manuscript.

References

[1] P. M. Caligiuri and L. Dragoni, "Developing Global Leadership Talent 1", in *Global Talent Management*. 2nd edition. | Abingdon, Oxon ; New York, NY : Routledge, 2019. | Series: Global human resource management: Routledge, 2018, pp. 110–123. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.4324/9781315200170-7

[2] Z. Shan and Y. Wang, "Strategic Talent Development in the Knowledge Economy: A Comparative Analysis of Global Practices", *J. Knowl. Economy*, Apr. 2024. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1007/s13132-024-01933-w

[3] A. Bhattacharya, "Impact of Information and Communication Technology on Human Development: A Cross-Country Analysis", in *Comparative Advantage in the Knowledge Economy*. Emerald Publ. Ltd., 2021, pp. 97–111. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1108/978-1-80071-040-520210009

[4] O. Şerban, "From Endogenous Growth Theory to Knowledge Economy Pyramid - Comparative Analysis of Knowledge as an Endogenous Factor of Development", in *Int. Conf. Innovative Bus. Manage. Global Entrepreneurship*. Publ., 2020. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.18662/lumproc/ibmage2020/09

[5] P. Caligiuri, H. De Cieri, D. Minbaeva, A. Verbeke, and A. Zimmermann, "International HRM insights for navigating the COVID-19 pandemic: Implications for future research and practice", *J. Int. Bus. Stud.*, vol. 51, no. 5, pp. 697–713, Jun. 2020. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1057/s41267-020-00335-9

[6] O. K. T. Kilag *et al.*, "Administrators' Conflict Management and Strategies", *Eur. J. Higher Educ. Academic Advancement*, vol. 1, no. 2, pp. 22–31, May 2023. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.61796/ejheaa.v1i2.98

[7] N. Çobanoğlu and S. Demir, "Crisis Management, Agile Leadership, and Organizational Culture in Primary Schools", *Int. J. Educ. Literacy Stud.*, vol. 10, no. 2, pp. 92–101, Apr. 2022. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.7575/aiac.ijels.v.10n.2p.92

[8] V. Vaiman, W. F. Cascio, D. G. Collings, and B. W. Swider, "The shifting boundaries of talent management", *Human Resource Manage.*, vol. 60, no. 2, pp. 253–257, Mar. 2021. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1002/hrm.22050

[9] P. Turner, "The Boundaries of Talent Management", in *Talent Management in Healthcare*. Cham: Springer Int. Publishing, 2017, pp. 65–95. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1007/978-3-319-57888-0_4

[10] J. F. Maley, M. Dabić, A. Neher, L. Wuersch, L. Martin, and T. Kiessling, "Performance management in a rapidly changing world: implications for talent management", *Manage. Decis.*, May 2024. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1108/md-07-2023-1162

[11] M. A. Razali, N. Din, K. H. Rezo, N. Zainol, I. Mohd Akhir, and J. Mohamad Saber, "Enhancing management performance in rapidly changing organizations: a conceptual exploration", *J. Intelek*, vol. 19, no. 2, pp. 12–24, Aug. 2024. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.24191/ji.v19i2.26369

[12] M. Buheji and A. Buheji, "Planning Competency in the New Normal– Employability Competency in Post-COVID-19 Pandemic", *Int. J. Human Resource Stud.*, vol. 10, no. 2, p. 237, May 2020. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.5296/ijhrs.v10i2.17085

[13] S. Chanias, M. D. Myers, and T. Hess, "Digital transformation strategy making in pre-digital organizations: The case of a financial services provider", *J. Strategic Inf. Syst.*, vol. 28, no. 1, pp. 17–33, Mar. 2019. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1016/j.jsis.2018.11.003

[14] D. G. Collings, K. Mellahi, and W. F. Cascio, "Global Talent Management and Performance in Multinational Enterprises: A Multilevel Perspective", *J. Manage.*, vol. 45, no. 2, pp. 540–566, Aug. 2018. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1177/0149206318757018

[15] M. Dabić, J. F. Maley, M. Moeller, and B. Vlačić, "Embodiment of Talent Management Within Entrepreneurship", in *Contemporary Talent Management*. New York: Routledge, 2021, pp. 189–220. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.4324/9781003182788-13

[16] C. Ererdi, A. Nurgabdeshov, S. Kozhakhmet, Y. Rofcanin, and M. Demirbag, "International HRM in the context of uncertainty and crisis: a systematic review of literature (2000–2018)", *Int. J. Human Resource Manage.*, pp. 1–39, Jan. 2021. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1080/09585192.2020.1863247

[17] K. Akram and H. Hilman, "Effect of Knowledge Management Activities and Dynamic Capabilities on Employee Performance in the Banking Sector: Empirical Evidence From Pakistan", *Stud. Bus. Econ.*, vol. 13, no. 2, pp. 41–60, Aug. 2018. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.2478/sbe-2018-0019

[18] A. Pachura, "Talents, Projects and Management – Attempt at Synthesis", *Polish J. Manage. Stud.*, vol. 19, no. 1, pp. 271–282, Jun. 2019. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.17512/pjms.2019.19.1.21

[19] D. I. Damian and C. Frăsineanu, "The impact of AI on talent management", in *Int. Manage. Conf.* Ed. ASE, 2025. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.24818/imc/2024/02.03

[20] M. Dabić, J. F. Maley, J. Švarc, and J. Poček, "Future of digital work: Challenges for sustainable human resources management", *J. Innov. & Knowl.*, vol. 8, no. 2, p. 100353, Apr. 2023. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1016/j.jik.2023.100353

[21] P. Halachev, "Gamification as an e-learning tool: A Literature Review", *E-Learn. Innov. J.*, vol. 2, no. 2, pp. 4–20, Sep. 2024. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.57125/elij.2024.09.25.01

[22] E. Gallardo-Gallardo, L. Arroyo Moliner, and P. Gallo, "Mapping collaboration networks in talent management research", *J. Organizational Effectiveness: People Perform.*, vol. 4, no. 4, pp. 332–358, Dec. 2017. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1108/joepp-03-2017-0026

[23] D. Holland, T. Garavan, A. M. McCarthy, and K. Bohle Carbonell, "Mapping Talent Management Research: Theorizing Across Clusters to Generate New Knowledge", *Acad. Manage. Proc.*, vol. 2024, no. 1, Aug. 2024. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.5465/amproc.2024.18205abstract

[24] M. C. Makel, K. N. Smith, E. M. Miller, S. J. Peters, and M. T. McBee, "Collaboration in Giftedness and Talent Development Research", *J. Educ. Gifted*, vol. 43, no. 2, pp. 91–107, Mar. 2020. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1177/0162353220912019

[25] T. Garavan, C. MacKenzie, and C. Darcy, "In the war for talent: just who is worthy of development? Talent development in organizations", in *Smart Talent Management*. Edw. Elgar Publ., 2023, pp. 46–66. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.4337/9781802202717.00010

[26] L. Martin, M. Dabic, and G. Lord, "Talent management in English universities during the coronavirus pandemic", *Thunderbird Int. Bus. Rev.*, Apr. 2022. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1002/tie.22269

[27] A. M. Taamneh, M. Taamneh, A. Alsaad, and M. Al-Okaily, "Talent management and academic context: a comparative study of public and private universities", *EuroMed J. Bus.*, Nov. 2021. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1108/emjb-08-2020-0088

[28] H. Kang and J. Shen, "Global Talent Management: International Staffing Policies and Practices of South Korean Multinationals in China", in *International Business and Management*. Group Publ. Ltd., 2016, pp. 25–48. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1108/s1876-066x20160000032019

[29] N. Baporikar, "Talent Management Integrated Approach for Organizational Development", in *Strategic Labor Relations Management in Modern Organizations*. IGI Glob., 2016, pp. 22–48. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.4018/978-1-5225-0356-9.ch002

[30] I. Bariham and M. Sarah, "Effects of Leadership Styles on Job Satisfaction of Basic School Teachers at the Sagnarigu Municipality in the Northern Region of Ghana", *Futurity Social Sci.*, vol. 2, no. 4, pp. 117–135, Nov. 2024. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.57125/fs.2024.12.20.07

[31] L. Selivanovskikh, "Ukraine: Challenges for Further Development", in *Talent Management in Global Organizations*. Cham: Springer Int. Publishing, 2018, pp. 237–265. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1007/978-3-319-76418-4_13

[32] M. Potwora, O. Vdovichena, D. Semchuk, L. Lipych, and V. Saienko, "The use of artificial intelligence in marketing strategies: Automation, personalization and forecasting", *J. Manage. World*, vol. 2024, no. 2, pp. 41–49, May 2024. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.53935/jomw.v2024i2.275

[33] P. M. Gilch and J. Sieweke, "Recruiting digital talent: The strategic role of recruitment in organisations' digital transformation", *German J. Human Resource Manage.: Zeitschrift für Personalforschung*,

p. 239700222095273, Sep. 2020. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1177/2397002220952734

[34] K. F. Sani, T. A. Adisa, O. D. Adekoya, and E. S. Oruh, "Digital onboarding and employee outcomes: empirical evidence from the UK", *Manage. Decis.*, Sep. 2022. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1108/md-11-2021-1528

[35] H. Y. Ostrovska, R. P. Sherstiuk, H. V. Tsikh, V. V. Ivata, and O. V. Tur, "Talent management: a strategic priority for developing the enterprise's intellectual potential in digitalization", *Nauk. Visnyk Natsionalnoho Hirnychoho Universytetu*, no. 1, pp. 147–156, Feb. 2025. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.33271/nvngu/2025-1/147

[36] O. Kuzyk, O. Kabanova, H. Chyrva, D. Vlasenko, and H. Komarnytska, "Trends and perspectives on the impactof digital technologies on the efficacy of marketing communication", *Financial credit activity: problems theory pract.*, vol. 69, no. 53, pp. 471–486, 2023. [Online]. Available: https://doi.org/10.55643/fcaptp.6.53.2023.4259

[37] J. Y. Lee, D. Yahiaoui, K. Lee, and F. L. Cooke, "Global talent management and multinational subsidiaries' resilience in the Covid-19 crisis: Moderating roles of regional headquarters' support and headquarters–subsidiary friction", *Human Resource Manage.*, Feb. 2022. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1002/hrm.22100

[38] J. F. Maley, "Preserving employee capabilities in economic turbulence", *Human Resource Manage. J.*, vol. 29, no. 2, pp. 147–161, Sep. 2018. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1111/1748-8583.12211

[39] B. Kuvaas, R. Buch, and A. Dysvik, "Performance Management: Perceiving Goals as Invariable and Implications for Perceived Job Autonomy and Work Performance", *Human Resource Manage.*, vol. 55, no. 3, pp. 401–412, Dec. 2014. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1002/hrm.21680

[40] I. Cunningham, "Good organization development beats bad talent management – it's the system not just the person", *Develop. Learn. Org.: Int. J.*, vol. 27, no. 6, pp. 5–6, Sep. 2013. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1108/dlo-08-2013-0056

[41] C. Öberg, "The Future of Business Schools—Balancing Skill Development, Non-Business Knowledge, and Accreditations", in *Handbook of Talent Management and Learning Organizations*. Boca Raton: CRC Press, 2025, pp. 275–294. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1201/9781003429890-20

[42] O. Rudenko and S. Kharkov, "Philosophical studies of the future in the context of postmodern knowledge: theory, methodology", *Futur. Philos.*, vol. 2, no. 3, pp. 4–16, Sep. 2023. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.57125/fp.2023.09.30.01

[43] A. Agnihotri, V. Grover, B. Balusamy, S. Gite, D. Arockiam, and A. Shankar, "Utilizing the potential of AI to Revolutionize talent management in contemporary organizations", in *Int. Conf. AI Digit. Economy (CADE 2024)*, Hybrid Conference, Venice, Italy. Institution Eng. Technol., 2024, pp. 1–11. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1049/icp.2024.2519

[44] A. Neher and J. Maley, "Improving the Effectiveness of Employee Performance Management Process: A Managerial Values Approach", *Int. J. Inf. Syst. Comput. Sci.*, vol. 12, no. 2, pp. 1–6, May 2023. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.30534/ijiscs/2023/011222023

[45] J. F. Maley, D. Marina, and M. Moeller, "Employee performance management: charting the field from 1998 to 2018", *Int. J. Manpower*, ahead-of-print, ahead-of-print, Jun. 2020. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1108/ijm-10-2019-0483

[46] Á. Nicolás-Agustín, D. Jiménez-Jiménez, and F. Maeso-Fernandez, "The role of human resource practices in the implementation of digital transformation", *Int. J. Manpower*, Oct. 2021. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1108/ijm-03-2021-0176

[47] A. Anlesinya, K. Dartey-Baah, and K. Amponsah-Tawiah, "Strategic talent management scholarship: a review of current foci and future directions", *Ind. Commercial Training*, vol. 51, no. 5, pp. 299–314, Jun. 2019. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1108/ict-11-2018-0095

[48] O. Zakharova, "Talent management in business: Best international and Ukrainian practices", *Proc. Scientific Works Cherkasy State Technolog. Univ. Ser. Econ. Sci.*, vol. 25, no. 1, pp. 21–31, Mar. 2024. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.62660/ebcstu/1.2024.21

[49] D. Abeuova and M. Muratbekova-Touron, "Global talent management: Shaping the careers of internationally educated talents in developing markets", *Thunderbird Int. Bus. Rev.*, vol. 61, no. 6, pp. 843–856, Jun. 2019. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1002/tie.22085

[50] K. Abid and F. Polo, "Narrative review on talent management: evaluating two decades and exploring future research directions", *J. Global Mobility: Home Expatriate Manage. Res.*, Dec. 2024. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1108/jgm-07-2024-0076

[51] K. Kasemsap, "Promoting Leadership Development and Talent Management in Modern Organizations", in *Project Management*. IGI Glob., n.d., pp. 178–205. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.4018/978-1-5225-0196-1.ch009

[52] S. Dan, D. Ivana, M. Zaharie, D. Metz, and M. Drăgan, "Conclusion: Digital Talent Management—Into the Age of Renewal", in *Digital Talent Management*. Cham: Springer Int. Publishing, 2021, pp. 61–69. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.1007/978-3-030-76750-1_5

[53] L. Balu, "Talent Management and Making Digital", *Int. J. Multidisciplinary Res.*, vol. 6, no. 2, Apr. 2024. Accessed: May 12, 2025. [Online]. Available: https://doi.org/10.36948/ijfmr.2024.v06i02.16523