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Talent Management in the Era of Digital Globalization: Building Excellent and Adaptive Human Resources Amid Technological Change

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Abstract: Digital globalization has reshaped talent management practices by increasing the demand for organizations to develop highly capable and adaptive human resources. This transformation is driven by rapid technological advancements, evolving digital competencies, and intensified global competition. This study aims to analyze strategic approaches to talent management that align with the challenges of the digital era. The research employs a Systematic Literature Review based on the guidelines of Xiao and Watson and Snyder, following identification, screening, eligibility assessment, and synthesis of 21 selected articles. The findings indicate that the integration of digital technologies strengthens talent management processes by enhancing recruitment efficiency, competency development, and talent retention through artificial intelligence, data analytics, and digital learning systems. The discussion emphasizes the importance of transformative leadership, adaptive learning ecosystems, and organizational culture alignment in ensuring effective digital talent strategies. The study concludes that a comprehensive and digitally oriented talent management model is essential for building competitive and future-ready human resources. This research provides theoretical contributions to the conceptualization of digital talent management and offers structural recommendations for improving digital infrastructure and adaptive workforce capabilities.

Keywords: Adaptiveness, Digitalization, Globalization, Human Resources, Talent Management

INTRODUCTION

The rapid acceleration of digital globalization over the past decade has transformed the way organizations manage human resources, particularly in talent management, which now demands adaptive excellence, competency resilience, and continuous learning capabilities. Digital transformation, characterized by advancements in artificial intelligence, automation, big data analytics, and integrated information systems within organizational processes, has fundamentally reshaped recruitment patterns, competency development, and talent retention across sectors. These changes are occurring not only in developed economies but also in developing countries, including Indonesia, which is currently navigating digital disruption across multiple areas of employment. Fernández-Vidal et al. (2022) found that digital transformation has influenced top management strategies, particularly in business process redesign and the development of new competencies relevant to the digital era. This finding demonstrates that organizations can no longer rely on traditional talent management approaches because technological dynamics advance much faster than conventional HR development cycles.

At the global level, the concept of work has undergone structural transformation from physical work models to digital work ecosystems that promote flexibility, technological analysis skills, and remote collaboration competencies. Lim (2023) argues that the global workforce is entering a workforce revolution, a phase marked by the redefinition of worker relationships, work

structures, and workplaces due to massive digital technology adoption. These fundamental changes have direct implications for talent management practices, which must be able to identify, map, and develop digital competencies to ensure organizational relevance and competitiveness in the global market. Moreover, the widespread digital talent gap across industries shows that the demand for digital skills is growing faster than organizations' ability to provide adequate talent development programs. This condition reinforces the urgency of research on talent management aligned with the needs of digital globalization so that organizations can develop superior, adaptive, and innovative human resources.

At the national level, the transformation of Indonesia's digital economic landscape has intensified the demand for digital talent. As Indonesia's digital economy is projected to become the largest in Southeast Asia, the need for highly competent human resources capable of mastering new technologies and adapting to labor market shifts is increasingly urgent. Alexandro (2025) emphasizes that MSMEs and startups in Indonesia face serious challenges related to digital competency readiness, particularly in strategic human resource management. These challenges are not solely due to limited access to technology but also stem from weak talent management systems in mapping employee potential, managing digitally driven performance, and building work cultures responsive to change. This aligns with the findings of Susanto et al. (2024), who argue that digital transformation requires strengthened HR management strategies to improve sustainable

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organizational performance through systematic and integrated talent development.

Advances in information technology also enable improvements in efficiency within talent management processes through the use of digital systems. Touriano et al. (2023) found that the use of information technology in talent management not only increases process accuracy but also enhances decision-making effectiveness within organizations. Digital platforms facilitate recruitment, competency assessment, digital training, and real-time performance monitoring. Similarly, Martínez-Morán et al. (2021) demonstrate that the digitalization of talent management processes positively influences HR service speed and the quality of HR data, providing firms with a stronger informational foundation for designing talent development strategies. These developments underscore that talent management in the digital globalization era must integrate technology as a core component of HR planning and management.

Nevertheless, major challenges arise because not all organizations are equally prepared for the digital era. Sadikin et al. (2023) explain that organizational adaptation to globalization challenges is strongly influenced by HR management readiness. This readiness includes strategic planning, technological adoption capacity, and cultivating organizational cultures capable of supporting continuous change. These findings show that the quality of talent management is a determining factor in whether organizations can survive amid global technological volatility.

Research on digital-era talent management also highlights the strategic

role of innovation in competency development. Margaretha et al. (2023) argue that innovation and strategic management are necessary to prepare human resources for increasingly digitalized work environments, particularly for younger generations and the education sector. Rusli et al. (2025) assert that Generation Z holds significant potential in enhancing the effectiveness of digital technology utilization, necessitating talent management approaches suited to their characteristics. In educational organizations, Amarullah et al. (2023) show that digital competency certification is an important strategy for improving the quality of human resources capable of competing in the digital era. Together, these findings confirm that talent management in digital globalization involves not only technical aspects but also the development of cultural readiness, values, and individual capacity to navigate technological change.

Despite the growing body of literature on digital talent management, divergent perspectives remain regarding how organizations should integrate technology and HR management. Bahiroh and Imron (2024) show that innovative HR strategies can accelerate digital transformation but do not yet provide a comprehensive explanation of the structural relationship between technology, talent management, and organizational performance. Masudi et al. (2025) introduce the concept of digital talent management within the context of Industry 4.0 transformation, yet the study remains limited to adaptive strategies without deeply examining how organizations develop sustainable talent management systems. Faeni et al. (2023) find that talent

management influences HR development in the digital era, but the study does not explore adaptability and technology integration as core components of talent strategy.

From these three previous studies, a research gap can be identified regarding how organizations develop talent management systems capable of producing superior and adaptive human resources through comprehensive integration of digital technology. Earlier research has not provided an in-depth analysis of how technology, adaptive competencies, and organizational strategy are combined within a talent management framework aligned with digital globalization demands. This gap forms the central focus of the present study.

The novelty of this research lies in its simultaneous integration of digital technology, adaptive human resource capabilities, and talent management strategies into a comprehensive analytical framework for developing superior and adaptive human resources. At the end of this section, the research objective is formulated, namely to analyze how talent management can be strategically designed in the digital globalization era to produce human resources who are superior, adaptive, and responsive to global technological dynamics.

METHOD

This study applies a Systematic Literature Review method to identify, evaluate, and synthesize scholarly works discussing talent management in the digital globalization era in relation to developing superior and adaptive human resources.

The SLR approach is selected because it provides a comprehensive view of both conceptual and empirical

developments regarding the integration of digital technology in talent management strategies. This method allows the researcher to present evidence-based findings through systematic processes of literature searching, selection, and analysis.

The SLR procedure follows the framework proposed by Xiao and Watson (2017) and Snyder (2019), which includes formulating research questions, conducting literature searches, defining inclusion and exclusion criteria, assessing study quality, and synthesizing final findings.

Article selection followed a descriptive PRISMA flow in line with SLR guidelines by Xiao and Watson (2017). The selection process began with the Identification stage, yielding a total of 287 articles from Scopus, Web of Science, Google Scholar, and ScienceDirect using keywords such as digital talent management, global workforce transformation, adaptive HR strategy, talent development in the digital age, and human resource digitalization.

During Screening, 173 articles were removed due to duplication and 69 articles were excluded because they were not relevant to the focus on talent management in the context of digital globalization. The Eligibility stage resulted in 45 articles meeting full-text accessibility, contextual relevance, theoretical contribution, and direct relation to digital-based human resource development. The final Included stage produced 21 articles that served as the primary sources for analysis and synthesis in this study. Thus, the descriptive PRISMA flow is as follows: Identification (n = 287) → Screening (n = 115) → Eligibility (n = 45) → Included (n = 21). The PRISMA process ensures that the literature analyzed meets scientific quality standards and aligns with the research objectives.

Data analysis was conducted using a content analysis approach as described in

the SLR methodology by Xiao and Watson (2017).

The analysis involved extracting key information from each selected article, categorizing findings into major themes such as digital transformation, adaptive talent development, strategic HR digitalization, and identifying patterns, variations, and relationships among variables emerging from the literature. Interpretation was carried out in depth to understand how digital technology influences talent management strategies and the development of adaptive competencies. Analytical validity was maintained through cross-article consistency, ensuring that the study's conclusions are not biased toward any particular sector but instead offer a generalizable understanding applicable to organizations encountering digital globalization demands. The final SLR synthesis serves as the foundation for discussing talent management strategies required to develop superior and adaptive human resources in the face of global technological change.

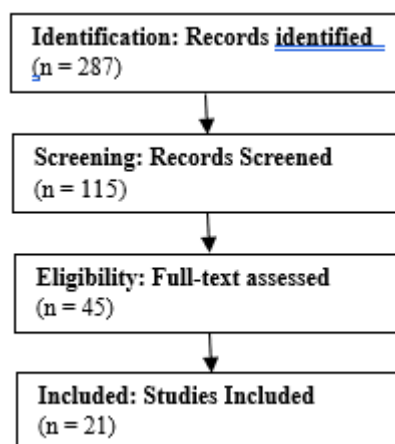


Figure 1. PRISMA Flowchart

RESULTS AND DISCUSSION

Dynamics of Digital Globalization and Its Implications for Talent Management

Digital globalization has generated fundamental changes that affect organizational structures, business strategies, and competency requirements for human resources across the world. This transformation is driven by digital technologies, artificial intelligence, big data, and automation, all of which reshaped organizational operations and restructured work systems at every level. Fernández-Vidal et al. (2022) emphasize that digital transformation is not only about technological change but also about shifts in leadership paradigms, organizational structures, and talent management approaches. This transformation compels organizations to strengthen competency resilience and develop human resources capable of responding to rapid market changes. In this era, talent management no longer focuses solely on identifying and developing potential but must facilitate adaptive learning through digital technologies that accelerate competency development.

In addition, the dynamics of digital globalization have intensified competitive pressure among organizations to attract top talent with high digital literacy. Lim (2023) explains that the workforce revolution represents a significant shift in employment relationships influenced by digital globalization, where technological skills and adaptability are core attributes in global talent recruitment. As a result, organizations that fail to transform their talent management systems will experience competency gaps that reduce productivity and weaken business performance. The competition for high-quality digital talent occurs even across national borders, showing that technology not only expands markets but also expands global competition for human resources.

The structural changes brought by digital globalization also affect national contexts, particularly in developing countries such as Indonesia. Alexandro (2025) reports that MSMEs and startups in Indonesia face major challenges due to low digital readiness among workers and the lack of technology-based talent management strategies. Yet these sectors are key drivers of the national digital economy. Limited digital infrastructure and low technological literacy hinder the development of integrated talent management systems, thereby reducing organizational adaptability. Susanto et al. (2024) add that digital transformation requires enhanced HR capabilities through structured strategies that are responsive to technological changes in order to improve organizational performance and competitiveness.

On the other hand, digital globalization opens significant opportunities for organizations to leverage technology in strengthening their talent management systems. Touriano et al. (2023) demonstrate that integrating information technology into talent management increases efficiency, effectiveness, and accuracy in recruitment, training, and performance assessment processes. Digital technologies enable real-time monitoring of competencies and provide comprehensive data to support strategic decision making in talent development. This is supported by Martínez-Morán et al. (2021), who found that HR digitalization enhances the accuracy and speed of HR information management and improves employee experience through integrated digital platforms for learning and development.

However, implementing digital technologies in talent management does not always proceed smoothly, as organizational readiness must encompass culture, infrastructure, and workforce skills.

Sadikin et al. (2023) stress that organizational adaptation to globalization is highly influenced by HRM readiness, especially in cultivating cultures that support innovation and continuous learning. This context shows the need for strategic adjustments to ensure that talent management functions optimally in digital environments. These adjustments include strengthening organizational values, building collaborative work cultures, and improving employee engagement through digital approaches.

Another important issue is the changing characteristics of the workforce, particularly Generation Z, which is increasingly dominating the labor market. Rusli et al. (2025) state that Generation Z possesses strong digital orientation, rapid learning abilities, and familiarity with technology in everyday activities. This provides organizations with opportunities to develop talent management strategies that align with their preferences, such as digital learning platforms, gamification, and technology-based reward systems. Furthermore, younger generations require innovation opportunities and work flexibility that align with digital globalization trends, prompting organizations to adopt more adaptive talent management designs.

Although literature highlights numerous opportunities from digital globalization, several studies also point to challenges in building sustainable talent management systems. Bahiroh and Imron (2024) found that innovative HR strategies can support digital transformation but fall short in explaining the structural relationship between technology, talent development, and organizational performance. Masudi et al. (2025) argue that adaptive strategies in digital talent management still require strong organizational foundations to respond effectively to rapid technological changes.

Therefore, further exploration is needed to understand how digital talent management strategies can simultaneously integrate technology, adaptive competencies, and strategic management. Overall, this discussion shows that digital globalization presents both challenges and opportunities in talent management. Organizations must develop strategies that not only respond to technological change but also cultivate adaptive cultures, optimize data utilization, and enhance digital literacy among employees. Thus, building superior and adaptive human resources in the digital globalization era requires an integrated and comprehensive talent management approach (Maley et al., 2024).

Integration of Digital Technology in Talent Management

The integration of digital technology into talent management is a key element in developing superior and adaptive human resources in the digital globalization era. Digital technology plays an important role in accelerating the identification of potential, competency development, and the design of more effective talent retention strategies. Bahiroh and Imron (2024) emphasize that innovative, technology-based HR strategies allow organizations to enhance process efficiency, reduce decision-making bias, and improve the quality of employee experience. Technologies such as artificial intelligence, machine learning, and predictive analytics are now widely used to map competency needs and identify gaps that organizations must address through HR development programs.

Furthermore, digital technology integration enables companies to build more flexible and personalized learning systems. Martínez-Morán et al. (2021) show that digital learning management systems increase training accessibility and

allow organizations to deliver learning programs tailored to individual competency needs. Thus, technology functions not only as an administrative tool but also as a catalyst for talent development that accelerates learning processes and increases the effectiveness of training programs. Digital transformation in HR also creates opportunities to strengthen collaborative cultures through digital communication platforms that facilitate cross-location and cross-cultural collaboration.

Before presenting the table, it is important to explain that this study synthesizes empirical findings on the implementation of digital technologies in talent management. The table below summarizes the comparison of digital talent management approaches in several key studies from your reference list. This table is relevant because it shows how organizations across different sectors adopt digital technologies to enhance their talent management processes.

Table 1. Summary of Previous Studies on Digital Talent Management

Author(s)	Year	Digital Talent Management Approach	Key Outcomes
Touriano et al.	2023	Use of information systems to enhance recruitment, competency assessment, and HR analytics	Increased efficiency and accuracy of HR processes
Martínez-Morán et al.	2021	Digitalization of talent management processes in Spanish companies	Improved quality of HR services and employee learning experience
Masudi et al.	2025	Adaptive digital talent strategies	Strengthened organizational readiness and

		aligned with Industry 4.0 demands	talent adaptability
Bahiroh & Imron	2024	Innovative HR management integrated with digital platforms	Enhanced digital transformation and organizational performance
Alexandro	2025	Strategic HRM for MSMEs and startups with digital skill development	Improved competitiveness and capacity-building initiatives

The table above shows that digital talent management approaches vary in orientation but remain focused on process effectiveness, enhancement of human resource competencies, and strengthening organizational competitiveness. Analysis of the table indicates a consistent finding that the use of digital technology can optimize talent management processes by improving data accuracy, accelerating workflows, and enhancing learning quality. In addition, technology gives organizations the flexibility to adjust talent strategies in line with market dynamics and future competency needs. From a strategic perspective, the integration of digital technology also contributes to building a more adaptive, collaborative, and innovative organizational culture.

Nevertheless, the implementation of digital technology in talent management also faces several barriers. Ruel and Lake (2014) show that not all companies have sufficient capability to optimally integrate information technology systems into talent management strategies. These barriers include limited resources, low digital literacy, and resistance to change that weaken the effectiveness of HR digitalization systems. In the Indonesian context, Ardista et al. (2024) explain that the sharia banking sector faces similar challenges, particularly in balancing the

need for digitalization with the preservation of organizational values. This indicates that digital technology integration requires a holistic approach that addresses not only technology but also human and cultural aspects of the organization.

On the other hand, several studies emphasize the importance of adaptive competence as a key component of digital talent management. Yang (2024) states that organizations in the digital intelligence era must strengthen management structures and HR development strategies to respond to rapid technological change. This suggests that digital technology integration will be effective only when accompanied by reinforcement of adaptive HR capacity through training, continuous learning, and individual empowerment. Amarullah et al. (2023) also find that certification-based digital competency training is an important strategy for improving workforce readiness to face such changes.

Thus, the integration of digital technology in talent management can be understood as a multidimensional process involving technology, organizational strategy, and human adaptability. The application of digital technology in HR is not merely about modernizing tools but about transforming the work ecosystem toward a more responsive and future-oriented environment. This implies that organizations need to combine technological innovation with strategic management approaches that ensure the sustainability of talent development in the long term (Maley et al., 2024).

Talent Management Strategies for Developing Superior and Adaptive Human Resources in the Era of Digital Globalization

Talent management strategies in the era of digital globalization must be

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designed with consideration for the complexity of technological change, competency dynamics, and the organization's need to remain competitive. These strategies include strengthening the organization's strategic vision, building a digital learning ecosystem, and aligning organizational culture with innovation needs. Maley et al. (2024) assert that performance management integrated with digital technology can strengthen talent management, particularly through data-driven performance monitoring and personalized competency development. This approach allows organizations to identify employee potential more precisely so that talent development strategies can be directed more effectively according to the needs of the digital era.

One key strategy required is the development of adaptive competencies. In HRM literature, adaptive competencies include the ability to learn quickly, flexibility in facing change, and problem-solving capacity in uncertain environments. Sadikin et al. (2023) show that HR adaptation to the challenges of globalization is strongly influenced by the organization's ability to create responsive and continuous learning mechanisms. Therefore, organizations need to develop training curricula that not only emphasize technical mastery but also cultivate critical thinking, creativity, and agility. This competency transformation is important because technological change occurs at a much faster pace than an organization's ability to formulate new policies.

Moreover, talent development strategies require digital technology integration across the entire HR management cycle. Touriano et al. (2023) find that digital systems enable companies to accelerate recruitment processes, improve the accuracy of competency assessments, and provide real-time information to support strategic decision

making. This indicates that future-oriented organizations must adopt technology as a main pillar of talent management. Technology can also be used to optimize promotion, retention, and succession decisions, which previously tended to be subjective and dependent on managerial perceptions alone. Thus, digitalization of talent management systems can increase objectivity, efficiency, and accuracy in human resource assessment.

In addition, organizations need to realign leadership approaches to match the needs of the digital globalization era. Yang (2024) argues that organizations in the digital intelligence age must strengthen management structures to be more dynamic and responsive to technological change. Transformational and participative leadership are considered more effective than traditional styles because they can build an innovative culture and provide space for employee creativity. In this context, talent management must create mechanisms that support collaboration, openness, and knowledge exchange so that employees can learn and develop together. Strengthening organizational culture is a crucial foundation because an adaptive culture encourages employees to accept change more positively and proactively.

Another strategy is the development of flexible, adaptive, and continuous digital learning programs. Martínez-Morán et al. (2021) highlight that digital learning systems increase learning speed and provide more personalized learning experiences. This allows organizations to tailor training materials to individual competency needs, making talent development more effective. In modern organizations, digital learning must become an integral part of work activities rather than merely an additional training program. Therefore, organizations should provide AI-based learning platforms, microlearning modules, and interactive

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training that can be accessed anytime and anywhere.

Digital talent development must also consider demographic dynamics, particularly the increasingly dominant role of Generation Z. Rusli et al. (2025) show that Generation Z has innate digital capability and tends to master technology quickly. They also prefer flexible, collaborative, and digitally based work environments. Therefore, talent management strategies must adjust learning approaches, reward models, and communication styles to effectively manage this generation's talent. Organizations that adapt to the needs of younger employees will have greater opportunities to build competitive human resources ready to face the challenges of digital globalization.

From a strategic perspective, strengthening talent management policy frameworks is also necessary to ensure the sustainability of HR development programs. Bahiroh and Imron (2024) argue that HR policy innovation can accelerate digital transformation, but its implementation must be accompanied by structural and cultural readiness. This shows that organizations need to formulate policies that support comprehensive digital transformation, including providing digital infrastructure, strengthening HR data governance, and ensuring equitable access to training. Organizations should also conduct periodic evaluations of the effectiveness of talent management strategies to adjust their approaches according to technological changes and labor market needs.

Meanwhile, forming external collaborations is also an important strategy in digital talent development. Amarullah et al. (2023) explain that certification-based digital competency training can be strengthened through partnerships between organizations and educational institutions,

certification bodies, and technology providers. Such collaborations enable companies to access external expertise, the latest technologies, and higher quality training resources. In the context of digital globalization, partnership systems become increasingly important because not all organizations have the internal capacity to develop digital competencies independently. Therefore, strategic collaboration is an essential part of the modern talent management ecosystem.

Digital talent management strategies also require strengthened technology-based monitoring and evaluation mechanisms. Alexandro (2025) asserts that digital monitoring can provide data-driven analysis to assess the effectiveness of training programs, HR process efficiency, and talent competency development. By using digital analytics tools, organizations can make more accurate strategic decisions and identify areas for improvement in talent management. Data-driven evaluation is important to ensure that talent management strategies remain relevant to global environmental dynamics.

Ultimately, the development of superior and adaptive human resources in the era of digital globalization cannot be achieved partially. Maley et al. (2024) emphasize that talent management should be understood as an interconnected system of policies, technology, culture, leadership, and individual competencies. Effective strategies must integrate all these aspects to create an adaptive and responsive work environment in the face of technological change. Thus, organizations that successfully develop digital-based talent management strategies will gain strong competitive advantages and be able to produce human resources with global competitiveness.

CONCLUSIONS

This study shows that talent management in the era of digital globalization requires a strategic approach that integrates technology, adaptive competencies, and strengthening organizational culture. Digitalization of HR management processes and enhancement of employee adaptive capacity have been shown to be key factors in creating superior human resources capable of responding to rapid technological changes. The integration of digital technology into talent management provides organizations with opportunities to increase process efficiency, accuracy of decision making, and the quality of employee learning. The discussion across three subthemes shows that digital talent management strategies must include development of learning ecosystems, transformational leadership, data-driven monitoring, and strategic partnerships so that organizations can sustainably face global challenges.

In addition to summarizing these findings, this study emphasizes the need for structural recommendations focused on strengthening digital infrastructure, improving technological literacy at all employee levels, and formulating talent management policy frameworks aligned with the demands of digital globalization. Organizations must ensure that digital transformation not only emphasizes system modernization but also prioritizes human empowerment so that employees can adapt to an ever changing technological landscape. By implementing comprehensive talent management strategies, organizations will be able to develop superior human resources that are competitive at the global level.

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