International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Role of Technology in Improving The Efficiency of Global Human Resource Management

Hotmarulitua Manalu[1*], Budi Eko Soetjipto[2]

[1]Department of Management Science, Faculty of Economics and Business, Universitas Negeri Malang, Indonesia

* Corresponding author: hotmarilitua.manalu.2404139@students.um.ac.id

Abstract

The application of technology in international Human Resource Management (HRM) has had a significant impact on operational efficiency, decision-making quality, and employee experience. This article discusses the challenges faced in technology adoption, including the digital divide, resistance to change, and regulatory compliance. Effective implementation of strategies, such as engaging employees and conducting needs analysis, is required to overcome these challenges. Looking ahead, trends such as artificial intelligence, predictive analytics, and blockchain technology are expected to shape the HRM landscape. Companies that are able to adapt to these changes will have a significant competitive advantage in the global marketplace.

Keywords: IHRM, Technology, Human Resource Management.

INTRODUCTION

In an era of ever-evolving globalization, companies around the world face increasingly complex challenges in managing their human resources. International Human Resource Management (HRM) not only includes managing employees in different countries, but also requires a strategic approach that considers differences in culture, regulations, and business practices. One of the key factors that can improve the efficiency of global HRM is technology. Technology has been an important catalyst in transforming the way companies operate, allowing them to better address these challenges.

Information and communication technology (ICT) has delivered a variety of tools and systems that assist companies in managing their employees more efficiently. From

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

integrated human resource management (HRM) software, reporting systems, to communication platforms that support collaboration between teams in different locations, technology plays a very significant role. In addition, the application of technologies such as artificial intelligence (AI) and data analytics also allows companies to make data-driven decisions, which can improve recruitment, training, and employee development and retention processes.

In a global context, the use of technology also helps companies to overcome differences in regulations and requirements that may apply in the countries where they operate. For example, cloud-based human resource management systems allow companies to access employee data in real-time, facilitating accurate reporting and compliance with local regulations. Thus, technology not only improves efficiency, but also assists companies in ensuring compliance with applicable laws and regulations.

However, while technology offers many advantages, its application in international HRM also faces several challenges. The digital divide in different regions, differences in technological infrastructure, and resistance to change among employees can be obstacles that need to be overcome. Therefore, it is important for companies to develop a comprehensive strategy for implementing technology for their global HRM, including training and skills development for employees to ensure they can utilize these new tools and systems effectively.

The adoption of technology in Human Resource Management (HRM) has become a major focus for many organizations seeking to improve operational efficiency and effectiveness. According to Marler and Fisher (2013), e-HRM (electronic Human Resource Management) has enabled companies to automate administrative processes, allowing HR teams to focus on more critical strategic functions. This technology includes tools ranging from payroll management systems to AI-based recruitment platforms, which help speed up processes and reduce human error. While the benefits of technology in HRM are clear, the challenges faced in its implementation cannot be ignored. The digital divide is one of the major challenges, with organizations in developing countries often lacking the necessary infrastructure to support modern technological tools (Jain & Singh, 2021). In addition, resistance to change among employees is also a significant obstacle, as noted by Stone and Dulebohn (2013). Uncertainty about their role in an increasingly technology-driven environment can lead to resistance to new systems.

To overcome these challenges, companies need to implement a comprehensive implementation strategy. Brewster et al. (2016) emphasize the importance of involving employees in the technology implementation process. This involvement not only

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

increases the acceptance of new technologies but also ensures that the implemented systems are in line with user needs. Research by Mäkelä and Suutari (2020) shows that companies that adopt a participatory approach to technology implementation tend to be more successful in integrating new tools into their HRM practices. The impact of technology implementation in international HRM is significant. Marin (2023) states that technology can improve employee experience by providing easier access to information and resources. This contributes to higher levels of engagement and job satisfaction. In addition, data analytics generated from technology systems enable companies to make better decisions based on accurate and up-to-date information (Klaas et al., 2012).

Future directions for technology implementation in international HRM include the integration of artificial intelligence, predictive analytics, and blockchain technology. Artificial intelligence, for example, can be used to automatically screen applicants in the recruitment process, while predictive analytics helps companies forecast future workforce needs (Jain & Singh, 2021). Blockchain technology, on the other hand, offers the potential to improve the security and transparency of employee data, which is critical in today's digital age. This article aims to explore the role of technology in improving the efficiency of international Human Resource Management. By analyzing the various existing tools and systems, as well as the challenges faced, it is hoped to provide useful insights for companies looking to improve their HRM practices on a global level.

LITERATURE REVIEW

Technology has become an integral part of HRM, with many companies adopting software-based management systems to facilitate various HR functions. Becker and Huselid (2006) state that technology can improve operational effectiveness through process automation, allowing HR teams to focus on strategic tasks. Human resource information systems (HRIS) enable efficient collection, storage and analysis of employee data. Bondarouk and Brewster (2016) emphasize that technology integration in HRM not only increases efficiency but also improves the employee experience.

The application of technology in HRM has changed the way companies recruit, train, and retain employees. Marler and Fisher (2013) point out that AI-based recruitment tools can improve candidate quality by filtering applicants more effectively. In addition, Online learning platforms allow companies to provide more flexible and affordable training, which is especially important in a global context where employees are in different locations. Technology also plays a role in improving communication and collaboration between teams spread across multiple locations. The use of collaboration tools such as

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Slack or Microsoft Teams allows employees to interact more easily, regardless of their geographical location. Parry and Tyson (2011) note that these tools not only increase productivity but also strengthen relationships between employees, which has a positive impact on organizational culture.

Despite the many benefits it offers, the application of technology in international HRM also faces a number of challenges. The digital divide in different countries can hinder access to the technology needed to manage human resources effectively. Stone and Dulebohn (2013) note that differences in technology infrastructure and adoption rates across countries can affect the effectiveness of HRM systems. In addition, resistance to change among employees can also be a significant barrier. To overcome these challenges, companies need to develop a comprehensive strategy implementation, including training and skills development for employees.

Human Resource Management (HRM) technology plays a vital role in HRM transformation, which has an impact on increasing efficiency and productivity in organizations. The evolution of HRM roles from operational to strategic, from qualitative to quantitative, and from administrative to advisory roles demonstrates the importance of digital HRM technology in supporting the transition to data-driven decision-making and strategic HRM practices (Jani et al., 2021). In addition, factors explaining the subordinate role of HRM in transformation initiatives are discussed, and improvements are proposed to enhance critical HRM involvement in organizational change (Petitti, 2023).

RESEARCH METHOD

In this study, a qualitative approach with literature review was applied to explore the application of technology in international Human Resource Management (HRM). This approach allows researchers to gain a deeper understanding of the complex and dynamic phenomena faced by organizations around the world when integrating technology into their HRM practices. The main focus of this study is to explore the existing challenges, effective strategy implementation, and the impact of technology implementation in a global context. The research process began with the identification of topics and research questions that focused on how technology can be an effective tool to improve the efficiency and effectiveness of human resource management at the international level. In the context of international HRM, companies often face unique challenges, such as the digital divide that affects access to technology in different countries, as well as employee resistance to change caused by the implementation of new technologies. Research questions were formulated to explore how organizations can overcome these challenges

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

through appropriate strategies, as well as how the impact of technology can be measured in improving employee experience and organizational performance. Data collection was carried out by identifying and collecting relevant literature from various sources, including books, journal articles, and research reports that discuss issues related to the application of technology in international HRM. The sources were selected based on their credibility and relevance to the research context, using academic databases such as JSTOR and Google Scholar. This process allowed the researcher to gather diverse perspectives and understand the different approaches that have been taken by companies around the world. The collected data was then analysed to identify key themes that emerged from the literature. This analysis involved grouping information based on challenges, implementation strategies and expected impacts of technology use. In the context of international HRM, this also included understanding how different cultures, regulations and business practices may influence technology adoption. In this way, the researcher was able to generate new insights that not only identified problems but also offered practical solutions that could be implemented by organizations in different countries. Following the analysis, the findings from the literature review were synthesised to provide a more holistic picture of technology adoption in international HRM. This synthesis covered challenges faced, such as the digital divide and resistance to change, as well as effective strategies, such as employee engagement in the change process and investment in technology infrastructure. A discussion of the findings will place the findings in the context of existing theory and industry best practices, and provide recommendations to HRM practitioners and directions for further research. Through this approach, this study not only provides a deeper understanding of the challenges and opportunities that exist in the application of technology in international HR, but also emphasizes the importance of implementing the right strategy in optimizing the use of technology to achieve competitive advantage in the global market.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

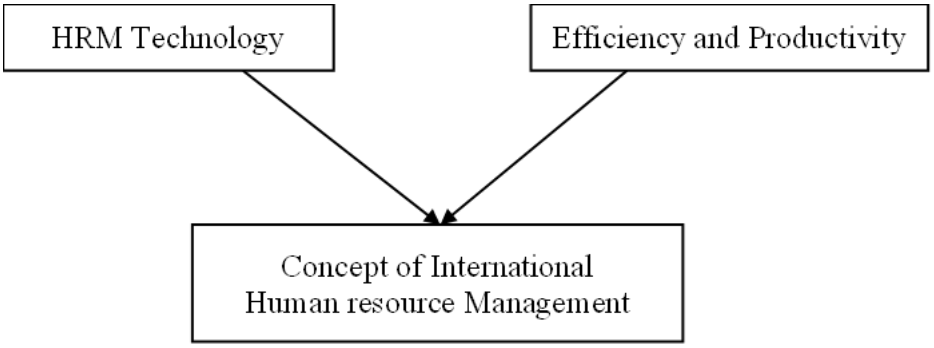


Figure 1. Framework of Research

Source : Data Processed,2025

FINDINGS & DISCUSSION

The results of the thematic analysis show that there are two main approaches taken by HR managers regarding digital transformation. These approaches can be divided into main topics and subtopics. The latter approach was the main focus of the five HR managers who participated in this study. Regarding the role of HR in supporting digital transformation in companies, it can be noted that although all five HR managers involved mentioned their experiences with digital transformation, only one of them emphasized the importance of HR's role in implementing the transformation: "We in HR play a key role in making this change happen." However, all HR managers agreed on how digital transformation has significantly changed HR practices. Among the main topics they raised were workforce planning, recruitment and selection, compensation management, performance management, employee relations, corporate culture, health and safety, training and development, and the various advantages and disadvantages that arise from digital transformation.

In the discussion on workforce planning, one in five HR managers mentioned the use of technology in the forecasting and goal setting phases. In addition, two other HR managers also highlighted that they utilize human resource information systems (HRIS) to facilitate the planning process. However, in terms of recruitment and selection, all HR managers agreed that they use HRIS. Two HR managers even explained the application of technology in selection techniques, such as simulations and psychometric tests. One of them said, "Psychometric assessments are assessments that are done online. We also have other special assessments, one of which is called e-skills, which is a simulation

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

exercise for skills in finance, accounting, and computers. All of this is possible thanks to new technology." In addition, one participant also explained how technology has facilitated talent management and succession planning, especially in terms of identifying talent within the company. "Our system helps us not only find the right candidates for the right jobs, but also high-potential candidates who may be suitable for future jobs."

In this regard, only one participant mentioned the use of HRIS in performance management. Meanwhile, in compensation management, three HR managers discussed the use of technology, especially the digitization of certificates. They stated, "We are working to digitize most of the certificates, for example the monthly Excellence Certificate. Every employee receives a digital certificate, and there are different types of certificates or messages that employees can receive as a reward for outstanding performance." They also mentioned the use of HRIS. Regarding the main topic of training and development, all five participants discussed the implementation of e-learning as a comprehensive training method in their company. One participant explained, "We introduced e-learning as part of our digital transformation. Thanks to technology, employees can take training anywhere, even from home." The software is also used to identify training needs (a participant) and simplify the training registration process (a participant). Other participants also emphasized how digitalization affects training objectives, given that more and more employees need to be trained in information technology skills.

“We have to forecast, as I said earlier, what type of future training we need, to prepare our workforce to fit in the technological world or digital world”.

On the topic of health and safety, two participants discussed the use of technology in digital signage, while another talked about wearable technology. One mentioned, “We have wearable technology that can measure leaks, heat, and toxic gases, which helps us identify risky environments.” Two other participants also highlighted the use of technology to improve security. They explained, “All of our doors are usually locked with a key code or card. As soon as something happens, all the doors will open again, allowing people to exit the building without any obstacles. These are some of the steps we take for health and safety.”

At the same time, companies are increasingly using technology to simplify, accelerate, and improve their human resource (HR) practices and procedures, rather than focusing solely on data analysis and related analytical planning. Although Human Resource Information Systems (HRIS) are used by the companies involved in this study to improve the accuracy and responsiveness of information (Kassim et al. , 2012), the use of this technology to address organization-wide issues, develop strategies, and

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

implement organizational change is still minimal (Kassim et al. , 2012). One of the important findings of this study is the increasing use of e-learning in the five companies that are undergoing or have undergone a digital transformation process. As stated by Cheng, Wang, Mørch, and colleagues (2014), e-learning is becoming an increasingly popular choice among companies due to its efficiency and ability to deliver information in a timely manner. In addition, improvements in communication are also a significant finding that has an impact on all companies studied. The relationship between digitalization and communication has been discussed previously in the literature (Attaran, 2003) and the results of this study further strengthen this understanding.

The use of Human Resource Information Systems (HRIS) is very common in the organizations involved in this study. HR professionals are also encouraged to utilize the data stored in their HRIS to formulate, design, and implement strategies. The use of HRIS not only speeds up the process but also increases the efficiency and effectiveness of data analysis, which can influence strategy formulation. However, one limitation of this study is the limited sample size, so the results of the study cannot be generalized. Therefore, it is recommended to conduct further research to examine the changing role of HR in the digital era using a larger sample. This study can also explore two approaches to the role of HR: support for digital transformation and the resulting revolution in HR practices. Another recommendation is to conduct research on business analytics in organizations and the use of information from HRIS to guide strategy. Finally, the results of e-learning can also be examined, considering that this method is widely used in the organizations participating in this study.

Advantages of Using Technology in International Human Resource Management

The use of technology in international Human Resource Management (HRM) has brought significant benefits to companies operating in the global market. One of the main advantages is the increase in operational efficiency. By adopting a human resource information system (HRIS), companies can automate various administrative processes, such as employee data management, payroll, and reporting. This automation not only reduces the time required to complete these tasks, but also allows the HR team to focus on other strategic functions, such as organizational development and workforce planning. This reduces workload and minimizes the chances of human error.

In addition, technology also plays an important role in improving the quality of the recruitment process. Artificial intelligence (AI)-based tools and data analytics allow companies to screen applicants more effectively. Using advanced algorithms, companies

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

can analyze resumes and determine the most suitable candidates based on predefined criteria. This process not only speeds up recruitment but also improves the quality of the candidates selected, as the system can consider various factors that humans may miss.

Technology also provides convenience in employee training and development. Dare's learning platform and learning management system (LMS) allow companies to provide more flexible and affordable training to employees spread across multiple locations. Employees can access training materials anytime and anywhere, which increases participation and retention of information. In addition, technology enables more interactive and engaging training, such as the use of videos, quizzes and simulations, which is especially important in a global context where employees may have different training needs.

Improved communication and collaboration are also significant advantages of using technology in international HRM. With modern communication tools such as Slack, Microsoft Teams, and Zoom, companies can increase interaction between teams spread across different countries. These technologies allow employees to communicate in real-time, share information, and work together on projects without geographical restrictions. This improved communication not only increases productivity but also strengthens relationships between employees, which contributes to a positive organizational culture.

Data-driven decision-making is another aspect that benefits from the implementation of technology. By using data analytics, companies can collect and analyze employee information more effectively. The insights gained from this data can be used to make better decisions in human resource management, including workforce planning, career development, and retention strategies. Data-driven decisions enable companies to be responsive to dynamic market changes and needs.

In a complex global environment, compliance with labor regulations and laws in different countries is critical. Technology can assist companies in ensuring that they comply with applicable regulations. HRIS systems can be equipped with features that coordinate regulatory changes and alert HR teams when changes need to be adjusted. This not only reduces legal risks but also enhances the company's reputation in international markets. Lastly, the use of technology in HRM contributes to an improved overall employee experience. With easier access to information, training, and communication, employees feel more engaged and valued. Employee portals that allow access to personal information, payroll, and benefits also increase transparency and employee satisfaction. A positive work experience has a direct impact on employee retention and productivity.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Overall, the benefits of using technology in international Human Resource Management are significant. From operational efficiency to improved recruitment quality and employee experience, technology has become an essential tool in helping companies effectively manage human resources in the global marketplace. By optimally utilizing technology, companies can increase their competitiveness and achieve their strategic goals in an international context.

Challenges in Technology Implementation, Strategy Implementation, and Impacts and Future Prospects in International Human Resource Management

The application of technology in international Human Resource Management (HRM) offers many advantages, but also faces a number of significant challenges. One of the main challenges is the digital divide that exists across countries. In many regions, inadequate technological infrastructure can hinder access to the tools and systems needed to effectively manage human resources. This can lead to inequities in the application of good HRM, where companies in developed countries can take advantage of advanced technology, while companies in developing countries may be stuck in traditional practices.

In addition, resistance to change among employees is also a significant challenge. Many employees may feel uncomfortable with new technology, especially if they feel that it may replace their roles. Research by Stone and Dulebohn (2013) shows that the successful implementation of technology in HRM is highly dependent on employee acceptance. Therefore, it is important for companies to address these concerns through clear communication and adequate training.

Another challenge to consider is compliance with different regulations in different countries. Each country has unique labor laws and regulations, and the technology used in HRM must comply with these regulations. This can be complicated, especially for multinational companies that operate in multiple buyers. Failure to comply with regulations can result in legal sanctions and losses.

To overcome this challenge, companies need to develop a comprehensive implementation strategy. First, it is important to conduct an in-depth needs analysis to understand the technology tools and systems that best suit the organization's needs. This includes considering factors such as company size, geographic location, and organizational culture. Second, companies must involve employees in the implementation process. Through transparent communication and effective training, companies can help employees understand the benefits of new technology and how it can improve their work.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Research by Marler and Fisher (2013) shows that employee involvement in the change process can increase the level of acceptance and implementation success. Third, companies must ensure that they have adequate technology infrastructure. This includes investing in the necessary hardware and software, as well as ensuring that all employees have adequate access to the technology. In addition, companies should consider working with a technology provider that has experience in implementing HR systems in various countries.

The impact of implementing technology in international HRM can be very positive if done right. First, technology can improve operational efficiency by automating administrative processes, allowing HR teams to focus on strategic functions. This can save significant costs and time. Secondly, implementing technology can improve the quality of decision-making. By using data analytics, companies can gather better insights into employee performance, satisfaction levels, and turnover trends. This information can be used to make better decisions in human resource management, including workforce planning and retention strategies. Third, technology can improve the overall employee experience. With easier access to information, training, and communication, employees feel more engaged and valued. Employee portals that allow access to personal information, payroll, and benefits also increase transparency and employee satisfaction. On the other hand, looking ahead, the direction of technology in international HRM will be increasingly influenced by trends such as artificial intelligence (AI), predictive analytics, and blockchain technology. Artificial intelligence can be used to improve recruitment and training processes, while predictive analytics can help companies forecast workforce needs and identify potential problems before they become crises. Blockchain technology also has the potential to increase transparency and security in employee data management. By using blockchain, companies can ensure that employee data is managed securely and transparently, which can increase employee trust in the company. In addition, with the rise of remote work and telecommuting, technology will play an important role in supporting this new working model. Companies will need to adapt to new ways of communicating and collaborating, and ensure that employees remain connected and engaged despite working remotely. Overall, despite the challenges of implementing technology in international HRM, with the implementation of the right strategies and the utilization of innovative technologies, companies can reap significant benefits and prepare for a better future in human resource management.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

CONSLUSION

The application of technology in international Human Resource Management (HRM) offers significant opportunities to improve operational efficiency, decision-making quality, and employee experience. While there are many benefits to be gained, challenges such as the digital divide, resistance to change, and regulatory compliance in different countries remain obstacles that need to be overcome. Implementation of a comprehensive strategy is essential to overcome these challenges. Engaging employees in the change process, conducting in-depth needs analysis, and ensuring adequate technology infrastructure will be key to success. With the right approach, companies can leverage technology to drive innovation and improve competitiveness in the global market. Looking ahead, trends such as artificial intelligence, predictive analytics, and blockchain technology will continue to shape the HRM landscape. Companies that are able to adapt to these changes and make optimal use of technology will be better equipped to face future challenges and achieve their strategic goals. As such, technology is not only a tool for efficiency, but also a key enabler for better and more effective human resource management on an international level.

REFERENCES

Becker, B. E., & Huselid, M. A. (2006). Strategic Human Resources Management: Theory and Practice. In The Sage Handbook of Human Resource Management (pp. 53-77). Sage Publications.

Brewster, C., Chung, C., & Sparrow, P. (2016). Globalizing human resource management. Routledge.

Bondarouk, T., & Brewster, C. (2016). Conceptualizing the relationship between technology and HRM. The International Journal of Human Resource Management, 27(4), 433-456.

Jain, P., & Singh, S. (2021). The impact of digital transformation on human resource management: A review and research agenda. Journal of Business Research, 124, 200-215.

Klaas, B. S., McClendon, J., & Gainey, T. W. (2012). E-HRM: The evolution of the role of technology in human resource management. SAGE Open, 2(4), 1-14.

Marin, I. F., & Marin, I. (2023). The future of work and the role of technology in HRM: Trends and implications. Human Resource Management Review, 33(1), 100800.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Mäkelä, L., & Suutari, V. (2020). The role of technology in global talent management: A review and future research directions. International Journal of Human Resource Management, 31(17), 2195-2217.

Marler, J. H., & Fisher, S. L. (2013). An evidence-based review of e-HRM and strategic HRM. The International Journal of Human Resource Management, 24(1), 1-22.

Parry, E., & Tyson, S. (2011). Desired goals and actual outcomes of e-HRM. The International Journal of Human Resource Management, 22(3), 457-474.

Stone, D. L., & Dulebohn, J. H. (2013). Emerging issues in theory and practice of e-HRM. The International Journal of Human Resource Management, 24(5), 1030-1038.

Fenech, R., Baguant, P., & Ivanov, D. (2019). The changing role of human resource management in an era of digital transformation. Journal of Management Information & Decision Sciences, 22(2).

Sutrisno, S. (2023). The Role of Information and Communication Technology in Improving the Efficiency of Human Resource Management Administration. Jurnal Minfo Polgan, 12(1), 1315-1324.

M. Omar, A. Zakaria, & B. Mohamed, "The determinants of employee attitude towards e-HRMA: A study ofengineering company in Malaysia," Information Management and Business Review, vol. 7, no. 4, pp. 117-121, 2015. https://doi.org/10.22610/imbr.v7i4.1169

F. Conte and A. Siano, "Data-driven human resource and data-driven talent management in internal and recruitment communication strategies: an empirical survey on Italian firms and insights for European context," Corporate Communications: An International Journal, vol. 28, no. 4, pp. 618-637, 2023. https://doi.org/10.1108/ccij-02-2022-0012

A. Elmortada, C. Mokhlis, A. Mokhlis, & S. Elfezazi, "Innovations in HR management: a content analysis approach,"Marketing and Management of Innovations, no. 1, pp. 182-191, 2020. https://doi.org/10.21272/mmi.2020.1-14

B. Parsehyan. "İnsan kaynakları yönetiminde dijital dönüşüm: İK 4.0." Turkish Studies - Information Technologies and Applied Sciences, vol. 15, no. 2, pp. 211-224, 2020, https://doi.org/10.29228/turkishstudies.41930/

T. Enkhjav, Z. Szekanecz, & E. Varga. "Reconsidering HR competency models: entrepreneurship and digital competency." Technology Transfer Innovative Solutions in Social Sciences and Humanities, pp. 12-14, 2021,https://doi.org/10.21303/2613-5647.2021.001663

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

S. Evseeva, O. Evseeva, A. Burmistrov, & M. Siniavina. "Application of artificial intelligence in human resource management in the agricultural sector." E3S Web of Conferences, vol. 258, article 01010, 2019, https://doi.org/10.1051/e3sconf/202125801010

R. Pillai. "Technology and talent analytics for talent management – a game changer for organizational performance." International Journal of Organizational Analysis, vol. 28, no. 2, pp. 457-473, 2019, https://doi.org/10.1108/ijoa-01-2019-1634.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.