



THE INFLUENCE OF DIGITIZATION ON TALENT ACQUISITION AND RETENTION STRATEGIES

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Abstract

The profound shift towards digitalization within companies demands comprehensive restructuring across all aspects of the organization. This study examines how the adoption of digital technologies impacts strategies for managing talent. By analyzing the factors influencing the attraction and retention of skilled individuals, we aim to explore potential variations in resource allocation among companies. Our research focuses on a sample of 314 Indian companies actively engaged in digital transformation endeavours. Data pertaining to these organizations were collected through a questionnaire distributed to their managerial staff. To evaluate the assumptions of our model, we utilized structural equation modelling as the statistical approach. The findings substantiate the hypotheses posited by our model, underscoring the role of digital transformation in shaping talent management practices and bolstering efforts to attract and retain talent.

Keywords: Digital metamorphosis, Skilful resource oversight, Digital readiness gauge, Attracting skilled personnel, Retaining top talents.

1. INTRODUCTION

Currently, the economy and society are changing towards digitalization, which affects all aspects of business and relationships (Morakanyane et al., 2020). This change extends beyond internal processes and alters the way of working, creating challenges and opportunities for behavior, work culture, usability capability, and leadership (Kane et al., 2017).

The excellent Digitalization brings many benefits, consisting of extended income, productiveness and price innovation, in addition to new methods to have interaction with clients (Berman, 2012). frequently this calls for enhancing or editing the prevailing business version to solve the hassle (Downes and Nunes, 2013; Bican and Brem, 2020). virtual transformation frequently entails adapting business models to conform to the changing technological surroundings (Kotarbe, 2018).



Virtual techniques typically include the dedication of present day and future activities, the use of suitable techniques, infrastructure desires, agencies and financing (Teubner, 2013). those elements can be divided into four components: era, changes in fee structure, structural adjustments and financial choices (Matt et al., 2015). warfare is common in businesses during instances of change, highlighting the significance of management in coping with exchange (Robbins, 2008; Matt et al., 2015).

This look at aims to research the effect of virtual transformation on management talents and the way companies increase capabilities and keep thoughts via digitalization (Schiemann, 2014; Hatum, 2010; Gaggnon and Kurata, 2016; Promsri, 2019). Addressing these problems calls for inspecting how businesses adapt their techniques to fulfill the needs of the virtual age (Sethibe and Steyn, 2015). virtual transformation entails lots extra than generation investments; it calls for adjustments in business models, practices and price chains (Kiron and Spindel, 2019). the use of technology by myself is not a trade; corporations have to use the ability of generation to support exchange (Vial, 2019).

Virtual transformation is not limited to decreasing costs; It relies on era and organizational change to be triumphant inside the virtual environment (grey and Rumpe, 2017; Osterwalder, 2009). It has a vast impact at the enterprise, kind and management practices required for the improvement of new HR strategies for expertise management within the virtual age (Soule et al., 2016). At its middle, virtual transformation is an organizational alternate that emphasizes the function of human beings in using this variation (Alunni and Llambás, 2018).

We will explain the framework of this study and the hypotheses we aim to check. we will then element the method adopted and gift our findings.

In the end, we finish our take a look at, speak its obstacles, and suggest avenues for future studies. emphasised the essential role of leadership in virtual transformation. additionally, information management methods won't be transferable to the digital world (Bock, 2015).

For digital transformation to achieve success, agencies have to create new competencies and executives should recognize the various affects of digitalization on their personnel and operations (George et al., 2016; Wang et al., 2016). Such measures require a strategic change that not simplest improves the worker's abilities however also improves the relationship among people, processes and era (Desmet et al., 2015; Dörner and Meffert, 2015). therefore, organizational exchange pushed by way of technological tendencies need to be accompanied via adjustments in shape, management, behavior and subculture (Wade and Marchand, 2014; Kohnke, 2017).

The ideas that emerge from digital transformation have a profound effect on all factors of an organization; It transcends borders and impacts products, techniques, sales strains and deliver chains (Berman, 2012; Barco, 2016). A key task in understanding why some agencies conflict with their digital adventure relates to skills management (Frankiewicz and Chamorro-Premuzic, 2020).

Many instructional studies have addressed information control (Boxall et al., 2007; Scullion et al., 2010; Huang and Tansley, 2012; Tansley et al., 2012; Dries, 2013; Crane and Hartwell, 2019). The impact of digital transformation in companies (Gallardo-Gallardo et al., 2019) the principle converting elements in companies encompass control, enterprise international, virtual



tradition and new HR techniques suitable for the virtual age (Bendak et al., 2020; Downes and Nunes, 2015; Wakefield et al. , 2019).

The potential to seize fee is crucial to the achievement of virtual transformation, and constructing and successfully building a skilled organization of generation, information, and technique specialists is an essential step in virtual transformation tasks (Davenport and Redman, 2020).

The advantages of digitalization are diverse and consist of sales, productiveness, new cost creation, and new techniques of purchaser interplay (Berman, 2012). consequently, enterprise fashions need to be changed or modified to be able to solve monetary and environmental troubles sustainably in the destiny (Downes and Nunes, 2013; Bican and Brem, 2020). In fashionable terms, virtual transformation entails adapting or changing the business model to adapt to the changing technological environment (Kotarbe, 2018).

War in companies is a common phenomenon in trade (Robbins, 2008). effective alternate leadership that engages all stakeholders via trade is important in decreasing this resistance (Matt et al., 2015). additionally, although the term “virtual adulthood” has many definitions, such as phrases including the digital transformation of the enterprise, the maturity stage of the business enterprise is also critical (Chanas and Hess, 2016).

2. THEORETICAL FRAMEWORK

In current generation environment, there's an interest in knowledge innovation affects business (Abedrapo, 2014; Rauter et al., 2019). particularly, human factors are perception to play the essential position inside the back of the introduction of know-how (Reagans and Zuckerman, 2001). consequently, many research have investigated the position of individuals in assisting monetary hobby and emphasized that their contributes to the use of latest and present capabilities (Camelo et al., 2000; Li et al., 2006). Therefore, human resources are crucial for information contracting and enterprise innovation (Becerra and Álvarez, 2011).

Powerful management of new business processes calls for a sociotechnical approach that includes all aspects of the company, inclusive of people, processes and technology-related problems (Cormican and O'Sullivan, 2004). Moreover, organizations face regular stress to enhance the effectiveness and performance of their HR functions via rethinking how they manage their personnel (Mackea and Genarib, 2019; Brewster and Larsen, 1992).

Strategic control generally investigates inner elements that affect performance thru the lens of resources and abilities, analyzing a organisation's assets of aggressive advantage (Wernerfelt, 1984; Barney, 1991). more importantly, human assets in an enterprise may be a capability that provides aggressive benefit (Wright et al., 2001). Usually speaking, the price of a resource isn't innate however derives from its capability to guide an expansion of sports (Porter, 1991). Each other important aspect derived from belongings and technological competencies is generation, that could boom the general performance and competitiveness of the organization and produce new demanding situations and possibilities for organizational improvement (Ynzunza Cortés et al., 2013). Technology is the potential to facilitate the introduction of technology and business knowledge and facilitate verbal exchange that is critical to the operation of the employer (Ynzunza Cortés et al., 2013).



This collective perception can also be finished to the world of virtual transformation, wherein the dynamism introduced via generation becomes vital. techniques that facilitate innovation encompass cultural exchange, human capital, and control (Oke et al., 2009; Leonard and Sensiper, 1998; Lawson and Samson, 2001; Naranjo-Valencia and Calderon-Hernández, 2015).

2.1. Talent management

In 1998, a McKinsey consulting group recommended the “struggle for talent”, emphasizing the important function of skills in using organizational achievement (Michaels et al., 2001). in view that then, talent control has been diagnosed as an essential component for organizational fulfillment and the important thing to making sure organizational longevity (Beechler and Woodward, 2009 ; Gallardo-Gallardo et al., 2015).

At the identical time, abilities management has attracted the attention of researchers and specialists, leading to the increase of studies investigating various aspects of the sector (Boxall et al., 2007; Scullion, 2013; Thunnissen, 2019; Claus, 2019). One examine indicates the impact of organizational context on human sources and recommends adjustments to first-rate practices for particular contexts (Boxall et al., 2007; Thunnissen, 2016). different research suggest that control skills result in a effective effect at the control of human sources (Dries, 2013; Szierbowski-Seibel and Kabst, 2017; Beraha et al., 2018; Kaufman, 2020).

Unique definitions of skills management check with key sports including attracting, retaining, developing and deploying skills (Scullion et al., 2010; Thunnissen, 2016). In 2013, Meyers et al. an overview of numerous talent theories, their interpretation, and their effect on the control of organizational sources.

This article aims to investigate the effect of digital transformation on talent management in businesses (Gallardo-Gallardo et al., 2019). Given the evolution of talent studies, there may be a developing recognition of the need to assess how the internal and outside environment of organizations influences talent management (Thunnissen et al., 2013). within the context of the virtual age, agencies nonetheless face competencies shortages in some areas whilst seeking to adapt to new demanding situations (Chambers et al., 1998; Wójcik, 2017).

Tarique and Schuler (2010) recognized outside (globalization, demographics) and inner (integration, abilities) factors that lead to shortages. consequently, organizational leaders need to undertake long-term talent control strategies to make certain competitiveness inside the international marketplace and avoid events that can cause violence in the short term (Temkin, 2008).

In state-of-the-art surroundings pushed by changes together with digitalization, automation of labor, and globalization of work, highbrow capital or skills are essential for achievement (Kiron and Spindel, 2019). Tunison et al. (2013) help a crucial method that emphasizes monetary and non-financial development thru the control of character, organizational and social abilities. Cappelli and Keller (2014) investigated the effect of task uncertainty on control competencies and practices.

Modern day group of workers is numerous, cell and professional, so groups need to manipulate their global personnel (Briscoe et al., 2009; Tarique and Schuler, 2010). expertise control is often taken into consideration an interdisciplinary subject informed by way of human useful



resource management, supply chain management, advertising and aid control (Sparrow and MakramWhat, 2015). when we bear in mind skills control as a hard and fast of methods and practices, it is essential to recognize the elements of skills management that make the corporation effective (Sparrow and MakramWhat, 2015). Many studies underscore talent management's holistic approach, encompassing talent attraction, identification, development, retention, and deployment to meet human capital needs and enhance organizational performance (Scullion et al., 2010; Beechler and Woodward, 2009; Cappelli, 2008). As organizations navigate digital transformation, they must rethink HR strategies, especially those aimed at talent acquisition and retention (Lund et al., 2016; Doppler and Lauterburg, 2005).

Given these considerations, we propose the following hypotheses to examine the impact of digital transformation on talent management:

H1. An organization's digital transformation process impacts talent management.

2.2. Digital transformation

The system of digital transformation entails the introduction of novel enterprise models and the exploration of emerging market opportunities (Catlin et al., 2015). This transition necessitates large investment in growing virtual abilities, aligning them with overarching business techniques (Lorenzo, 2016). Such talent improvement have to be holistic, spanning across diverse organizational dimensions together with strategy, personnel culture, management frameworks, commercial enterprise methods, and technological infrastructure (Lorenzo, 2016).

Digital transformation environments rely on how corporations adapt to digital transformation in the external environment (Downes and Nunes, 2013; Porter and Heppelmann, 2014). this modification is frequently had to reply to the converting conduct of customers, partners, personnel and competition within the digital international (Matt et al., 2015). furthermore, generation is best a small a part of digital transformation. different factors along with method development, expertise control, design and management play an identical or greater crucial function in assisting digital transformation (Kane, 2017; Bharadwaj et al., 2013).

Moreover, digital transformation encompasses shifts in enterprise models, organizational structures, and societal dynamics (Kevles et al., 2017). This transformative process disrupts now not only patron interactions but also internal workflows and value propositions (Westerman et al., 2012; Morakanyane et al., 2020). The pervasive impact of virtual technologies and business improvements extends to various domains, inclusive of cultural shifts, altered competitive landscapes, heightened client expectations, and the emergence of novel challenges and opportunities for groups worldwide. consequently, virtual transformation.

Emerges as a paramount strategic imperative for all varieties of businesses (Korachi and Bounabat, 2020).

Digitization goals to overhaul whole corporations by means of reimagining client value propositions, streamlining fee-delivered procedures, and revolutionizing paintings methodologies. Accompanying this change is the vital for strong leadership able to navigating challenges, information era's transformative ability, and fostering big-scale improvements (Earley, 2014). moreover, digital transformation provides an remarkable possibility for HR departments to steer worker way of life, nicely-being, and engagement, thereby augmenting an



agency's aggressive facet via fee efficiencies, improved productivity, and novel production methodologies (Fitzgerald et al., 2013).

Digital transformation strategies entail reconfiguring products, procedures, and organizational structures in reaction to technological advancements. these techniques make bigger beyond mere procedural changes, encompassing shifts in product offerings, carrier shipping mechanisms, and standard enterprise fashions (Matt et al., 2015). The efficacy of a virtual transformation method lies now not in its technological sophistication alone however also in its scope and alignment with broader organizational goals. even as much less digitally mature groups may additionally cognizance on discrete technological interventions, mature counterparts are seeking holistic commercial enterprise transformation (Kane et al., 2017).

Across industries, businesses have to always re-evaluate their current enterprise models vis-à-vis emerging opportunities and adapt them to the digital technology (Westerman et al., 2014; Gannon, 2013). spotting this imperative, current scholarly discourse has introduced the concept of digital adulthood, synonymous with phrases like virtual readiness or digital transformation index. virtual maturity gauges an organisation's progress in its virtual transformation adventure, providing insights into the numerous transformational trajectories businesses undertake (Chanias and Hess, 2016; Tilson et al., 2010).

Assessment of digital maturity index entails evaluating an organization's technological readiness and its capacity to leverage technology-driven advancements. This index illuminates the organizational struggle to keep pace with evolving digital standards while preparing for future technological paradigms. Despite ongoing advancements, many organizations remain ill-prepared for the forthcoming technological disruptions, necessitating concerted efforts to bridge the digital divide (Curran et al., 2017).

We include virtual transformation as an independent variable in our research framework. We use design to measure in which companies are integrating virtual transformation into their strategic vision. specially, we use the digital adulthood Index to measure the level of digital transformation and consider it as an crucial indicator for clinical studies that allows the continuing research of the continued phenomenon (Jacquez-Hernández and López Torres, 2018; Tilson et al. 2018). even as digital strategy adapts ICT and enterprise strategy, virtual transformation strategy includes envisioning, planning and executing the transformation manner (Matt et al., 2015).

In enhancing the fulfillment of digital transformation endeavors, companies need to domesticate new organizational capabilities at the same time as ensuring leaders grasp the multifaceted implications of digitalization for his or her personnel and enterprise operations (Wang et al., 2016; Desmet et al., 2015; Wade and Marchand, 2014). through fostering a lifestyle conducive to virtual innovation, investing in worker schooling, and appointing leaders supportive of digitization initiatives, agencies can free up the entire capacity of digital transformation (Ancarani and Di Mauro, 2018).

In mild of in advance research, we expect that digital transformation within corporations will effect abilities control as follows:

H2.1. The digital transformation of organizations influences abilities appeal.

H2.2. The virtual transformation of businesses impacts information retention.

3. METHODOLOGY

3.1. Population and sample

The study focuses on Indian companies exhibiting intermediate to advanced stages of digital transformation across four sectors: industry, construction, commerce, and other services (Table 1). Employing a random sampling method ensures the sample's representativeness and facilitates extrapolation of the findings to the broader population.

According to the Indian Chamber of Commerce's study on digital transformation in India, 35% of companies have advanced digital transformation strategies, while 50% operate at an intermediate level.

The sample selection process leveraged the Digital Readiness Assessment Maturity Model (DREAMY) Digital Maturity Index (De Carolis et al., 2017). This model employs a maturity scale ranging from 1 (minimal maturity) to 5 (maximal maturity). Companies failing to reach level 3 were excluded from the sample, as they did not meet the minimum threshold for average digital transformation maturity. Table 2 illustrates the sample distribution across sectors.

Table: 1

Business sector	% Companies
Total sectors	3,152,332
Industry	27.55 %
Construction	8.99 %
Trade	17.57 %
Rest of services	54.86 %

Source: Ministry of Statistics and Programme Implementation (2024).

Table 2: Distribution of Sample by sector

BUSINESS SECTOR	Frequency	%		Cumulative %
Industry	102	32.4		32.4
Construction	70	22.3		54.7
Trade	35	11.1		65.8
Rest of services	107	34.2		100.0
Total	314	100		

Source: Own elaboration.

Within our pattern, groups with workforce starting from a hundred to 500 employees constitute 38.2% of the total, at the same time as those with 500 to a thousand employees represent 37.9%, and those with over 1000 employees make up 23.nine%. Statistics critical for speculation testing had been amassed through a questionnaire. The questionnaire development took place in two levels: the initial phase worried item advent, observed by means of content material validation. Each employer's questionnaire become finished by a senior manager, typically maintaining positions together with Human sources Director, ICT Director, or trendy supervisor.

3.2. Variables

3.2.1. Independent variables

We introduce virtual transformation as an unbiased variable in our research framework. We degree virtual transformation the use of the digital adulthood Index with three key symptoms:



commercial enterprise model, tradition and leadership (Jacquez-Hernández and López Torres, 2018). Those metrics are often used to look at the phenomenon of digital transformation. To validate our model, we examined whether or not those signs are associated with digital transformation in step with the extent of development. The index used to degree the digital adulthood Index is an critical detail in understanding every company's progress in its digital transformation. The Digital Maturity Index serves as a metric for an organization's capacity to leverage and derive benefits from technology. It also underscores the ongoing struggle companies face in keeping pace with technological advancements and mergers (Curran et al., 2017).

For this investigation, we opted for three distinct digital maturity models from among several available options:

1. McKinsey's Digital Ratio (Catlin et al., 2015).
2. Skills Maturity Model (Paulk et al., 1993).
3. A customized adaptation of the Digital Readiness Assessment Maturity Model (DREAMY, Digital Readiness Assessment Maturity model) (De Carolis et al., 2017).

3.2.2. Dependent variables

The established variable is the one impacted or inspired by way of the unbiased variable. In our investigation, we purpose to examine whether or not virtual transformation (the unbiased variable) influences expertise control (the dependent variable). Conventionally, talent management encompasses HR strategies devised to draw and preserve talent. as a consequence, in our study, we selected 3 structured variables: skills control, which encompasses numerous HR practices spanning talent enchantment, improvement, and retention.

- Expertise control: This variable encapsulates all endeavors related to overseeing the talent life cycle, spanning from enchantment to improvement and retention (Schiemann, 2014).

To measure this variable, we employed the PRH-33 scale (Boada-Grau and Gil-Ripoll, 2011), which comprises two sub-factors:

- 1) Development: This aspect pertains to nurturing the professional advancement of individuals within the organization, emphasizing teamwork, leadership, adaptability to change, and innovation.
- 2) Formalization: This dimension involves the implementation of structured processes, procedures, and tools, emphasizing documentation such as business plans and management frameworks.

The PRH-33 scale encompasses the subsequent 15 facets of human resources control:

1. Values and organizational subculture
2. Job description and evaluation
3. Internal conversation
4. Education and development
5. Overall performance assessment
6. Recruitment and selection



7. Compensation and blessings
8. Onboarding and separation techniques
9. Group of workers making plans
10. Organizational weather and motivation
11. Group dynamics
12. Exchange management
13. Leadership styles
14. Employee family members
15. Profession development plans

On this take a look at, 28 out of the 33 gadgets constituting the scale were utilized to streamline the questionnaire that specialize in objects maximum applicable to the studies targets. Additionally, eight objects had been delivered to enhance the evaluation of human useful resource practices regarding expertise attraction and retention.

- **Talent attraction:** This variable delves into the strategies organizations employ to recruit suitable individuals effectively, ensuring the acquisition of talent with the requisite skills and competencies when needed. It is gauged through four items: the types of talent required, recruitment strategies, talent development initiatives, and retention strategies.

- **Talent retention:** worker allegiance to the enterprise is paramount for sustained organizational success and profitability. Corporations ought to create an surroundings enticing enough to foster employee loyalty and limit turnover charges. a few research shows that a strong business enterprise logo can lessen turnover and decorate employee commitment. This variable is classified using objects tailored from Hillebrandt and Bjorn (2013), along with an item on e-recruitment usage from Eckhardt et al. (2014).

3.3. Statistical analysis of data

Upon completion of the questionnaire data collection phase, we proceeded with statistical analysis using SPSS version 25. Initially, variables were computed through recoding processes, enabling numerical transformations of existing variables. This transformation facilitates statistical calculations by converting nominal items into numerical scales. Subsequently, to evaluate the hypotheses, structural equation modeling was employed, utilizing the SmartPLS 3.2.3 software as per Ringle et al. (2015).

4. RESEARCH FINDINGS

To assess wishes, we use structural equation modeling, a statistical technique which can estimate effects and relationships between a couple of variables. This version allows us to observe the relationship in preference to causation between the variables and the latent.

The technique starts with the PLS-PM set of rules, that is an iterative system the usage of a number of unique products. This algorithm simplifies the calculation of outside weights, latent variable scores, and loadings. it works, in part, via reading blocks sequentially, changing simple and a couple of linear regression.



The set of rules proceeds through the subsequent steps:

1. Inside the initial segment, weights are given to calculate the ratings for the latent variables.
2. Then, direction coefficients are anticipated by means of regressing the anticipated ratings of the latent variables towards the connection standards.
3. Ultimately, loadings were obtained from the correlation among latent and show up variables.

The number one degree of our take a look at includes comparing the reliability and validity of the reference version. inner consistency, which represents assemble reliability, become assessed using the composite reliability index, which is better than Cronbach's alpha due to the determination of variable weights. An index cost of zero.7 or higher indicates validity (Nunnally and Bernstein, 1994), as shown in table 3, confirming the reliability of the version.

Convergent validity confirms that a tough and fast of indicators represents a single assemble (Henseler et al., 2009). not unusual variation extracted (AVE) measures the share of version explained through a selected indicator, and a threshold price of zero.50 shows suitable validity (Fornell and Larcker, 1981). The results in table 3 show the overall performance of our model.

As soon as the reliability and validity of a bring together are hooked up, validity discrimination may be evaluated to ensure independence of indicators. this is carried out with the aid of Spearman correlation evaluation. Carmines and Zeller (1979) stated that the loading aspect for separation modified into >0.707 and the following index emerge as taken into consideration for removal (Urbach and Ahlemann, 2010; Hair et al., 2011). desk four shows Spearman correlation values, all of that have been above 0.8, besides for some of variables that were barely above 0.seventy five. This shows that there can be a relationship near the threshold, there is truly discrimination.

Considering the reliability of latent constructs or variables, the consistency of their symptoms is found through aspect loadings. signs and symptoms under the encouraged threshold (<0.707) may be eliminated and the model re-estimated (Carmines and Zeller, 1979; Hair et al., 2011; Urbach and Ahlemann, 2010). In our PLS algorithm, composite reliability exceeds 0.8 in all instances, surpassing the recommended threshold for validity (>0.7) (Hair et al., 2011; Malhotra, 2004). furthermore, all extracted variance values exceed 0.5, indicating legitimate factors at the convergent degree.

The Fornell and Larcker (1981) criterion shows that the rectangular root of AVE need to surpass the correlations among a gather and others. while this situation is met across all cases, the version is considered valid in a discriminating manner.

Once we confirm the reliability and validity of the model through numerous analyses, we begin checking out the hypothesis. We to start with finished PLS-SEM evaluation without considering the outcomes. This evaluation focuses nice at the principle outcomes of the latent variables in the model. The transition from primary outcomes to structural models happens with the aid of together with factors and their interactions and then calculating smooth effects in region of critical consequences (Henseler and Fassott, 2010).



Table 3: Reliability and construct validity analysis.

Reliability and construct validity	Composite Reliability Index	Average Variance Extracted (AVE)
Digital maturity	0.797	0.576
Talent attraction	0.962	0.926
Talent management	0.965	0.932
Talent retention	0.748	0.525

Source: Own Elaboration

Clearly put, the principle effect measures the alternate inside the stage of the based variable at the same time as the character variable increases through using one unit at the same time as the opposite variable stays unchanged (*ceteris paribus*). In assessment, simple consequences degree the exchange in the degree of the installed variable whilst the unbiased variable will increase via one unit, the structured variable is at zero, and other fixed variables. to analyze the connection among individual variables and the three variables, we completed a simple regression analysis to gain route coefficients

Those coefficients variety between +1 and -1 and suggest the magnitude of the relationship between variables. A value close to +1 or -1 indicates a robust relationship, and a cost of zero shows a weak dating. If the coefficient contradicts the sign in the hypothesis, the speculation may be rejected. The outcomes proven in desk 5 show that there's a widespread and moderate courting among the man or woman variables and the three variables.

We then evaluate the validity of the version the use of the coefficient of dedication R2, which represents the goodness of match. Researchers agree to apply different values to interpret R2 values: Falk and Miller (1992) suggest a minimal value of 0.10; Chin and Marcoulides (1998) consider that threshold values of zero.sixty seven, zero.33, and zero.10 were used for social, fair, and bad, respectively. , Hair et al. (2017) said that the robust, medium and vulnerable correlation thresholds are 0.75, zero.50 and zero.25, respectively.

As proven in table 6, our R2 values are mild, with all factors exceeding 0.20. no matter the moderate nature of the effects, they validate the equation, explaining at least 20% of the variance. to assess the effect of digital adulthood on the 3 structured variables, we appoint the f2 distribution, a continuous opportunity distribution measuring changes in R2. Values of zero.03, zero.15, and 0.35 represent low, medium, and high impact sizes, respectively.

All effects of the "digital transformation" variable fall within the average range of zero.15 to zero.35, as provided in table 7, confirming their validity. because the PLS distribution lacks normality, traditional significance trying out is unfeasible. rather, we make use of bootstrapping, which analyzes the robustness of indicator masses and the significance of variable relationships. through calculating subsample distributions, we achieve widespread errors to compute scholar's t-values, with significance usually set at 1.ninety six (0.05) and 2.fifty eight (0.01) (Hair et al., 2017).

All factors show off T-values more than 1.96 and P-values much less than 0.half(desk eight), as indicated in desk thru bootstrapping analysis, we establish the statistical significance of all 3 hypotheses, demonstrated by scholar's t-values. thus, our examine confirms and accepts all the three hypotheses.

5. CONCLUSION AND PRACTICAL IMPLICATIONS

The findings enrich our comprehension of how digital transformation impacts talent management, attraction, and retention. Recent research on talent management underscores the significant interest within the academic community regarding the role individuals play within organizations, particularly in today's digital landscape. One defining aspect of HR in the digital era is its capacity to convert data into actionable insights (Bondarouk and Brewster, 2016). Talent turnover entails not only direct expenses like recruitment and training but also concealed costs such as decreased productivity, adaptation periods, and adverse effects on the employer's image.

Table 4: Discriminant validity analysis

Discriminant validity	Digital Transformation	Talent Attraction	Talent Management	Talent Retention
Digital Transformation	0.759			
Talent Attraction	0.758	0.905		
Talent Management	0.573	0.862	0.965	
Talent Retention	0.600	0.811	0.765	0.809

Source: Own elaboration

Table 5: Path coefficient analysis.

Coefficient Path Attraction	Talent	Talent Management	Talent Retention
Digital Transformation	0.556	0.613	0.624

Source: Own elaboration

Table 6: Coefficient of determination analysis

Coefficient of determination	R2
Attraction of talent	0.642
Talent management	0.642
Retention of talent	0.547

Source: Own elaboration

Table 7: Distribution analysis f2

Coefficient f ²	Attraction of talent	Talent management	Retention of talent
Digital maturity	0.184	0.267	0.377

Source: Own elaboration

Table 8: T statistics T (Bootstrapping).

T statistics (Bootstrapping)	Original Sample	Sample mean	Standard deviation	T statistics	P Values
Digital- Maturity> Attraction of talent	0.234	0.241	0.086	1.998	0.047
Digital- Maturity> Talent management	0.200	0.199	0.112	2.664	0.008
Digital- Maturity> Retention of talent	0.530	0.506	0.134	3.960	0.000

Source: own elaboration.

The COVID-19 pandemic has increased the use of digital tools in the workplace, making it particularly important to explore the impact of digital transformation on talent management.



This research highlights the strong connection between digital transformation and talent management, as organizations rely on digital advancements to recruit and retain employees. Talent management innovation has become an asset that drives customer value and financial performance.

Effective attraction and retention of talent are imperative for organizational success. Existing literature highlights how technological progressions in the current digital landscape are leveraged to enhance talent management practices. Amid the pursuit of digital maturity, there's a significant risk of transformational setbacks due to limited resources and skill shortages. Notably, digital work platforms, leveraging Big Data, bolster HR department efficiency in talent management, yielding performance enhancements and cost reductions. This fosters a more balanced talent ecosystem in the digital era, leading to increased employee engagement, satisfaction, and productivity.

These advancements unfold amidst a backdrop of continual innovation, prompting companies to evolve their organizational cultures towards more progressive models. Novel work methodologies facilitate the attainment of sustainable competitive advantages over time. The hypotheses validated in our empirical study affirm a positive relationship between the independent variable (digital transformation) and dependent variables (talent management, attraction, and retention), indicating digital transformation's favorable impact on talent management practices.

Within the theoretical framework guiding our research, talent emerges as a critical determinant shaping organizational strategies, whether in terms of personnel-role alignment, succession planning for pivotal positions, or other corporate requisites. Organizational adaptation is increasingly contingent on technological advancements, necessitating the restructuring of core business processes.

Amidst these shifts - underscored by technological advancements and the demand for specialized skills like data analytics and engineering - companies may face challenges in meeting their talent needs entirely. Consequently, competition for talent intensifies, compelling organizations to adopt proactive talent attraction and retention strategies superior to their competitors. This entails enhancements in HR policies such as career advancement opportunities, competitive compensation and benefits, labor flexibility, and compliance with international labor regulations.

5.1. Contribution to corporate management

In our theoretical framework, we're announcing that funding in generation on my own does not same virtual transformation. Our number one contribution lies in defining virtual transformation as a management alternate pushed via technology together with huge information, artificial intelligence or humanities that facilitate the transformation of business models (Downes and Nunes, 2013). Virtual transformation isn't always just about reducing charges; it's far approximately growing distinctive commercial enterprise fashions thru digitalization. Consequently, HR departments want to evolve talent management approaches that are generally designed for the pre-digital age, to this new digital surroundings (Kane et al., 2017). The digitalization of commercial enterprise gives new ways to maintain, attract and sell expertise, have an impact on organizational tradition and create new enterprise models. With new era, humans are getting essential gear in businesses.



Acknowledging that digital transformation offers novel avenues for gaining aggressive advantages and setting people at its middle, HR departments have to proactively spearhead internal transformative tasks (Lal, 2015). Aligning with the insights from the "New global traits in Human Capital 2018 (Deloitte university Press)" report (Abbatiello et al., 2018), ahead-questioning corporations are pioneering innovative skills practices. these practices encompass improving and streamlining the work experience, in addition to embracing standards like design questioning and behavioral economics, encapsulated beneath the umbrella of the "digital HR" technique.

5.2. Limitations of the empirical study

The study faces several limitations, beginning with the data collection method, which relied on hand-delivered surveys. This approach's effectiveness is contingent upon companies' willingness to participate by completing the questionnaire. Secondly, the study grapples with the ambiguity surrounding key terms like "digital transformation" and "talent," which carry varied interpretations across the scientific community. Another limitation arises from the diverse sectors represented in the sample, introducing potential bias despite efforts to mitigate it. To address this, we homogenized the selection criteria based on companies' digital maturity levels, excluding those with low digitalization levels. Lastly, while applying the common method variance helps alleviate issues associated with the Structural Equation Method (PLS SEM), it's essential to acknowledge its limitations. Despite these constraints, the model's assumptions were rigorously tested and validated, enhancing the credibility of the study's findings.

5.3. Future lines of research

The study's outcomes suggest several avenues for future research, both for the scientific community and businesses, spanning various aspects of our investigation. Firstly, there's a need for a deeper exploration of the concept of talent to mitigate ambiguities surrounding its definition. Secondly, it's advisable to delineate research streams focusing separately on talent attraction and retention. This approach could facilitate the development of more targeted strategies for each aspect. Thirdly, investigating whether effective talent management positively influences the digital transformation process and conversely, whether inadequate management hampers it, would be valuable.

Furthermore, there's potential for a study examining companies undergoing digital transformation, assessing whether their approach entails a management overhaul focused solely on digital aspects like operational processes, technology, and sales channels, or whether they also prioritize the human element in this transition.

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