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# Determination of Information Technology, Recruitment and Training towards Talent Management

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**Abstract.** Literature review research on the determinants of information technology, recruitment and training on talent management is a scientific literature article in the scope of human resource management science. The purpose of this HR management literature research is expected to build a hypothesis of the influence between variables which can later be used for further research. The approach or method used in this literature review research is descriptive qualitative. The data collection technique used is literature study or analyzing relevant previous research. The data used in this descriptive qualitative research was obtained from previous research that is relevant to this research and sourced from academic media such as articles published in the Scopus Elsevier Journal, Emerald, Sage, Web of Science, Sinta Journal, DOAJ, EBSCO, Google Scholar and e-books. The results of this literature review are: 1) Information Technology influences Talent Management; 2) Recruitment influences Talent Management; and 3) Training influences Talent Management.

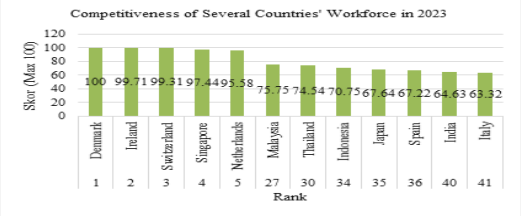
**Keywords:** Technology, Training, Talent management

## INTRODUCTION

In the ever-changing digital environment, firms confront tremendous problems and opportunities in managing their talent. Information technology (IT), recruitment, and training all play important roles in developing an efficient talent management plan. The context for this topic includes several essential aspects that influence an organization's effectiveness in attracting, developing, and maintaining the talent required to fulfill long-term business objectives. According to the research [1], talent management is critical for achieving an organization's competitive edge. Organizations must therefore understand the factors that drive talent management.

Companies or organizations must be able to manage talent for their personnel in order to fully realize each individual's potential. Talents that are not appropriately utilized by the company might lower employee enthusiasm and involvement, negatively impacting employee performance.

**Table 1. Labor competitiveness**




Based on the data in table 1 above, it is known that the country with the best labor competitiveness is Denmark with a score of 100 (ranking 1) out of a total of 64 countries ranked. Then Indonesia got a score of 70.75 (ranking 34) out of a total of 64 countries ranked, below the rankings of Thailand, Malaysia and Singapore from Southeast Asia. This shows that the competitiveness of the Indonesian workforce is still lacking, which can be caused by various things, one of which is poor talent management.

First, it is impossible to exaggerate the importance of information technology (IT) in talent management. IT has transformed how businesses manage personnel data, streamline the recruitment process, automate performance evaluations, and give strong analytical tools for decision-making. Management information systems (MIS) aid in the collection and analysis of employment-related data, hence facilitating succession planning and employee development. Information security is also a big problem, given the significance of safeguarding sensitive employee data from external threats. Process automation improves efficiency in performance management and training administration, whilst decision support systems (DSS) provide detailed insights into training demands and development potential. Despite the obvious benefits of IT, many organizations continue to struggle with efficient technology integration and realizing its full potential in people management [2].

Second, recruitment is the cornerstone of effective talent management. An successful recruitment process guarantees that firms can attract and choose qualified applicants with the necessary skills and competences. To reach qualified individuals, use recruitment resources wisely, such as job portals, social media, and recruitment agencies. An efficient, competency-based selection process aids in discovering individuals that not only meet the technical requirements but also fit into the organization's culture. Strong employer branding attracts top talent by projecting a favorable image as a desirable workplace. A favorable applicant experience during the recruitment process also helps with talent retention, since a good first impression can boost new employee satisfaction and loyalty. Performance appraisals throughout the recruitment process aid in analyzing candidates' competencies and anticipating their future contributions. However, many firms continue to struggle with fine-tuning their recruitment processes in order to truly capture and keep top talent [3].

Third, training is an essential component in growing people and preparing them for future problems. Training needs analysis is a crucial initial step in determining which skills and knowledge need to be developed. An appropriate training program should contain approaches that are specific to the participants' needs, such as classroom-based training, e-learning, or hands-on training. Effective training implementation increases employee abilities and competences, hence facilitating performance management by providing a foundation for more objective evaluation. The evaluation of the training process ensures that the implemented program meets its objectives and provides the anticipated advantages. Continuous growth, achieved through ongoing professional development programs, ensures that people are motivated and have opportunities to learn and develop. Despite

the obvious benefits of training, many businesses still struggle to quantify the true impact of their training programs and verify that they are in line with the company's strategic goals [4].

Overall, these background challenges underline the significance of successfully integrating IT, recruitment, and training into a personnel management plan. Organizations must constantly adapt to technological and labor market developments in order to attract, develop, and retain the best individuals. While the benefits of this integrated strategy are obvious, issues in implementation and quantifying performance remain significant obstacles that must be overcome. Understanding and tackling these variables allows firms to develop a more successful and sustainable talent management approach, eventually supporting their long-term success.

Based on the background of the problem described above, the formulation of the problem or research objectives that can be used as further research hypotheses include: 1) Does Information Technology affect Talent Management?; 2) Does Recruitment affect Talent Management?; and 3) Does Training affect Talent Management?.

## METHODS

The approach used in this study is descriptive qualitative. Where analyzing previous studies that are relevant to this study, with the aim of obtaining and developing hypotheses, which can be used for further research. The data used in this study were obtained from academic media, reputable journals, and academic platforms such as Scopus Elsevier, Emerald, Sage, WoS, DOAJ, EBSCO, SINTA and GARUDA journals. A systematic literature review (SLR) is a careful and methodical effort in which all relevant research literature is identified, evaluated, and examined to provide answers to specific research questions. When conducting qualitative analysis, it is important to apply the literature review consistently in accordance with methodological assumptions. Due to its investigative nature, qualitative analysis is mostly carried out for this purpose, [5].

## RESULTS AND DISCUSSION

### Results

The following are the research results used to consider the context and formulation of the problem:

### Talent Management

Talent Management is a strategic process inside a company that comprises planning, developing, and managing skilled persons to help achieve corporate goals. Talent management entails finding and choosing high- potential individuals, honing their abilities via training and experience, and managing their careers to maximize their value to the organization. The goal is to ensuring that the company has the right talent, in the right roles, with the right abilities, and at the right time, to support the organization's long-term growth and success [6].

Dimensions or indicators that include Talent Management variables include: 1) Succession Planning: The practice of identifying potential successors for important roles in an organization. It entails identifying persons with the potential to play significant roles in the future and organizing their development to suit those demands; 2) Employee Development: The process of enhancing employees' skills and talents through training, coaching, and work experience. It helps people attain their maximum potential and prepares them for further responsibility; 3) Performance Management: The process of evaluating and appraising employee performance to ensure that it meets expectations and contributes to the organization's objectives. It includes goal-setting, regular

appraisals, and constructive criticism;
4) Talent Retention: Strategies and practices for retaining talented individuals in an organization. It includes controlling salaries and awards, as well as establishing a fulfilling work atmosphere; and
5) Career Planning: A method for assisting individuals in planning and managing their professional development inside a business. It entails creating career development plans that are consistent with individual ambitions and the demands of the organization [7].
Talent Management is relevant to previous research that has been studied by: [8], [9], [10], [11].

**Information Technology**

Information technology is the use of hardware, software, and systems to manage, store, process, and transmit information. In the context of an organization, information technology refers to computer systems, networks, and applications that support corporate operations, communications, and decision-making. Information technology offers process automation, efficient data processing, and instant access to information, increasing the organization's productivity and effectiveness [12].

Dimensions or indicators that include the Information Technology variable include: 1) Management Information Systems (MIS): Technologies for collecting, storing, and analyzing data to aid decision-making. MIS generates reports and information required for operational and strategic management; 2) Information Security: The measures used to safeguard data and systems against dangers such as hacking, malware, and unauthorised access. Information security safeguards the confidentiality and integrity of an organization's data; 3) Process Automation: The use of technology to replace or speed up manual processes such as data entry and administrative chores. Automation improves efficiency and lowers the possibility of human error; 4) Data Management: The process of gathering, storing, and managing data to assure the accuracy and availability of necessary information. This encompasses database administration and data policies; and 5) Decision Support Systems (DSS): Technologies that aid decision-making by delivering pertinent data and analysis. DSS enables managers to make better, more informed decisions [13].
Information Technology is relevant to previous research that has been studied by: [14], [14], [15].

**Recruitment**

Recruitment is the process of discovering, looking for, and choosing qualified people to fill open jobs within a business. Recruitment entails several phases, including analyzing workforce needs, creating job descriptions, advertising opportunities, and interviewing and evaluating individuals. The fundamental goal of recruitment is to attract and choose individuals who best match the organization's qualifications and needs, as well as to assure that they will contribute positively to the company's success [16].

Dimensions or indicators that include the Recruitment variable include: 1) Recruitment Resources: The means and channels used to attract candidates, such as job postings, company websites, and recruiting agencies. These resources determine the quality and quantity of the available candidates; 2) Selection Process: The methods used to evaluate and choose the best candidates for open positions. This includes interviews, skills testing, and background checks; 3) Employer Branding: Efforts to present a company as an appealing place to work for prospective employees. Strong branding can boost a company's desirability and recruit high-quality people; 4) Candidate Experience: A candidate's total experience throughout the recruiting process, from application to final decision. A great candidate experience can improve a company's reputation and attract additional applications; and 5) Recruitment Performance Assessment: Evaluates the

performance of the recruitment process, including time to fill, cost per hire, and candidate quality. This assessment is useful for analyzing and enhancing recruitment techniques [17].
Recruitment is relevant to previous research that has been studied by: [18], [19], [20].

**Training**

Training is the process of improving employees' skills, knowledge, and competences through a variety of educational and experiential approaches. Training programs are designed to help employees increase their technical, management, and interpersonal abilities. They can be delivered through courses, workshops, seminars, or on-the-job training. The goal of training is to better equip individuals to fulfill the demands of their professions, improve their performance, and promote their career development and overall organizational progress [21].

Dimensions or indicators that include the Training variable include: 1) Training Needs Analysis: The process of identifying skills and knowledge that need to be upgraded inside the organisation. This study ensures that the training delivered is matched with employees' requirements and business objectives; 2) Training Program Design: Creating a curriculum and training materials that are appropriate for employee needs. This involves determining the teaching methods, learning materials, and structure of the training program; 3) Training Delivery: Carrying out the designed training program, which includes the delivery of materials, facilitators, and learning activities. Effective delivery ensures that staff get the relevant knowledge and skills; 4) Training Evaluation: The process of determining how effective the training program is in enhancing employee performance. Evaluation consists of participant feedback, assessment of training outcomes, and impact on job performance; and 5) Continuous growth: Programs that encourage employees' continual learning and growth, such as continuing education, advanced courses, and self-directed learning. Continuous development keeps staff up to date on the newest skills and expertise [22].
Training is relevant to previous research that has been studied by: [23], [24], [25].

**Previous Research**

Based on the problem background, problem formulation and research results, a review of relevant previous research was conducted:

**Table 2. Relevant previous research results**

| No | Author (Year) | Research Results | ilarities with this article | rences with this article |
|---|---|---|---|---|
| 1. | [26] | -Information Technology Variables Play a Role in | -This article has similarities in examining the Information | -The difference with previous research is that there is another variable, |

| | | | | |
|---|---|---|---|---|
| | | Talent Management Efficiency<br>-Information Technology Variables Play a Role in Talent Management Effectiveness | Technology variable as its independent variable, and examining the Talent Management variable as its dependent variable. | mely Talent Management Effectiveness as the dependent variable. |
| 2. | [27] | -Recruitment Variables Influence Talent Management in IKCO Iran Company<br>-Selection Variables Influence Talent Management in IKCO Iran Company<br><br>-Development Variables Influence Talent Management in IKCO Iran Company | -This article has similarities in examining the recruitment variable as the independent variable, and examining the talent management variable as the dependent variable. | -The difference with previous research is in the Selection and Development variables which are independent variables, whereas this research uses the Information Technology and Training variables as other independent variables. |
| 3. | [28] | -Training variables affect Talent Management<br><br>-Business Strategy variables affect Talent Management | -This article has similarities in research on the Training variable as the independent variable, and research on the Talent Management variable as the dependent<br><br>variable. | -The difference with previous research is that there is another independent variable, namely Business Strategy. |

**Discussion**

Based on the background of the problem, problem formulation, indicators or dimensions of each variable and previous research relevant to the research variables, the discussion of this literature research is as follows:

**The Impact of Information Technology on Talent Management**

Information technology (IT) has a considerable impact on talent management since it helps many elements of personnel management and development in order to meet organizational goals. Management Information Systems (MIS) enable the collection and analysis of personnel data, which is critical for succession planning. MIS allows firms to preserve information about employee abilities, experience, and potential, making it easier to discover the best applicants for crucial roles in the future. This structured and integrated data enables managers to plan succession more

accurately and strategically.

Information security is critical to securing sensitive employee data. To safeguard privacy and avoid unauthorized access in talent management, information on employee performance, development, and potential must be kept confidential. A solid information security strategy guarantees that this data is not only protected from external dangers, but also managed with high ethical standards, resulting in a safe and trustworthy work environment. Process automation improves efficiency in several areas of talent management, such as staff development and performance management. Automation makes operations like performance reviews and training administration faster and more precise. Automation also offers real-time performance monitoring and reporting, allowing for speedier feedback and more exact identification of training needs. It also alleviates the administrative strain on HR departments, allowing them to concentrate on strategic goals.

Data management is an important component in supporting decisions about talent retention and career planning. A good data management system enables firms to analyze trends in employee satisfaction, turnover patterns, and the efficiency of development programs. This information is invaluable in building more effective retention strategies and career plans that are in line with employee goals and organizational demands. Organizations can make better decisions to boost satisfaction and reduce turnover if they have access to accurate data.

Decision Support Systems (DSS) improve personnel management by providing detailed analytical tools to help with succession planning and staff development. DSS provides predictive analytics and reports to assist with strategic decision-making, such as identifying the best candidates for promotion or identifying skills that need to be enhanced. DSS can help managers make better informed decisions on resource allocation and staff development, eventually supporting organizational goals and enhancing overall performance.

Overall, IT has a substantial impact on personnel management, including process efficiency, data security, and strategic decision support. Effective IT implementation in talent management not only increases process accuracy and speed, but it also allows firms to better manage and develop their talent, optimize resource usage, and meet business objectives.

**The Impact of Recruitment on Talent Management**

Recruitment has a significant impact on talent management since it serves as the foundation for the quality and success of an organization's talent management strategy. Recruitment Resources is the first step in ensuring the success of the recruitment process. Organizations can recruit individuals who meet their skill requirements by using the correct channels, such as job boards, social media, or professional networks. Effective recruitment resources guarantee that candidates obtained have the necessary potential and qualifications, which has a direct impact on succession planning by presenting potential candidates for future critical jobs.

The Selection Process is critical in identifying whether candidates are suitable for the organization's needs and culture. Organizations can use effective selection procedures like interviews, skills tests, and psychological assessments to find candidates that not only meet technical credentials but also align with the company's values and goals. A effective selection process promotes employee growth by ensuring that new hires have the capacity to advance and contribute positively in their roles. Thus, a strong selection process influences succession planning and employee development by putting the right people in the right roles.

Employer branding is a critical component of recruitment that determines how prospective workers perceive the organization. Positive employer branding attracts high-quality personnel

and positions the organization as a desirable place to work. Strong employer branding promotes talent retention because employees who are glad to work for a recognized company are more likely to stay and contribute productively. Furthermore, excellent branding facilitates career planning by providing clear information about the company's growth and development opportunities. The Candidate Experience during the Recruitment Process has a significant impact on Talent Management.

A positive encounter enhances the likelihood of prospects feeling engaged and inspired to join the business. A positive applicant experience involves clear communication, fast processes, and constructive feedback. This helps with talent retention by making a good first impression and impacting employee happiness once they join. A positive candidate experience also helps with performance management by lowering stress and boosting the adaption of new employees, making it simpler for them to integrate into the team and workplace. Performance assessments conducted before and after the recruitment process provide significant information about the candidate's talents and fit for a certain role. Organizations may ensure that newly hired employees not only satisfy initial expectations but also contribute to the attainment of organizational goals by successfully assessing performance. Ongoing performance assessments aid in career planning by offering valuable feedback for individual development and finding possibility for advancement. It also aids staff development and performance management by establishing clear standards and offering the necessary guidance for progress and growth.

Overall, every area of recruitment from recruiting resources to performance appraisals is crucial in laying the groundwork for effective personnel management. Effective and strategic recruiting implementation ensures that organizations not only attract and select the best talent, but also manage, develop, and retain it in a way that aligns with the organization's long-term goals and progress.

**The Impact of Training on Talent Management**

Training is extremely important in talent management since it influences many elements of employee development and management. Training Needs Analysis is the initial stage in determining the effectiveness of a training program. Organizations can uncover skills and knowledge gaps among employees through requirements analysis, which may have an impact on succession planning and employee development. This information enables the development of specialized training programs to satisfy individual and group needs, as well as assisting employees in preparing for critical jobs in the future. Proper Training Program The goal of design is to establish a curriculum that is relevant and suited to the recognized needs. Effective training methods, such as classroom-based training, e- learning, or practical simulations, are important components of good design. A well-designed training program promotes employee growth by giving the skills required to improve performance and prepare them for increased responsibility. It helps with career planning by outlining a clear and structured development path for individuals who desire to rise within the firm.

Effective training improves staff capacities and competences, which directly affects performance management. Employees can sharpen their abilities and perform better at work by implementing proper training programs. Successful training programs help individuals and teams accomplish their performance objectives while also supporting performance management by providing a foundation for more objective and constructive assessments.

Furthermore, proper training promotes talent retention by enhancing job satisfaction and giving opportunity for people to advance. Training Process Evaluation is a key step in determining the effectiveness of a training program that has been implemented. This evaluation measures training outcomes, participant comments, and training's impact on job performance. Effective assessment enables businesses to recognize a training program's strengths and flaws and make the required changes to improve results. Regular evaluations allow firms to verify that training contributes to employee growth and better supports succession planning.

Continuous growth in the context of training refers to the continual effort to give learning and development opportunities to employees throughout their careers. Continuous development programs help to retain people by providing innovative career paths as well as opportunity for ongoing learning and development. It also helps with career planning by giving employees access to additional training and professional development opportunities that can help them accomplish their career objectives. Continuous growth keeps people engaged and committed to reaching their greatest potential inside the firm.

Overall, successful training has a comprehensive impact on talent management. From training needs analysis to long-term growth, every part of training helps to develop skills, increase performance, and retain employees. Strategic and focused training implementation assists firms in developing competent and committed teams, facilitating succession planning, and ensuring long-term success.

**Conceptual Framework**

The conceptual framework is determined based on the formulation of the problem, research objectives and previous research that is relevant to the discussion of this literature research:

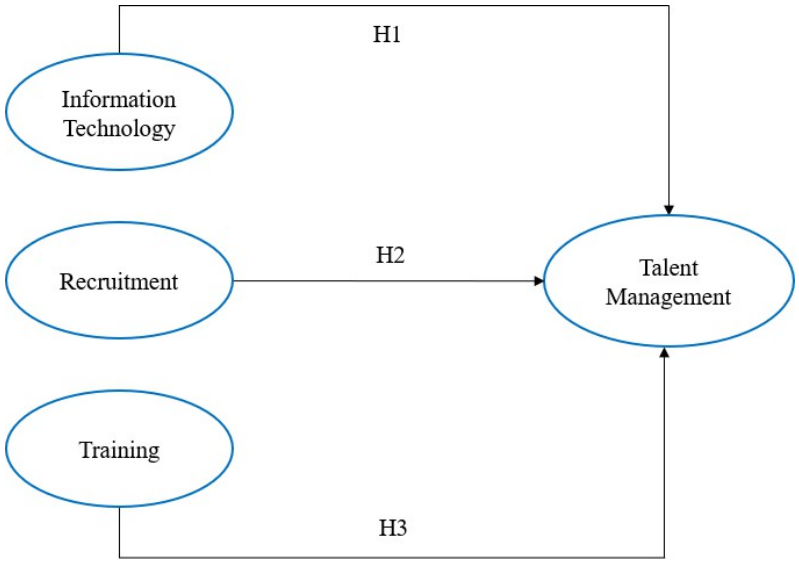



**Figure 1. Conceptual framework**

Based on Figure 1 above, information technology, recruitment and training have an effect on talent management. However, in addition to the variables of information technology, recruitment and training that affect talent management, there are other variables that affect.

## CONCLUSION

Based on the formulation of the problem, previous research results and discussions as well as the conceptual framework above, the conclusions of this study include: 1) Information Technology influences Talent Management; 2) Recruitment influences Talent Management; and 3) Training influences Talent Management.

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