Revisiting Talent Acquisition Strategies in the Digital Age

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Abstract

The digital era has transformed talent acquisition landscapes, presenting organizations with emerging opportunities and challenges in attracting top talent. This paper outlines an examination of talent acquisition practices in the digital era, focusing on the importance of technologies and emerging recruitment strategies, and employer branding. The paper highlights emerging trends and issues in talent acquisition by discussing the transformative impact of digital technologies on current hiring practices. It also explores how organizations are leveraging technologies such as artificial intelligence, and data analytics to synchronize recruitment processes, improve decision-making, and elevate overall recruitment experiences. Concerns regarding the ethical implications such as biases and transparency associated with these technologies are also discussed. Nevertheless, the paper investigates the increasing importance of employer branding and how to leverage digital plat-forms to promote strong and compelling employer brands. The importance of diversity and inclusion in digital talent acquisition is also addressed. It highlights the potential biases embedded in algorithmic tools and proposes the need for fair and inclusive hiring practices, including the promotion of equal employment opportunities. Analysis was conducted to portray the impact of the COVID-19 pandemic on talent acquisition. It examines the shift towards remote hiring, virtual

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onboarding, and the challenges of maintaining conducive organizational culture in a virtual workplace environment. It also underscores the need for further investigation of the long-term impact of the pandemic on talent acquisition practices. The paper identifies future research directions to advance the field of talent management in the modern era, including studies of the effectiveness of digital recruitment methods and the ethical implications of technology-driven talent acquisitional practices. evaluating the ethical implications of technology-driven practices, and investigating the role of artificial intelligence in candidate assessment.

Keywords: Recruitment and Selection, Talent Management, Talent Acquisition, Digital Era, Talent Strategies, Employer Branding

การทบทวนกลยุทธ์เพื่อสรรหาคนเก่งในยุคดิจิทัล

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บทคัดย่อ

ยุคดิจิทัลได้ปฏิวัติวิธีการจัดหา นำเสนอโอกาสและความท้าทายใหม่ ๆ ให้กับองค์กร ในการดึงดูดและคัดเลือกคนเก่ง (Talent) บทความนี้นำเสนอการได้มาซึ่งบุคลากรผู้มีความสามารถสูง ในยุคดิจิทัล ซึ่งมุ่งเน้นไปที่การบรรจบกันของเทคโนโลยี กลยุทธ์การสรรหา และประสบการณ์ ของผู้สมัคร โดยการสังเคราะห์วรรณกรรมที่เกี่ยวข้องรวมทั้งแนวปฏิบัติที่ดีขององค์กร โดยเน้นแนวโน้ม ที่เกิดขึ้นใหม่และประเด็นต่างๆ ในการได้มาซึ่งคนเก่งเหล่านี้ โดยอภิปรายผลกระทบการเปลี่ยนแปลง ของเทคโนโลยีดิจิทัลต่อการสรรหาบุคลากร โดยจะสำรวจว่าองค์กรใช้ประโยชน์จากเทคโนโลยี ต่าง ๆ เช่น ปัญญาประดิษฐ์ และการวิเคราะห์ข้อมูลขนาดใหญ่เพื่อปรับปรุงกระบวนการสรรหา ปรับปรุงการประเมินผู้สมัคร และการตัดสินใจ ซึ่งก็ยังพบข้อกังวลเกี่ยวกับประเด็นทางจริยธรรม เช่น อคติและความโปร่งใสที่เกี่ยวข้องกับเทคโนโลยีเหล่านี้ นอกจากนี้ยังเน้นย้ำความสำคัญของการสร้าง ภาพลักษณ์และแบรนด์นายจ้างที่แข็งแกร่งโดยใช้ประโยชน์จากแพลตฟอร์มดิจิทัลเพื่อดึงดูดและ ดึงดูดผู้สมัคร ความท้าทายและโอกาสในการสร้างแบรนด์ของนายจ้างในยุคดิจิทัลนั้น รวมถึง ความสำคัญของการเล่าเรื่องราว ความสอดคล้องและสม่ำเสมอในการสื่อภาพลักษณ์ของ แบรนด์นายจ้าง และผลกระทบของสื่อโซเชียลมีเดียที่มีต่อการรับรู้ของผู้สมัคร ความหลากหลายของ ผู้สมัครและการคัดสรรอย่างครอบคลุมนับเป็นประเด็นที่มีความสำคัญอย่างยิ่งเช่นกัน บทความ ชี้ให้เห็นถึงอคติที่อาจฝังอยู่ในเครื่องมือที่ใช้ในการสรรหาและคัดเลือกด้วยเทคโนโลยีอัลกอริทึม ที่แสดงให้เห็นถึงความจำเป็นในการประยุกต์ใช้เทคโนโลยีเพื่อให้ได้มาซึ่งกระบวนการในการคัดเลือก ที่มีความชอบธรรม นอกจากนี้ยังทบทวนบทบาทของแพลตฟอร์มดิจิทัลในการขยายฐานการเข้าถึง กลุ่มคนเก่งผู้มีความสามารถหลากหลาย พร้อมเสนอกลยุทธ์ในการลดอคติและแนวทางในการส่งเสริม โอกาสอย่างเท่าเทียมและเป็นธรรม บทความนี้ยังพิจารณาผลกระทบของการระบาดใหญ่ของ โรคโควิด-19 ต่อการได้มาซึ่งบุคลากรคนเก่ง โดยพิจารณาถึงการเปลี่ยนแปลงสู่การจ้างงานนอก

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สถานที่ทำงาน แนวปฏิบัติในการดำเนินการปฐมนิเทศงานออนไลน์ และความท้าทายในการธำรงรักษา วัฒนธรรมขององค์กรและประสบการณ์ของผู้สมัครในระบบออนไลน์ การศึกษานี้สะท้อนความจำเป็น ในการศึกษาและวิจัยเพิ่มเติมเกี่ยวกับผลกระทบระยะยาวของการแพร่ระบาดต่อกลยุทธ์การจัดหา คนเก่งผู้มีความสามารถ รวมถึงโอกาสและความท้าทายที่องค์กรต้องเผชิญเพื่อเพิ่มประสิทธิภาพ ของกลยุทธ์การสรรหาและคัดเลือกคนเก่ง โดยเสนอประเด็นเพื่อเสริมองค์ความรู้ อาทิ การพัฒนา ขีดความสามารถเพื่อยกระดับประสบการณ์ของผู้สมัคร การส่งเสริมแนวปฏิบัติที่ดีในการสรรหา บุคลากรอย่างครอบคลุมและเป็นธรรมในยุคดิจิทัล การประเมินผลกระทบด้านจริยธรรมบนแนวปฏิบัติ ที่ขับเคลื่อนด้วยเทคโนโลยี และการตรวจสอบบทบาทของปัญญาประดิษฐ์ในการประเมินผู้สมัคร

คำสำคัญ: การสรรหาและคัดเลือก การจัดการคนเก่ง การสรรหาคนเก่ง ยุคดิจิทัล กลยุทธ์ แบรนด์ นายจ้าง

Introduction

The digital transformations have resulted in modified talent acquisition practices, by lever-aging digital technologies to attract and evaluate talents. Such a move presents both challenges and opportunities for recruitment and selection in the new era. One challenge is the volume of applica-tions received with the ease of submission created by the digital platforms and strategies to manage this becomes essential. Effective screening mechanisms enhance the reliability of online screening and assessment processes (Doe, 2018). Despite such challenges, organizations could extend their outreach to a wider talent pool beyond geographic areas. Digital platforms utilize the networks that expand to connect with potential candidates, no matter where they are residing. For instance, LinkedIn enables users to create their profiles with set-ups that let them share relevant information based on preference, in turn facilitating networking and data exchange between employers and job seekers in a secure environment (Dineen & Allen, 2013). The built-in features even allow them to recommend or received recommendations from supervisors and colleagues. The emergence of online job boards and networking portals offer both parties to expand their search and look for op-portunities based on the abundance of big data stored online (Marchal et al., 2007), thereby improving the efficiency of the hiring process through the utilization of information (Parry & Wilson, 2009).

Organizations may also boost their brand identities and share meaningful messages with candidates, allowing them to understand the core values and mission from publicly available information on websites. Many organizations are cognizant of the need to effectively communicate their values, culture, and opportunities through digital channels to attract the right talent. Compelling employer branding messages and a positive online presence are thus essential. Second, organizations should carefully select and utilize digital platforms aligned with their recruitment goals and target audience. Different platforms offer distinct features, demographics, and engagement levels. Understanding the target talent pool and choosing relevant platforms enhances reach, engagement, and visibility among potential candidates. Lastly, the ethical use of data analytics is vital in recruitment and selection. While data provides valuable insights, organizations must ensure privacy and data protection. Adhering to regulations, transparent data practices, and mitigating biases in decision-making processes are crucial for fairness and inclusivity (Doe, 2018).

In today's work environment, many organizations face the need to adapt their talent acquisition strategies to further engage with contract workers such as gig workers and freelancers. They may utilize online platforms and talent intermediaries to access these highly-sought talents. The dynamism of talent recruitment terrains has led to the need for targeted hiring approaches, including talent mapping and relationship building with potential candidates who may not consider job switching at that moment. Technology advancements allow new innovative acquisitional tools to flourish, making the processes more synchronized and efficient, elevating data-driven tools to aid informed decision-making. The availability of candidate and job-related data allows organizations to analyze the insights to support enhanced recruitment outcomes (Stone et al., 2015). Data analytics and predictive modeling approach enable organizations to identify patterns, spot trends, and synthesize performance indicators that contribute to their decision-making regarding hiring (Fali-agka et al., 2012). Such tools expand the variety of choices and alternatives for hiring managers and recruiters alike so that they could select the tool most suitable for their needs and circumstanc-es.

Talent acquisition in the new era is influenced by macro-level trends such as global economic conditions, demographic shifts, and technological advancements. The operative environment, encompassing internal factors like organizational goals and culture, as well as external factors like the gig economy and talent market dynamics, further shape talent acquisition strategies. Embracing technology and data-driven approaches while addressing ethical considerations is crucial for organizations seeking to acquire and retain top talent in this rapidly evolving landscape.

Talent acquisition landscape

Talent acquisition has garnered considerable scholarly attention due to its significance within talent management processes. The exploration of talent intermediaries, internal and external talent marketplaces, and the integration of technology in talent acquisition has been a focal point in academic discussions. These developments have presented both opportunities and challenges, including the shift towards external talent acquisition over internal development (Bidwell, 2013; Cappelli, 1999). At a broader level, talent flows can be effectively managed through the utilization of internal and external labor markets. Departing from the conventional

notion of a lifelong career with limited mobility, contemporary workers exhibit a greater degree of flexibility and autonomy in selecting occupations and sectors that align with their preferences. The concept of career ladders, which entails the progressive mastery of lower-level tasks to acquire the requisite skills for advancement, has significantly influenced internal labor mobility (Osterman, 1987). However, scholars contend that internal careers seldom adhere to a pre-determined ladder structure, with the idea of a job opening representing a distinct position within the overall progression (Minet, 1987; Bidwell, 2017).

As employees ascend the ladder toward the next available opening, their previous positions become vacant, providing opportunities for other individuals to assume these roles. This dynamic process results in changes in status and compensation for those occupying the uppermost rungs (Spiderman & Lunde, 1991). Despite instances where external hires may experience faster promotions compared to their internally promoted counterparts, internal promotion continues to offer advantages in terms of motivation and retention (Chan, 1996). In certain circumstances, internal mobility may occur even in the absence of immediate job openings, such as when new positions are created or through the attainment of seniority, a common occurrence in academia. The reciprocal learning between organizations and employees emerges as a prominent benefit of internal hiring practices (Bidwell, 2017).

Employers have recognized the significance of talent acquisition, including concepts such as talent intermediaries, internal and external talent marketplaces, and the role of technology. The evolving landscape presents both opportunities and challenges, such as the increased emphasis on external talent acquisition as opposed to internal development. At the macro level, talent flows can be managed through internal labor markets and external labor markets. Contrary to the traditional notion of a lifelong career, workers now move across positions and organizations over time, climbing the corporate ladder (Bidwell, 2013).

The notion of career ladders, which involves developing specific skills needed for advancement, is influential in internal labor mobility. Scholars have argued that internal careers are not strictly linear but rather a series of job openings and advancements (Minet, 1987; Bidwell, 2017). As employees climb the ladder, their previous

positions become vacant, creating opportunities for others to fill them. While external hires may be promoted more quickly in some cases, internal promotion offers advantages in terms of motivation and retention. Internal mobility can occur even in the absence of open positions, such as when new roles are created or through the accumulation of seniority (Minet, 1987; Pinfield, 1995). This mutual learning between the organization and employees contributes to the benefits of internal hiring (Bidwell, 2017). Firm-specific abilities, referring to knowledge acquired within a particular organization, play a crucial role in internal mobility (Becker, 1993). These abilities make employees more productive within their organizations compared to new hires who need time to acquire the same knowledge (Doeringer & Piore, 1971). Higher levels of internal training, technological advancements, and permanent contracts can enhance internal mobility (Bayo-Moriones & Ortin-Angel, 2006; Pfeffer & Cohen, 1984).

The evolving job market allows individuals to seek employment opportunities that align with their preferences and skills. Many workers are aware that their industry-specific skills can command higher pay when they choose to switch jobs, especially within the same industry (Bidwell, 2017). Executives who switch companies often receive significant salary increases, while internally promoted individuals experience a significant increase in responsibility levels (Bidwell & Mollick, 2015). The rise of social networks has also facilitated outward mobility, as workers can leverage their professional connections to explore new opportunities (Dobrev, 2005). Therefore, talent acquisition encompasses various aspects, including internal and external mobility, firm-specific abilities, and the impact of technology. Understanding these dynamics can assist organizations in effectively managing their talent acquisition strategies and supporting the career development of their employees.

External recruitment offers several advantages, including cost savings and the transfer of skills and knowledge (Bidwell, 2017). Hiring individuals with specialized talents, such as innovators who create patents, can lead to positive outcomes through the dissemination of knowledge. To maintain a readily available talent pool, it often comes with significant investments in training and development that could instead be transferred to external competitors. External hiring, therefore, becomes an attractive option to respond to changing human capital demands (Cappelli, 2008). Poaching is becoming a popular practice that firms use to recruit employees from their current employers

(Dokko & Jiang, 2017). This method is popular especially with organizations with limited resources since they could reap benefits from poaching desired talents rather than invest in internal development, thereby contributing to the increasing external flows of talent (Bidwell & Briscoe, 2010). Although external recruitment may bring about cost benefits and knowledge transfer, deliberate considerations should be in place to consider potential drawbacks such as retaliation. Firms should note that balancing between optimal levels of external and internal recruitment strategies is critical in managing their talent flows that align with corporate objectives.

Much of contemporary HR practices pointed towards the increasing importance of line managers over the HR system, and signaling a lessening importance of the traditional career ladder structure. Lifetime employment strategies, such as long-term workforce planning, succession planning, and internal career development, are being abandoned by many companies, resulting in a convergence of internal and external job movements. This is reflected in the adoption of internal systems resembling external job boards for publishing open positions and networking to identify upcoming internal vacancies before their formal announcement. However, these new practices may have adverse effects as they prioritize short-term workforce needs over long-term planning, including talent development and succession planning at higher levels (Cappelli & Keller, 2017).

Both internal and external hiring strategies come with their advantages and disadvantages. One unresolved issue is how organizations allocate their limited resources to select candidates from talent markets to fill strategic positions. In the past, internal promotions filled a significant number of vacancies, but changing business environments have led to an increased reliance on external hires (Cappelli, 2009). Consequently, numerous labor market intermediaries, commonly known as talent intermediaries, have emerged. These intermediaries act as mediators between individual workers and companies, facilitating the matching of talent with job opportunities and addressing disputes (Autor, 2009).

The role of talent intermediaries

Talent intermediaries, a specific type of labor market intermediary, focus solely on supplying high-performing talent for critical roles within organizations (Bonet & Hamori, 2017). Executive search firms are one example of talent intermediaries that introduce

a triangular relationship, altering the dynamics between employers and employees (Bonet & Hamori, 2017). The literature on talent intermediaries highlights the emergence of online platforms such as social networking websites and online job boards in the context of advancing technology (Dineen & Allen, 2013). These platforms offer greater access to diverse and highly skilled talent pools, shifting the emphasis from traditional legal screenings and checks (Chapman & Webster, 2003). Contemporary HR practices are witnessing shifts towards decentralization and the convergence of internal and external job movements. The adoption of talent intermediaries and online platforms reflects the changing dynamics of talent acquisition in response to technological advancements. However, it is important to consider the potential drawbacks and implications of these evolving practices on long-term talent management and organizational planning.

The quality and diversity of applicant pools generated through e-recruitment tools have been a subject of skepticism among academics (Stone et al., 2013; Stone et al., 2015), despite arguments suggesting a larger pool of candidates (Breaugh & Starke, 2000; Cappelli, 2001). Advancements in system capabilities and technical breakthroughs have aimed to address concerns regarding the perceived artificial and impersonal nature of e-recruitment. Enhanced features enable recruiters to identify passive candidates and encourage their interest in job transitions, utilizing interactive cookie-based mechanisms and mobile compatibility (Dineen & Allen, 2013).

Social media in recruitment

Social media platforms like LinkedIn provide users with the ability to independently build and update public profiles, fostering networking opportunities within their user networks. Online networking services assist organizations in gathering information from a wide range of potential talent, utilizing search criteria and posting options to access comments and recommendations from other users who may have worked with or supervised the potential candidates (McGrath, 2012). In certain cases, built-in algorithms even score applicants based on information available on the plat-form, demonstrating a level of consistency comparable to human evaluations (Faliagka et al., 2012). Furthermore, these platforms can help recruiters and employment agencies identify passive talent even if users are not actively seeking new job opportunities (Bonet & Hamori, 2017).

Social recruitment platforms also serve as a means to convey corporate branding strategies to attract potential job prospects. Additionally, they can engage with communities or target talent within specific segmented groups, as highlighted by Cascio and Graham (2016). To streamline assessment processes for both organizations and candidates, simulations such as online games and virtual portals have been developed as screening tools or job previews (Laumer et al., 2012; Peck, 2013). Another technology that provides hiring companies access to a large pool of job seekers and their stored information is online job boards, where job openings are posted to match candidates with relevant opportunities. Advancements in e-recruitment tools, online networking platforms, and job boards have introduced new possibilities and efficiencies in talent acquisition, though debates persist regarding the quality and effectiveness of these digital approaches.

Job boards offer businesses access to a wide talent pool, comprehensive job coverage, and the ability to compare applicants based on recorded data, resulting in improved hiring effectiveness and faster information utilization (Parry & Wilson, 2009). However, researchers have examined the potential drawbacks and biases associated with job board usage. Bagues and Labini (2009) found that job seekers tend to submit more applications when they have access to multiple online job portals, making it more challenging to hire them for specific positions. Caution must be exercised in the use of job boards to avoid over-reliance on software in the matching process, which may not align with the genuine interests of both parties (Marchal et al., 2007). On the other end of the talent intermediary spectrum, offline platforms such as search firms and temporary staffing organizations remain popular among businesses. Bonet & Hamori (2017) distinguish between retained search firms and contingency search firms, both of which rely on fees collected from clients or employment agencies. Retained search firms are paid a fixed amount regardless of the outcome, while contingency search firms receive payment only upon successful hiring.

In certain situations, search firms are believed to be more productive than internal recruiters (Brooks, 2007; Shulman & Chiang, 2007). They can be particularly valuable when businesses aim to hire employees from rival companies or when filling positions where the current employee is still present to avoid internal HR conflicts. These firms actively engage in the selection process by filtering, presenting, matching, and mediating to ensure their clients are placed in high-quality jobs (King et al., 2005). Search firms are considered

active talent hunters with access to larger talent pools and a proactive approach to tracking passive candidates who may be open to appealing job opportunities. They are also perceived to possess more accurate information about applicants compared to hiring firms, with some claims suggesting they are more successful in acquiring and verifying such data (Finlay & Cavendill, 1999). The effectiveness of access to information is influenced by the nature of the relationship maintained. Bidwell & Fernandez-Mateo (2010) suggest that search firms are more likely to obtain sensitive information from candidates they have previously hired or worked with.

Research suggested that search firms are perceived to be more successful in evaluating candidates, ensuring candidate quality, and reducing replacements within a specified time frame at their own expense (Biglaiser, 1993; Cepin, 2012). However, it is worth noting that many search firms rely on unstructured interviews and reference checks in their assessment processes, which have lower selection validity (Clark, 1992). The value of using search firms lies in their ability to serve as intermediaries between clients and prospects, suggesting that their skills in managing triangular connections are more critical than their search methodologies (Khurana, 2002).

One of the prominent trends identified in the review is the growing preference for external hiring over internal talent development. While external hiring brings advantages such as fresh perspectives, knowledge transfer, and cost savings, it can present challenges in terms of assimilating new employees into the organization's culture and processes. Conversely, internal labor mobility allows for the promotion and movement of existing employees within the organization, which can enhance motivation, retention, and mutual learning. However, internal promotions may not always be the fastest route to advancement, as external hires are sometimes promoted more quickly than internal candidates.

The possession of firm-specific skills is highlighted as a significant advantage for internal mobility. These skills, acquired through working within a specific organization, make internal candidates more effective within the firm compared to external hires who would require more time to develop such skills. The review also emphasizes that internal mobility can occur even in the absence of available vacancies, either through the creation of new positions or by attaining appropriate seniority levels.

The role of talent intermediaries in talent acquisition is also of critical importance. Labor market intermediaries, including executive search firms, play a crucial role in connecting high-performing talents with organizations. However, their involvement adds complexity to the employee-employer relationship. Technology, particularly online platforms such as social networking sites and job boards, has revolutionized talent acquisition by providing access to diverse talent pools, facilitating screening and assessment processes, and improving communication between employers and potential candidates.

While technology-driven recruitment methods offer advantages such as broader reach and increased efficiency, there are concerns regarding the quality and diversity of talent pools generated. Biases in the matching process and potential over-reliance on software algorithms are identified as drawbacks of online job boards. Offline platforms, such as search firms, remain popular, particularly in situations where expertise in mediating between clients and candidates is required, or when specific circumstances like talent poaching or organizational politics come into play.

Overall, the review suggests that talent acquisition is a complex process that involves considering various factors. Organizations need to navigate the advantages and challenges of internal and external hiring, leverage firm-specific skills, and effectively utilize talent intermediaries and technology to optimize their talent acquisition strategies.

Employer branding and talent attraction

Employer branding refers to the image, reputation, and perception that an organization develops in the views of current and potential employees (Backhaus & Tikoo, 2004), which plays a critical role in attracting and retaining talents by making them stand out as employers of choice (Barrow & Mosley, 2005). Employer branding thus manifests as a strategy for organizations to formulate a compelling persona that resonates with their target candidates (Edwards et al., 2006). It encapsulates components such as mission, values, culture, workplace environment, career opportunities, and employee experiences (Ambler & Barrow, 1996). As a result, candidates can gain insights regarding these aspects while comparing different firms to determine which aligns with their expectations (Backhaus & Tikoo, 2004). Such ease of information gathering through online platforms urges hiring entities to constantly modify their employer brand propositions and reputation to reflect the desired image (Barber, 1998).

In the digital era, social media further enhances employer branding beyond traditional communicative efforts. Organizations may engage with potential candidates through modern platforms, allowing them to promote the organizational culture, and its core values (Davies et al., 2011). Such active presence both online and offline allows organizations to establish a compelling employer brand and engage with a wider pool of talent, including candidates who may not be actively in search of new jobs but may still be induced by the firm's image and reputation (Sartain & Schumann, 2006).

There are several benefits of employer branding in talent acquisition. First, it attracts quality candidates who are aligned with the core values and mission of the organization, thereby yielding better fit and engagement (Cable & Turban, 2001). Strong employer branding also enhances the organization's reputation, making it a desirable employer in the eyes of candidates in the competitive job market leading to increased interest and extending the talent pool to choose from (Backhaus & Tikoo, 2004). That said positive employer branding also supports talent retention, given that employees are likely to stay with organizations that offer favorable employee experiences in a supportive work environment (Cable & Turban, 2001). Retention is another high-priority issue since retaining skilled talents is as important to organizational success as acquiring them. Organizations can ensure that they continue to optimize the return on their talent investment and prevent costs associated with turnover. Holtom et al. (2008) suggest that high turnover may have significant financial implications for companies. Research suggested that employees who perceive a positive work envi-ronment, conducive organizational culture, supportive leadership, and opportunities for career development are likely to stay (Ding et al., 2015; Rhoades et al., 2001).

In addition, firms may utilize retention strategies that emphasize career development initiatives. Organizations that provide employees with opportunities for skill enhancements (upskilling and reskilling, included) as well as opportunities for career growth increase their motivation, and thus tendency to stay with the organization (Huselid et al., 2005; Tansky et al., 2015). Digital platforms may be used for continuous communication, which promotes a sense of belonging and connection among employees, even those who may work remotely (Cascio & Montealegre, 2016). Investments in initiatives that focus on employee well-being are another retention

approach including the use of flexible work arrangements, wellness programs, and policies that contribute to employee satisfaction (Allen et al., 2013; Park & Gursoy, 2017).

In terms of future areas of research, scholars may focus on how digital transformation may affect talent acquisition strategies as well as candidate experiences during the hiring process. Another research avenue is the role of employer branding in talent acquisition in the digital era. Understanding how organizations can effectively leverage employer branding strategies across digital platforms and channels to create a compelling employer brand image is crucial. This research could shed light on the factors that attract and retain top talent in the highly competitive digital landscape.

Diversity and inclusion are also critical considerations in talent acquisition. Future research should focus on how digital platforms and technologies can facilitate unbiased and inclusive recruitment processes. Examining the potential biases in algorithm-based recruitment tools and developing best practices for fair representation and equal opportunities can contribute to a more inclusive talent acquisition process. Empirical studies evaluating the effectiveness of different digital recruitment methods are needed. Research can compare the outcomes of various digital recruitment methods, such as social media recruiting, online job portals, and virtual career fairs. Assessing candidate quality, time-to-hire, and cost-effectiveness can provide valuable insights for organizations in selecting the most effective digital recruitment strategies. Ethical considerations are paramount in the digital era of talent acquisition. Research should explore the ethical implications related to privacy, data protection, and algorithmic decision-making in digital recruitment processes. Understanding and addressing these ethical challenges will ensure the fair and responsible use of digital technologies in talent acquisition.

Conclusion

The COVID-19 pandemic has had a profound impact on talent acquisition practices. Several significant developments and adjustments that have become more obvious serve as indicators of this transformation. The quick shift to remote work arrangements has been one of the biggest developments. Remote employment became commonplace as businesses reacted to lockdowns and social isolation techniques. As a result, talent acquisition has to adapt to this new situation. As in-person interactions

decreased, virtual interviews, online tests, and remote onboarding procedures became more popular. Technology has become a crucial tool for acquiring talent. Virtual career fairs, artificial intelligence-powered applicant monitoring systems, and video interviews all played crucial roles in evaluating and hiring prospects. Organizations were able to analyze talent effectively while maintaining security standards thanks to these digital tools.

The pandemic also caused firms to reevaluate their job positions. Some positions rose to prominence while others lost significance. With these changes in workforce need, talent acquisition tactics had to adjust, giving more importance to positions that were now seen as crucial. Soft characteristics including adaptability, perseverance, and excellent communication dominated applicant evaluations. The pandemic brought to light the value of these traits in navigating ambiguous and remote work contexts, motivating talent acquisition teams to give their evaluation higher priority. During recruitment, health and safety became the main priorities. To safeguard the security of ap-plicants and staff, organizations set standards and put into place strict health protocols for in-person interviews.

The demand for talent has increased in some sectors, such as technology and healthcare, which has increased competition for qualified workers. In response, businesses increased their investment in employer branding and recruitment strategies to stand out in an increasingly competitive environment. Candidates saw a change in their priorities as well. More and more potential employees are looking for organizations who care about their wellbeing. Corporations that provided assistance with wellness and work-life balance had an advantage in attracting talent. As remote work became more common, talent acquisition's geographic reach grew. Companies started hiring from a wider geographic area, giving them access to currently inaccessible applicant pools. Last but not least, reskilling and upskilling became more popular as businesses looked to fill skills gaps in their current workforces. To find people who are receptive to learning and growth, talent acquisition efforts have become more and more concentrated, indicating the growing significance of ongoing skill development.

Future research can thus investigate the long-term effects of the pandemic on talent acquisition strategies. This includes examining the shift towards remote hiring, virtual onboarding practices, and the implications for candidate experience and organizational culture. Lastly, research on leveraging artificial intelligence in candidate assessment is essential. Developing and validating AI-based assessment tools that effectively evaluate candidates' skills, competencies, and cultural fit is a promising area of study. This research should explore the fairness, validity, and reliability of AI-powered assessment methods and their alignment with organizational goals. Further research is recommended to fully understand the implications of digital technologies on talent acquisition. By exploring these knowledge gaps, researchers can contribute to the development of best practices and strategies for effective talent acquisition in the digital era.

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