
Technology interventions in talent management

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DOI: <http://doi.org/10.52814/PJMA.2023.3207>

ARTICLE TYPE: Review paper

ARTICLE HISTORY: Submitted: April 2023, Revisions: May 2023, Accepted: June 2023

HOW TO CITE: Ghanghorkar, Y. (2023). Technology interventions in talent management. *Prayukti - Journal of Management Applications*, Vol. 3, Issue 2, pp. 119-132.

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ABSTRACT

The performance-driven vision of Talent Management is the very essence of Talent Management activities. For sustaining a competitive edge, historical evidence on people management is clear of greater importance in managing internal talent. This paper interfaces between TM and new information technology. This paper explores the current adoption of technology at talent management levels, focusing on the extent and stories of various tools across the talent management process. A development and theory review approach are incorporated into the paper. This study provides comprehensive learning on the technology available across the levels of talent management via the Identification of 25 technology lead talent functions. This research is based on the qualitative approach, so this study cannot be generalised. However, there is an opportunity for further research to find the level of technology penetration through quantitative methodology.

KEYWORDS: Talent, Potential, HR Technology, Talent Management, Talent Management technology.

1. INTRODUCTION

Talent management includes many HR functions like attracting, retaining, managing, and developing a high-quality workforce. Taking workforce performance management, talent acquisition, compensation, training and development, and succession planning (Lewis & Heckman, 2006).

Human capital management, a synonym for Talent Management, drives a process through acquiring, maintaining, assessing, developing, and managing a competent and essential workforce – people. People are an asset in any organisation; therefore, organisations revolutionised decision-making by adopting more comprehensive decision-making methods through data-driven approaches, tools, and platforms (Khatri et al., 2010). To enhance business profitability to leverage excellence to all the stakeholders. This creates more expectations from HR to supplement the business system with the right skills for the leaders and fruitful development of future leaders (Farley, 2005). Emerging economies are predicted

to fuel future growth, profits, and talent. Many global corporations have developed operating models to develop a global perspective. While doing so, they want global talent pools with high skills and competencies instead of only cheap labour (Bluen, 2013). In PwC's recent survey, 1581 CEOs from more than 60 countries highlighted the need to bridge the gap in their capabilities. Moreover, managers struggle to base decision-making on a data-driven approach. Furthermore, they emphasised the importance of technology in talent management (Global & Survey, n.d.).

The profoundly unpredictable worldwide market has given MNCs across ventures a powerful ability. The board practices a place not exclusively to support serious edge but also to reinforce the business center competency. Data innovation discusses using media transmission gadgets and PCs to measure information for business processes (https://en.wikipedia.org/wiki/Information_technology recovered February 27, 2020). With headway in data innovation, explain innovation's mediation in the executives' ability to rehearse. HRM rehearses have changed throughout the long term in presenting new wordings, for example, e-enlistment, e-preparing, and e-competency the board (Stone et al., 2015). The new age HR has a new range of ideas and stages for its activity and direct, like e-HRM, HRM information mining, HRM distributed computing, versatile application-based HRM, SMAC-web-based media, examination, mists, HRM enormous information, social robots are accustomed to blurring the topographical and time limits (Bondarouk and Brewster, 2016).

In the technology-enabled era, technological disruption in all scopes of HR poses a challenge to the business environment and management style. The content of digital and data-driven platforms has intervened in almost all spaces in HR. With the maturation of technology, talent management is refined and redefined while making the technological pace. Talent and people form a fundamental part of any organisation because no value creation avenue for business will exist without them. Thus, it has become necessary for the organisation to adapt to the potential technological disruption in talent management and eventually support a long-term business strategy.

Talent management is a multi-faced concept and generally includes the following categorisation:

- Acquiring talent Talent Nurturing
- Talent Performance Management System Retention of talent

For each of the mentioned categories, there is an enormous opportunity for the new technologies to intervene in the support required in talent management to upshore its administration and operation. For HR administration, a SaaS-based ERP system supports benefits administration, payroll management, and software by leveraging data to supplement effective HR processes like machine learning for effectively sourcing candidates.

2. REVIEW OF LITERATURE

2.1 Defining talent and talent management?

For better comprehension of the idea of talent and ability of the executives, it is valuable, regardless of some connected definitions, to explain critical concepts for better bits of knowledge. With the end goal of this Research Paper, the accompanying definitions will apply.

Defining talent:

Talent= [competence * responsibility * contribution].

Ability isn't a reflection. By contributing appropriately, organisations get genuine worth from building better abilities. Creating ability includes settling on a progression of decisions for every one of four partners: worker, client, speculator, and leader; at the point when HR experts and partners, the advantage arises. They understand the unmistakable and elusive benefit of putting resources into their kin (Ulrich and Ross, n.d.).

Ability alludes to the steady and precise advancement of one's intrinsic capacities and vital sending in significant exercises that interest them to look advantageous for their energy

venture. It makes a person exhibit the presentation amazingly in various areas of human working, operationalised and displaying unrivalled execution than the others performing decently at their best.

The gig economy is requesting an essential move in the standard ability of the executives, reasoning that is verifiably centred around full-time representatives to ability portfolio the board, which speaks to both inner and outside ability. How an association deals with the interior outside organisation has much to do with the fruitful administration of the HR cycles, approaches, and ways of thinking supporting a whole ability portfolio. (Horney, 2016). The gig economy is requesting an essential move in the standard ability of the executives, reasoning that is verifiably centred around full-time representatives to ability portfolio the board, which speaks to both inner and outside ability. How an association deals with the interior outside organisation has much to do with the fruitful administration of the HR cycles, approaches, and ways of thinking supporting a whole ability portfolio. (Meijerink & Keegan, 2019). The most imaginative ways to deal with overseeing ability utilise four specific standards drawn from activities and flexibly chain the executives. How to improve the degree of profitability being developed to ensure the correct prediction of the talent to stay with the organisation. (Cappelli, 2008).

Notwithstanding the level of consideration picked by these gatherings and organisations, their meaning of ability or capable representatives appear to be founded on extraordinary people, have aptitudes regarded by the association, rehearses agreed with the association's characteristics, are slippery, are hard to replace, can build the estimation of the association, have choices to leave at six any time, and can help shape the future imperative direction of the association. (Schuler, 2015). key measurements that are fundamental for the execution of the ability of the board. The components of the ability of the executives are fascination, sourcing, enrolment, sending and progressing, development and advancement, execution of the board, ability audits, fulfilling and perceiving, commitment and maintenance. With every one of the previously mentioned measurements, the exercises that are to be done to accomplish the result of each measurement are indicated. (Van Zyl et al., 2017). Innovation has become inescapable, and the working environment is no case. Ongoing headways in human asset executives (HRM) and authoritative conduct (OB) are overwhelmingly innovative-driven and require techno-adroit human asset directors. (Gupta et al., 2019).

Defining talent management:

- **Talent Management includes all processes:** HR analytics, PMS, talent acquisition, talent retention, talent planning, and career. The collaboration of management and HR to link the firm's financial metrics should be done. We must be able to drive alignment along with the changes in business climates (Farley, 2005). Talent Management focuses on human asset strategies to increment and improve the ability pool. Inside the elite perspective on ability, an ability pool is frequently initially recognised through ability estimation, as talked about straightaway, and explicit HRM mediations focused on them, for example, improved learning openings, maintenance rewards, and such (Iles et al., 2010). Inside the comprehensive methodology, the undertaking turns out to be either to distinguish every individual's present capacity and open doors for development and augment these or to smooth out the social capital inalienable inside various levelled structures and systems focusing models. In the exceptional circumstances and criteria of TM, capacity assessment has its place as an indicative method.
- **Technology interventions in talent management:** For advancing the effective utilisation of internal talent with top management strategies to upgrade and maintain the talent pool for making the organisation more effective (Pillai and Sivathanu, 2018). Capacity on the board can be a critical bit of an association's motivation and an undeniable advantage." One intriguing point is that your systems must be versatile enough to address labourer age, culture and characters, globalisation, industry

cementing, and the nearby stunning correspondence and organisation that social programming passes on (Khatri et al., 2010). Key levels and settings that portray TM research. Solitary level- individual or individual framework, experience - like work-life balance influencing capacity improvement, progressive level-firm broad methodologies and practices, Institutional setting - definitive, political, legal which will control TM in business, guidance and various fields and public/worldwide and sectoral setting - how practices can transcend public among different endeavours, associations, and organisations (Al Ariss et al., 2014). The current date of inception is a lot of questions by all the stakeholders on the long-term effect on the business and different accomplices of the intersection point among HRM and advancement (Bondarouk and Brewster, 2016). Associations occasionally disregard merging these basics into their capacity the chief's practices.

- Figure 1 will give a detailed picture of the different steps in the talent management process, what technology is used to support the talent steps, how the technology is used for talent function, the key metrics crucial to talent function and the tools and platforms available in the online market for leveraging technology for talent management for different critical steps of the talent management process.

3. IMPLICATIONS OF RESEARCH

Initially, it would be alluring to explore and review the current use of Talent Management in Native authoritative conduct issues. Besides, worker, chief and ability-proficient perspectives on the achievement and attractive quality of different methodologies would be alluring (for example, in selective versus more comprehensive frameworks). One significant highlight from the table 1 is that notwithstanding the different devices and stages to be actualised, a particular methodology (mainly started through in/out estimation) has revealed numerous potential data. Having said this, chiefs may forcefully favour the limit of select TM to centre spending plans and exertion instead of endeavouring to consider TM activities.

4. CONCLUSION

This research paper has provided a holistic view of the technological disruption in talent management, rooted in the various metrics and platforms to support organisations for better organisational efficiency. Although there can be numerous conceivable thoughts as associations try to improve their examination for attracting, retaining, deploying, and nurturing talent. There lies a vast scope of research to measure the use of technology in talent management tools to improve organisational performance. This research paper fails to measure the various tools' performance impact under talent management.

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Table 1: The technology used in various steps of the Talent Management Process (Authors' creation)

1.1 Attract talent

Technology lead talent Function	Talent function detailed	Talent function Use	Key Metrics of Talent function	Tools and platforms used to support the Talent function
Chatbots for initial screening	Chatbots are computer programs powered by AI, used as a communication medium.	1. Interview Scheduling	1. Conversation Rate	1. XOR
		2. Automated Screening	2. Quality of Applicants	2. Olivia
		3. Candidate Sourcing	3. Chat Management	3. Brazen
		4. Career site conversation	4. Candidate NPS	4. Ideal
		5. Text-based recruiting	5. Time Saved	5. Smashfly
		6. Employee referrals		6. Mya
		7. Candidate Experience		7. Eightfold
		8. Employee Onboarding		8. AllyO
		9. Artificial Intelligence		9. Wade and Wendy
Candidate relationship management	Candidate relationship management is a structured technique of handling the candidate in a company talent pipeline	1. Employer Branding	1. Time to fill	1. TalentLyft
		2. Candidate Experience	2. Applicants per open position	2. Beamery
		3. TAT	3. Adornment or Completion time	3. Avature
		4. Building a Detailed candidate profile	4. Contact rate	4. SmashFly
		5. Building a talent	5. Candidate	5. Telemetry

		pool	response rate	
		6. Automated personalised communication	6. Submission to acceptance rate	6. Jibe
			7. Present to interview rate	7. Yello
			8. Interview to Hire ratio	
			9. Offer acceptance rate	
			10. Retention	
Algorithmic assessment and selection	Algorithmic assessment and selection are based on a predefined set of rules which is to be followed in calculation and problem-solving operations, predicting and anticipating the future performance of the candidate	1. Diverse Workforce	1. Performance Metric	1. Qualified.io
		2. Automated Selection and Assessment	2. Right Variables	2. CodinGame
			3. Data Points	3. Codility
			4. Comparison	4. CodeSignal
				5. HackerRank
				6. Byteboard
				7. TripleByte
				8. Filtered.AI
Prediction for selection of talent	Algorithmic assessment and selection are based on a predefined set of rules which is to be followed in calculation and problem-solving operations, predicting and anticipating the future performance of the candidate	1. Diverse Workforce	1. Performance Metric	1. Qualified.io
		2. Automated Selection and Assessment	2. Right Variables	2. CodinGame
			3. Data Points	3. Codility
			4. Comparison	4. CodeSignal
				5. HackerRank
				6. Byteboard
				7. TripleByte
				8. Filtered.AI
Online assistance to candidates	Online assistance provided to candidates in operational functions of attracting talent in terms of assessment done, resolving queries and seamless communication and directions required	1. Participate in the proper conversation	1. Ethical Hiring	1. Applied
		2. Soft way of promoting your culture	2. Diversity index	2. Codility
		3. Don't overlook niche networks	3. TAT	3. eSkill
		4. Reach out with a personal touch	4. Retention rate	4. HackerRank
			5. Average candidate experience	5. Hireselect
			6. Time spent in hiring	6. Interview Mocha
				7. Koru
				8. Mettl
				9. Plum
				10. Predictive Index
				11. Pymetrics
				12. Self-Management Group

Analytics for Effecting Talent Attraction	Leveraging data to analyse the talent data to activate strong employer branding and compelling value proposition and develop meaningful insights to make better decisions for exciting talent attraction and hiring with prevalent adoption of cloud HR systems	1. Improve the Talent attraction and Retention rate	1. Hiring Speed	1. Ontame
		2. Hiring Best Fit	2. Solving complex questions in no time	2. TALENTSUM
		Improvement in employee satisfaction rate	3. Talent engagement with employer brand	3. Google Analytics
			4. Increase ROI of recruitment	4. Simple URL Builder
			5. Rate of position closed	5. Phenom People
			6. Raising Brand Awareness	6. Smashfly
				7. Clinch
				8. Programmatic job ads
				9. Marketing funnel
				10. Tableau
Talent Mapping	Mapping is done in the company to assess, evaluate and review the current workforce for future preparedness	1. Understanding the future needs of the business	1. Employee engagement index percentage	1. SourceCon
		2. Assessing current performance	2. High performer employee turnover percentage	2. PredictiveIndex
		3. Developing a plan to fill gaps	3. Cost to hire	3. AmazingHiring
			4. Time to hire	candidate. ID
			5. Performance of the Talent	4. Global Talent Map

1.2. Develop talent

Technology lead talent Function	Talent function detailed	Talent function Use	Key Metrics of Talent function	Tools and platforms used to support the Talent function	
Collect and analyse real-time employee feedback.	Employees are the valuable customers of an organisation; therefore, assessing their real-time feedback and eventually resulting in employee satisfaction is of prime importance	1. Employee engagement	1. Absenteeism	1. 15Five	
		2. Improvement in the productivity	Turnover	2. Officevibe	
		3. Improve employee experience	2. Welfare and safety	3. Culture Amp	
		4. Employer branding	3. Quality Improvement	4. Reward Gateway	
			4. Employee Satisfaction	4. Employee Satisfaction	5. Tinypulse
				6. Qualtrics	
				7. Weekdone	
				8. Energage	
				9. Subcurrent	
				10. Impraise	
				11. RoundPegg	
				12. Reflektive	
				13. 6Q	
				14. Glint	
				15. Hppy	
Performance	Impact fullness of	1. Productivity	1. Well-defined JD	1. Cornerstone	

Management	Talent Management, which is indicated in the Business outcome and revenue generated	Improvement		OnDemand
		2. Employee Engagement	2. Employee orientation	2. Workday
		3. Employee Retention	3. Performance Standards	3. Taleo
		Skills and Knowledge advancement	4. Ongoing learning and development	4. Peoplesoft-Oracle
		4. Succession planning	5. Performance Planning	5. SuccessFactors
			Rewards	6. Sikroad
		6. Potential promotion / Lateral Moves	7. Halogen Performance	
Learning and development anytime, anywhere	Ongoing learning and development during the employee lifecycle to fine-tune with the critical skills necessary for their job performance and company goals	1. Talent Management	1. Return on investment	1. Learning Management System
		2. Leadership development and coaching	2. Impact of KPI on Business outcome	2. Pathgather
		3. E-learning	3. Return on expected outcomes	3. Edcast
			4. Training Speed and effectiveness	4. GoToMeeting
			5. E platforms	5. Zoom
				6. JoinMe
				7. TalentCards
				8. Just-In-Time Learning
				9. Trello
				10. Asana
				11. Basecamp
				12. Canva
				13. Youtube
				14. Camtasia
				15. Wistia
				16. G-Suite
				17. DropBox
				18. Google Drive
				19. WordPress
				20. Drupal
				21. Email
				22. Social media
				23. SLack
Development of Career Paths	Progression of jobs in terms of skills and knowledge in an organisation context, which is based on the level of responsibility and pay	1. Improved Morale	1. Return on Investment	1. HRSG
		2. Career Satisfaction	2. Talent Career Satisfaction	2. TalentGuard
		3. Motivation	3. Talent Turnover	3. Workday HCM
		4. Productivity	4. Talent retention rate	4. Bridge
		5. Achieving organisational objective		5. TalentSoft
		6. Labor market competition		6. OutMatch

		7. Retain key workers		7. SabaCloud
		8. Reduction in turnover		8. Cornerstone Performance
				9. Oracle- Talent Management Cloud
				10. Fuel 50
				11. learnAmp
				12. Schoox
				13. Sumtotal Talent Management
				14. HeartPace
				15. Pageup
				16. IBM Watson Career Coach
				Innerness
Customised training for employees	Customised training to the unique needs and skills required to perform the job and develop in their roles	1. Training Need Assessment	1. Retention rate	1. Whatfix
		2. Skill Gap Assessment	2. Increase in operational efficiency	2. Raptivity
		3. Learning path Development	3. ROI	3. uQualio
		4. Motivation	4. Cost of training	4. eFront
		5. Growth	5. End-user satisfaction	5. TalentCards
				6. Synap
				7. TalentLMS
				8. Moodle
				9. Google Classroom
				10. iHASCO
				11. Edmodo
				12. WizIQ
				13. On-demand training
				14. EduBrite
				15. ZOHO showtime
				16. Matrix LMS
				17. Captterra
Culture development	Reaping the competitive advantage for cultivating people for organisational success by sustaining high performance which leads to the building of a winning culture	1. Organisation Culture	1. Communication	1. WorkDay HCM
		2. Performance Management	2. Innovation	2. Lattice Performance Management
		3. Retaining high performers	3. Agility	3. Bridge
		4. Organisational success	4. Wellness	4. Saba Cloud
		5. Organisation environment	5. Work Environment	5. TalentSoft
			6. Collaboration	6. OutMatch
			Support	7. Cornerstone Performance
			7. Performance focus	8. Fuel50

			responsibility	
			8. Mission and value alignment	
Employee sentiment/mood analysis	AI intervention for the workforce to develop an understanding of industry trends and measure employee engagement level. Opinion mining serving solution to employee engagement	1. Employee engagement	1. Employee Turnover	1. Intellica.ai
		2. Improvement in the productivity	2. Employee Engagement	2. Jive Insights
		3. Improve employee experience	3. Employee Productivity	3. Keencorp
		4. Employer branding	4. Job satisfaction	4. Lattice Sentimental Analysis
			5. Motivation	5. Meaning Cloud
			6. Organisation Culture	6. Repustate
				7. Ultipro Perception
Organisational network analysis	ONA provides a lens into the inner workings of an organisation to understand what is going on in the company to capitalise the social capital to develop employee value	1. Change Management	1. Identifying the Key Influencers	1. Connected Commons
		2. Reducing the attrition rate	2. Attrition Rate	2. Starlinks
		3. High Performing people and teams	3. Diversity and Inclusion	3. Syndio
		4. Diversity and Inclusion	Innovation	4. How
		5. Identification of Hippo's	4. Identification of Hippo's	5. Innovisor
		6. Innovation	5. Organisation performance	6. Polinode
		7. Talent development	6. Employee Engagement	7. Cognitive Talent solutions
			7. Employee Productivity	8. Trustsphere
				9. Woklytics
				10. Humanyze
				11. Cultivate
				12. Swoop
				13. Maven 7
Coaching and development systems	The holding organisation environment includes implementing a coaching program, skill enhancement and innovation quotient of an employee. Each competency is crucial	1. Value creation of Business	1. Retention Rate	1. Satori
		2. Business Results	2. Client and Consumer satisfaction	2. CoachAccountable
		3. Strategic Results	3. Business Profit	3. Nudge Coach
		4. Human Capital Development	4. Process Improvement	4. True Coach
		5. Organisational Effectiveness	5. Product and Process Quality	5. Coach Catalyst
		6. Improvements	6. Employee satisfaction	6. PracticeBetter
		7. Enhancement of ROI	7. Employee Engagement	7. SimplePractice
			8. Employee Alignment	8. Typeform
				9. Calendly
				10. Zoom
				11. Thinkific
Continuous assessment and	Continuous assessment	1. Transparent Process	1. Employee Performance	1. BambooHR

review	eliminates unnecessary processes and policies by bridging the gap between expected and real performance scenario, which result in overall organisational growth	2. Coaching and Mentoring	2. Performance Feedback Frequency	2. SAP SuccessFactors
		3. Goal Setting	3. Regular Performance Feedback	3. Workday HCM
		4. Employee Development Plans	4. Self-Assessment system	4. Zoho
		5. Reducing Biases	5. Organisation Revenue	
		6. Performance Reviews	6. Profit Growth	
		7. Compensation Review	7. Skill Gap	
		8. Engaging Compensation		
		9. Skill Gap Analysis		
		Gamification for learning	Infusing gameplay and leveraging competitiveness to make corporate work more dynamic corporate training and increase learner engagement	1. Employee Engagement
2. Learning and development	2. Workplace Application			2. Articulate
3. Reducing Skill Gap	3. Individual Behavior Change			3. iSpring
4. Employee	4. Employee Performance			4. Adobe Captivate
5. Performance	5. Attainment of Goals or targets			5. Elucidate
6. Learner engagement				6. Gimkit
				7. Class Dojo
				8. BookWidgets
				9. ClassCraft
				10. Kahoot

1.3 Retain talent

Technology lead talent Function	Talent function detailed	Talent function Use	Key Metrics of Talent function	Tools and platforms used to support the Talent function
Personalised reward strategies	With multi-generation working in the workplace, the reward strategies have become more personalised to fulfil the needs of the multi-generational workforce	1. Motivation	1. Target Achievement	1. Bonusly
		2. Employee Engagement	2. Employee Performance	2. Bucketlist
		3. Employee Performance	Tenure	3. Reward Gateway
			3. Customer/ Client Satisfaction	4. Kazoo
				5. Snappy
				6. Workvivo
				7. Motivosity
				8. Kudos
				9. Preciate
				10. AwardCo
				11. Gifted
Employee Wellbeing platforms	The web-based tools to administer a wellness	1. Educating	1. Support from others	1. Alyfe
		2. Creating	2. Healthy	2. BSDI

	program focused on helping employees adopt and maintain healthy behaviours	Awareness	Environment	
		3. Motivation	3. Employee Loyalty	3. Ceridian
		4. Employee Support	4. Health and wellness awareness	4. CHC Wellness
		5. Healthy Culture		5. CoreHealth Corporate wellness platform
		6. Social Support		6. Corporate Health Partners
				7. Extracon Science LLC
				8. GCC (Global corporate challenge)
Employee engagement	Engaged employees are more loyal, productive, profitable, customer focused and helpful to the organisation for its goal attainment	1. Employee Engagement	1. Absenteeism	1. Trello
		2. Productivity - Employee, Organisation	2. Employee Turnover	2. 15Five
		3. Employee Performance	3. Employee net promoter score	3. Slack
		4. Organisation Performance	4. Employee engagement score	4. iDoneThis
		5. Employer Branding	5. Acceptance offer rate	5. Teamwork
			6. Engagement in onboarding	6. Skype
			7. Personal Development	7. Culture Amp
				8. WhatsApp
				9. Twitter
				10. Company-wide wiki
Employer branding	Employer Branding constitutes a company's ability to distinguish and promote its identity to a targeted group of people to acquire talent	1. Employer Brand	1. Candidate Quality	1. Ontame. Io
		2. Application Experience	2. Cost Per Hire	2. Papirfly
		3. Candidate Experience	3. Brand Awareness	3. Pathmotion
		4. Attracting Talent	4. Source of Hire	4. Social Seeder
		5. Talent Acquisition	5. Number of open applications	5. Vercida
		6. Organisation Performance	6. Offer Acceptance rate	6. Altru
			7. Hiring Manager satisfaction	7. Olivia
			8. Employee Experience	8. LinkedIn Elevate
			9. Employee referral rate	
			10. Employee retention rate	
Predictions for employee attrition and reasons for attrition	Employee Attrition is the gradual loss of employees, either voluntarily or involuntarily. Human Resource analytics is an area of the field that	1. Reducing Attrition Rate	1. Employee Happiness	1 KNIME
		2. Enhanced Employee Experience	2. Voluntary turnover rate	2. R Studio
		3. Organisation Performance	3. Involuntary turnover rate	3. Python
		4. Improving Employee	4. Talent turnover rate	4. Machine Learning
		5. Return		

	augments the findings on the employee attrition data to predict employee attrition and the reason for attrition	on Investment		
		6. Cost Efficiency	5. New employee satisfaction rate	5. Wonder
		7. Time Efficiency	6. Retention rate per manager	
Anonymous feedback and exit interviews	The information and data collected in an exit interview give a company a unique perspective on existing employees' satisfaction	1. Employee Satisfaction	1. Retention Rate	1. qualtrix
		2. Cost efficiency	2. Employee Experience	2. Checkster
		3. Organisation Culture	3. Organisation Culture	3. ExitPro
		4. Organisation environment	4. Leadership	4. WebExit
		5. Employee Experience	5. Employee Perception	5. StaffTRAK
		6. Employee Perception		6. Workstep
		7. Employer Branding		7. Exitlogistics
				8. ExitRight
				9. ExitVue
				10. Illuminout
				11. PeoplePulse
Providing employee experience	With millennials adding to the workforce, expect the workplace to be a productive, engaging, and enjoyable work experience	1. Employee Engagement	1. Employee Satisfaction	1. ADP
		2. Employee Brand Proposition	2. Employee NPS and eNPS (Net Promoter Score)	2. Ceridian
		3. Organisation Culture	3. Employee Pulse Survey	3. Oracle
		4. Employee Experience	4. Employee effort score	4. SAP SuccessFactors
				5. UKG (formerly Ultimate Software)
				6. Workday

Sources: Bersin, J. (2018), Bersin, J. (2016), Stone et al. (2015)