

Research on the Influence of Talent Management on Organization from a Digital Perspective

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Abstract

In the digital transformation of the technology-driven market, the strong market is a transformational organization that integrates intelligence, integration, ecology and agility, and the primary challenge to meet the transformation is digital talents. This paper reviews the relevant studies of scholars on the digital transformation of enterprises and human resources in recent years, and emphasizes that under the background of the digital age, the organization has become an evolving organism. Only when we have digital talents and establish the ability of ecological enterprise system, can we achieve organizational goals through empowering teams. This paper understands the challenges faced by enterprises in talent management by means of questionnaire, discusses how to get out of the predicament through digital transformation, demonstrates the positive impact of human resources digitization on organizational development, and designs a digital talent management DT model to upgrade organizational capabilities.

Keywords

Digital talent; Talent management; Organizational development; Digital technology.

1. Introduction

Digital economy is an important factor affecting global economic growth. The deep integration of Internet + 's traditional industries has generated huge energy, promoting China's economy to a new milestone. With the deepening of digital transformation, the demand for digital skilled personnel in various industries is growing rapidly, and the shortage of talents has become a key factor affecting the development of digital economy. In 2017, Tsinghua Research Institute put forward the concept of "digital talent". Digital talent provides a unique perspective for us to study the digital transformation of the global economy. In the face of the problems of business operation, the organization's management team always feels the oncoming crisis. Meeting change, seeking change and strain have become the magic weapon for organizations to maintain agility, vitality and toughness. Planning the development of talent skills has become the key to the realization of strategic goals and organizational change. Based on the investigation of hundreds of enterprises in many parks, and from the perspective of organizational transformation and the development trend of digital talents, the results show that the shortage of digital talents and the digital transformation of human resources management have become the focus of the organization. affecting and restricting the development of the organization.

Only under the support of the digital human resources system, the construction of digital talents can meet the development needs of the digital transformation of enterprises, accelerate the digitization of business, promote the internal circulation of the economy, and realize the digital-driven industrial coordination. Based on this, we should speed up the research on the impact of talent management on the organization in the digital transformation.

2. Journals Reviewed

2.1. Digital Transformation of Enterprises

Under the background of the rapid development of the global economy and the continuous emergence of economic crisis, Trieson(2015) proposed to use SPSS to analyze the influencing factors, which verifies that digital transformation is an important opportunity and challenge for enterprises to participate in international competition. Wang Avon(2021), who analyzes and interprets CITS, obtains the impact of digital transformation on enterprises by comparing the performance indicators before and after digital transformation, and analyzes the influence path, which provides a reference for the digital transformation of the tourism industry. Fang Xinli(2019) introduced the importance of digital enterprises and the impact of digital technology on enterprises. Ji Lixia(2020) constructed a multi-Agent model to study the impact of enterprise digital transformation on the innovation ecosystem. Xu Yi(2020) put forward five policy suggestions, emphasizing the importance of strengthening the construction and training of digital talents.

2.2. Digital Transformation of Human Resources

With the updating and iteration of the organization, human resources management has entered the digital age. Zhao Lei he(2021) validates the effectiveness of the transformation strategy through the implementation of the strategy, and constantly improves the digital level of human resources through upgrading and optimization. Li Libo(2021) made an empirical forecast on the changing trend of the personnel size of Agricultural Bank of China, and revealed a new perspective of the impact of digital transformation on the human resources demand of financial institutions. Xia Wei(2020) explored the improvement direction of recruitment, performance, salary and training by using SPSS to analyze the data of 200 questionnaires. Through intelligent digital means such as 5G communication, cloud computing, big data, neural network, user profile and so on, this paper puts forward the design of digital transformation strategy of bank human resource management. Wang Yanming(2021) proposed that the core of digital transformation is human resources management, which needs to carry out digital transformation of human resources, and further accelerate the pace of digital transformation of human resources. Li Shun(2008) takes the human resources management in the transformation of the digital newspaper industry as the research object, and analyzes that human resources management is the supporting condition for the smooth realization of the transformation.

2.3. Literature Review

Summarizing the above literature and its research results, this paper pays attention to the research direction of scholars mainly focused on the single perspective of enterprise digital transformation or human resources digital transformation. There is no specific research on the close relationship between the two or how digital talent affects the organization. And the research method is relatively simple, mostly from the theoretical perspective. This paper takes digital talents as the influencing factor, explores the relationship between this factor and organizational transformation, investigates the talent challenges encountered by enterprises in the digital transformation, and demonstrates the positive impact of human resources digitization on organizational development.

3. The Influence of Digital Talent Management on the Organization

3.1. Design A Questionnaire to Analyze the Talent Management Challenges Faced By the Organization in Its Digital Transformation.

According to the White Paper on the Development of China's Digital economy released by the China Academy of Information and Communications, the digital economy has accelerated against the trend. In 2020, the scale of China's digital economy reached 39.2 trillion yuan, an increase of 3.3 trillion yuan over the previous year, accounting for 38.6 percent of GDP, accounting for 2.4 percent of the same period last year, effectively supporting epidemic prevention and control and economic and social development. Many chapters in the 14th five-year Plan mentioned building digital economy, accelerating digital development, building digital ecology, building digital government and digital China, which shows that the central government attaches great importance to digitization. Digital has become the seventh largest factor of production after labor, capital, land, knowledge, technology and management, and even has become the most important factor of production and strategic resources in the world. Talent development and talent management are the key factors for organizations to face challenges, reconstruction and response, and the digital transformation of human resources has become the focus of Chinese enterprises. The essence of the digitization of talent work is to achieve the goal of "empowering talents", the overall improvement of strategy, organization, culture, process and management system, and the core is to stimulate the digital transformation of people. The digital transformation of enterprises requires the managers of enterprises to have new digital leadership and the corresponding digital talents. In order to understand the problems and challenges encountered in the digital transformation of the organization, a questionnaire was designed and distributed through HR WeChat groups in different industries and WeChat groups of companies in several parks, and two rounds were conducted. In the first round, 103 sample data were collected. Considering that the sample size was not enough, the content was enriched and some questions were revised, and 234 responses were collected in the second distribution. In this survey, a total of 14 questions were designed and 318 valid volumes were collected. In order to improve the research effect, the questionnaire mainly adopts the choice of topics, restricts the number of respondents, and is required to be senior executives or human resources leaders of the enterprise. according to the current situation of enterprises in different years, respondents adopt the method of year selection, and each year ranks 14 options in ascending order, selecting no less than five items.

The setting of the questionnaire topic mainly focuses on the research direction of talent development, training, institutional culture, organizational development and so on. Table I analyzes the current difficulties faced by organizations and talent management challenges by way of questionnaire survey. Table II summarizes the contents of the survey, compares the proportion of ticks to the total number of samples in 2019 and 2020, and obtains the analysis results of figure I. Judge the specific order of the main challenges faced by enterprises in talent management.

According to the research results of figure I, today, with the acceleration of digital transformation, the problems of talent management encountered by enterprises are complicated, including all aspects, not only related to the strategic planning, institutional culture, recruitment and training of the enterprise. it also involves the talent structure and values of the organization, and the distribution is relatively scattered. The lack of key talents is the most serious problem faced by all enterprises during the transition period. 49.6% of enterprises think that the supply of key talents is insufficient, and 42.4% of enterprises think that they are facing greater recruitment pressure, which shows that the shortage of digital talents is a common problem in most enterprises. More than 30% of enterprises put forward that the talent wastage rate is high, the training effect of managers is not obvious, and it is

difficult to reflect the value of HR work, which shows that enterprises need to carry out targeted, systematic, long-term internal and external training to match the skills needs of digital talents, based on organizational ability, build talent core competence, and realize the transformation from talent competition to talent management. Breaking the regular development law of the organization, promoting the digital transformation and digital decision-making of human resources, improving the professional ability and influence of the enterprise HR team, adjusting the human resource system, and promoting the reconstruction of talent skills have become the focus of the organization more and more.

The wave of enterprise digital transformation has swept in. We have experienced the transformation from the energy revolution to the information age to the artificial intelligence era. The ability of enterprise digital transformation determines the success or failure of enterprise transformation. With the deepening of the process of organizational digitization, digital ability is not only the improvement of scientific and technological skills, but also the reconstruction of organizational ability, digital industrialization and industrial digitization. It has become the greatest certainty that drives economic transformation and rapid development. For enterprises, the question that needs to be considered is not whether to do digital transformation, but how to train the digital talents that enterprises need. Digital talents in the modern sense, that is, they have digital thinking, have the ability to manage and use a variety of massive data, and then transform into cross-domain professional talents with valuable information and knowledge in specific fields. Digital talents are the key element to realize the transformation of enterprises, and the skills of digital talents not only determine whether digital technology can realize the derivative value of data assets in the process of enterprise production, but also ensure the implementation and management of digital strategy and digital organization. it is the key for enterprises to realize digital ability.

4. Digital Practice Path of Talent Management-Construction of DT Model

The value contribution of human resource management to the enterprise can be analyzed from five aspects: recognition, selection, use, education and retention. Today, with the digitization of industry, organizations need to improve production efficiency by creating digital talent feature portraits, establishing personalized ability models, and building digital talent echelons. Today's organizations pay more attention to LD learning and development in the three most significant management areas in the enterprise digital transformation; TD talent development, OD organizational development, they provide a feasible way to optimize the organizational structure.

Nan Huaijin told us: there is only one problem in the world, that is, the re-integration of matter and mind! The application of technology is reconstructing the relationship between organizations and people. Every link of human resource management can be reconstructed digitally. This paper believes that the digital transformation of talents has realized the upgrading of organizational ability. Organizations should continue to maintain the trend of continuous learning, increase investment in technology, and strive to keep up with the pace of the digital age. For this reason, we extract the three management areas that have the most significant effect on the digital transformation of enterprises: learning and development, talent development, and organizational development, and construct the figure IIDIGITAL-TALENT (DT) model. Through the development of digital learning, employees understand the strategic planning and business objectives of the enterprise, and realize the growth of talents in various modules such as planning, recruitment, training, salary, performance and employee relations through talent development, so as to drive the development of the organization. realize the business promotion and strategic upgrade of the organization.

The development of digital learning includes external talent supply chain management and internal talent echelon construction: enterprises use digitization to accelerate talent selection and improve selection quality. Lead high-quality recruitment with technology by effectively identifying truly high-value candidates. When companies raised hiring standards, the turnover rate of new employees fell by 4 per cent, while the proportion of high performance increased by 5 per cent. Through the grader based on talent portrait, the enterprise evaluates the talent, combined with AI interview and multi-scene intelligent evaluation, reconstructs the intelligent evaluation chain to help the enterprise select the right person and use the right person. To create an agile, orderly and effective online talent inventory mechanism, the development of digital learning is not only one of the enterprise management mechanisms, but also an effective means to activate internal talents. Through agile real-time acquisition of talent distribution dynamics, from a multi-dimensional and three-dimensional evaluation point of view, combined with the current situation of enterprises and business needs, provide visual multi-perspective insight to promote the optimization of organizational talent ability and structure.

Digital talent development includes process management, internal employee experience and digital intelligent decision-making: throughout the major events in the past three years, head enterprises pay close attention to the adjustment and iteration of talent development management system to ensure the support of enterprise strategic goals and better adapt to situational factors. With the help of the digital human resources system, employees can adapt to the changes of the organization more quickly, the organization can ensure the accuracy of decision-making, and the digital talent development management system uses processes to drive employee life cycle management. enhance organizational assistance and improve the efficiency of the system itself. In addition, the digital system can also support the construction and adjustment of multi-dimensional organizational structure, link business processes, and ensure agile organizational change. In organizations with high data maturity, data analysis is even widely used to predict future revenue, user profile, industry optimization and many other fields. The organization also realizes the integration and digitization of human resources panoramic business, using all kinds of data to analyze and measure employees' performance, leadership, performance results and so on.

Digital organizational development means that organizations and employees have the same goal and do their best to achieve the goal: organizational development in the digital era is no longer a control system, pay more attention to strategic support and continuous improvement platform and employee motivation and growth platform. In order to achieve the development goals, the organization needs to decompose the strategy into key mission goals and ensure that the strategic direction does not shift to the final realization through the management of the goals. At the personal level, employees pay attention to the connection between the individual and the company's goals, hoping to continuously improve their ability to achieve work goals. The digital organizational development management system can make the relationship between organizational goals and personal goals clearly visible. Excellent enterprises choose to connect the organization and employees' current work through goals, to help each employee understand the relationship between his or her work and organizational strategy, and to discover the meaning of work.

5. Discuss on the Influence of Digital Talents on Organizational Ability

The construction of digital talents promotes the upgrading of organizational capacity, digitally drives innovative organizations, forms a more efficient organizational capacity to transform various factors of production into products and services, and supports the more long-term development of ecological organizations with strong tension.

Chen Ye(2021) makes an empirical analysis on the digital transformation of small and

medium-sized enterprises, which shows that digital talents are the fundamental driving force of the digital transformation of enterprises. Song Jing(2019) carries on the research based on the fuzzy comprehensive evaluation method of AHP-RS. Put forward the effective countermeasures and suggestions for enterprises to improve their digital ability. Under the continuing epidemic situation of COVID-19, Chen Xingtou(2022) proposed that if enterprises want to develop continuously, digital transformation and upgrading is imminent. The shortage of digital core talents is the most important factor restricting the digital transformation of an organization. Zhu Rui(2022) pointed out that the realization of enterprise digital transformation has become a key topic in academia and business circles. And summarize the construction of human resources digital transformation system based on the main line of "Human Resources Digital Transformation-Manager Cognition-Enterprise Digital Transformation".

Under the background of digital transformation, the construction of digital talent echelon should first establish a clear macro goal for the promotion of talent management, and on this basis, carry out personalized and localized skills improvement for employees; secondly, focus on helping the long-term growth of talents and establish a dynamic and rapid effect feedback detection mechanism. Finally, the localized skills upgrading and systematic system reform and cultural construction are fully integrated to create a learning organization nested with each other. In 2021, Chongqing Talent Conference established a digital economic talent market, which helps enterprises to build digital DNA and extensively train and establish a team of professional talents. In order to meet the growing demand for digital talents (sun,2021). Xie Yu(2021) believes that exploring the training mode of digital professional talents has become one of the most urgent tasks in vocational colleges, and should be better planned to meet the challenges of the digital era.

With the deepening of the process of industrial digitization, the digital ability of enterprises determines the success or failure of the transformation, and digital talents are the most critical factor in the reconstruction of organizational capacity. According to the construction principle of digital talent management, we should pay attention to the principle of the digital transformation of human resources and the digital transformation of the organization, select and cultivate talents, excavate the implementation and application of digital tools, and drive the development and reform of the organization.

6. The Development of Digital Talents Affects the Innovation of Organizations

We believe that digital talents in the modern sense are the integration of ICT professional skills and ICT supplementary skills, and are more inclined to the value realization of ICT supplementary skills, that is, they have digital thinking, have the ability to manage and use a variety of massive data, and then transform into cross-domain professionals with valuable information and knowledge in specific fields.

The abilities that digital talents should possess include digital thinking, digital execution and digital innovation. Digital talents are the cornerstone of enterprise digital transformation and the driving force to promote the development of enterprises. if enterprises want to achieve the goal of digital transformation, they must realize the importance of digital talent construction. in the process of digital talent construction, we should constantly explore and innovate, fully and effectively identify and select high potential talents, so as to make the construction of digital talents in line with the development of enterprise digital transformation and better help the transformation. Organizations are faced with many difficulties in building a digital talent echelon, including the lack of external sources of talent; the realization of skills scene is very personalized; talent long-term centripetal force is weak, talent training and organizational

environment are not nested and so on. By combing the above mechanisms, this paper completes the theoretical basis of talent management from a digital perspective, and further improves the construction of digital talent system under the digital economy.

Research shows that digital transformation has become an important engine of economic growth. The skill development of digital talents has a significant positive impact on the innovation and reconstruction of the organization. Supply side: the elements of digital resources at the social level are gradually enriched. Demand side: industrial Internet is being put into practice in various industries. Digital talents and their skills not only determine whether digital technology can realize the derivative value of data assets in the process of enterprise production, but also ensure the implementation and management of digital strategy and digital organization, which is the key for enterprises to realize digital ability. The skill development of digital talents not only pays attention to the improvement of skills, but also focuses on the innovation of organizational effectiveness under the digital background, algorithm-driven and auxiliary intelligent talent skill management, including leadership algorithm, high potential talent algorithm, succession algorithm, promotion algorithm, elimination algorithm, turnover prediction, health algorithm and innovation algorithm, etc., further research can be carried out in the future to build a learning organization nested with each other. Establish a dynamic and rapid effect feedback testing mechanism to help the long-term growth of talents in the organizational system.

Table 1. Questionnaire investigation

Serial number	Research direction	Please select five of the following options as the main obstacles to the talent management challenges faced by your company in its digital transformation (you can choose according to the year).
1	Training and talent development	There is a shortage of talents in key positions and a lack of successors.
2	Training and talent development	There is a large shortage of talents in some positions, and they are facing greater pressure of recruitment.
3	Training and talent development	High rate of talent wastage
4	Training and talent development	The training effect of managers is not obvious.
5	System and culture	It is difficult to reflect the value of human resource management.
6	Organizational development	Lack of voice in the appointment of high-level talents.
7	Organizational development	In the face of new business and organizational transformation, it is difficult to adjust HR system.
8	Organizational development	It is difficult to transform HR digitally
9	Organizational development	Lack of data to support personnel decisions
10	Institutions and culture	Lack of overall control over the talent management of branches / subsidiaries
11	Training and talent development	Job burnout of young backbone
12	Institutions and culture	The direction of work is not clear
13	Organizational development	Personnel costs are rising rapidly.
14	Institutions and culture	Corporate culture is difficult to land and evaluate.

Table 2. Results of investigation and analysis

Serial number	Investigation situation	2019	2020
1	There is a shortage of talents in key positions and a lack of successors.	33.6%	49.6%
2	There is a large shortage of talents in some positions, and they are facing greater pressure of recruitment.	39.4%	42.4%
3	High rate of talent wastage	19.2%	31.6%
4	In the face of new business and organizational transformation, the adjustment of HR system is not in place.	52.3%	32.3%
5	The training effect of managers is not obvious.	41.5%	32.2%
6	It is difficult to reflect the value of human resource management	35.7%	30.6%
7	Personnel costs are rising rapidly.	18.1%	27.9%
8	It is difficult for corporate culture to land.	38.9%	25.6%
9	It is difficult to transform HR digitally.	22.0%	24.1%
10	Lack of data to support personnel decisions	5.8%	23.5%
11	Lack of overall control over the talent management of molecular companies	10.9%	23.1%
12	Lack of voice in the role of high-level talents	12.5%	18.7%
13	Job burnout of young backbone	30.2%	15.1%
14	The direction of work is not clear	15.0%	14.6%

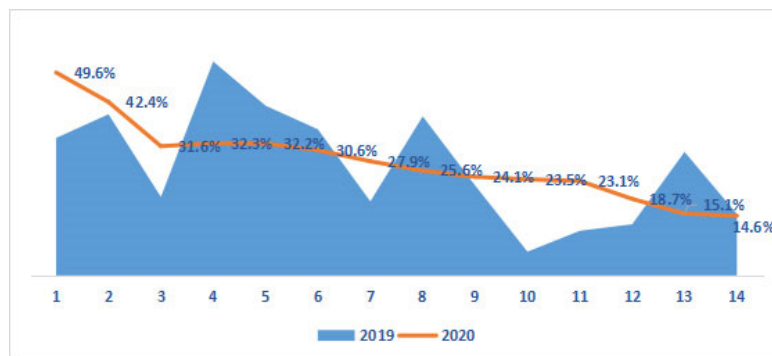


Figure 1. Analysis Chart of main challenges faced by Enterprises in 2019-2020

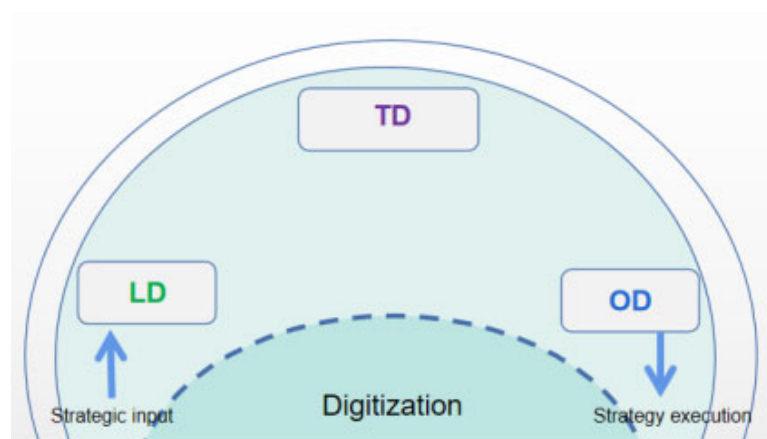


Figure 2. Digital Talents Model

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