

Talent Management in the Disruption Era: Managing Digital Competencies in Human Capital

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Abstract: : The rapid advancement of digital transformation in the era of disruption has shifted the strategic role of human resources toward competency-based talent management. Organizations are required to integrate digital competencies into their human capital strategies to remain competitive and adaptive. This study aims to analyze and develop a competency-based digital talent management model that enhances organizational adaptability and competitiveness. The research employs a qualitative descriptive approach, utilizing data collected through semi-structured interviews, document analysis, and observations. The data are analyzed using thematic analysis, including data reduction, categorization, and interpretation to identify key patterns and relationships. The findings indicate that digital competencies such as information literacy, digital communication, and problem-solving significantly influence employee performance and organizational effectiveness. In addition, the implementation of data-driven talent management strategies, including digital recruitment, continuous upskilling and reskilling, and flexible work systems, enhances workforce adaptability and engagement. Organizational support factors, such as digital leadership, adaptive culture, and agile structures, further strengthen the success of digital talent management implementation. The study concludes that integrating digital competencies into a comprehensive talent management system is essential for building a future-ready workforce and sustaining organizational competitiveness in a dynamic digital environment.

Keywords: : Digital Competence, Talent Management, Digital Transformation, Human Capital, Organizational Agility

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1. Introduction

The rapid acceleration of digital transformation in the era of disruption has fundamentally reshaped organizational dynamics, redefining how institutions create value, compete, and sustain performance. The convergence of advanced technologies such as artificial intelligence, big data analytics, and digital platforms has not only altered business models but also shifted the strategic role of human resources toward becoming a central driver of innovation and adaptability. In this context, organizations are increasingly required to move beyond traditional human resource management approaches and adopt

talent management systems that are deeply integrated with digital competencies. The phenomenon observed across industries indicates that organizations investing heavily in digital infrastructure often fail to achieve optimal outcomes due to the lack of alignment between technological advancement and workforce capabilities. This mismatch highlights a critical issue: technology alone is insufficient without a workforce equipped with the necessary digital competencies to utilize it effectively. Consequently, digital competence has emerged as a strategic asset that determines organizational resilience and long-term competitiveness in the digital economy (Fomenko, 2025; Nurani et al., 2024; Setyanti et al., 2025; Marlina et al., 2023; Mihus, 2023).

Digital competencies are no longer limited to basic technical skills but encompass a multidimensional construct that integrates cognitive, social, and technical abilities required to operate effectively in digital environments. These competencies include information literacy, digital content creation, cybersecurity awareness, digital communication and collaboration, and problem-solving in technology-mediated contexts. The increasing complexity of digital ecosystems demands that employees possess not only technical expertise but also adaptability, critical thinking, and continuous learning capabilities. Empirical studies demonstrate that employees with strong digital competencies contribute significantly to enhanced productivity, innovation capacity, and service personalization, thereby strengthening organizational performance. Furthermore, adaptability and agility have become essential attributes, enabling employees to respond effectively to rapid technological changes and evolving job roles. This transformation underscores the need for organizations to redefine competency frameworks and integrate digital dimensions into their human capital development strategies (Marlina et al., 2023; Mihus, 2023; Fomenko, 2025; Gadzali et al., 2023; Garcia, 2025; Nurani et al., 2024; Masudi et al., 2025; Villany et al., 2024).

From a talent management perspective, the digital era has introduced new paradigms that emphasize data-driven decision-making and the utilization of advanced analytics in managing human resources. Modern talent management practices increasingly rely on people analytics, artificial intelligence, and HR analytics to optimize recruitment, competency mapping, performance evaluation, and career planning processes. These technologies enable organizations to identify skill gaps, predict workforce trends, and design personalized development pathways for employees. In addition, digital talent development initiatives such as upskilling and reskilling programs, supported by learning management systems (LMS), learning experience platforms (LXP), microlearning, gamification, and reverse mentoring, have become critical in preparing the workforce for future challenges. These approaches not only enhance employee competencies but also foster a culture of continuous learning and innovation. Moreover, talent retention strategies have evolved to include flexible work arrangements, personalized career development, and enhanced employee experience, which contribute to higher engagement and organizational commitment in a globally competitive labor market (Garcia, 2025; Leskina, 2022; Sridar et al., 2025; Alexandro, 2025; Guerra et al., 2023; Fomenko, 2025; Nurani et al., 2024; Surbakti & Sinurat, 2025; Setyanti et al., 2025; Victoria et al., 2024; Rustam et al., 2024; Masudi et al., 2025; Villany et al., 2024).

Despite these advancements, the successful implementation of digital-based talent management is not solely determined by technological adoption. Organizational culture, leadership, and structural transformation play a crucial role in shaping the effectiveness of these initiatives. A culture that promotes continuous learning, innovation, and flexibility is essential to support digital transformation efforts. Leadership, particularly digital-savvy and data-driven leadership, is critical in aligning organizational strategies with talent development and mitigating resistance to change. Leaders who embrace inclusivity and

adaptability are better positioned to foster employee engagement and ensure the successful integration of digital competencies into organizational practices. Furthermore, organizational restructuring, including cross-functional collaboration and agile HR practices, is necessary to create a talent ecosystem that is responsive to dynamic environmental changes. These factors highlight the importance of a holistic approach that integrates technological, human, and organizational dimensions in talent management strategies (Nurani et al., 2024; Gadzali et al., 2023; Vasisht, 2025; Masudi et al., 2025; Villany et al., 2024; Setyanti et al., 2025; Victoria et al., 2024; Sridar et al., 2025; Rohayati, 2024; Mihus, 2023).

However, a critical examination of existing literature reveals several research gaps that necessitate further investigation. First, while numerous studies emphasize the importance of digital competencies, there is limited integration between competency-based frameworks and talent management systems in a comprehensive and systematic manner. Many studies tend to focus on either competency development or talent management practices independently, without exploring how these elements can be strategically aligned to create a cohesive human resource system. Second, existing research often highlights the role of digital technologies such as AI and analytics in HR processes but lacks empirical models that link these technologies with competency-based talent development outcomes. Third, there is a lack of contextualized studies that examine how organizational culture, leadership, and structural factors interact with digital competency-based talent management, particularly in emerging economies and rapidly evolving organizational environments. These gaps indicate the need for a more integrative and holistic framework that connects digital competencies, talent management strategies, and organizational enablers into a unified model (Fomenko, 2025; Garcia, 2025; Sridar et al., 2025; Nurani et al., 2024; Gadzali et al., 2023).

In response to these gaps, this study offers a novel contribution by proposing a competency-based digital talent management framework that integrates digital competency mapping, strategic HR processes, and organizational enablers into a cohesive system. Unlike previous studies that examine these components in isolation, this research emphasizes the alignment between digital competencies and the entire talent management cycle, including recruitment, development, performance evaluation, and retention. Furthermore, this study introduces the integration of data-driven technologies such as HR analytics and artificial intelligence within a competency-based framework, enabling organizations to make more informed and strategic decisions regarding talent development. The novelty of this research also lies in its holistic approach, which incorporates cultural, leadership, and structural dimensions as critical factors influencing the success of digital talent management. By bridging the gap between theory and practice, this study provides a comprehensive model that can be applied across various organizational contexts, particularly in environments characterized by rapid technological change and uncertainty (Fomenko, 2025; Rohayati, 2024; Mihus, 2023; Zhang et al., 2024; Alexandro, 2025; Guerra et al., 2023).

Based on the identified research problems and gaps, the primary objective of this study is to analyze and develop a competency-based digital talent management model that enhances organizational adaptability and competitiveness in the era of disruption. This objective is grounded in the need to understand how digital competencies can be systematically integrated into talent management practices and how organizational factors can support this integration effectively. By achieving this objective, the study aims to contribute to both theoretical development and practical implementation of digital talent management strategies that are responsive to the demands of the digital economy.

From a theoretical perspective, the literature on digital competency-based talent management can be categorized into several key dimensions. First, digital competency theory emphasizes the role of digital literacy, adaptability, and problem-solving skills as critical components of human capital in the digital age. These competencies enable individuals to navigate complex digital environments and contribute to organizational innovation and performance. Second, talent management theory highlights the importance of strategic HR practices, including recruitment, development, and retention, in building a high-performing workforce. Third, the integration of technology in HR practices introduces the concept of digital HR or e-HRM, which leverages data analytics and AI to enhance decision-making and efficiency. Finally, organizational theory underscores the role of culture, leadership, and structure in shaping the effectiveness of talent management systems. The intersection of these theoretical perspectives forms the foundation for developing an integrated framework of competency-based digital talent management (Fomenko, 2025; Marlina et al., 2023; Mihus, 2023; Gadzali et al., 2023; Garcia, 2025; Sridar et al., 2025; Nurani et al., 2024).

In conclusion, the growing importance of digital competencies in shaping organizational success highlights the urgent need for a strategic transformation of talent management practices. Organizations must move beyond fragmented approaches and adopt integrated systems that align digital competencies with talent management strategies and organizational enablers. By addressing existing research gaps and introducing a comprehensive framework, this study contributes to advancing the understanding of how organizations can effectively manage talent in the digital era. The findings are expected to provide valuable insights for both academics and practitioners in developing sustainable and future-ready human resource systems that can thrive in an increasingly complex and dynamic environment (Setyanti et al., 2025; Masudi et al., 2025; Villany et al., 2024).

2. Literature Review

Digital Competence

Digital competence is widely recognized as a key component of human capital in the digital era. It refers to the ability of individuals to effectively use digital technologies for information processing, communication, and problem-solving. In the context of organizational transformation, digital competence is not limited to technical skills but also includes adaptability, critical thinking, and continuous learning. Employees with strong digital competencies are more capable of responding to technological changes and contributing to innovation within organizations. Therefore, digital competence has become a strategic resource that supports organizational competitiveness and sustainability in the era of disruption (Fomenko, 2025; Marlina et al., 2023; Mihus, 2023; Nurani et al., 2024).

Dimensions of Digital Competence

Digital competence consists of several important dimensions that influence employee performance and organizational outcomes. These include information literacy, digital content creation, digital communication and collaboration, cybersecurity awareness, and problem-solving in digital environments. Information literacy helps employees evaluate and use information effectively, while digital content creation supports innovation and value creation. Communication and collaboration skills enable teamwork in digital settings, and cybersecurity awareness ensures safe use of technology. In addition, problem-solving skills allow employees to handle challenges using digital tools. These dimensions collectively enhance productivity, adaptability, and organizational agility (Marlina et al., 2023; Mihus, 2023; Garcia, 2025; Masudi et al., 2025).

Talent Management in the Digital Era

Talent management in the digital era has evolved into a more strategic and technology-driven process. Organizations increasingly use data analytics, artificial intelligence, and HR technologies to improve recruitment, performance evaluation, and career development. These tools help organizations identify talent needs, assess employee competencies, and design effective development programs. As a result, talent management is no longer administrative but becomes a strategic function that supports organizational goals. The integration of digital technologies in talent management also improves efficiency and decision-making in human resource practices (Garcia, 2025; Leskina, 2022; Sridar et al., 2025; Alexandro, 2025).

Digital Talent Development

Digital talent development focuses on improving employee competencies through upskilling and reskilling programs. Organizations use various learning methods such as online training, microlearning, and digital learning platforms to support continuous learning. These approaches allow employees to adapt to new technologies and changing job requirements. In addition, personalized learning and innovative methods such as gamification and mentoring enhance employee engagement in the learning process. Digital talent development is essential to ensure that employees remain relevant and capable in a rapidly changing work environment (Fomenko, 2025; Nurani et al., 2024; Setyanti et al., 2025; Rustam et al., 2024).

Talent Retention and Engagement

Talent retention and employee engagement are important aspects of talent management in the digital workplace. Organizations need to create a supportive work environment that encourages employee satisfaction and commitment. Flexible work arrangements, such as hybrid and remote work, play a significant role in improving work-life balance and employee well-being. In addition, career development opportunities and continuous learning programs increase employee motivation and loyalty. The use of digital tools also helps organizations monitor and enhance employee engagement effectively. High levels of engagement contribute to better performance and reduced turnover (Sridar et al., 2025; Masudi et al., 2025; Villany et al., 2024; Guerra et al., 2023).

Organizational Support: Culture and Leadership

Organizational culture and leadership are critical factors in the success of digital talent management. A culture that supports learning, innovation, and flexibility encourages employees to develop their digital competencies. Leadership also plays an important role in guiding digital transformation and aligning talent management strategies with organizational goals. Digital-savvy leaders can effectively manage change and motivate employees to adopt new technologies. In addition, flexible organizational structures and agile practices support collaboration and adaptability. These factors create an environment that enables effective implementation of digital talent management (Nurani et al., 2024; Gadzali et al., 2023; Vasisht, 2025; Rohayati, 2024).

3. Methods

This study employs a **qualitative approach with a descriptive-explanatory design** to develop a comprehensive understanding of competency-based digital talent management in the era of disruption. The qualitative method is considered appropriate as it allows for an in-depth exploration of complex phenomena related to digital competencies, talent management practices, and organizational dynamics. The research focuses on analyzing how organizations integrate digital competencies into their talent management

systems and how supporting factors such as leadership, culture, and structure influence this process. The data used in this study consist of both **primary and secondary data**. Primary data are collected through **semi-structured interviews** with key informants, including HR managers, organizational leaders, and employees involved in digital transformation initiatives. These interviews aim to capture practical insights, experiences, and strategic approaches related to digital talent management. Meanwhile, secondary data are obtained through **document analysis**, including organizational reports, HR policies, competency frameworks, and relevant academic literature. In addition, **observation techniques** are used to understand organizational practices and behaviors in implementing digital-based talent management.

The data collection process is conducted systematically through **data triangulation**, combining interviews, documentation, and observations to ensure data validity and reliability. The data are then analyzed using **thematic analysis**, which involves several stages: data reduction, data categorization, theme identification, and interpretation. Initially, the collected data are organized and reduced to focus on relevant information related to digital competencies and talent management practices. Next, the data are categorized based on key themes such as digital competence dimensions, talent development strategies, and organizational support factors. The analysis continues by identifying patterns and relationships between these themes to develop a conceptual framework of competency-based digital talent management. To enhance the rigor of the analysis, the study applies **data validation techniques**, including member checking and cross-source verification. Finally, the findings are interpreted to generate theoretical and practical insights that contribute to the development of an integrated and strategic model of digital talent management in organizations.

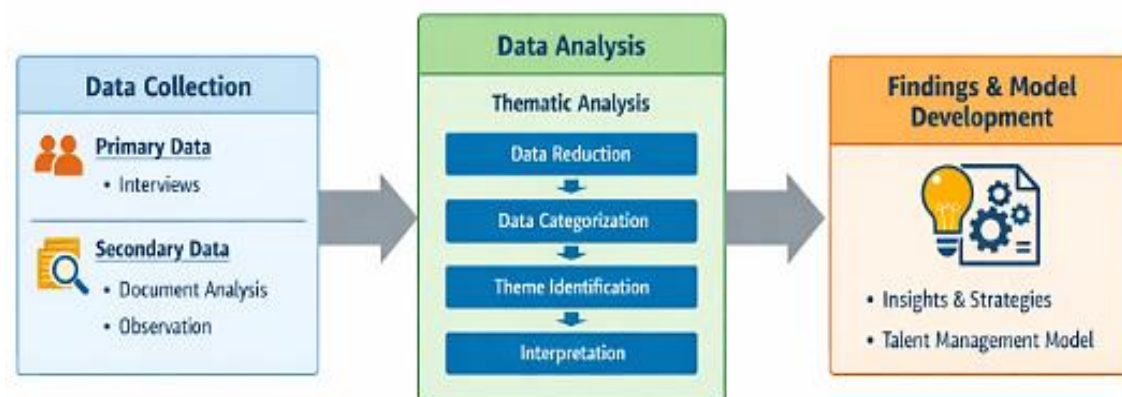


Figure 1. Diagram Conceptual Research

4. Results and Discussion

The results of this study are presented in Table 1, which summarizes the key findings related to competency-based digital talent management, covering digital competence dimensions, talent management strategies, and organizational supporting factors.

Table 1. Summary of Findings on Competency-Based Digital Talent Management

No	Variable	Indicator	Key Findings	Organizational Implications
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1	Digital Competence	Information Literacy	Employees demonstrate the ability to access and evaluate digital information effectively	Enhances decision-making quality and innovation capacity
2		Digital Communication & Collaboration	Employees effectively utilize digital tools for teamwork and coordination	Improves productivity and cross-functional collaboration
3		Digital Problem-Solving	Employees are قادر of resolving work-related issues using digital platforms	Increases efficiency and organizational responsiveness
4	Talent Management Strategy	Digital Recruitment	Organizations adopt digital platforms and AI in recruitment processes	Improves accuracy and effectiveness of talent acquisition
5		Upskilling & Reskilling	Continuous digital training programs are implemented	Strengthens workforce adaptability and future readiness
6		Employee Retention	Flexible work systems (hybrid/remote) enhance job satisfaction	Reduces turnover and increases employee engagement
7	Organizational Support	Leadership	Leaders exhibit digital awareness and actively support transformation	Encourages innovation and minimizes resistance to change
8		Organizational Culture	The culture promotes continuous learning and adaptability	Supports sustainable performance improvement
9		Organizational Structure	Agile and flexible structures are implemented	Facilitates faster decision-making and collaboration

The findings presented in Table 1 demonstrate that competency-based digital talent management significantly contributes to enhancing organizational effectiveness in the era of disruption. Digital competence, particularly in the areas of information literacy, communication, and problem-solving, plays a crucial role in improving employee performance and fostering innovation. Employees who possess strong digital competencies are better equipped to utilize technology effectively, enabling organizations to respond more quickly and efficiently to changing environmental demands.

In addition, the adoption of digital-oriented talent management strategies—such as AI-based recruitment, continuous upskilling and reskilling initiatives, and flexible work arrangements has a positive impact on workforce adaptability and engagement. These strategies not only improve the quality of talent acquisition but also strengthen employee

commitment and reduce turnover. Moreover, organizational support factors, including leadership, culture, and structure, are critical in ensuring the successful implementation of digital talent management. Digital-oriented leadership fosters a clear strategic direction, while an adaptive organizational culture and agile structure create an environment conducive to innovation and continuous learning. Overall, the integration of digital competencies, strategic talent management practices, and supportive organizational elements forms a comprehensive framework that enhances organizational resilience and competitiveness in the digital era.

Discussion

The findings of this study provide a comprehensive understanding of how competency-based digital talent management can be effectively implemented to enhance organizational adaptability and competitiveness in the era of disruption. Based on the results presented in Table 1, it is evident that digital competence plays a central role in shaping employee performance and organizational outcomes. The ability of employees to demonstrate strong information literacy, digital communication, and problem-solving skills confirms that digital competence is no longer a supplementary capability but a core component of human capital. This finding aligns with previous studies that position digital competence as a strategic resource capable of driving innovation, productivity, and organizational resilience. In particular, the capacity to access, evaluate, and utilize digital information effectively contributes to improved decision-making processes and supports knowledge-based organizational practices. Therefore, organizations that prioritize the development of digital competencies are more likely to achieve sustainable competitive advantage in rapidly changing environments (Fomenko, 2025; Marlina et al., 2023; Mihus, 2023; Nurani et al., 2024; Setyanti et al., 2025).

Furthermore, the results highlight that the dimensions of digital competence identified in this study—namely information literacy, communication and collaboration, and digital problem-solving—have a direct and measurable impact on organizational performance. Employees who are proficient in digital communication tools are better able to collaborate across teams and geographical boundaries, thereby enhancing organizational productivity and efficiency. Similarly, the ability to solve problems using digital platforms enables organizations to respond more quickly to operational challenges and external disruptions. These findings support the theoretical framework that emphasizes adaptability and agility as critical competencies in the digital era. Adaptability, in particular, allows employees to adjust to new technologies and changing job roles, while agility enables organizations to respond strategically to market dynamics. As such, the integration of these competencies into talent management systems is essential for building a future-ready workforce (Garcia, 2025; Masudi et al., 2025; Villany et al., 2024).

In relation to talent management strategies, this study demonstrates that the adoption of digital and data-driven approaches significantly enhances the effectiveness of human resource practices. The use of digital recruitment systems and artificial intelligence in talent acquisition processes allows organizations to identify and select candidates more accurately based on competency requirements. This finding is consistent with existing literature, which highlights the role of people analytics and AI in improving recruitment efficiency and reducing bias. Moreover, the integration of competency mapping into recruitment processes ensures that organizations acquire talent that aligns with their strategic objectives. This approach not only improves the quality of new hires but also strengthens the overall

talent pipeline within the organization (Garcia, 2025; Leskina, 2022; Alexandro, 2025; Guerra et al., 2023).

In addition to recruitment, the study emphasizes the importance of continuous learning and development through upskilling and reskilling initiatives. The findings indicate that organizations implementing digital training programs, such as online learning platforms and microlearning strategies, are better able to enhance employee competencies and adapt to technological changes. These initiatives enable employees to acquire new skills and update existing ones, ensuring their relevance in a rapidly evolving work environment. This is particularly important in the context of digital transformation, where the pace of technological change often exceeds the rate at which traditional training methods can respond. The use of innovative learning approaches, such as gamification and personalized learning pathways, further enhances employee engagement and learning outcomes. These findings reinforce the argument that digital talent development is a critical component of strategic human resource management in the digital era (Fomenko, 2025; Nurani et al., 2024; Setyanti et al., 2025; Surbakti & Sinurat, 2025; Victoria et al., 2024; Rustam et al., 2024).

Another important aspect highlighted in the findings is the role of talent retention and employee engagement in sustaining organizational performance. The implementation of flexible work arrangements, including hybrid and remote work models, has been shown to significantly increase employee satisfaction and reduce turnover rates. This finding reflects the changing expectations of the modern workforce, which values flexibility, autonomy, and work-life balance. In addition, personalized career development opportunities and continuous learning initiatives contribute to higher levels of employee engagement and commitment. These factors are critical in retaining high-performing employees and maintaining organizational stability in a competitive labor market. The use of digital tools to monitor and enhance employee engagement further supports the effectiveness of these strategies. This aligns with previous research that emphasizes the importance of employee experience as a key determinant of organizational success in the digital era (Sridar et al., 2025; Masudi et al., 2025; Villany et al., 2024; Guerra et al., 2023; Setyanti et al., 2025).

Beyond individual competencies and HR practices, this study also underscores the significance of organizational support factors, particularly leadership, culture, and structure. The findings indicate that digital-savvy leadership plays a crucial role in driving the successful implementation of digital talent management. Leaders who possess a strong understanding of digital technologies and data-driven decision-making are better equipped to align organizational strategies with talent development initiatives. Moreover, such leaders are more effective in managing change and reducing resistance among employees. This highlights the importance of leadership development programs that focus on enhancing digital leadership capabilities. In addition, an organizational culture that promotes continuous learning, innovation, and adaptability is essential for supporting digital transformation efforts. A culture that encourages experimentation and knowledge sharing enables employees to develop their competencies and contribute to organizational growth (Gadzali et al., 2023; Vasisht, 2025; Nurani et al., 2024; Setyanti et al., 2025).

The role of organizational structure is also critical in facilitating the implementation of competency-based digital talent management. The findings suggest that organizations adopting agile and flexible structures are better able to respond to changing environmental conditions and support cross-functional collaboration. Agile HR practices, in particular, enable organizations to adapt their talent management strategies in response to emerging

challenges and opportunities. This flexibility is essential in the digital era, where rapid technological advancements require organizations to continuously evolve their structures and processes. The integration of cross-functional teams further enhances collaboration and innovation, enabling organizations to leverage diverse skills and perspectives. These findings are consistent with existing literature that emphasizes the importance of organizational agility in achieving sustainable performance in dynamic environments (Sridar et al., 2025; Rohayati, 2024; Mihus, 2023; Masudi et al., 2025).

Importantly, this study contributes to the development of a strategic framework for competency-based digital talent management by integrating digital competencies into the entire HR lifecycle. The findings indicate that organizations that systematically incorporate digital competencies into recruitment, training, performance evaluation, and retention processes are more successful in achieving their strategic objectives. This integrated approach ensures consistency and alignment across all HR practices, thereby enhancing organizational effectiveness. The use of competency mapping and assessment tools further supports the identification of skill gaps and the design of targeted development programs. Additionally, the integration of HR analytics and artificial intelligence provides organizations with valuable insights into workforce trends and performance, enabling more informed decision-making. This finding supports the argument that data-driven approaches are essential for optimizing talent management in the digital era (Fomenko, 2025; Rohayati, 2024; Zhang et al., 2024; Alexandro, 2025; Guerra et al., 2023).

In addressing the research objective, this study demonstrates that competency-based digital talent management is a critical enabler of organizational adaptability and competitiveness. By integrating digital competencies into talent management practices and aligning them with organizational strategies, organizations can build a workforce that is capable of responding to technological changes and market dynamics. The findings also highlight the importance of adopting a holistic approach that considers not only technological factors but also human and organizational dimensions. This approach ensures that digital transformation initiatives are supported by a capable and engaged workforce, thereby increasing the likelihood of successful implementation.

Overall, the discussion confirms that the transformation of talent management in the digital era requires a shift from traditional approaches to more strategic, integrated, and data-driven practices. Organizations must prioritize the development of digital competencies, adopt innovative talent management strategies, and create supportive organizational environments to achieve sustainable success. By doing so, they can effectively navigate the challenges of the digital era and capitalize on emerging opportunities, ultimately enhancing their long-term competitiveness and resilience (Setyanti et al., 2025; Masudi et al., 2025; Villany et al., 2024).

5. Conclusion

This study concludes that competency-based digital talent management is a strategic approach that effectively enhances organizational adaptability and competitiveness in the era of disruption. The findings demonstrate that integrating digital competencies such as information literacy, digital communication, and problem-solving into the entire talent management cycle, including recruitment, development, and retention, significantly improves employee performance and organizational outcomes. Furthermore, the adoption of data-driven and technology-supported talent management practices, combined with continuous upskilling and reskilling initiatives, strengthens workforce readiness in responding to rapid technological changes. The study also confirms that organizational

support factors, including digital-oriented leadership, adaptive culture, and agile structures, play a crucial role in ensuring the successful implementation of this approach. Therefore, achieving the research objective, this study affirms that a holistic and integrated model of competency-based digital talent management is essential for building a future-ready workforce and sustaining organizational success in a dynamic digital environment.

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