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Technological Impact on Talent Management

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Bachelor of Business Administration

European Business Administration

Bachelor's Thesis

29.04.2024

Abstract

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Title: Technological Impact on Talent Management
Number of Pages: 49 pages
Date: 29 April 2024

Degree: Bachelor of Business Administration
Degree Programme: European Business Administration
Supervisor: Daryl Chapman, Senior Lecturer

Most of the changes throughout the years in the field of human resources in organizations has drastically had a huge influence on modern work life. There are trends and issues where HR can take an advantage and create innovative outcomes. Any Global, multinational, medium, small corporations that has HR or uses external HR services, have experienced and seen issues and developments in every phase of employee development. Talented employees are seen as essential to an organization's success, distinction, and long-term growth in today's extremely competitive and dynamic industries. Organisations are under pressure to manage their people since there is a rising skills gap and a shortage of qualified individuals to fill available roles. The best approach so far to retaining talented employees is to use talent management strategies that are appropriate. Current assessments of the requirements of the organisation and the employees should serve as the foundation for processes in HRM. Retained skilful employees are influenced by several HRM practises that are both effective and practical. Future of HR and HR practices are in the hands of technology and innovation. The trend behind these challenges and changes we face in the working environment are what determines the future of organizations. The awareness of how technology and AI has been involved in our everyday lives, it is widely affecting all kinds of businesses. In each industry, whether there is a hierarchical structure or not. Leaders and managements are being tested through every sort of challenge regarding how to maintain a flexible workforce and retaining employees throughout the wave of trend of AI taking over. Aiming to seek and explore answer to research question: How can the challenges of talent management be improved with high-tech innovations in different industries?

Keywords: Technology, HRM, Talent management, AI, Talent Retention, HR

The originality of this thesis has been checked using Turnitin Originality Check service.

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Glossary

AI	Artificial Intelligence
FC	Football Club
HR	Human Resource
HRM	Human Resource Management
IoT	Internet of Things
T&D	Training and Development
TM	Talent Management

1 Introduction

The modern workplace is going through a unique period of change. Technological developments are drastically changing the nature of labour itself, challenging established work patterns, and transforming entire industry sectors. When it comes to attracting, keeping, and developing elite talent, organisations have both opportunities and problems in this dynamic environment.

Effective talent management (TM) has emerged as an essential competitive advantage for organisational success in this quickly changing market. TM includes all efforts related to hiring, training, motivating, and retaining a talented workforce. It guarantees that companies have the competencies, expertise, and resources required to meet their strategic goals. (Bonneton et al. 2022)

This research explores on how high-tech advancements may be utilised to assisting TM in many sectors in overcoming their issues. An extensive study of the literature review examines important human resource (HR) strategies, such as training and development, engagement, talent acquisition, compensation & rewards, and employee retention. The review also emphasises how technology is increasingly influencing HR duties, including training initiatives, flexible work schedules, and remote work.

Talented employees are seen as essential to an organisation's success, distinction, and long-term growth in today's extremely competitive and dynamic industries. Organisations are under pressure to manage their people since there is a rising skills gap and a shortage of qualified individuals to fill available roles.

The future of HR and HR practises is in the hands of technology and innovation. The trend behind these challenges and changes we face in the tech-driven world are what determines the future of organisations. As it is common for technology and AI to be involved in our everyday lives, it is widely affecting all industries. For example, office workers in larger corporations where there is more of a hierarchical structure are already facing these challenges. Leaders

and management are being tested through every sort of challenge regarding how to maintain a flexible workforce and retain employees throughout the trend of artificial intelligence (AI) taking over.

Part of the study is to use a cross-industry analysis to comprehend how technology affects TM in different sectors. Three separate industries are the subject of this analysis: sports, corporate, and hospitality. Every industry has different possibilities and problems when it comes to attracting, managing, and retaining talent. The study investigates at how various businesses use technology to meet their specific needs in order to find best practises and provide insight into possible solutions. Essentially seeking and exploring the answer to the research question: How can the challenges of talent management be improved with high-tech innovations in different industries?

2 Literature review

This literature review focuses on how the challenges of TM can be improved with high-tech innovations while effectively managing a flexible workforce. The following topic areas will be reviewed; human resource management (HRM) practises, employee retention, talent acquisition and recruitment, TM and TM in sport, corporate and hospitality industry, flexible working life, training and development, career development and technology innovations in HR.

Within these topics, the literature review will offer a grasp of the difficulties related to employee retention and TM in the setting of a flexible workforce. It emphasises the necessity of a comprehensive approach that incorporates modern HRM techniques, employee engagement tactics, successful talent acquisition, and development programmes. It is suggested that the combination of these components, enhanced by technological advancements, holds the key to overcoming the difficulties presented by a job market that is rapidly changing.

2.1 HRM practises

HRM practises, including compensation, training and development, career development, and work-life balance, can be powerful instruments in drawing in candidates who align with the organisation's core values. In other words, a high organisational fit and consequently a high retention rate is more likely to occur when employee and organisational values are central to the development of HRM practises. (Presbitero, Roxas and Chadee, 2015). The opportunities in HRM practises are frequently established and well known for creating a competitive advantage in several industries.

Presbitero, Roxas and Chadee (2015) state that when HR procedures are developed and put into action in a setting where employee and organisational values are highly compatible, employees are more unlikely to leave the company because they have a stronger sense of loyalty and feel connected there. Broad organisational desires that endorse particular organisational states of affairs or belief systems are referred to as organisational values. These values are an indicator of competitive advantage since they are resistant to competitors to copying and replicating them, making them vague and ambiguous.

A challenge that many businesses face is the high rate of attraction among talented workers. They must put HRM procedures that guarantee the dedication and loyalty of skilled workers. Securing and retaining people is one of the HR department's primary duties in altering the business environment. The connection between retaining employees' targets and TM strategies, in other words, employee turnover. Tej et al. (2021) showed that the most crucial elements influencing employee retention were compensation and benefits as well as performance management initiatives including career and training development. Consequently, primarily predicated on the notion that four TM

practises: recruitment and selection, performance and career management, salary and compensation are linked to employees' intentions to stay on the job.

Current findings about the requirements of the company and its workers should serve as the foundation for HRM practises. A talented workforce is influenced by several HRM approaches that are both effective and practical. HR should apply strategies that strengthen workers' moral commitment to the company and their emotional connections to their organisations. These strategies will also help workers feel more emotionally invested in the organisation. (Tej et al. 2021)

2.1.1 Career development

The possibilities for career development are a third HRM practice that affects employee retention. Research has indicated that a deficiency of career advancement prospects within a company is a major factor in the high rate of employee turnover. (Presbitero, Roxas and Chadee, 2015)

According to a study by Jena and Nayak (2023), organisational career development is the process of allowing someone to reach their professional potential by determining how best they can contribute to the organisation's targets. Employee loyalty to their current organisation increases when they are offered opportunities for professional growth and advancement within the company. This is because they become more aware of the scope and depth of their field, which contributes to retention.

Career development can be recognised in many ways. It is a multifaceted concept that includes possibilities for advancement, skill development, and the accomplishment of career goals. Career development and professional growth have been developed interchangeably. Career development is an ongoing process where workers prepare for, make, and continue to make decisions from among a variety of career paths that are available during their lives. The idea of

subjective measures of a person's development during their employment across organisations has been used to describe career growth. Professional development spans an individual's entire life and extends beyond their place of employment. An employee's surroundings, interactions, and changes are essential components of career development. (Houssein, Singh, Arumugam. 2020)

2.1.2 Training and development

According to Presbitero, Roxas and Chadee (2015), by offering practical and internal training, where specific practical abilities and tacit organisational knowledge are naturally learned and applied, organisations can develop a specific human advantage. In addition to offering chances for career advancement, practical training and development also encourage workers to stick with their employers.

To increase organisational effectiveness, training and development (T&D) is a structured approach to growing and improving staff knowledge, skills, and capacities. As a comprehensive HRM practice, it is commonly understood and shown to be a broad range of activities that are part of continuous learning and development in both job and career related abilities. Due to the fact that training and development enhance the relationship of social interaction between the employee and their employer, prior research has shown a link between perceived T&D and greater levels of retention. (Fletcher, Alfes and Robinson, 2018)

Considering that modern organisations now embrace the ongoing development of skills and knowledge, it is crucial that well-designed training has an impact. Organisations and regions must make sure that their workforces are always learning and growing in order to be competitive. Organisations are able to adapt, stand out, thrive, innovate, create, be secure, enhance customer service,

and accomplish goals with the help of training and development initiatives.
(Salas, et al. 2012)

Fletcher, Alfes and Robinson (2018) explain that in most studies and research, the grasp of the relationship between T&D and retention, pinpoints a wide spectrum of attitudes, each of which only partially controls this relationship on its own.

2.1.3 Talent acquisition & recruitment

Many people mistakenly believe that talent acquisition and recruitment are the same thing, although they are not. According to a study by Mangisa, Schultz and Hoek (2020), the first kind is a continuous cycle of procedures that involve luring, screening, hiring, and assigning workers within a company. Given that hiring is a step in acquiring talent, this study also characterises hiring as an ongoing process in which an organisation builds a pool of competent candidates for potential future hiring needs even in the absence of open positions. As a result, it is acknowledged that while TM includes talent acquisition, recruitment is a step in the talent acquisition process.

Though there are certain variables to be aware of, both talent acquisition and recruitment can be effective strategies for sourcing suitable employees. Considering that while recruitment is a streamlined process requiring little time or resource investment, acquiring talent is a far more involved process that entails building connections with applicants regardless of whether they end up getting employed. Therefore, ensure that your brand is well-established and has elements that appeal to candidates' interests if the goal is to wanting to locate the greatest talent. In addition, it is important to examine all relevant data related to hiring in order to assess how successful today's techniques are.
(Mangisa, Schultz and Hoek, 2020)

Acquiring talent can be done in many ways. Of course, one of the ways is through recruitment. With existing employees, companies are able to train and develop these talents. Such as enhancing and retaining talents through education. By investing time and resources in these employees, there is a high chance of retention and successful TM.

A company's efforts to retain employees are largely dependent on the effectiveness of its recruitment and selection processes. Such processes are important because they can create a favourable work environment by matching candidates' expectations and skill sets with the needs and organisational culture. (Ford-Colin, 2022)

2.2 Employee retention

Retaining skilled workers may bring benefits to an organisation. However, trying to keep these workers on board is not easy. In an ideal world, poor workers who are not productive would be urged to quit the company, while productive ones would be encouraged to stay. Sigler (1999) implies that initial employee performance data is frequently inadequate, and stronger performers who are frequently treated similarly to underperformers, are not given any incentives, weighs the advantages and disadvantages of using job agencies and discusses in brief the “use of compensation as a motivator, including bonuses, stock ownership, and enhancing job happiness through well-designed jobs that provide more variation”. (Sigler, 1999)

Phillips and Connell (2011) state that, over the course of the past ten years, staff turnover has grown to be a major issue for businesses. Keeping the turnover rate below industry standards and targets while managing retention is one of the most difficult problems a corporation can have. All signs point to the more problems in the future, and turnover will remain a significant problem for most job groups despite shifting economic conditions. Employee turnover and

managing it, however, is the most overlooked and underappreciated problem facing company executives.

Employee retention is considered one of the most valuable assets in terms of maintaining the relationships, skills, and collective knowledge within an organisation. Businesses can create a more effective and prosperous long-term growth base by investing in strategies to retain valuable talent. Because employee retention strategies such as training programmes and financial benefits may increase employees' longevity, keeping current staff members increases the profitability of the company. Retaining this talent increases profitability because their productivity produces goods and services, which allows the company to generate more income and make better use of its resources. (Ford-Colin, 2022)

2.3 Flexible workforce

Certain elements of HRM, such as strategies for hiring and retaining employees, have been impacted by recent changes in the legal, cultural, demographic, and economic spheres. The term "flexible working practices" refers to both official and informal organisational tactics that enable workers to deviate from the standard 9–5 workday and assist them in striking a greater balance between work and life. (Idris, 2014)

Acknowledging the need for a work-life balance has raised interest in flexible working and policies that support families within modern companies. Flexible working practises are now commonly used to help businesses compete for the best employees (Idris, 2014). Most importantly this leads to successful rates of employee retention. One way to describe employee retention is as an ongoing effort on the part of employers to make sure that the best people want to work for them and stay with them. Since employees are frequently an organisation's most valuable assets, employee retention is crucial.

Organisational and social factors, such as trust among employees, support from management, and an honest comprehension of the advantages of flexible working, are what ultimately decide whether or not flexible working is implemented.

Employees having control over their work schedule and location is one aspect of flexible working. Part of flexibility is having flexible hours which involve giving employees the option to swap out the start and end times of their workdays as well as the number of hours they put in each day or week, which they may then reserve to take sick days when needed. (Chung & van der Lippe. 2018)

Control over the boundaries between work and home can benefit employees by resolving some of the hassle resulting from the incompatibility of regular set working hours and family needs. By offering the opportunity to combine working life and family life, working from home enables employees to meet the expectations of their families. Parents may be able to combine childcare with paid labour at the same time, for example, by caring for a sick child while working from home. Furthermore, it is stated that workers who have lengthy commutes have more time for parenting and work as they may work from home instead of having to travel. (Chung & van der Lippe. 2018)

It is very likely that in many jobs in the future, flexible work schedules will become the standard rather than the exception. Examining the gender differences in the effects of flexible working on labour division and work-life balance is the goal of the current issue. Especially with women for example, working from home is a beneficial option that can help employees to adapt to the needs of their families or their personal lives in general. In periods of high family demand, flexible working enables mothers to continue working after giving birth and to hold positions requiring a lot of human capital. Because it enables women to retain both, this capability may raise women's happiness with work-life balance. Thus, flexible work schedules can be a helpful instrument for advancing equal opportunities for women and men in our communities. However, flexible working has the potential to possibly traditionalize gender

roles in the home and in the workplace due to our society's fundamental views on gender norms and men's and women's tasks and duties. (Chung & van der Lippe. 2018)

Following the COVID-19 pandemic, management intended to keep providing fully or partially remote work options. Many employees were also willing to accept lower pay in exchange for continuing in hybrid remote roles. As this allowed a lot more flexibility for the employee. (Ali et al., 2023)

Different working styles may involve various types of flexibility because one way to categorise office workers is based on how much freedom they have to move around the office. Commonly office workers are to remain stationary at work, this kind of employee may serve as an anchor in the workplace and engage in close interactions with co-workers. However, this traditional way of working may limit office workers' mobility and opportunity for broader organisational connections. Workers with more flexibility are more flexible, allowing them to work in a variety of office spaces both inside and outside of the office, in other words, a hybrid working model. Even though activity-based offices seem to be becoming more popular, more research is necessary to weigh in the advantages and disadvantages of these workspaces in comparison to more laid out and modern offices. (Haynes, Suckley, Nunnington, 2019)

3 Talent management

TM has been recognised as one of the main obstacles facing businesses and economies globally. Companies that want to draw and keep talent, invest a lot of money in TM. When filling critical strategic positions with future leaders, organisations must consider the challenges of both the local labour market and global competition. (Bonneton et al. 2022)

The idea of TM, as it is presented in the literature today, involves a number of sectors or groups of tasks that must be completed methodically, including selecting, hiring, developing, maintaining, and deploying people. The primary

distinction between a strategic approach to TM and any other HR practice is arguably the degree to which these practises are integrated into daily operations and culture, drive service excellence, and are connected to performance and company strategy as a whole. (Chung & D'Annunzio-Green, 2018)

To put it simply, TM unifies different HR procedures to produce a unified approach to attracting, fostering, and retaining talent. Organisations can create a workforce that is motivated, engaged, and more likely to stick around over time by concentrating on the full employee lifecycle and taking individual career goals into account. (Bonneton et al., 2022)

TM is developing, and there are now heated discussions concerning the scope and objectives of the role. Individuals must make decisions regarding the structure, purpose, scope, return on investment, and ownership of talent functions. They also must consider how they may contribute to employer branding, strategic workforce planning, and international capability transfer. All this contributes leads to successful employee retention and a well-structured TM strategy in organisations. (Sparrow and Makram, 2020)

A true talent war is beginning to emerge as a result of the current economic and talent shortages. Globalisation, demographic shifts, and the financial crisis have made it more important than ever to develop HRM strategies that support the growth and retention of skilled workers. As a result, TM has gained popularity among practitioners and become a regular occurrence in businesses. (Gelens et al., 2013)

TM strategies are implemented and used differently in each industry and organisation. It is important to identify and invest in planning and executing TM processes within each sector, since each has its own unique ways of retaining talent.

3.1 TM in sport industry

Sports organisations use a diverse approach to TM that includes organisational culture, career planning, compensation, performance management, talent identification, and development. Sports organisations may maximise the performance of their athletes and teams, accomplish their strategic goals, and stay competitive in the sports world by putting into practice efficient TM techniques.

Hassan et al. (2022) stated that, understanding the differences between TM practises in traditional TM, sport organisations require awareness of many structural and strategic elements as well as the contextual characteristics of an organisation. For instance, one of the things that make TM practises in sports more challenging is the overemphasis placed on athletes and having perfectly balanced physical, social, and emotional traits.

In this section, TM in football is used as an example case to illustrate TM practises in sports organisations. Football organisations may maximise player and team performance, accomplish strategic goals, and keep a competitive edge in the sports industry by putting into practice efficient TM techniques.

Introducing Tony Bloom's TM in Brighton & Hove Albion football club to research and provide an understanding of his success methods which are widely used in other successful sport organisations. When it comes to TM and recruitment, Bloom utilises long-term vision, putting more of an emphasis on creating a source of talent that will last than chasing immediate success. To guarantee long-term organisational success, other industries should place a similar priority on succession planning, talent development, and leadership continuity. From a cultural aspect, when recruiting players, Bloom places a high value on cultural fit and cohesiveness, highlighting the significance of people who share the club's beliefs and enhance the dynamic within the team. Other sectors may give recruiting decisions more weight to cultural fit and alignment

with corporate values in order to create a coherent and productive workplace culture. (FC, 2023)

The football club Brighton & Hove Albion is well-known in the industry. While they may not belong to the elite group, they are unquestionably in the highest ranks of the English Premier League. Brighton FC has developed into a team that is competent at investing in talent and realising its full potential. They have made a substantial profit on players on recent occasions. With a focus on developing younger players, Brighton has fielded the greatest percentage of under-21 players in their rosters over the previous year among Premier League competitors. (FC, 2023)

Brighton's strategy for acquiring and retaining talent is a mix of statistics, analysing performance with data collection, and creating patterns in the transfer market. It is evident that Brighton has a clever and successful transfer market strategy. They are the talk of the community because of their stability, which is understandable given that they haven't had a single sale or transfer that has not raised attention. (FC, 2023)

Barbadikar (2023) investigated Brighton's recruitment qualities and found a pattern in players which are: undervalued, young, players with above average talent, and players with little to no experience in the top five European Leagues. With the intention of signing a player with a vision they will be developed. And also, a player with a skill set, role and age aligning with Brighton's tactical structure.

To highlight a few fundamental concepts as well as strategies that Tony Bloom and other successful football club owners have probably used, even though specifics of his methods for managing talent at Brighton FC may not be easily accessible to the public. These following methods and strategies can provide insights that different industries could choose to utilise.

To foster local talent, according to Brighton's existing pattern, Bloom has placed a higher priority on investing in youth academies and development initiatives.

Kelly et al. (2022) stated that the main goal is to investigate how youth participation in activities on a personal level, positive social dynamics, suitable environments, and functional organisational structures might promote “immediate, short-term, and long-term developmental outcomes in sport”. Other sectors may concentrate similarly on developing talent from within by providing employees with opportunities for training, career growth, and mentorship. (Kelly et al. 2022)

Given his experience in analytics, Bloom might evaluate player performance and find overlooked talent by using data-driven methods. In a similar way, data analytics might be used by other organisations to find top talent, streamline hiring procedures, and influence recruitment decisions. In addition to providing important data for future talent searches, with data-driven methods could benefit from the application of clustering in this setting by generating results that are comparable, reproducible, and easy to interpret, as well as recommendations for how to make the most use of the data that is available. (van der Vegt et al., 2023)

As part of his TM approach, Bloom places a strong emphasis on philanthropy and community involvement. He recognises the value of giving back to the community and cultivating ties with fans. In a comparable way, other sectors might place more emphasis on community involvement and corporate social responsibility programmes in an effort to draw in top talent and improve their brand recognition.

The fundamental concepts of investing in talent development, utilising data-driven insights, creating a positive organisational culture, and placing a premium on long-term success can provide valuable guidance for TM in other industries, even though the details of Tony Bloom's football TM strategies may differ. Organisations of any form may optimise their TM strategies and promote long-term growth and success by embracing these concepts and customising them to fit their own distinctive settings.

3.2 TM in corporate industry

In the corporate sector, TM methods and strategies cover a wide range of actions aiming to draw in, develop, and retain qualified workers in order to strengthen organisational performance and accomplish strategic goals. HRM plays a central role in shaping TM practises and strategies within the corporate industry. The role of HRM is also to maximise the use of human resources while enhancing organisational performance through a variety of roles and initiatives. These are common examples of how important TM techniques include HRM elements: strategic HR planning, job analysis and design, recruitment and selection, training and development, performance management, compensation and benefits, employee relations and HR information systems. (Tej et al. 2021)

According to Beamond et al. (2016), the view of TM at the corporate level concentrates on how businesses can differentiate themselves from the competition and obtain a sustainable competitive advantage by hiring exceptional workers who thrive in their roles and make significant contributions to the strategic success of the company.

Since the management of skilled and high potential individuals is especially crucial for global organisations, TM has emerged as one of the primary strategic concerns for leaders. As a result, both academics and professionals have given TM more attention during the past decade. The success of a company depends on its ability to manage people globally, yet rising nations face unique difficulties in attracting, managing, and retaining talent due to a shortage of skilled workers. (Beamond et al., 2016)

Part of this section in corporate TM is to showcase an example of how talent is managed within corporate remote workers to identify possible challenges to strategies. As in the modern corporate work environment, the trend toward remote work has become the norm. Organisations offering flexibility are considered attractive in the modern corporate environment. The overlook of

remote worker best practises that can be transferred across industries to optimise TM outcomes allows for the evaluation of success in accomplishing company objectives and promoting employee performance and satisfaction.

In the modern workplace, corporations provide remote work options because it meets the needs of both the organisation and the individual for a variety of reasons. Here are a few main grounds for corporations' decision to provide remote work possibilities:

Work-Life Balance: Employees who work remotely are able to better balance their personal and professional lives. Remote work allows employees to more effectively handle their time and duties by doing so remotely without the need for travel time and providing flexible scheduling, which improves job satisfaction and general well-being. Modern advances in technology have increased the possibility and capacity to work anywhere other than an employer's office. The ability to manage responsibilities in life, such as those related to work, family, and personal well-being, is known as work-life balance. Recognising whether and how ideal work-life balance may be accomplished in a remote work situation is crucial, as companies compete for talent and meeting employees' requirements for work-life balance has turned into a strategic need. (Berger, 2023)

Talent Attraction: Providing remote work choices might give you a competitive edge in attracting and retaining talent. When evaluating job prospects, candidates may find remote work choices to be particularly appealing, since many employees place a high value on flexibility and autonomy in their work arrangements. This is becoming more and more accepted by many businesses as the new normal. Thus, if a region is to prevail in the competition for talent and capital, its strategy for economic development must also be innovative. (Stefko, 2020)

Cost Savings: Employers and employees may save money by working remotely. Remote work saves employees money on commuting expenses like

parking and transportation. Employers may find that remote work saves on expense for things like utilities, office space, and facility maintenance. (Graham, 2023)

Increased Productivity: As opposed to popular belief, numerous employees have demonstrated increased productivity when working remotely. Employee concentration and work completion may be improved in the absence of the usual office environment's distractions. To further increase productivity, remote work also enables workers to customise their workspaces to their preferences. According to Business Wire (2021), over the past few years, there has been a swift shift towards remote work which has resulted in higher worker satisfaction and efficiency. This has opened up opportunities for businesses to identify their ideal hybrid work model and implement the necessary technology and resources to successfully implement it. (Business Wire, 2021)

Global Talent Pool: Talent from all over the world can be accessed through remote work. Corporates can access a diversified talent pool with a wide range of talents and expertise, regardless of geographic location, by providing remote work possibilities. Increased creativity, innovation, and teamwork within the company could come from this. Organisations will keep utilising global talent while they strive to close skill gaps within their own labour market. In order to find the proper talent, corporations require a dependable resource with a global reach and recognised talent pools. (PR Newswire, 2023)

Environmental Sustainability: Since working remotely lowers the carbon footprint of commutes and office-related activities, it can support environmental sustainability. Corporates can reduce their environmental impact and greenhouse gas emissions by enabling workers to work from home or elsewhere in the world. (Haynes, Suckley, Nunnington, 2019)

In general, providing remote work options helps corporations recruit and retain talent, save money, increase productivity, and build business resilience. It also aligns with the changing requirements and preferences of workers. Corporates

recognise more and more the benefits of remote work alternatives as a strategic workforce management approach as technology develops and remote work becomes more common.

To highlight some of the strategies and tactics used by corporate remote workers, these observations emphasise the significance of strategic TM techniques that are adapted to remote work settings, highlighting the role that employee engagement, flexibility, technology, and communication have in sustaining organisational success.

In the corporate working environment, whether it is in person, remote, or hybrid, embracing flexibility is one of the most common strategies to implement in modern working life. Offering remote work choices is crucial for attracting and keeping talent in today's transforming workplace. To enable workers to attain a work-life balance and produce remarkable results by embracing flexibility. (Thomas et al., 2024)

As technology has been an essential to transforming support for TM and enabling remote work. By making investments in digital tools and platforms this allows distant teams to interact, collaborate, and work more productively. Which aids in prioritising in communication, as in remote work environments, successful communication is crucial. Organisations place a high value on transparency and open channels of communication to make sure remote workers are aware of the organisation's objectives and projects and feel connected to them. (Tulsiani, 2021)

As part of offering remote work settings a culture of trust and accountability is necessary for organisations and employers. To provide remote workers the freedom to handle their workloads on their own, building an environment of trust and independence that boosts performance and satisfaction among employees. To retain talent the demands and interests of remote workers are different. Organisations offering online resources, mentorship opportunities, and virtual training programmes that are customised to the specific career goals of remote

workers in order to promote their professional development. To appreciate talent, developing a sense of appreciation and belonging among remote workers requires recognising and praising their accomplishments. To recognise the achievements and contributions of remote workers, organisations maintain a collaborative appreciation platforms and virtual recognition programmes. (Malukani & Paranjape, 2023)

In remote work, keeping an eye on workers' well-being and engagement is crucial. Utilising surveys, feedback sessions, and observational tools, routinely evaluate the engagement levels of remote workers in order to proactively address any issues and promote a healthy work environment. As part of managing talent, remote work should offer special chances to foster creativity and innovation. Utilising all of the perspectives and skills of remote employees to cultivate an innovative culture that helps businesses adapt, create, and prosper in the current competitive environment. (Thomas et al., 2024)

3.3 TM in hospitality industry

The hospitality industry is considered a service-based and customer-oriented services that includes a broad range of organisations and offerings with the goal of giving customers comfort, entertainment, and convenience. The hospitality sector has acknowledged the benefits that a strategic approach to human resources and the notion of TM brings to the success of contemporary businesses. People within an organisation are today seen as the main focus of economic growth, improvement in society, and starting as an investment. (Scott & Revis, 2008)

According to Scott & Revis (2008), career development that is personalised to each employee and their needs is anticipated to be the primary objective for the organisation. Talent development and reward programmes are a subject of major discussion as the industry handles the complex expectations of customers in the hospitality industry. Using comprehensive TM techniques would enable hospitality organisations to take a more proactive approach right

from the start. This will require awareness in reaction to shifting goals and consideration of outside factors like shifting labour force dynamics. (Scott & Revis, 2008)

Hospitality is one of the global sectors with the fastest rate of growth. The creation of numerous new jobs is the industry's largest contribution to the economic growth of a country. A crucial component of TM has always been the establishment of underlying connections with learning and performance development. They are regarded as vital components of training programmes and are important for the hospitality industry's ability to retain people as well as gain a competitive edge. (Scott & Revis, 2008)

To maintain talent in this sector, heavily investing in TM strategies allows to become more successful in the hospitality world and provide better goods and services to overcome competitors who solely hire workers with mediocre skills. Which leads to a high level of support in preserving one of their most significant resources, their talent within employees. Appropriate compensation and placement will help exceptionally talented people feel valued and eventually more inclined to commit to a long-term job. Resulting in growing their income in a cost-effective and efficient manner. When a business faces greater competition than competitors, it can easily penetrate new markets and increase its share of the market, which will increase sales extensively. (Strategic direction, 2018)

To dive deeper into the challenges and success of TM in hospitality, the restaurant industry is a comparable example that plays a central role in representing other sectors within hospitality. Exploring similarities on how to retain a restaurant worker and their talent and the impact of global changes.

The hospitality industry has unique aspects, such as its extended work hours, sociable shape, exceeding the average turnover rate, and reliance on a younger and frequently less skilled staff, that drive TM in the hospitality sector. The literature on TM has, however, primarily focused on large, global, commercial

organisations, creating doubt on the applicability of its findings and assumptions in other contexts, such as particular industries, nations, or business sizes like small and medium-sized businesses. (Magrizos, Roumpi and Rizomyliotis, 2023)

Implementing HRM practises and common TM strategies within the restaurant industry is similar but with a slightly different focus. The working environment and requirements are different. In order to provide excellent service and guarantee the restaurant's profitability, focus relies on acquiring, developing, and retaining qualified employees.

As employees in the restaurant business, are subject to a variety of contracts and conditions. These differences provide context for the expectations and experiences that managers and employees may have with relation to job duties, workload, career progression, job stability, and balance between work and life.

Cajander and Reiman (2023) studied that, each organisation that wants to retain a talented workforce must understand the different aspects that go into working conditions, especially in the fast-paced restaurant industry. Working conditions in this field require close examination and consideration of a wide range of factors because of the volatile environment of the restaurant industry, which is characterised by “low stability, high employee turnover, reliance on younger and less competent employees, seasonality, part-time employment, challenging days at work, and potential discrimination”. Additionally, working at a restaurant has its own set of unique difficulties, such as interacting with a wide range of occasionally difficult customers, socially demanding tasks, emotional tension, a multicultural workplace, and developing technical requirements. (Cajander and Reiman, 2023)

High turnover rates are a common occurrence in the restaurant sector because of things like long hours, low pay, and hard work circumstances. For managers and owners of restaurants, hiring and training new employees on a regular basis can be expensive and time-consuming.

It can be challenging to find and keep qualified employees, particularly at busy times of the year or in places where the labour pool is small. Insufficient staffing might result in heavier workloads for current workers, poor service, and unfavourable experiences for customers. In a highly competitive industry where skilled professionals are in great demand, it can be difficult to find people with sufficient expertise and skills. In order to attract and maintain the best employees in the company, restaurants need to set themselves apart as employers of choice. The work-life balance of employees may be impacted by the long hours, weekend and late shifts, and holidays that come with working in a restaurant. Sustaining a positive work-life balance is crucial for retaining and enhancing employee happiness. (Magrizos, Roumpi and Rizomyliotis, 2023)

Based on the inherent characteristics of the hospitality and tourism industries, plenty of individuals have very negative views about working in them. In order for a hospitality company to successfully implement TM approaches, the following elements would need to be consistently included and heavily invested as part of an overall improvement in performance culture. (Strategic direction, 2018)

In order to draw in talented people, successful restaurants frequently have clear recruitment procedures. To reach potential candidates, this may entail using word of mouth, attending career fairs, posting targeted jobs, and utilising social media sites. Restaurants are investing in comprehensive training programmes to make sure staff members are ready to provide exceptional service. These programmes cover a wide range of topics, including menu understanding, food safety procedures, customer service techniques, and role-specific training for various positions in the restaurant. (DiPietro et al., 2019)

Offering employees opportunities for growth and clear career paths helps inspire them to perform well in their positions. Restaurants can provide their staff members with specialised training, collaboration possibilities in other departments, and promotion prospects in order to help employees grow professionally. (DiPietro et al., 2019)

Employee motivation and morale are greatly impacted by acknowledging and recognising employees for their efforts and accomplishments. To recognise exceptional performance, restaurants may implement employee recognition programmes, a performance-driven bonuses, employee of the month awards, and other benefits. (Scott & Revis, 2008)

As in every other industry, the key to increasing employee happiness and retention is developing a positive workplace culture where workers feel appreciated, respected, and supported. Restaurants may foster a culture of cooperation, respect, and teamwork by providing social events, team-building exercises, and frequent training and development opportunities. A general systemic approach to TM has the adaptability to be customised to the requirements and significance of the different organisations in the hospitality sector. (Scott & Revis, 2008)

4 Technology innovations in HR

The interaction between businesses, employees, and consumers is changing fundamentally as a result of the rapid development and widespread use of AI and other ground-breaking technologies, and the administrative parts of HRM chores and activities are becoming increasingly automated. While the history of technology in HRM dates back to the revolutionary era, technical developments have only changed the availability of either psychological or physical services. However, in tasks that have historically required human contact and interaction, modern advancements are increasingly offering alternatives to human resources, which is changing both the nature of work and organisational structures. For instance, industrial interest in artificial intelligence bots and human service bots is growing. (Vrontis et al., 2021)

Vrontis et al. (2021) mention that even so, because they can promote more effective coordination and cooperation, “deep learning algorithms, smart

devices, and the Internet of Things (IoT)” are especially helpful for companies that operate internationally. Comparably, the advent of computerised HRM data systems and other cutting-edge technology presents a number of chances to enhance and lower the expense of HRM operations, such as hiring and employee performance reviews.

Modern technologies are gaining ground in today's highly competitive environment, so the HR department must also adapt its procedures to keep up with the rapid advancements in technology. They cannot rely solely on the conventional method. Technology driven by the next generation of workers has the potential to revolutionise HR procedures and provide numerous advantages to the company, which will encourage the adoption of contemporary innovations. Companies these days are concentrating on digitising HR procedures in order to create an agile environment and the working environment of the future, where employees and AI and technological innovations work together to increase productivity, development, and especially employee retention. (Verma, Bansal & Verma, 2020).

Strohmeier, Bondarouk and Konradt. (2012) state that organisations are influenced by the idea that automating personnel-related tasks would reduce costly administration. Positive outcomes that emerged at the day-to-day management level generally included savings in terms of time and money as well as improved data quality. Additionally, organisations started to become more conscious of and appreciative of the wider range of potential advantages that technology may offer in carrying out HR responsibilities. Fast technological advancements have fuelled recent innovations in HRM developments, which allow for a wide range of HRM components to work with one another and with various parts from other business categories like marketing, manufacturing, and finance, resulting in an effectively built HRM structure.

Strohmeier, Bondarouk and Konradt (2012) also indicate that by providing sufficient descriptive and predictive data to assist HR decisions, these are currently driving HRM towards a more strategic change. Through the

introduction of new players in AI to HRM, the involvement of higher-ups in HRM, the support of various sourcing layouts, the provision of more versatility in HRM, and a number of other HRM practises such as recruiting, training and development a world of potential outcomes has opened up. In short, the AI and technology have unlocked a new era of HRM developments.

As current HR technologies and innovations based on cloud services, augmented reality, artificial intelligence, etc. emerge in recognition of these swift changes in the digital era, it is necessary to adapt business regulations. This is because new innovations that guarantee productivity, creativity, adaptability, and flexibility are making their way into the market. Using human-oriented approaches for employee management and business operations in general will lead to success. For contemporary businesses, innovation creation is just as much of a struggle as change adaptation. Potential paths for future research in this area include developing new technologies that have the potential to make organisations more "human" in the process. In other words, they will free up HR experts from demanding activities that the software can do for them, allowing them to concentrate on important areas and genuine human interaction. Innovation and technology for HR are not truly meant to take on the role of people. Rather, technology facilitates the development of meaningful relationships with colleagues and positions that allow for professional advancement. (Vaskiv, 2022)

5 Research design

This research design is purely secondary research, considering the fact that by analysing existing data, literature and documents rather than collecting primary data, several methods can be employed to ensure a stronger and more comprehensive results concerning technology in TM in industries.

For secondary research, a comprehensive review of the literature is necessary. It entails locating, assessing, and combining scholarly works, and research that already exist and are relevant to the research question regarding HRM, TM and retention. Publicly accessible data, articles, and literature from different industries on TM, including the impact of technology are used for research.

For an analytical approach, a cross-industry analysis with existing literature is explored. In order to find similarities, differences, or links between various examples, situations, or variables, cross-industry analysis compares and contrasts them. The idea is to compare different industries and combine findings from several studies and systematic reviews.

The methodology of this cross-industry analysis will begin with a significance and similarities of the TM environment in each industry, which will be followed by a thorough investigation of the technology variables influencing TM and retention tactics within these industries. The analysis aims to provide insights into the distinct challenges and opportunities encountered by organisations in the sports, corporate, and hospitality sectors. This study intends to contribute to a deeper knowledge of effective TM techniques across industries and support organisational leaders in making strategic decisions by bringing light on the trends and gaps in TM approaches.

Results and discussion show an extensive understanding of the difficulties related to employee retention and how modern technological advancements and adaptable workforce management can help to overcome these difficulties. And most importantly to discover an answer to research question: How can the challenges of TM be improved with high-tech innovations in different industries?

6 Impact of Technology and TM Across the Sport, Corporate, and Hospitality Industries

In order to explore each sector and identify the impact of technology in general, the connection of TM processes involved could either be harmed or improved. The examples of industries selected for this study which are corporate, sport and hospitality, shows a comprehensive understanding of both the influence of technology and TM strategies. While these are two broad topic areas, the focus of this study is to explore and compare examples among corporate remote workers, football athletes and restaurant workers.

Organisations in a broad spectrum of industries are realising more how crucial TM and retention strategies are to maintaining their competitive edge and attaining long-term success in the demanding global marketplace of today. Talent acquisition, development, management, and retention strategies that work have become critical to an organization's ability to succeed in changing and shifting environments. (Bonneton et al. 2022)

The corporate sector, the sports industry, and the hospitality industry are just a few of the many areas where TM is crucial to improving consumer experiences, enhancing organisational performance, and stimulating innovation. Although every industry functions within its own individual framework and organisational dynamics, there are significant similarities and differences between the ways in which they recruit, develop, and retain people.

The business models and working environments of the sport, corporate, and hospitality industries may differ, but they all have similar goals and difficulties when it comes to TM and retention. The purpose of the cross-industry analysis is to identify similarities and differences and explore different strategies in each sector. Different models and examples are analysed and compared in terms of results. These examples of strategies and methods also display which are successful and what these different industries could improve on regarding talent acquisition, management and retention.

6.1 Significance of TM

In the sports sector, TM is a multidimensional process that involves acquiring, maintaining, and retaining talent at all levels of the sports ecosystem, such as coaches, administrators, and other professionals. It goes beyond simply hiring exceptional athletes. Sport organisations are under increasing pressure to attract elite talent, develop an excellence-driven culture, and maintain high performance levels as the competitive landscape of sports becomes more globalised and commercialised. (Hassan et al., 2022)

TM is similarly crucial in the corporate world as businesses deal with changing workforce demands, technological changes, and demographic changes. Attracting qualified workers, encouraging employee engagement, and developing leadership pipelines to promote innovation and organisational resilience all depend on efficient personnel administration strategies. (Gelens et al., 2013)

TM in the hospitality sector is essential to providing outstanding guest experiences, developing a service-based culture, and preserving the competitive edge. Hiring, developing, and keeping exceptional hospitality professionals is essential for the performance of organisations and the reputation of brands since the hospitality industry operates in a people-centric setting where client interactions are crucial to success. (Cajander, Reiman., 2023)

6.2 Similarities in TM in different industries

Although the sports business may have specific characteristics, TM in sports and other industries share many things in common. Finding people with development potential is the first step in TM in sports, just like it is in other industries. Finding people with the required abilities, qualities, and development potential may require the use of scouting, recruiting, and talent identification

techniques. Sports clubs and other sectors engage in T&D programmes to enhance individuals' skills and capacities after talent has been discovered. To assist people in realising their full potential, this may involve providing coaching, mentoring, programmes on skill development, and continual learning opportunities. (Hassan et al., 2022)

In order to evaluate a person's contributions, growth, and areas for improvement, performance evaluation is crucial in athletics as well as other industries. Common methods for assessing performance and offering direction for improvement include performance measurements, key performance indicators, and frequent feedback sessions. (Hartmann et al., 2010)

In sports as well as other industries, performance and motivation are mostly driven by well-defined goals and objectives. When it comes to winning games, hitting sales targets, or finishing projects, people require a defined path and objectives to work towards. Also, while individual performance is crucial, successful teamwork and collaboration are frequently necessary for success in athletics as well as other fields. TM's top responsibilities include creating cohesive teams, encouraging positive team dynamics, and encouraging collaboration between departments and positions. The same goes with preserving organisational stability and competitiveness, preparing for succession and retaining top people are essential in sports as well as other businesses. This could entail creating talent pools to fill important positions, delivering competitive pay, and offering chances for professional progression. (Hassan et al., 2022)

6.3 Technology within sport sector

Technology plays a major role in modern sports' TM, retention, and recruiting methods, for example in football clubs, especially those run by individuals like Tony Bloom at Brighton FC. Technology and AI have greatly impacted these areas and has evolved over time. There are still traditional ways of maintaining

and acquiring talent in sports overall, but the use of innovative technology has more advantages and creates better solutions.

When it comes to acquiring talent, scouting and the use of player analysis is very common in sports. Technology has revolutionised scouting and player analysis through the use of data analytics. Data analytics has transformed player analysis and scouting through technology. Large volumes of data can be analysed by sophisticated statistical models and software applications to find talent, evaluate player performance, and analyse opponents. Clubs may make more informed judgements about player recruiting and tactical strategy according to this data-driven approach. Clubs are able to evaluate players' performances statistically using advanced statistical models and data analysis technologies. Measures like passing accuracy, tackles won, distance covered, and goals scored can reveal information about a player's advantages and disadvantages as well as their overall value to the team. Clubs can use data analytics to evaluate possible transfer targets, find unrecognised talent, and make accurate recruitment decisions. (Larkin et al., 2020)

Clubs can examine and evaluate footage of games, practice sessions, and individual player performances with the use of video analysis tools and software. Video analysis is a useful tool for coaches and scouts to assess players' positional play, tactical awareness, technical ability, and decision-making abilities. Multiple camera angles, slow-motion replay, and high-definition video allow for in-depth study and offer insightful information for player evaluation and development. (Stein et al., 2018)

As well as the incorporation of wearable technology which collects real-time data on players' physical activity, patterns of motion, and biological indications during training sessions and matches is collected via GPS trackers, accelerometers, and other wearable devices. Clubs use this information to track player recovery, workload, and fitness levels, as well as to pinpoint injury concerns and tailor training plans to specific players. In addition to providing

objective metrics for skill and physical fitness, wearable technology also enhances subjective scouting evaluations. (Johnson et al., 2021)

The scouting process with technology has been improved by online recruitment platforms and databases, giving teams more efficient access to a worldwide pool of talent. These sites offer comprehensive player profiles that include video highlights, biographical details, and performance statistics. Social media and networking sites can help clubs interact with players, agents, and scouts throughout the globe. Also, through social media and networking tools, teams can connect with scouts, agents, and players all across the world. Through social media, clubs can maintain an eye on player activity, follow transfer reports, and interact with possible transfer targets. Scouting becomes more efficient when clubs, scouts, and TM specialists collaborate and communicate through networking platforms. (Larkin et al., 2020)

Technology is still revolutionising football teams' approaches to TM, recruitment, and retention. It allows teams to take advantage of data-driven insights, maximise player performance, and interact with fans worldwide. Football teams need to stay ahead of the curve in a progressively competitive and digitally connected sport by adapting and innovating as technology advances.

6.4 Technology within corporate sector

Technology has a significant and widespread effect on TM and retention among corporate workers. Corporates are able to utilise social media, virtual career fairs, and online job boards to connect with and recruit distant talent. Making remote employees comfortable and integrated into the organisation from the very start is made possible by the seamless recruitment and onboarding processes made available by virtual interviews, assessments, and onboarding programmes. (Tulsiani, 2021)

Modern technologies like webinars, virtual classrooms, and e-learning platforms make it easier to carry out online training and development programmes.

Regardless of where they are located, remote workers have access to a variety of online resources and courses that can help them advance their knowledge and abilities. Personal learning styles and preferences are catered to through tailored learning paths and interactive modules, which support ongoing improvement.

The use of digital performance management systems by managers to set objectives, monitor progress, and give feedback to remote employees is made possible by technology's support for remote performance management procedures. Real-time monitoring of employee performance measures is made possible by data analytics and performance dashboards, which also make it easier to recognise accomplishments and conduct objective performance reviews. (Malukani & Paranjape, 2023)

Technology has a revolutionary influence on TM and retention in corporate remote work environments, allowing businesses to successfully draw in, nurture, and hold onto top talent in a distributed workforce. In the age of remote work, corporations may improve employee engagement and well-being, automate personnel management procedures, and accelerate organisational performance by utilising technology-enabled solutions. (Tulsiani, 2021)

6.5 Technology within hospitality sector

Technology has had a significant impact on the hospitality industry, especially in restaurants, and it is still advancing. This effect has impacted on employees in hospitality restaurants, enhancing productivity, customer satisfaction, training, and safety protocols. Accepting technology innovations can help restaurants remain competitive, adjust to evolving customer preferences, and improve the dining experience in general for both consumers and workers. (Morosan & Gunden Sorathia, 2024)

Technology innovations leading towards effective operations and communication, such as tools and machinery that support restaurant workers in processing orders more quickly, managing inventory more effectively, and lowering invoicing and food preparation errors. And workforce engagement in restaurants is improved via communication solutions like messaging applications and platforms. Employees may share information, coordinate work more successfully, and interact in real time, which improves customer service and optimises workflow. Restaurants may now provide customers with a range of convenient options, including self-service kiosks, smartphone ordering, and online reservations, due to technological advances. These developments enhance the eating experience by reducing down on waiting times, enabling customised ordering, and offering consumers more convenience. (Ruggless, 2015)

Implementing health and safety protocols in restaurants has been made possible and substantially easier through technology. Technologies like digital health screening apps, QR code menus and contactless payment systems help limit physical contact and lower the risk of the spread of viruses between customers and restaurant workers. (Morosan & Gunden Sorathia, 2024)

Robotics and automation technologies that reduce repetitive processes and simplify the workload of restaurant employees. Although, automation may cause some job losses, but it also gives employees a greater opportunity to concentrate on higher-value jobs that require their creativity and expertise. In order to address these issues, a balanced approach to integrating technology into the restaurant business while maintaining the human connection that characterises the hospitality experience, thoughtful planning, investment in knowledge and assistance, and consideration of privacy and security measures are all essential. (Egan, 2023)

7 Results

According to findings from extensive literature, the similarities and differences across the sport, corporate and hospitality industries share a lot of challenges and comparisons. In both the TM process and the influence of technology. To summarise results and key topic areas, supporting figures were created using the design tool: similarities in TM, TM differences, impact of technology and comparison across these industries.

Figure 1 shows a pie chart of similarities revised from Chapter 6 of HRM and TM processes across most industries. The pie chart represents TM and segments are elements that make a successful TM strategy and process. Regardless of industry, these elements implemented the process are the same influence.

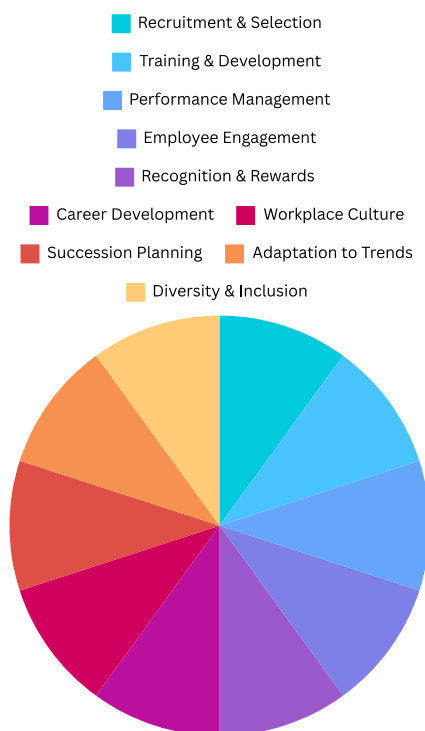


Figure 1. Similarity in TM in different industries

The basic concepts of TM remain strong regardless of the difficulties and dynamics that each industry faces; these include the significance of

recognising, developing, and retaining talent in order to attain organisational success.

Figure 2. reviews the outcomes gathered from Chapter 6 and Chapter 3 of the differences in TM across the sport, corporate and hospitality sectors. The colour pink represents the sport sector, blue as corporate and green as the hospitality sector. Scale from 0 – 10; a higher value resembles more distinctiveness.

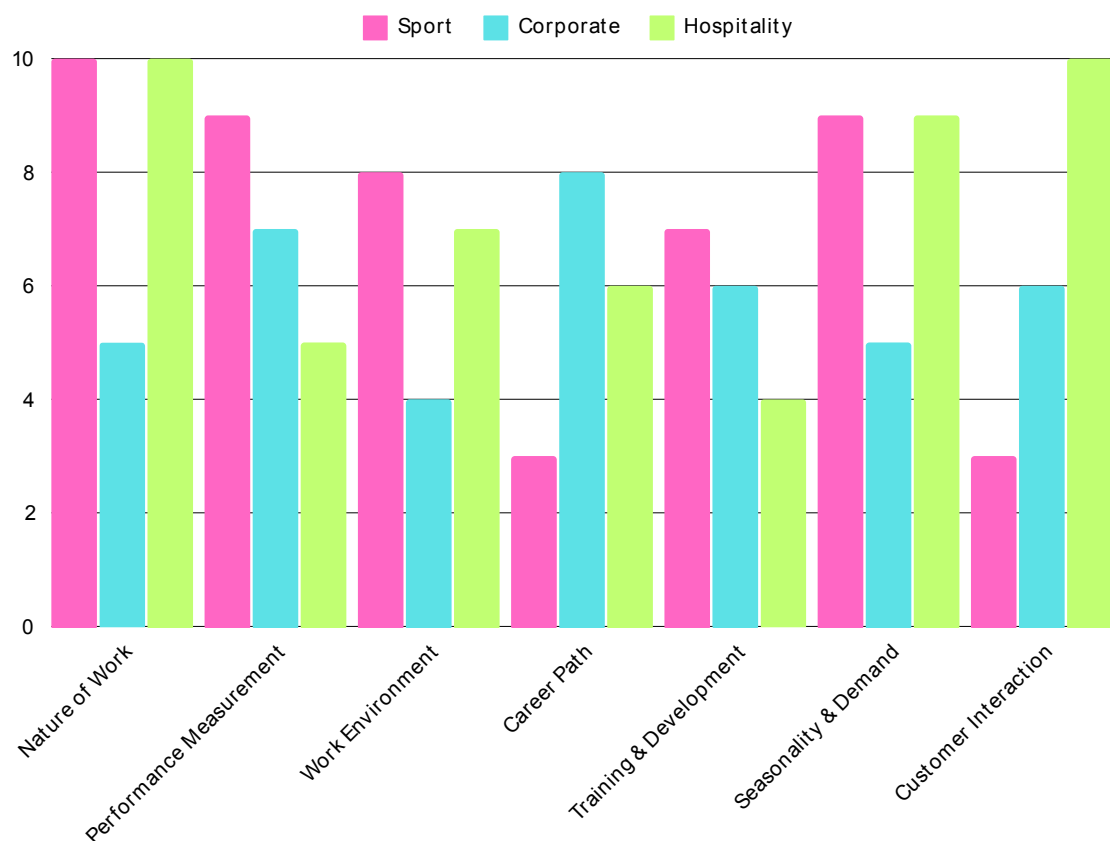


Figure 2. TM differences in sport, corporate and hospitality industries

Comprehending these differences shown in Figure 2, enables the tailoring of TM strategies to the specific needs and details of every sector, optimising possibilities for achievement and employee satisfaction.

Nature of work and T&D: In sports, TM strategies focus on enhancing players' physical ability, mental strength, and strategic ability. The corporate sector focuses more on skill development, promotion, and alignment with organisational goals. The hospitality industry places a stronger emphasis on

adaptability, customer service abilities, and the capacity to handle a variety of scenarios.

Performance measurement: Measuring performance in each industry is different, scoring goals could be equivalent to making sales or quality measures such as physicality and service quality. These measurements are based on unique achievements that can be difficult to compare to each other.

Work environment: The sports industry frequently consists of high-stress, performance-driven settings with intense competition and a commitment to deadlines with an emphasis on reaching specific goals. Office-based work has more organisational structures, and long-term strategic planning is a common feature of corporate environments, however it can vary depending on the industry and company culture. Workplaces in the hospitality industry are more dynamic, customer-focused, and call for flexibility in the face of unforeseen circumstances, such as responding to complaints from visitors or managing high-demand periods.

Career path: There are more options for career pathways in corporations, with chances to grow into leadership, management, or specialised roles depending on qualifications and experience. Careers in hospitality may offer chances to move into management or supervisory roles within the same company or to pursue opportunities in other sectors of the market. On the other hand, the career of an athlete is relatively shorter. It is usual to retire or move into coaching, commentary, or other professions after peak prime years.

Seasonality & demand: The need for skill in sports is largely year-round, regardless of potential seasonal fluctuations in sporting activities such as tournaments and sports seasons. Demand is generally consistent in the corporate world, though it might fluctuate depending on market trends or economic conditions in some industries. Demand for hospitality is very seasonal, fluctuating according to holidays, travel periods, and local occurrences.

Customer interaction: Fans may not have much direct engagement with athletes; instead, most exchanges take place through media sources or at games and events. In the corporate sector, depending on the position, interactions with consumers or clients may take the form of in-person meetings, phone conversations, or digital contact. Employees in hospitality deal directly and extensively with clients, offering services, responding to inquiries, and resolving issues immediately.

Finally Figure 3 highlights a few examples of how technology has heavily impacted and been seen in each industry. Figure 3 summarises the findings from Chapter 6.

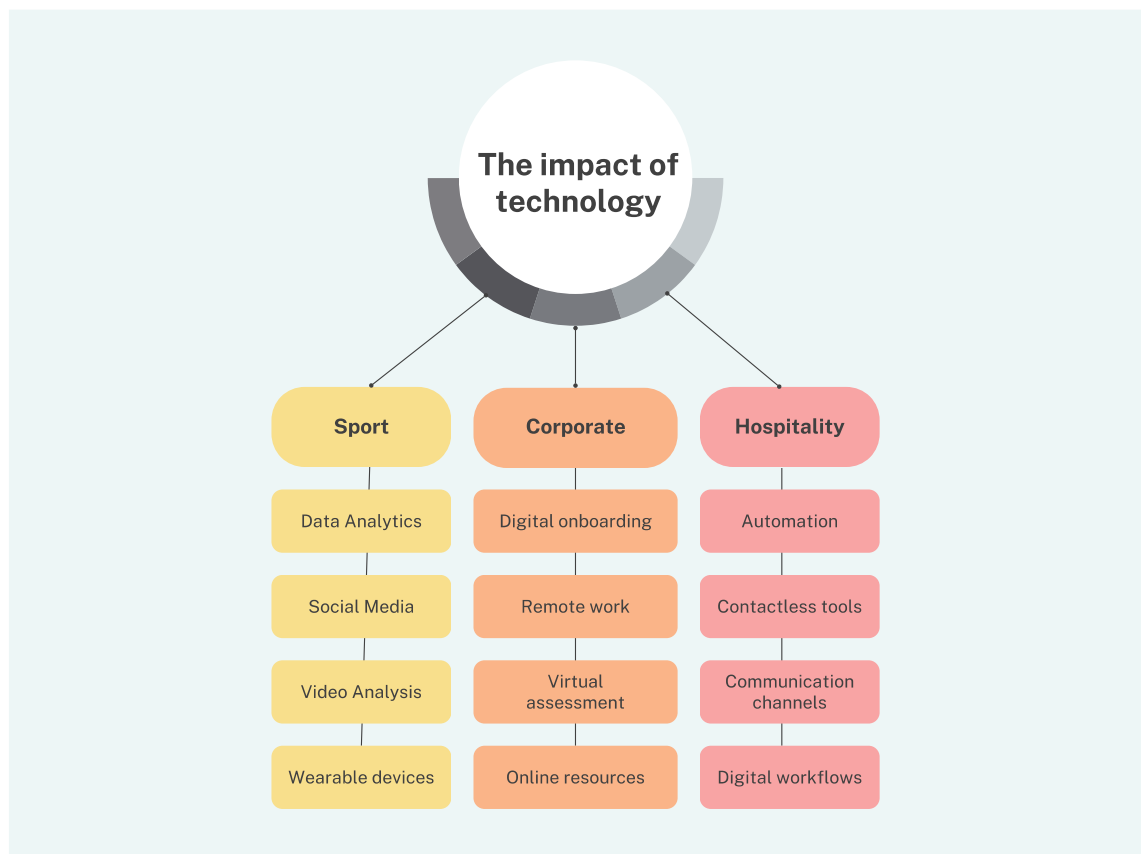


Figure 3. The influence of technology of each industry

As a result of this research on how each industry could overcome the challenges faced in TM and especially around the influence of technological advancements, the research focused on the difficulties and possible solutions

for managing this changing environment within three distinct industries: sports, corporate, and hospitality.

Technology is a multipurpose tool for TM in every industry. Automation can result in job displacement and anxiety among employees, even while it simplifies procedures and provides access to important data. In order to address these issues, organisations need to modify their approaches.

Upskilling and Reskilling: It is critical to invest in steps that provide current employees the tools they need to succeed in a tech-driven workplace. This entails establishing connections with educational institutions and microlearning modules to promote a culture of continuous learning. (World Economic Forum, 2020)

Data Fluency: Industries like sports can create a competitive advantage by integrating data analysis and sports science into training methods. Building a workforce that is comfortable working with data allows for more informed decision-making. (Global Insights, 2024)

Human Touch in Hospitality: The appeal of the hospitality sector may be threatened by automation in duties. Emphasising the value of guest connection, customisation, and problem-solving abilities keeps a human element and attracts talent. (McCracken, 2024)

Automation for Empowerment: Instead of replacing workers, technology should be viewed as a tool for empowering people. AI can handle administrative duties, freeing up employees to concentrate on higher-value work that requires for creativity and problem-solving.

The results of this research show that in order for organisations to succeed in the tech-driven future, proactive TM methods are necessary. Top talent attracts and stays in various industries when companies embrace technology for employee empowerment, invest in ongoing learning, and create an adaptable culture.

8 Discussion

Although there is no denying the potential advantages of automation and data-driven methods, a critical examination requires a more thorough examination of the ethical issues surrounding these developments. This chapter explores the possible drawbacks of automation and how it may affect the nature of employment in the future, sparking an argument on how to make sure that the future is ethically and responsibly managed.

8.1 Ethical considerations of AI and Automation

One of the concerns of technological innovations are job displacement and inequality. Ellingrud et al. (2023) share concerns, as the largest factor influencing how the demand for different jobs changes is automation, which includes everything from automated data handling systems to industrial robots. Automation is expanding to a whole new range of jobs and speeding up automation due to generative AI. Even while technology is developing quickly, labour demand is also being impacted by other factors. All of this indicates that a larger range of job activities including knowledge, social interaction, and creativity are going to be impacted by automation. In the future, the adoption of automation could take place incredibly rapidly. (Ellingrud et al., 2023) Therefore, the World Economic Forum (2023) suggests investing in upskilling and reskilling employees in order to succeed in a fast-growing tech-driven environment.

Automation used in programmes such as algorithms that are educated on biased data has the potential to reinforce societal biases. The term "algorithmic bias" refers to the prejudice that algorithms impose on protected characteristics like race and gender. Although many scholars have attempted to define fairness and develop strategies to reduce bias, it is still too early to come up with a general description and assessment metrics of fairness that consider societal, historical, and cultural contexts. (Kim & Cho, 2022)

Kim & Cho (2022) found that algorithmic decision-making has benefits; in contrast to humans, AI is not worn out. Still, AI is exposed to prejudice that makes its conclusions appear discriminatory, just like humans. The unfair treatment of people based on particular characteristics, often known as sensitive traits, such as gender and race, is known as discrimination. It has been discovered that machine learning increases algorithmic bias in addition to producing biased, unanticipated outcomes. This challenge could raise concern when integrating AI into TM processes for instance.

Artificial intelligence and automation may raise productivity or income for individuals who continue their employment, but they may also have negative influences on worker well-being. Repetitive jobs can be automated thus freeing up human workers for more complex work. But this can also result in more effort and pressure to reach performance goals.

According to Nazareno & Schiff (2021), workplace improvements, such as the use of new technology, have the capacity to significantly impact employee well-being since they alter job duties, workflows, and organisational structures. For example, researchers have observed increased levels of stress at work and workers' perceived loss of control or flexibility during periods of technological transition. Employees worry about having their duties and responsibilities changed, receiving inadequate training, or maybe losing their employment entirely. In these situations, businesses and governments can significantly lessen employee anxiety and stress by doing things like including workers in the adoption of new technologies and providing security outside of the workplace to reassure them.

Privacy and data security concerns are raised quite often due to the amount of data AI and automation rely on. To develop and provide accurate predictions, machine learning and AI algorithms require large amounts of data. Often, this data contains sensitive personal information about individuals. Ensuring the gathering, storage, and utilisation of this data in a manner that upholds the privacy of individuals and guarantees their safety is crucial. Because machine

learning and AI systems use vast volumes of data, they have become appealing targets for attackers and fraudsters. A data breach in an AI system may reveal sensitive information, opening up possibilities for identity theft, financial fraud, or other illegal activities. (Santos and Petar Radanliev, 2024)

Santos and Petar Radanliev (2024) suggest that to address these privacy and security concerns, it is important to apply privacy-by-design principles, implement secure encryption and accessibility controls, carry out thorough security inspections and evaluations, update, and fix AI systems on a regular basis, and make sure that relevant privacy laws are followed. Reducing privacy and security concerns and risk factors also benefits from promoting transparency and moral behaviour in the development and application of AI and machine learning technologies.

It is critical that these ethical issues are addressed. Businesses that use automation must place a high priority on ethical behaviour, and policymakers must provide frameworks to guarantee the development and application of these technologies in a way that is fair and ethical. Automation can help businesses and people in the future if ethics are prioritised alongside it.

9 Conclusion

Overall, this research looked into how high-tech advancements might be used to solve problems with TM in different industries. A comprehensive literature review investigated the basis of important HRM practises such as training and development, engagement, talent acquisition, and employee retention. The review also emphasised how technology is becoming more and more important for HR tasks, including the recruitment process and flexible work arrangements.

Practises in HRM have come under close examination as the foundation of successful TM, with an emphasis on the necessity of flexible approaches to

deal with the changing nature of work. With the realisation that keeping valuable talent requires more than just financial incentives and requires creating a holistic work environment, employee retention became a major concern.

The goal of assembling a high-performing team was found to require the integration of talent acquisition and sourcing strategies. The review emphasised how important it is to use unique strategies, like utilising technology to expedite hiring procedures, to find and draw in top talent in an extremely competitive sector. The investigation of the paradigm shifts towards remote work and flexible working arrangements considered the effects of these developments on employee retention and satisfaction. Both virtual and physical work were emphasised as being essential to meeting the changing demands of contemporary workers.

Building on this foundation, the study used a cross-industry analysis to look at how advances in technology have affected TM in the corporate, hospitality, and sports industries. This investigation uncovered characteristics unique to the industry as well as common difficulties. Technology innovations have both positive and negative impacts. It can help with upskilling, data-driven decision-making, and the automation of repetitive jobs, but it can also cause problems with algorithmic bias, job displacement, and the possible negative effects on worker well-being.

The discussion covered more specifics about these ethical concerns, highlighting how organisations must use automation in an ethical manner and give human well-being priority along with technological advancement. According to the findings of research, high-tech solutions are able to significantly improve TM in a variety of industries in the following ways:

Employee empowerment: Training, upskilling, and reskilling programmes that make use of technology can enable employees to adjust to shifting skill requirements and maintain their competitiveness in the labour market.

Data-driven TM: By using data analytics to comprehend engagement levels, skills gaps, and workforce demographics, organisations can make well-informed decisions about acquisition, retention, and development strategies for their employees.

Encouraging work-life balance and remote work: Technology makes it possible to have remote work arrangements and flexible work schedules, which draws in a larger talent pool.

Personalised learning and development: With technology, employees can receive customised training that meets their specific needs and professional goals.

Enhanced communication: Collaboration tools and communication platforms support stronger connections within teams and across departments, even in a remote work environment.

Ultimately, a transformative effect was found in the incorporation of technological innovations into TM practises. It has been investigated whether adopting AI, data analytics, and other tech solutions could improve the effectiveness of HR procedures, including performance management and hiring.

Implementing these strategies successfully depends on responsible practises. Organisations need to prioritise transparency in AI development, keep ethical issues in mind, and make investments to create a human-centric workplace where technology enhances human potential. Through strategic adoption of technological innovations, companies may successfully navigate the changing TM ways while creating successful work environments for the future.

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