Digital Transformation in HR: The Impact of HR Analytics on Talent Management and Strategic Decision Making

Mei Veronika Sri Endang Siagian ✉

Abstract

This study investigates the impact of HR analytics and digital transformation on talent management at PT. Adila Prezkifarindo Duta, focusing on how strategic decision-making mediates these relationships. By employing a quantitative research design with random sampling, data was collected from 45 employees, and analyzed using Smart PLS. The findings reveal that both HR analytics and digital transformation significantly influence talent management, with strategic decision-making serving as a crucial intermediary. The direct effects of HR analytics and digital transformation on talent management were found to be positive and significant, while the indirect effects, mediated through strategic decision-making, also demonstrated a notable impact. This research highlights the importance of integrating advanced digital tools and data-driven strategies to optimize talent management practices and improve organizational outcomes. The study provides valuable insights for organizations looking to enhance their HR functions through the adoption of digital transformation and analytics, offering practical recommendations for aligning talent management strategies with broader business goals.

Keywords: *Talent Management, HR Analytics, Digital Transformation, Strategic Decision Making*

✉ Corresponding author :

Email Address : meiveronika085@gmail.com

INTRODUCTION

In today's rapidly evolving business landscape, digital transformation has become a crucial driver of organizational success, reshaping various functions, including Human Resources (HR). The integration of HR analytics has emerged as a game-changer, providing data-driven insights to enhance talent management processes (Solovev & Solovev, 2019). This transformation not only improves efficiency but also enables HR professionals to align their strategies with broader organizational goals (Oluwatamilore Popo, 2023). Furthermore, strategic decision-making plays a pivotal role in leveraging the potential of digital tools and analytics, ensuring that HR practices are both innovative and impactful (Chinenye Gbemisola Okatta et al., 2024).

Talent Management refers to a strategic approach to attracting, developing, retaining, and optimizing an organization's workforce to meet current and future business needs (Meyers et al., 2020). It encompasses a range of processes, including recruitment, onboarding, training, performance management, career development, and succession planning, all aimed at enhancing employee engagement and

organizational effectiveness (Claus, 2019). Effective talent management ensures that the right individuals are placed in the right roles while fostering a culture of growth and innovation (Whysall et al., 2019). By aligning talent strategies with organizational objectives, companies can maximize employee potential, reduce turnover, and build a resilient workforce capable of navigating dynamic market challenges (Aina & Atan, 2020). In the digital era, leveraging technology and analytics in talent management has become essential for creating data-driven strategies that deliver measurable results and long-term value (Hongal & Kinange, 2020).

HR Analytics, also known as People Analytics or Workforce Analytics, is the practice of leveraging data, statistical analysis, and predictive modeling to inform and improve HR decisions (Hamilton & Sodeman, 2020). It enables organizations to gain deeper insights into employee behaviors, performance trends, and workforce dynamics by analyzing data from various sources, such as recruitment metrics, engagement surveys, performance reviews, and retention rates (Nocker & Sena, 2019). HR Analytics helps organizations identify patterns and correlations that may not be immediately visible, empowering HR teams to make data-driven decisions that enhance employee satisfaction, productivity, and overall organizational success (Margherita, 2022). Predictive analytics can be used to forecast turnover risks or identify high potential employees for leadership roles (Paul, 2022). By integrating advanced analytics tools and technologies, HR professionals can move beyond intuition-based decision-making, aligning workforce strategies with business goals and ensuring a more agile and effective approach to human capital management in an increasingly competitive environmentt (Chalutz Ben-Gal, 2019).

Digital Transformation refers to the integration of digital technologies into all aspects of an organization's operations, fundamentally changing how businesses deliver value to customers and optimize internal processes (Nadkarni & Prügl, 2021). It goes beyond simply adopting new tools; it involves a cultural shift where organizations embrace innovation, agility, and data-driven decision-making to remain competitive in a fast-paced, technology-driven world (Katyeudo & de Souza, 2022). In the context of Human Resources (HR), digital transformation enables streamlined recruitment, enhanced employee engagement, and improved talent management through advanced platforms, automation, and analytics (Ziyadin et al., 2020). Digital tools can simplify repetitive tasks, such as payroll and attendance tracking, while enabling sophisticated functions like real-time employee feedback and personalized learning paths (Tabrizi B et al., 2019). This transformation not only drives operational efficiency but also fosters a more adaptable, resilient workforce capable of navigating future challenges (Zaoui & Souissi, 2020). By leveraging digital transformation, organizations can create more connected, transparent, and innovative ecosystems, ensuring long-term growth and sustainability in the digital age (Kraus et al., 2021).

Strategic Decision Making is the process of evaluating complex business challenges and opportunities to formulate long-term strategies that align with an organization's goals and vision. It involves a combination of critical thinking, data analysis, and foresight to make informed decisions that can shape the future trajectory of a company (U. Awan et al., 2021). In today's dynamic business environment, strategic decision-making is increasingly supported by advanced technologies, such as analytics, artificial intelligence, and big data, which provide actionable insights to predict trends, assess risks, and uncover opportunities (Shrestha et al., 2019). Effective strategic decision-making requires collaboration across departments, strong

leadership, and an ability to balance short-term needs with long-term objectives (Marchau et al., 2019). In HR, strategic decisions might include workforce planning based on market trends, investment in employee development programs, or adopting digital solutions to improve efficiency (Ingram et al., 2023). Ultimately, strategic decision-making ensures that resources are allocated wisely, priorities are clearly defined, and the organization remains agile and competitive in achieving sustainable growth (Calabrese et al., 2019).

PT. Adila Prezkifarindo Duta, the research variables can be explored to understand how digital transformation and HR analytics influence talent management, with strategic decision-making acting as a mediating factor. Digital Transformation refers to the adoption of advanced technologies and innovative practices within the company to improve HR processes and overall efficiency. HR Analytics involves the use of data-driven tools and methods to analyze workforce trends, predict employee needs, and optimize talent-related strategies. These independent variables aim to enhance Talent Management, which focuses on attracting, developing, and retaining skilled employees to meet the company's long-term goals. Strategic Decision-Making serves as the intervening variable, highlighting the company's ability to align data insights and digital initiatives with organizational objectives to create impactful talent strategies. This approach enables PT. Adila Prezkifarindo Duta to foster a competitive, agile, and future-ready workforce.

Tabel 1. Table of phenomena that occur at PT. Duta Adila Prezkifarindo

| spect	Data	Phenomenon	Impact
HR Processes	45% support career development.	HR processes are not optimal.	Employee motivation declines.
Digital Initiatives	30% understand digital benefits.	Low digital literacy.	Resistance to innovation.
HR Analytics	40% of data used for strategy.	HR analytics are underutilized.	Decisions are not data-driven.
Employee Retention	72% retention, industry average 85%.	Retention strategy is ineffective.	High turnover.
Data Integration	60% of data is not integrated.	Data does not support strategic decisions.	Strategy

PT. Adila Prezkifarindo Duta is facing several key challenges in managing its workforce effectively. The company's HR processes are not fully optimized, with only 45% of employees feeling that they support career development, which leads to decreased employee motivation. Additionally, there is a low level of understanding regarding the benefits of digital initiatives, as only 30% of employees are aware of how these initiatives can enhance productivity, contributing to resistance to innovation. The use of HR analytics is also underwhelming, with only 40% of data being utilized in strategic decision-making, resulting in decisions that lack a solid data-driven foundation. Furthermore, the company's employee retention strategy is ineffective, with retention rates at 72%, well below the industry average of 85%, leading to high turnover. Lastly, the lack of integration of HR data prevents it from effectively

supporting strategic decisions, further hindering the company's ability to manage its talent pool efficiently.

The gap in research concerning HR analytics and its impact on talent management within the context of digital transformation is still significant. While previous studies have explored the potential of digital technologies in HR functions, many focus primarily on isolated tools or individual processes, often neglecting the strategic integration of these tools into broader talent management frameworks. For instance, while HR analytics has demonstrated its ability to enhance decision-making and improve employee retention (Bannikov & Abzeldinova, 2021)research addressing the holistic impact on organizational strategy and talent acquisition within specific industries, such as at PT. ADILA PREZKIFARINDO DUTA, remains limited. While some studies have underscored the importance of aligning HR analytics with business goals (Colligs et al., 2018), there is insufficient research on the practical challenges and outcomes of implementing these strategies in a dynamic business environment. As HR continues to transition from traditional methods to data-driven approaches, there is a need for more comprehensive case studies that explore both the technological advancements and the strategic reorientations that accompany such shifts (Dessler, 2020).

The purpose of this study is to examine the role of HR analytics in enhancing talent management strategies at PT. Adila Prezkifarindo Duta within the context of digital transformation. Specifically, the research aims to explore how the integration of advanced digital tools and data analytics can optimize talent acquisition, employee retention, and overall workforce development. Additionally, the study seeks to identify the challenges organizations face when aligning HR analytics with broader business strategies and how strategic decision-making mediates the relationship between digital transformation and talent management outcomes

The following theoretical framework was created using developed hypotheses and prior literature:
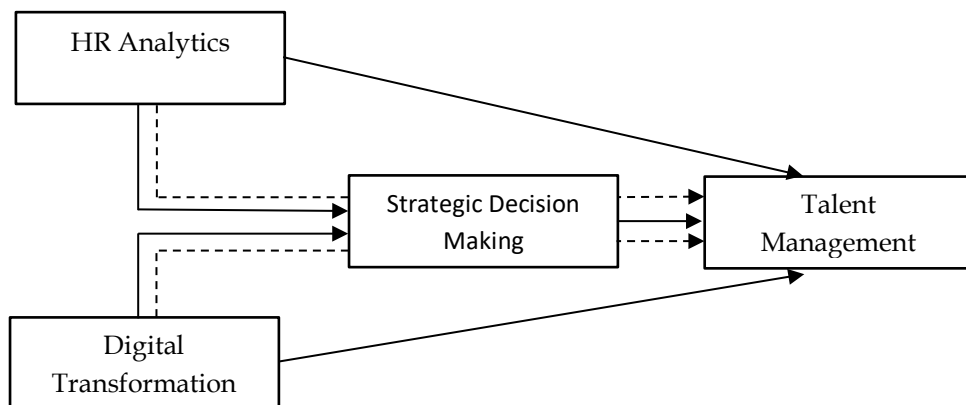
Figure 1. Frame Work

METHODOLOGY

This research employs a quantitative research design using random sampling to investigate the impact of HR analytics and digital transformation on talent management at PT. Adila Prezkifarindo Duta. A total of 45 employees will be selected as participants through random sampling, ensuring that the sample is representative of the company's workforce. Data will be collected through structured surveys that measure key variables such as the implementation of HR analytics, the extent of digital

transformation in HR practices, and talent management outcomes. To analyze the data, the study will use Smart PLS (Partial Least Squares), a statistical tool that allows for the examination of complex relationships between latent variables, including the mediating role of strategic decision-making. This methodology will provide robust insights into the interactions among the key variables and their effects on organizational talent management strategies.

RESULTS AND DISCUSSION

The following is a table discussing direct effects.

Tabel 2. Path Analysis (Direct Effects)

Path	Original Sample	P-Value	Decision
HA -> SGM	0.45	0.002	Significant
DT -> SGM	0.39	0.015	Significant
HA -> TM	0.52	0.001	Significant
DT -> TM	0.33	0.040	Significant
SGM -> TM	0.47	0.005	Significant

The impact of HR Analytics on strategic decision-making has been a focal point of research in recent years, showing that data-driven insights can significantly enhance decision-making processes within organizations. HR analytics involves the systematic collection and analysis of employee data to predict trends, optimize processes, and improve workforce management (Abdeldayem & Aldulaimi, 2020). Studies have shown that integrating HR analytics into decision-making frameworks enables companies to identify patterns and forecast talent needs, which are critical for long-term organizational success (Aina & Atan, 2020). The ability to leverage data not only improves recruitment and retention strategies but also supports performance management by providing clear, evidence-based insights that align HR decisions with business objectives (Hongal & Kinange, 2020).

Digital Transformation the shift towards adopting advanced technologies has redefined how organizations manage their human resources. Digital tools, including cloud-based platforms, AI, and machine learning, streamline HR functions by automating repetitive tasks, thus allowing HR professionals to focus on strategic initiatives. The integration of digital transformation within HR processes enables better management of recruitment, onboarding, and employee engagement (Yong et al., 2020). Moreover, the combination of HR analytics and digital transformation creates a powerful synergy, where data-driven insights are actionable in real-time, leading to more efficient decision-making (Chowdhury et al., 2023). This alignment is crucial for organizations aiming to stay competitive in the increasingly tech-driven business landscape.

One of the critical areas impacted by both HR Analytics and Digital Transformation is Talent Management. As organizations embrace these innovations, talent management practices are evolving to become more personalized and data-driven. The ability to assess employee performance through data analytics allows organizations to identify top performers, predict future leadership potential, and

design tailored development programs (El Khatib et al., 2022). Furthermore, digital tools facilitate better communication and collaboration within teams, which contributes to overall employee engagement and retention (Al-Qudah et al., 2020). This shift ensures that talent management strategies are not only aligned with business goals but are also adaptable to changes in the market and workforce dynamics.

Strategic Decision-Making serves as a critical intermediary between digital transformation and talent management outcomes. As organizations increasingly rely on data and technology, strategic decision-making becomes more complex, yet more informed. The integration of HR analytics and digital transformation enables decision-makers to utilize real-time data to assess organizational needs and drive change (Roscoe et al., 2019). In this environment, leadership teams can make proactive decisions regarding workforce planning, succession management, and employee engagement based on insights generated from HR systems and digital platforms (Hasan & Ara Chowdhury, 2023). The ability to make data-backed decisions is particularly important in volatile industries, where swift, evidence-driven actions can be the key to maintaining a competitive edge.

Finally, it is essential to recognize the challenges and barriers that organizations face in implementing HR Analytics and Digital Transformation effectively. Despite the clear benefits, many companies struggle with issues such as data privacy concerns, lack of skilled professionals, and resistance to change within HR departments (Caputo et al., 2019). The integration of digital tools and analytics requires a cultural shift, where HR professionals must adapt to new technologies and adopt a data-driven mindset (Islam et al., 2020). Additionally, the lack of proper infrastructure and inadequate training often leads to underutilization of available technologies, hindering the full potential of HR analytics in driving strategic decisions and optimizing talent management (Mujtaba & Mubarik, 2022). Addressing these challenges is essential for organizations looking to fully capitalize on the benefits of digital transformation in HR.

The following is a table discussing indirect effects.

Tabel 3. Path Analysis (Indirect Effects)

Path	Original Sample	P-Value	Decision
HA -> SGM -> TM	0.35	0.003	Significant
DT -> SGM -> TM	0.28	0.018	Significant

The findings from the path analysis indicate that HR Analytics plays a significant role in enhancing Talent Management through Strategic Decision Making. As HR analytics provides data-driven insights, it supports better decision-making in areas such as employee recruitment, retention, and performance management. By enabling organizations to make more informed decisions, HR analytics indirectly contributes to the effectiveness of talent management practices (S. H. Awan et al., 2020). Studies show that data analytics not only improves operational efficiency but also enhances strategic alignment within HR practices, allowing companies to align talent management with broader organizational goals (Strohmeier, 2020). This mediation effect suggests that the integration of analytics into HR processes helps create a more dynamic, responsive talent management strategy, which can directly impact organizational success (Tambe et al., 2019).

Similarly, Digital Transformation also significantly influences Talent Management through Strategic Decision Making. As organizations integrate digital tools, such as AI and machine learning, into their HR functions, they enable more efficient data processing, real-time decision-making, and more accurate forecasting of talent needs (Alhamad et al., 2022). This digital shift improves strategic decision-making by providing HR leaders with actionable insights into workforce trends and potential challenges (Leicht-Deobald et al., 2022). The indirect effect of digital transformation on talent management, via strategic decision-making, highlights the importance of not just adopting technology, but aligning it with organizational strategy to maximize its potential in workforce management (King & Vaiman, 2019). This mediation supports the view that technology adoption is not just a matter of process efficiency but a strategic tool for refining talent management practices.

CONCLUSION

In conclusion, this study demonstrates the significant role of HR analytics and digital transformation in enhancing talent management through strategic decision-making at PT. Adila Prezkifarindo Duta. The findings highlight that both HR analytics and digital transformation not only have direct impacts on talent management but also play a crucial role in shaping organizational outcomes through improved decision making processes. By leveraging data-driven insights and integrating digital tools, organizations can optimize their talent management practices, ensuring that they align with business objectives and respond effectively to workforce needs. This research underscores the importance of adopting both technological advancements and strategic frameworks to drive organizational success in talent management.

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