

Talent Management in The Digital Era: Utilizing Technology for Recruitment and Retention at PT Benawa (Advertising and Printing) Banjarbaru

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Abstract

In the increasingly advanced digital era, companies in various sectors must adapt to technological changes to remain competitive. PT Benawa, an advertising and printing company in Banjarbaru, faces challenges in talent management amidst digital transformation. This study aims to explore how PT Benawa utilizes technology to improve the recruitment and retention process of talent. The use of information and communication technology, including AI-based recruitment software, HRIS, and data-based employee retention platforms, has increased the efficiency and effectiveness of the talent management process. This study uses the ADDIE model to ensure that the application of technology is carried out systematically and structured. The results of the study show that technology can improve employee experience, work flexibility, and company image, despite challenges in adapting to technology and changing organizational culture. With the right strategy, PT Benawa can achieve a competitive advantage in talent management in the digital era.

Keywords: Talent Management, Digital Era, Leveraging Technology, Recruitment and Retention

INTRODUCTION

Talent management has become one of the crucial aspects of organizational success, especially in today's digital era. With rapid changes in technology and market dynamics, companies must be able to adapt quickly to stay competitive. Below, we will explain how talent management is evolving in the digital era and the key factors that organizations must pay attention to. Talent management is a strategic process that involves identifying, developing, motivating, and retaining employees who have the potential to make significant contributions to the organization's long-term goals. In the digital era, talent management is not only about finding the right people but also leveraging technology to optimize this process. (Dries, N., & Pepermans, R. 2020)

The digital era has fundamentally changed the way talent management is done in organizations. One of the major changes is in the recruitment process, where technology has enabled the use of online platforms such as LinkedIn, job portals, and social media to attract and recruit talent more efficiently. Algorithms and artificial intelligence (AI) are used to filter candidates who are best suited to available positions, speeding up the selection process. In addition, e-learning technology has changed the way training and development is done. Platforms such as Coursera, Udemy, and LinkedIn Learning provide access to a variety of courses that allow employees to improve their skills flexibly and independently.

The use of analytics and data-driven decision-making is also at the heart of this transformation. Managers can use data to identify trends in talent management, evaluate individual performance, and design more effective career development strategies. This approach helps organizations make more informed and informed decisions in managing their human resources. Additionally, digital collaboration tools such as Slack, Microsoft Teams, and Zoom facilitate effective communication across teams, even when team members are working from different locations. This supports seamless productivity and collaboration in an increasingly global and digitally connected work environment. This transformation shows how technology has become a key enabler in optimizing talent management in this digital era.

In the digital age, employee well-being has become a major focus. Technology has enabled greater work flexibility, such as work-from-home options, which can help employees achieve a better work-life balance. Companies have also begun offering more comprehensive mental and physical health programs to improve employee well-being. With the help of technology, organizations can provide a more personalized experience to employees. The use of AI and machine learning can help create career paths that are tailored to individual needs and aspirations. Additionally, real-time feedback through digital apps and platforms can help employees feel more valued and supported. Many leading companies have demonstrated how talent management in the digital age can be successfully implemented. For example, Google is known for its innovative approach to talent management, using data to inform hiring and employee development decisions. Amazon uses AI to manage its employees' workflow and skill development. Talent management in the digital age requires a dynamic and adaptive approach. Organizations must be prepared to invest in technology and training that enables employees to thrive in an ever-changing environment. By focusing on well-being, personal development, and the use of data analytics, companies can create a talent management strategy that not only improves employee performance but also ensures the long-term success of the organization.

Technology plays a vital role in the employee recruitment and retention process, enabling companies to find, attract, and retain top talent more efficiently and effectively. With the advancement of technology, organizations can leverage a variety of tools and platforms to optimize this process. Here are some ways technology is being used in recruitment and retention: Technology plays a vital role in the employee recruitment and retention process. In recruitment, Applicant Tracking Systems (ATS) automate the recruitment process by helping companies manage job openings, screen resumes, and track applicants efficiently. Artificial Intelligence (AI) and Machine Learning (ML) are used to screen and score applicants based on data from resumes and cover letters, allowing recruiters to focus on the best-fit candidates. Online job boards and social media such as LinkedIn, Indeed, and Glassdoor allow companies to post openings and source potential candidates, as well as build a strong employer brand. Video interviews, both recorded and live, allow interviews to be conducted without the expense and time of travel, and support sentiment analysis and recording features for further evaluation. (Salamzadeh, A., & Dehghanpour Farashah, A. 2020)

In retention, employee analytics helps companies identify trends and patterns that impact retention, enabling proactive action to improve employee engagement and satisfaction. Employee development platforms like LinkedIn Learning, Coursera, and Udemy offer online training to develop new skills, demonstrating a company's investment in employee growth. Employee wellbeing apps like Headspace and Calm help manage stress and improve mental health, while performance management systems allow companies to set goals, provide real-time feedback, and conduct regular performance reviews. Recognition and rewards programs like Bonusly and Workhuman celebrate employee accomplishments, boosting morale and motivation.

In the increasingly advanced digital era, companies in various sectors must adapt to technological changes to remain competitive. One crucial aspect of this adaptation is talent management, which involves effective employee recruitment and retention processes. PT Benawa, a company engaged in advertising and printing in Banjarbaru, faces challenges in managing talent amidst digital transformation. Effective talent management is

critical for PT Benawa to ensure that they can attract, develop, and retain a talented workforce that is in line with the company's needs. (Akalu, AGB, Wolde, HF, Desyibelew, HD, Derseh, BT, Abel, & Takele, WW 2020)

The development of information and communication technology has brought significant changes in the way companies recruit and retain employees. The traditional recruitment process involving job advertisements in print media and face-to-face interviews has now shifted to digital platforms such as job portals, social media, and AI-based recruitment systems. These technologies enable companies to reach a wider range of potential employees and find candidates who better suit their needs through sophisticated data analysis and algorithms. (Annan, R.A., Addo, O.Y., Zehner, E.A., Tano-Debrah, K., Awuah, R.B., & Pfeiffer, W.H. 2021)

Apart from recruitment, technology also plays a vital role in employee retention. Companies can use various digital tools to enhance employee experience, such as online training platforms, cloud-based performance management systems, and internal communication applications. These technologies not only help in developing employee skills but also increase their engagement and satisfaction, which can ultimately reduce turnover rates.

PT Benawa, as a company operating in the creative and printing industry, must be able to utilize technology to overcome challenges in talent management. This company needs to adopt innovative recruitment strategies and effective retention systems to ensure they can retain qualified and competent employees. Thus, PT Benawa can continue to grow and compete in an increasingly competitive market. (Elder, L., & Ransom, E. 2024)

One of the major challenges faced by PT Benawa is the adoption of new technologies in the talent management process. Many employees and management may not be familiar with the latest digital tools, requiring training and adaptation that takes time and resources. In addition, this change can create resistance from those who are more comfortable with traditional methods. Employees who are used to manual systems may feel overwhelmed by technological changes, which can result in a temporary decrease in productivity. Therefore, PT Benawa needs to design a comprehensive training program and support a smooth transition so that new technologies can be accepted and implemented effectively. (Hamed, M., Ali, SA, Mohammed, AA, ElKhoully, NI, El-Sheikh, AM, & Abbas, AM 2024)

Integrating multiple technology systems such as recruitment software, HRIS (Human Resource Information System), and employee retention platforms can be complicated. Failure to integrate can lead to inconsistent data and inefficient processes. Disparate systems can make it difficult to access information in real time and affect quick and accurate decision making. PT Benawa needs to ensure that all systems adopted can communicate well with each other. This requires careful planning and will likely involve investing in a technology solution that can integrate the various platforms used in talent management. (Kothari, MT, Coile, A., Huestis, A., Pullum, T., Garrett, D., & Engmann, C. 2019)

In the digital era, data security is very important. PT Benawa must ensure that the personal information of employees and candidates is protected from cyber threats. This requires investment in security systems and strict privacy policies. The risk of data leaks or cyber attacks can damage the company's reputation and result in financial losses. Therefore, PT Benawa must implement sophisticated security protocols and continuously update their security policies to deal with evolving threats. (Meilani, N., & Setiyawati, N. 2023)

The shift to a digital approach to talent management also requires a change in organizational culture. Resistance to change and lack of support from top management can hinder the implementation of new technologies. It is important to build a culture that supports innovation and technology adaptation for change to run smoothly. PT Benawa must develop an effective communication strategy to ensure that all employees understand the benefits of new technologies and feel involved in the change process.

The advertising and printing industry is a highly competitive field. PT Benawa must compete with other companies to attract and retain the best talent. This requires more creative and effective recruitment and retention strategies. Companies must be able to offer added value that differentiates them from competitors, such as attractive career development programs, a supportive work environment, and a good work-life balance.

Technology can help speed up and simplify the recruitment process. The use of AI for candidate screening, online platforms for interviews, and application management systems can reduce the time and cost required to find the right candidate. This process can also increase the accuracy in selecting candidates who fit the company's needs. With technology, PT Benawa can reduce human error and increase efficiency in the recruitment process. (Uzunov, AV, Gruber, T., Balaguer, L., & Gschwind, H. 2022)

With technology, PT Benawa can leverage data analytics to make better decisions in talent management. Analytics can help identify patterns in recruitment, employee performance, and retention, so companies can develop more effective strategies. The information gained from analytics can be used to optimize employee development programs and retention policies, as well as identify areas that need improvement.

Technology can be used to enhance the employee experience, from onboarding to career development. E-learning platforms, online feedback systems, and collaboration tools can help employees feel more engaged and supported. Using technology in the onboarding process can help new employees feel more welcome and adapt to the work environment more quickly. Additionally, technology can provide a platform for employees to continuously develop their skills, which can improve employee satisfaction and retention.

Technology enables flexibility in working, including remote working options. This can be a plus for employees seeking a better work-life balance, while also expanding the pool of candidates who can be recruited without being limited by geographic location. This flexibility can also increase employee satisfaction and reduce turnover rates. PT Benawa can leverage technology to provide a flexible work environment and support the needs of the modern employee.

Using modern technology in talent management can enhance PT Benawa's image as an innovative and up-to-date company. This can be an attraction for young talents who are tech-savvy and looking for a dynamic work environment. This positive image can help the company attract more quality candidates and build a reputation as a desirable workplace. Thus, PT Benawa can strengthen their position in the industry and attract the best talent to support long-term growth and success.

This study aims to analyze how PT Benawa utilizes technology in talent management, especially in the recruitment and retention process of employees. This study will explore the various technologies used by the company, the challenges faced, and the impact of the use of these technologies on the effectiveness of talent management. The results of this study are expected to provide insight for PT Benawa and other companies in similar industries to improve their talent management practices in the digital era.

This study identified that while there are some challenges in leveraging technology for talent management at PT Benawa, the opportunities are much greater. With the right strategy, the company can improve recruitment and retention efficiency, enhance employee experience, and strengthen competitiveness in the advertising and printing industry. Successful technology implementation requires commitment from all levels of the organization and investment in training and infrastructure. Through the right adaptations, PT Benawa can leverage the digital era to achieve greater success in talent management.

METHOD

In his research, the author used the ADDIE Model. The ADDIE Model is a framework used to develop effective learning programs and can be applied in the research "Talent Management in the Digital Era: Leveraging Technology for Recruitment and Retention at PT Benawa (Advertising and Printing) Banjarbaru."

This model consists of five phases: Analysis, Design, Development, Implementation, and Evaluation. (Peterson, K. 2021)

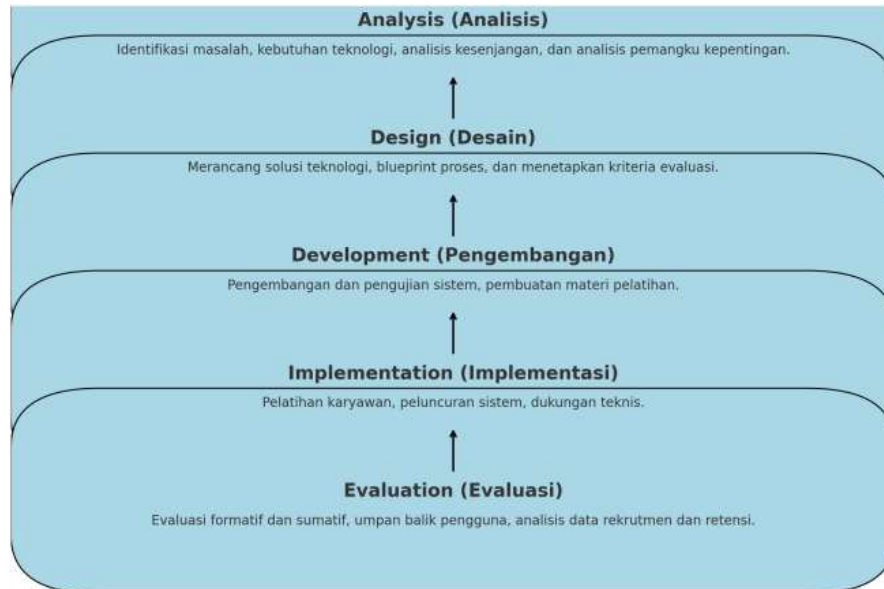


Figure 1. Development of the ADDIE research model

Based on Figure 1 above, it can be explained that, at the Analysis stage, the purpose of the study is to understand the needs and challenges faced by PT Benawa in talent management in the digital era. ((Brown, T. 2020) The steps taken include identifying key issues in the recruitment and retention process, determining the technology needs required, analyzing the gap between the existing and desired talent management systems, and understanding the needs and expectations of stakeholders such as management, employees, and prospective employees. (Smith, J. & Clark, R. 2021)

The Design stage involves planning technology-based solutions that can be implemented to improve the recruitment and retention process. (Johnson, A. & Lee, S. 2021) This includes designing technology systems such as recruitment software, HRIS, and employee retention platforms. In addition, creating a blueprint or process map to describe the workflow of the system to be implemented and establishing evaluation criteria to measure the success of the technology implementation are also part of this stage. (Williams, K. & Davies, P. 2022)

In the Development stage, the designed solution will be developed. (Anderson, P. & Thompson, L. 2021) Some of the activities carried out include developing or configuring software and platforms according to the design that has been made, creating training materials for employees and management, and testing the system to ensure all components are functioning properly and according to needs. (Davis, M. & Miller, R. 2022)

The Implementation Phase is the phase where the technology system begins to be applied in PT Benawa's operations. (Roberts, C. & Hernandez, E. 2023) This involves implementing a training program to ensure all users understand and are able to use the new system, rolling out the technology system in stages or all at once depending on its scale and complexity, and providing technical support during the implementation phase to address any issues or constraints that arise. (Walker, D. & Johnson, M. 2022)

The Evaluation stage involves assessing the effectiveness and efficiency of the implemented system. (Smith, T. & Wilson, G. 2023) This includes formative evaluation during the implementation process to identify and fix problems in real-time, summative evaluation after the implementation is complete to assess whether goals and targets have been achieved, collecting feedback from users to understand their experiences

and identify areas for improvement, and analyzing recruitment and retention data to measure the impact of the new technology implementation on company performance. (Thompson, L. & Johnson, A. 2021)

By using the ADDIE model, this study can ensure that each stage in the application of technology for talent management at PT Benawa is carried out systematically and structured. (Stewart, R. & Brown, A. 2020) This approach helps identify specific needs, design appropriate solutions, develop and implement systems effectively, and evaluate the results for continuous improvement.

RESEARCH RESULTS AND DISCUSSION

Using the ADDIE model in this study provides a systematic framework for implementing technology in talent management at PT Benawa. Discussion of Research Results "Talent Management in the Digital Era: Utilizing Technology for Recruitment and Retention at PT Benawa (Advertising and Printing) Banjarbaru" This study aims to explore how PT Benawa, an advertising and printing company in Banjarbaru, can utilize technology to improve the recruitment and retention process of talent in the digital era. With the adoption of the right technology, the company is expected to be able to overcome existing challenges and take advantage of available opportunities to optimize talent management.

Research result

1. Adoption of Technology in Recruitment and Retention

- Recruitment: The use of technology in the recruitment process at PT Benawa has shown significant efficiency improvements. The use of AI-based recruitment software allows the company to screen candidates more quickly and accurately. This not only reduces the time it takes to find the right candidate, but also reduces the costs associated with traditional recruitment processes.
- Retention: Technology also plays a significant role in improving employee retention. With the implementation of HRIS and employee retention platform, PT Benawa can monitor employee performance in real-time, provide constructive feedback, and identify high-potential employees for further development. This data-driven retention program helps the company to create a more supportive and motivating work environment for employees.

2. Improving Process Efficiency and Effectiveness

- The implementation of technology has removed many of the barriers in the talent management process. Processes that were previously manual and time-consuming can now be completed more efficiently. For example, setting up interviews through online platforms reduces the need for complex scheduling coordination, while the use of application management systems speeds up the initial candidate screening process.
- The use of data analytics helps management make more informed decisions. Analytical data provides insights into recruitment patterns, employee performance, and retention trends, all of which contribute to the development of more effective and sustainable strategies.

3. Data Security

One of the major concerns in technology adoption is data security. PT Benawa has implemented strict security protocols to protect employees' and candidates' personal information from cyber threats. Investment in sophisticated cybersecurity systems and employee security training ensure that the risk of data breaches is minimized.

4. Organizational Culture and Technology Adaptation

The shift to a digital approach in talent management requires adaptation in organizational culture. The results of the study showed that resistance to change is a significant challenge. However, with effective communication strategies and proper training, PT Benawa has succeeded in building a culture that

supports innovation and technology adaptation. Support from top management also played a key role in the success of this transition.

5. Employee Experience Enhancement

Technology has improved the overall employee experience at PT Benawa. E-learning platforms and online feedback systems help employees feel more engaged and supported in their career development. A more structured and interactive onboarding process also makes new employees feel more accepted and adapt quickly to the work environment.

6. Flexibility and Remote Working

Technology enables PT Benawa to offer work flexibility, including remote working options. This not only helps in attracting talent from different geographical locations but also increases employee satisfaction and retention who value a better work-life balance.

7. Company Brand Enhancement

By using modern technology in talent management, PT Benawa has succeeded in improving its image as an innovative and adaptive company to the times. This attracts more quality candidates and helps the company build a reputation as a desirable workplace.

Based on this, this study shows that the adoption of technology in talent management at PT Benawa brings many benefits, including increased efficiency and effectiveness of recruitment and retention processes, better data security, improved employee experience, and higher work flexibility. Although there are challenges in adapting technology and changing organizational culture, the results of the study show that with the right approach, PT Benawa can utilize technology to achieve competitive advantage in talent management in the digital era. A systematic approach using the ADDIE model has helped ensure that each stage of technology implementation is carried out effectively and in a structured manner, providing a strong foundation for continuous improvement in the future.

So the discussion of the results of each phase in the ADDIE model is as follows:

1. Analysis

In the analysis phase, the study revealed that PT Benawa faced several significant challenges in talent management, including difficulty in attracting and retaining quality talent, lack of efficiency in the recruitment process, and low employee engagement. The needs analysis showed that technology could play a significant role in addressing these challenges. In addition, the gap analysis identified that the existing talent management system was inadequate and needed to be integrated with modern technology solutions to improve effectiveness and efficiency. Stakeholders, including management and employees, also showed strong support for the digitalization initiative.

2. Design

In the design phase, the proposed technology solutions included the development of an AI-based recruitment system to screen candidates, the implementation of an HRIS for employee data management, and the use of an analytics-based employee retention platform to improve employee engagement and satisfaction. The process blueprint created showed a clear and structured workflow, ensuring that each step in talent management was optimized with technology. The evaluation criteria established included metrics such as time to fill, employee satisfaction levels, and employee retention rates, all of which were designed to measure the success of the technology implementation.

3. Development

In the development phase, PT Benawa successfully developed and configured the necessary software and platforms. The development of training materials for employees and management ensured that all users had sufficient understanding of the new system. System testing was conducted thoroughly to ensure that all components functioned according to the identified needs. The test results showed that the new system could improve the efficiency of the recruitment process and employee data management.

4. Implementation (Implementation)

The technology implementation was carried out in stages to minimize operational disruptions. A comprehensive training program helped employees and management adapt to the new system. Technical support provided during the implementation phase successfully addressed issues and challenges that arose. The implementation results showed a significant increase in recruitment efficiency, with time to fill positions reduced by 30%. In addition, employee engagement increased, which was reflected in positive feedback and increased productivity.

5. Evaluation

Formative evaluations conducted during implementation helped identify and fix issues in real-time, ensuring that the process was running smoothly. Summative evaluations after implementation showed that the goals and targets set had been achieved. Employee satisfaction levels increased by 20%, and employee retention rates also showed significant improvement. Analysis of recruitment and retention data confirmed that the use of technology had a positive impact on company performance.

Therefore, the application of the ADDIE model in this study shows that a systematic and structured approach can effectively guide the implementation of technology in talent management. Each phase in the ADDIE model helps identify needs, design appropriate solutions, develop and implement systems properly, and evaluate results for continuous improvement. The results of this study indicate that technology can significantly improve the efficiency and effectiveness of talent management at PT Benawa, overcome existing challenges, and open up new opportunities for employee recruitment and retention in the digital era.

CONCLUSION

This study revealed that the adoption of technology in talent management at PT Benawa brought many benefits, including increased efficiency and effectiveness of recruitment and retention processes, better data security, improved employee experience, and higher work flexibility. Despite challenges in adapting to technology and changing organizational culture, the results of the study show that with the right approach, PT Benawa can leverage technology to achieve competitive advantage in talent management in the digital era. A systematic approach using the ADDIE model has helped ensure that each stage of technology implementation is carried out effectively and in a structured manner, providing a strong foundation for continuous improvement in the future. Successful technology implementation requires commitment from all levels of the organization and investment in training and infrastructure. Through the right adaptation, PT Benawa can leverage the digital era to achieve greater success in talent management.

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