Magna Scientia Advanced Research and Reviews

eISSN: 2582-9394

Cross Ref DOI: 10.30574/msarr

Journal homepage: https://magnascientiapub.com/journals/msarr/

(REVIEW ARTICLE)

Check for updates

Optimizing talent management in creative industries: Theoretical insights into effective database utilization

Chinweizu Oham [1,*] and Onyinye Gift Ejike [2]

[1] *Independent Researcher; NY, USA.*
[2] *The Velvet Expression, Lagos, Nigeria.*

Magna Scientia Advanced Research and Reviews, 2024, 12(01), 176–184

Publication history: Received on 04 September 2024; revised on 13 October 2024; accepted on 15 October 2024

Article DOI: https://doi.org/10.30574/msarr.2024.12.1.0171

Abstract

This review paper explores the optimization of talent management in creative industries through the utilization of advanced database systems. Traditional talent management methods often lack the structure and objectivity provided by modern database-driven approaches, which leverage comprehensive talent profiles, advanced search algorithms, and robust analytics to enhance decision-making processes. Case studies from industry leaders like Pixar, Wieden+Kennedy, and Ubisoft illustrate the practical benefits of these technologies in recruitment, development, and overall talent optimization. The paper also discusses challenges such as data quality, privacy concerns, and resistance to change, providing practical recommendations for overcoming these obstacles. Creative industries can significantly improve their talent management practices by fostering a culture of data-driven decision-making and investing in comprehensive talent databases. Future research directions include the impact of AI and machine learning, integration of emerging technologies, and longitudinal studies on the effectiveness of database-driven approaches.

Keywords: Talent Management; Creative Industries; Database Utilization; Advanced Analytics; Recruitment Optimization

1. Introduction

Talent management is a critical component in the success of any industry, but it holds particular significance in the creative industries. These industries, which encompass fields such as film, music, publishing, advertising, and design, are fundamentally driven by human creativity and innovation (Gallardo-Gallardo, Thunnissen, & Scullion, 2020). The unique nature of creative work means that the talent pool is often composed of highly skilled and specialized individuals whose contributions are vital to the success and competitiveness of their organizations. Effective talent management in this context involves attracting and retaining the best talent and developing and utilizing these talents to their fullest potential (Hongal & Kinange, 2020).

The creative industries are characterized by rapid changes and high competition, making it essential for organizations to maintain a dynamic and flexible workforce. This necessity underscores the importance of efficient talent management strategies. A well-managed talent pool ensures that creative projects are completed successfully and that organizations can quickly adapt to new trends and technologies. Furthermore, the reputation of creative industries as desirable workplaces hinges on their ability to offer opportunities for personal and professional growth, which can only be achieved through effective talent management (Protogerou, Kontolaimou, & Caloghirou, 2022).

To understand the following discussion, it is crucial to define and contextualize the key concepts at the heart of this paper: talent management, creative industries, and database utilization (Awonuga et al., 2024). Talent Management

* Corresponding author: Chinweizu Oham.

refers to the systematic process of attracting, developing, retaining, and utilizing people with the required skills and aptitude to meet current and future organizational needs. In creative industries, this involves identifying individuals with exceptional creative abilities, fostering an environment that supports innovation, and ensuring that these individuals have the resources and opportunities needed to thrive (Tamunomiebi & Worgu, 2020). Creative Industries encompass sectors that rely on individual creativity, skill, and talent. These industries include advertising, architecture, arts and crafts, design, fashion, film, video, photography, music, performing arts, publishing, research and development, software, and computer services, television, and radio. The economic significance of these industries is substantial, as they contribute to cultural enrichment and drive innovation across other sectors (Wohl, 2022).

Database Utilization in the context of talent management involves the use of sophisticated data management systems to store, retrieve, and analyze information related to employees and potential hires. Effective databases can track a wide array of data, including performance metrics, career progression, skill sets, and personal development plans. In creative industries, databases can also manage project histories, client feedback, and collaborative networks, providing a comprehensive tool for optimizing talent management (Gurusinghe, Arachchige, & Dayarathna, 2021).

This paper aims to explore the optimization of talent management in creative industries through the lens of theoretical insights and the effective utilization of databases. Given these industries' growing complexity and competitiveness, it is imperative to examine how modern technological solutions can enhance traditional talent management practices. The purpose of this paper is threefold: to provide a comprehensive review of relevant theoretical frameworks, to analyze current practices and challenges in talent management within creative industries, and to propose best practices for the utilization of databases in optimizing these processes. The scope of this paper is intentionally broad to cover various aspects of talent management, including recruitment, development, retention, and performance evaluation. By doing so, the paper seeks to offer a holistic view of how databases can be leveraged to improve each of these facets. The focus will be on theoretical insights, drawing from established research and case studies, rather than empirical methodologies, to provide a robust conceptual foundation for future studies and practical applications.

2. Theoretical Framework

2.1. Overview of Relevant Theories in Talent Management

Talent management has evolved significantly over the years, underpinned by various theoretical frameworks that guide how organizations identify, develop, and retain their workforce. One of the foundational theories is the Resource-Based View (RBV), which posits that an organization's unique resources and capabilities, including its human capital, are key to achieving sustained competitive advantage. In the context of talent management, RBV emphasizes the importance of investing in and nurturing employees as valuable assets who can drive innovation and performance (Ahmed et al., 2022).

Another pertinent theory is the Human Capital Theory, which underscores the value of investing in employee education and development. According to this theory, employees' skills and knowledge are akin to capital investments that can yield significant returns in terms of increased productivity and organizational performance. This theory supports the notion that continuous learning and professional development are critical components of effective talent management (Islam & Amin, 2022).

Motivation Theory, including frameworks like Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, also plays a crucial role in talent management. These theories provide insights into what drives employee satisfaction and engagement, highlighting the need for organizations to create environments that fulfill their workforce's intrinsic and extrinsic needs (Vaim, 2021). Organizations can design strategies that enhance job satisfaction, reduce turnover, and foster a committed and productive workforce by understanding what motivates employees. Additionally, Social Exchange Theory provides a lens through which to view the reciprocal relationship between employers and employees. It suggests that when employees perceive a high level of organizational support and investment in their development, they are more likely to respond with increased loyalty and performance. This theory highlights the importance of creating a mutually beneficial relationship where both parties feel valued and invested in (Kumar, 2021).

2.2. Application of These Theories to Creative Industries

Applying these theories to the creative industries requires understanding the unique characteristics and demands of these sectors. Creative industries are often project-based, with a heavy reliance on freelance and contract work, which can complicate traditional talent management approaches. The Resource-Based View is particularly relevant here, as individuals' unique creative talents and skills are central to the competitive advantage of organizations within these

industries. By viewing talent as a strategic resource, organizations can prioritize recruiting and retaining individuals whose creative abilities are difficult to replicate.

Human Capital Theory aligns well with the creative industries' need for continuous innovation and skill development. Given the rapid pace of change and the need for constant creative output, organizations must invest in ongoing professional development opportunities. This can include formal training programs, mentorship, and opportunities for cross-disciplinary collaboration, all of which help to keep employees' skills relevant and foster a culture of continuous improvement (Walzer, 2020).

Motivation Theory is particularly applicable in the creative context, where job satisfaction and engagement are closely tied to creative expression and recognition opportunities. Organizations in the creative industries can leverage these insights by creating environments that support autonomy, provide meaningful work, and offer recognition and rewards that align with the intrinsic motivations of creative professionals (Kumar, 2021). Social Exchange Theory underscores the importance of fostering strong relationships between creative professionals and their employers. Given the often fluid and project-based nature of work in these industries, building a sense of loyalty and commitment can be challenging. However, by demonstrating a commitment to their talent's professional growth and well-being, organizations can engender a sense of reciprocity and long-term engagement, even in a freelance-heavy environment (Walzer, 2020).

2.3. Importance of Data and Databases in Modern Talent Management Practices

In modern talent management, data and databases play an increasingly critical role. Collecting, storing, and analyzing vast amounts of information about employees and candidates allows organizations to make more informed decisions and tailor their talent management strategies to better meet organizational goals.

Effective data utilization in talent management includes tracking employee performance, career progression, and training needs. Organizations can identify high performers, pinpoint skills gaps, and create targeted development plans by maintaining comprehensive records. This level of insight is particularly valuable in the creative industries, where the ability to quickly assemble and deploy teams with the right mix of skills and experience can be a significant competitive advantage (Urme, 2023).

Databases also facilitate more efficient and effective recruitment processes. By storing detailed profiles of potential candidates, including their skills, experience, and previous work, organizations can quickly identify and engage the right talent for new projects. This is especially important in the creative industries, where project timelines are often tight and the demand for specific skills can fluctuate rapidly (Oswal, Ateeq, & Mathew, 2021). Moreover, the use of analytics and predictive modeling can help organizations anticipate future talent needs and trends. For example, by analyzing data on past projects, organizations can identify which skills and roles are most frequently in demand and adjust their recruitment and development strategies accordingly. This proactive approach helps ensure that organizations can meet their current talent needs and are prepared for future challenges (Allal-Chérif, Aránega, & Sánchez, 2021).

3. Current Practices in Talent Management

3.1. Traditional Methods vs. Modern Database-Driven Approaches

Talent management in the creative industries has traditionally relied on manual and often informal methods. These methods include personal referrals, networking events, and the subjective assessment of portfolios and past work. While these practices have their advantages, such as fostering personal connections and facilitating quick decision-making, they also come with significant limitations. Traditional approaches can be biased, inconsistent, and inefficient, often leading to suboptimal hiring and talent development decisions (Dan, Ivana, Zaharie, Metz, & Drăgan, 2021).

In contrast, modern database-driven approaches offer a more structured and data-centric alternative. These approaches leverage technology to collect, store, and analyze comprehensive data on potential and current employees. Databases can include information on candidates' skills, experiences, performance metrics, and even personal preferences and career aspirations. This data can then be used to make more informed and objective hiring, training, and promotions decisions (Sestino & De Mauro, 2022).

One of the key benefits of database-driven talent management is the ability to maintain a centralized repository of information that can be easily accessed and updated. This ensures that decision-makers have the most current and

relevant data, enabling more precise talent matching and resource allocation. Additionally, databases can facilitate more effective workforce planning by providing insights into talent trends and forecasting future needs (Chen, 2024).

Another advantage of modern approaches is the ability to leverage advanced analytics and artificial intelligence (AI). These technologies can analyze large datasets to identify patterns and trends that might not be apparent through manual analysis. For instance, based on historical data, AI can predict which candidates are most likely to succeed in specific roles, helping to reduce turnover and improve overall performance. Moreover, analytics can highlight skill gaps within the organization, guiding targeted training and development initiatives (Rane, Paramesha, Choudhary, & Rane, 2024).

3.2. Examples from the Creative Industries

Several companies within the creative industries have successfully adopted database-driven talent management practices, demonstrating the potential benefits of this approach. Pixar is renowned not only for its groundbreaking films but also for its innovative approach to talent management. The company uses a sophisticated database system to track the skills and experiences of its employees, enabling managers to assemble the best teams for each project. By analyzing data on past projects, Pixar can identify which combinations of team members have been most successful, allowing them to replicate these configurations in future endeavors. This data-driven approach ensures that the company consistently produces high-quality content while also fostering a culture of continuous improvement and learning (Choi, 2022).

Wieden+Kennedy, a leading advertising agency, uses database technology to manage its global talent pool. The agency maintains detailed profiles of its employees, including their creative skills, project histories, and client feedback. This information matches the right talent to the right projects, ensuring that each team has the expertise and experience to deliver exceptional results. The database also supports Wieden+Kennedy's efforts to promote diversity and inclusion by providing insights into the composition of their workforce and identifying areas for improvement (Robinet-Duffo, 2024).

Ubisoft, a major player in the video game industry, employs a comprehensive talent management system to optimize its creative processes. The company's database includes data on employees' technical skills, creative abilities, and performance metrics. This information identifies high-potential employees and provides them with targeted development opportunities. Ubisoft also uses predictive analytics to forecast future talent needs, ensuring they have the right skills to meet upcoming challenges. This proactive approach helps the company stay ahead of industry trends and maintain its competitive edge (Łabędzki, 2022).

3.3. Challenges Faced in Implementing Database Utilization

Despite the clear benefits of database-driven talent management, there are several challenges that organizations in the creative industries must address when implementing these systems.One of the primary challenges is ensuring the quality and consistency of the data being collected. Inaccurate or incomplete data can lead to erroneous conclusions and suboptimal decisions. Organizations must establish robust data governance practices to ensure that data is accurate, up-to-date, and consistently formatted. Additionally, integrating data from various sources, such as HR systems, performance management tools, and external databases, can be complex and time-consuming (Zhang, Xu, Zhang, & Yang, 2021).

The use of databases to manage talent information raises important privacy and security issues. Organizations must ensure that they comply with relevant data protection regulations, such as the General Data Protection Regulation (GDPR) in the European Union. This includes obtaining consent from employees to collect and store their data and implementing strong security measures to protect against data breaches and unauthorized access (Bauer, Truxillo, Jones, & Brady, 2020).

Introducing a database-driven approach to talent management often requires a significant cultural shift within the organization. Employees and managers who are accustomed to traditional methods may be resistant to adopting new technologies and processes. Overcoming this resistance requires effective change management strategies, including clear communication about the new system's benefits, comprehensive training programs, and ongoing support to address any concerns or challenges (Rashed, 2021).

Implementing a sophisticated talent management database can be costly, particularly for smaller organizations with limited resources. The initial investment in technology, as well as the ongoing costs of maintenance and updates, can be substantial. Organizations must carefully evaluate the cost-benefit ratio and consider scalable solutions that can grow with their needs. In conclusion, while traditional talent management methods have served the creative industries well,

the shift towards database-driven approaches offers significant advantages in terms of efficiency, objectivity, and strategic insight. However, the successful implementation of these systems requires addressing challenges related to data quality, privacy, cultural resistance, and resource constraints (Anaba, Kess-Momoh, & Ayodeji, 2024; N. Oshodi, 2024).

4. Effective Database Utilization

4.1. Key Features and Functionalities of an Effective Talent Management Database

An effective talent management database is a powerful tool that can transform the way organizations manage their human capital, particularly in the dynamic and competitive landscape of creative industries. Such a database should encompass several key features and functionalities to maximize its utility and impact (Yildiz & Esmer, 2023). At the core of an effective database are detailed talent profiles that capture a wide range of information about each individual. These profiles should include basic personal information, educational background, work history, skills, competencies, performance metrics, and career aspirations. For creative industries, additional data such as portfolios, project histories, and client feedback can better understand an individual's capabilities and potential (Pagan-Castaño, Ballester-Miquel, Sánchez-García, & Guijarro-García, 2022).

The ability to quickly and accurately match the right talent to the right opportunities is crucial. Advanced search and matching algorithms can analyze multiple criteria to identify the best candidates for specific roles or projects. These algorithms should be able to handle complex queries, considering factors like skill sets, past performance, and cultural fit (Monteiro et al., 2020). An effective talent management database should seamlessly integrate with other HR and business systems. This includes performance management systems, learning and development platforms, recruitment tools, and project management software. Integration ensures that data flows smoothly across different functions, providing a holistic view of talent and enabling more informed decision-making (Massi, Vecco, & Lin, 2020).

Robust analytics and reporting functionalities are essential for extracting actionable insights from the data. The database should support various types of analysis, such as trend analysis, predictive modeling, and benchmarking. Customizable dashboards and reports can help managers track key performance indicators (KPIs), monitor talent development, and identify areas for improvement. A user-friendly interface is critical for ensuring that the database is accessible and easy to use for all stakeholders, including HR professionals, managers, and employees (Aroraa, Lele, & Jindal, 2022). The interface should be intuitive, with clear navigation, search functions, and data visualization tools. Mobile access can also enhance usability, allowing users to interact with the database on the go. Protecting sensitive employee data is paramount. An effective talent management database must have robust security measures in place to prevent unauthorized access and data breaches. Compliance with data protection regulations, such as GDPR, is also essential. This includes implementing features like data encryption, access controls, and audit trails (Nivedhaa, 2024).

4.2. Best Practices for Database Management in Talent Optimization

To fully realize the benefits of a talent management database, organizations should adhere to best practices in database management. These practices ensure that the database remains accurate, relevant, and effective over time. Maintaining high data quality is fundamental. Organizations should establish data governance policies defining data entry, maintenance, and validation standards. Regular data audits can help identify and correct inaccuracies or inconsistencies. Encouraging employees to update their profiles regularly can also improve data accuracy (Janssen, Brous, Estevez, Barbosa, & Janowski, 2020).

The database should evolve with the organization's needs. Regularly reviewing and updating the database structure, functionalities, and algorithms ensures that it remains aligned with current talent management strategies. Gathering feedback from users can provide valuable insights into areas for improvement. Effective database utilization depends on users' ability to leverage its features fully. Providing comprehensive training programs for HR professionals, managers, and employees is essential. Ongoing support, including help desks and user manuals, can help address any issues that arise and ensure that users can navigate the system effectively (Mikalef, Boura, Lekakos, & Krogstie, 2020).

Organizations should foster a culture that values data-driven decision-making. This involves training managers and HR professionals to interpret data insights and integrate them into their talent management practices. Encouraging the use of data in performance reviews, succession planning, and recruitment can enhance the overall effectiveness of the database. A talent management database should facilitate collaboration and communication across the organization. Integrating social and collaboration tools can help teams share information, provide feedback, and work together more

effectively. This is particularly important in creative industries, where collaboration is often key to success (Talerico, 2022).

4.3. Potential Benefits and Impacts on Creative Industries

The effective utilization of talent management databases can have profound benefits and impacts on creative industries. By enhancing how talent is managed, these databases can drive individual and organizational performance. Databases streamline the recruitment process by providing access to a rich pool of candidate information. This enables faster and more accurate identification of suitable candidates, reducing time-to-hire and improving the quality of new hires. For creative industries, this means quickly finding individuals with the specific skills and creative flair needed for various projects (A. N. Oshodi, 2024; Udo, Kwakye, Ekechukwu, & Ogundipe, 2023).

Talent management databases support personalized development plans by tracking employees' skills, performance, and career goals. This allows organizations to tailor training and development programs to individual needs, fostering continuous learning and growth. In creative industries, where staying ahead of trends and technologies is crucial, this can significantly enhance employees' capabilities and job satisfaction. By analyzing data on employees' skills, experiences, and past project performance, organizations can assemble high-performing teams tailored to the specific requirements of each project. This ensures that projects benefit from the right mix of talents, leading to better outcomes and more innovative solutions (Blahušiaková, 2023).

Data-driven insights into employee engagement and satisfaction can help organizations identify and address potential retention issues. Organizations can implement strategies to enhance job satisfaction and loyalty by understanding what motivates their creative talent, reducing turnover and retaining valuable skills. Predictive analytics and trend analysis enable organizations to anticipate future talent needs and plan accordingly. This proactive approach to workforce planning helps creative industries stay agile and responsive to market demands, ensuring they have the right skills in place to capitalize on new opportunities. The automation and centralization of talent management processes reduce administrative burdens and streamline operations. This frees up HR professionals and managers to focus on strategic activities, such as talent development and organizational growth, rather than routine tasks (Cahyono, 2024).

5. Conclusion

The optimization of talent management in creative industries through effective database utilization offers numerous advantages, as detailed throughout this paper. While valuable, traditional talent management methods often lack the structure and objectivity provided by modern, database-driven approaches. The integration of comprehensive talent profiles, advanced search algorithms, and robust analytics allows organizations to make more informed and strategic decisions. Case studies from leading creative companies such as Pixar, Wieden+Kennedy, and Ubisoft illustrate the practical benefits of these technologies in enhancing recruitment, development, and overall talent optimization. However, challenges such as data quality, privacy concerns, and resistance to change must be addressed to fully realize these benefits.

Practical Recommendations for Optimizing Talent Management Using Databases

To effectively optimize talent management in creative industries using databases, organizations should consider the following practical recommendations. Organizations should develop and maintain detailed talent databases that include a wide range of information about employees and candidates. This should cover basic demographics, work history, skills, performance metrics, and career aspirations. Additional data such as portfolios and project histories are crucial for creative industries.

Utilize advanced analytics and AI to extract meaningful insights from talent data. Predictive analytics can help forecast future talent needs, while machine learning algorithms can identify the best candidates for specific roles or projects based on historical data. These insights enable more strategic talent planning and management. Establish robust data governance policies to ensure talent data's accuracy, consistency, and security. Regular data audits, standardized data entry procedures, and ongoing training for staff involved in data management are essential to maintain high data quality.

Encourage a culture of data-driven decision-making within the organization. Provide training and support to help managers and HR professionals interpret and use data insights in their talent management practices. This cultural shift is critical for maximizing the benefits of database utilization. Implement strong data protection measures to safeguard sensitive employee information. Ensure compliance with relevant data privacy regulations, such as GDPR, and adopt

best practices in cybersecurity to protect against data breaches and unauthorized access. Regularly review and update the database system to align with evolving organizational needs and technological advancements. Solicit user feedback to identify improvement areas and ensure that the system remains user-friendly and effective.

Future Research Directions and Potential Areas for Further Study

Future research in talent management in creative industries should explore several potential areas further to enhance the understanding and application of database-driven approaches.

Investigate the specific impacts of AI and machine learning on talent management, particularly in predicting employee success and automating recruitment processes. Research could examine the ethical implications and potential biases associated with these technologies.

Study the integration of emerging technologies such as blockchain for secure and transparent talent management, or virtual reality for immersive training and development programs. These technologies could offer innovative solutions to existing challenges.

Explore the perspectives of employees regarding the use of databases in talent management. Understanding their concerns and suggestions can provide valuable insights for improving system design and implementation.

Conduct longitudinal studies to assess the long-term effectiveness of database-driven talent management strategies. These studies can provide empirical evidence of these approaches' benefits and potential drawbacks over time.

In conclusion, the effective utilization of databases in talent management holds significant promise for creative industries, offering enhanced efficiency, better decision-making, and improved employee satisfaction. By following practical recommendations and addressing key challenges, organizations can harness the full potential of these technologies. Future research should continue to explore innovative solutions and the broader implications of database-driven talent management, ensuring that creative industries remain competitive and dynamic in an ever-evolving landscape.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to be disclosed.

References

[1] Ahmed, R. R., Azam, M., Qureshi, J. A., Hashem E, A. R., Parmar, V., & Md Salleh, N. Z. (2022). The relationship between internal employer branding and talent retention: A theoretical investigation for the development of a conceptual framework. *Frontiers in psychology, 13*, 859614.

[2] Allal-Chérif, O., Aránega, A. Y., & Sánchez, R. C. (2021). Intelligent recruitment: How to identify, select, and retain talents from around the world using artificial intelligence. *Technological Forecasting and Social Change, 169*, 120822.

[3] Anaba, D., Kess-Momoh, A., & Ayodeji, S. (2024). Strategic negotiation and contract management: Best practices for high-stakes projects. *International Journal of Applied Research in Social Sciences, 6*(7), 1310-1320.

[4] Aroraa, G., Lele, C., & Jindal, M. (2022). *Data Analytics: Principles, Tools, and Practices: A Complete Guide for Advanced Data Analytics Using the Latest Trends, Tools, and Technologies (English Edition)*: BPB Publications.

[5] Awonuga, K. F., Nwankwo, E. E., Oladapo, J. O., Okoye, C. C., Odunaiya, O. G., & Scholastica, U. C. (2024). Driving sustainable growth in SME manufacturing: The role of digital transformation, project, and capture management. *International Journal of Science and Research Archive, 11*(1), 2012-2021.

[6] Bauer, T. N., Truxillo, D. M., Jones, M. P., & Brady, G. (2020). Privacy and cybersecurity challenges, opportunities, and recommendations: Personnel selection in an era of online application systems and big data.

[7] Blahušiaková, M. (2023). Business process automation–new challenges to increasing the efficiency and competitiveness of companies. *Strategic Management-International Journal of Strategic Management and Decision Support Systems in Strategic Management, 28*(3).

[8] Cahyono, N. D. (2024). Talent Management in the Digital Age: Leveraging Technology for HR Efficiency and Effectiveness. *Jurnal Cahaya Mandalika ISSN 2721-4796 (online), 3*(1), 602-612.

[9] Chen, X. (2024). AI and Big Data: Leveraging Machine Learning for Advanced Data Analytics. *Advances in Computer Sciences, 7*(1).

[10] Choi, Y. (2022). *What is the Effect of the Corporate Marriage of Disney and Pixar on Their Films' Image Quality?* : Department of Economics, University of Colorado Boulder.

[11] Dan, S., Ivana, D., Zaharie, M., Metz, D., & Drăgan, M. (2021). *Digital Talent Management*: Springer.

[12] Gallardo-Gallardo, E., Thunnissen, M., & Scullion, H. (2020). Talent management: context matters. In (Vol. 31, pp. 457-473): Taylor & Francis.

[13] Gurusinghe, R. N., Arachchige, B. J., & Dayarathna, D. (2021). Predictive HR analytics and talent management: a conceptual framework. *Journal of Management Analytics, 8*(2), 195-221.

[14] Hongal, P., & Kinange, U. (2020). A study on talent management and its impact on organization performance-an empirical review. *International Journal of Engineering and Management Research, 10*.

[15] Islam, M. S., & Amin, M. (2022). A systematic review of human capital and employee well-being: putting human capital back on the track. *European Journal of Training and Development, 46*(5/6), 504-534.

[16] Janssen, M., Brous, P., Estevez, E., Barbosa, L. S., & Janowski, T. (2020). Data governance: Organizing data for trustworthy Artificial Intelligence. *Government information quarterly, 37*(3), 101493.

[17] Kumar, H. (2021). A Critical Review of Motivational Theories in Management and their Role in Modern Era. *Tobacco Regulatory Science (TRS)*, 4569-4575.

[18] Łabędzki, R. (2022). A literature review on Human Capital Management in the Video Game Industry. *Kwartalnik Nauk o Przedsiębiorstwie, 65*(3), 109-122.

[19] Massi, M., Vecco, M., & Lin, Y. (2020). Digital Transformation in the Cultural and Creative Industries. *Digital Transformation in the Cultural and Creative Industries*, 1-9.

[20] Mikalef, P., Boura, M., Lekakos, G., & Krogstie, J. (2020). The role of information governance in big data analytics driven innovation. *Information & Management, 57*(7), 103361.

[21] Monteiro, B., Santos, V., Reis, I., Sampaio, M. C., Sousa, B., Martinho, F., . . . Au-Yong-Oliveira, M. (2020). Employer branding applied to SMEs: A pioneering model proposal for attracting and retaining talent. *Information, 11*(12), 574.

[22] Nivedhaa, N. (2024). From Raw Data to Actionable Insights: A Holistic Survey of Data Science Processes. *International Journal of Data Science (IJDS), 1*(1), 1-16.

[23] Oshodi, A. N. (2024). Avatar Personalization and User Engagement in Facebook Advertising.

[24] Oshodi, N. (2024). Enhancing online safety: The impact of social media violent content and violence among teens in Illinois.

[25] Oswal, N., Ateeq, K., & Mathew, S. (2021). *Trends in Recruitment Information and Communication System using Artificial Intelligence in Industry 4.0.* Paper presented at the FEMIB.

[26] Pagan-Castaño, E., Ballester-Miquel, J. C., Sánchez-García, J., & Guijarro-García, M. (2022). What's next in talent management? *Journal of business research, 141*, 528-535.

[27] Protogerou, A., Kontolaimou, A., & Caloghirou, Y. (2022). Creative industries and resilience in times of crisis: the role of firm and entrepreneurial team characteristics. *International Journal of Entrepreneurial Behavior & Research, 28*(4), 1075-1105.

[28] Rane, N. L., Paramesha, M., Choudhary, S. P., & Rane, J. (2024). Artificial intelligence, machine learning, and deep learning for advanced business strategies: a review. *Partners Universal International Innovation Journal, 2*(3), 147-171.

[29] Rashed, F. (2021). *Leveraging enterprise architecture for data-driven business model innovation.* by Medien-und Informationszentrum, Leuphana Universität Lüneburg Files in …,

[30] Robinet-Duffo, R. (2024). *How can brands try to influence social norms?* Massachusetts Institute of Technology,

[31] Sestino, A., & De Mauro, A. (2022). Leveraging artificial intelligence in business: Implications, applications and methods. *Technology Analysis & Strategic Management, 34*(1), 16-29.

[32] Talerico, C. K. M. (2022). Assessing the analytic competency gap for HR professionals: Providing HR a roadmap to data-driven decision-making.

[33] Tamunomiebi, M. D., & Worgu, V. O. (2020). Talent management and organizational effectiveness. *Journal of Contemporary Research in Social Sciences, 2*(2), 35-45.

[34] Udo, W. S., Kwakye, J. M., Ekechukwu, D. E., & Ogundipe, O. B. (2023). Predictive Analytics for Enhancing Solar Energy Forecasting and Grid Integration.

[35] Urme, U. N. (2023). The impact of talent management strategies on employee retention. *International Journal of Science and Business, 28*(1), 127-146.

[36] Vaim, M. (2021). Job Motivation in a Small and Medium-Sized Enterprises.

[37] Walzer, D. (2020). Leadership in the creative industries: Addressing an uncertain future. *Journal of the Music & Entertainment Industry Educators Association, 20*(1), 147-172.

[38] Wohl, H. (2022). Innovation and creativity in creative industries. *Sociology Compass, 16*(2), e12956.

[39] Yildiz, R. O., & Esmer, S. (2023). Talent management strategies and functions: a systematic review. *Industrial and commercial training, 55*(1), 93-111.

[40] Zhang, Y., Xu, S., Zhang, L., & Yang, M. (2021). Big data and human resource management research: An integrative review and new directions for future research. *Journal of business research, 133*, 34-50.