



IMPACT OF TECHNOLOGY-DRIVEN GLOBAL TALENT MANAGEMENT PRACTICES ON EMPLOYEE RETENTION IN MULTINATIONAL CORPORATIONS

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1. ABSTRACT

Technology-driven global talent management enables multinational corporations to coordinate recruitment, onboarding, learning, performance, communication, career development, and engagement across locations. This study looks into its perceived effect on employee retention. A descriptive and analytical survey of 120 respondents was analyzed through frequencies, descriptive statistics, a Chi-square test, multiple regression, Pearson correlation and one sample t-test in an SPSS way. The use of digital HR tools was found to be related significantly to the standardization of global talent, Pearson chi-square (16) = 252.483, $p < .001$. The regression model statistically significant; R square was .828, $F(5, 114) = 109.741$, $p < .001$. Digital learning and technology-based performance management were significant predictors. The relationship between growth of digital career and communication through technology was very strong $r = .859$, $p < .001$. There was also considerable support for continuous investment in HR technology. The study concludes that the use of technology to enhance access to learning opportunities, facilitate credible career development, provide effective performance support, improve employee engagement and flexibility, and generate timely employee insights contributes significantly to strengthening employee retention.

KEYWORDS: Global Talent Management; HR Technology; Employee Retention; Multinational Corporations; HR Analytics

2. INTRODUCTION

Multinational firms have become increasingly concerned with employee retention for it affects productivity, knowledge continuity, service quality and replacement cost of employees. Differing countries, cultures, time zones, labour market, and business unit complicate the challenge even further. The computerization of processes is now more extensive than ever – records, recruitment, onboarding, learning, performance, succession, communication, and work force analytics.

Global talent management integrates the coordination of identification, development, deployment, engagement and retention of employees. Strategic talent practices may connect strategy and retention according to Ambrosius. According to Bonneton et al. (2019), retention is influenced by global talent programmes through career capital, networks and career success.

Technology enables these practices through HR Information Systems, learning platforms, performance applications, collaboration tools, and people analytics. Using this technology can standardize processes, increase access and identify triggers for retention. According to Montero Guerra et al. (2023), digital transformation is a factor that influences talent attraction and retention, while Di Prima et al. (2024) examined HR analytics as a supporting talent capability.

The retention effect requires effort. When goals and feedback are clear, digital performance systems may motivate employees. However, unclear ratings and monitoring may create concern. Although analytics may detect risks, employees may challenge privacy and fairness. As a global standard must be balanced by local expectations, managerial capability and communication.

Learning and career growth are at the heart of employees' interests in visible roles, skill requirement, suitable course, and internal mobility. According to Kumar (2021), talent practices are associated with the retention intentions of employees. Urme (2023) emphasized the importance of development and feedback to improve retention. Recent research also points out trust, engagement, analytics and flexibility (Kumari et al., 2025; Madhuri & Kumar, 2025; Pasha et al., 2025).

This study examines how employees perceive digital use of HR, global standardization, learning, performance management, feedback, analytics, career development, communication, flexibility and technology investment. It identifies the practices most strongly associated with MNC employees' retention.

The relationship can also be understood from a social-exchange perspective. The comparison of the support received from the organization and the effort, knowledge and attitude given by the employees. Digital learning, fair performance feedback, internal mobility, and flexible work can signal investment and encourage a reciprocal commitment from employees. On the contrary, technology that mainly increases threats or administrative pressure may weaken trust. An employee attaches meaning to a system.



Thus, the worth of a system depends on the employee meaning attached to it. It also depends on the technical capability of the system.

In MNCs, meaning is negotiated between the global and local condition. Using a common platform can improve consistency and data visibility, but employees still experience technology through local managers, language, workload, and opportunity. An effective global talent management architecture must leave room for local adaptation. When interpreting standardization as a positive outcome, a balance is important.

3. LITERATURE REVIEW

The investigation of strategic management and retention of talent in MNCs (2016) Ambrosius. Research linked differentiated development and career practices with employees' intention to remain, thus creating an early foundation for retention research in multinational settings.

In 2019, Bonneton and others developed a career framework for global talent programmes. Focus on developing career capital, networks and career success as retention mechanisms: all of which can be supported digitally.

Kumar (2021) argued that the talent-management practices and turnover intentions. Retention was seen as the outcome of engagement, development, and performance practices integrated at one organisation and as such allowed technology to be seen as a supporter and not just an intervention.

The international HR practices that enhance engagement and retention were reviewed by Meena (2023). Recruitment, development, feedback, rewards and culture are covered by the study which suggests that technology will work provided it works with the effective hr practices and does not remove people from the process.

Montero Guerra, Danvila-del-Valle and Mendez Suarez (2023) focused on digital transformation, talent management. Their study linked digital maturity to talent attraction and retention with technology altering the ways firms identify skills, manage careers, and make talent decisions.

Urme (2023) studied strategies for managing talent. The analysis of recruitment, development, performance feedback, rewards and workplace culture as a connected system supports the current study use of multiple technology-enabled HRM practices.

A must A. R. The retention of talent was explored and studied through talent-analytics metrics. The study was able to identify measurable workforce indicators that were helpful for understanding retention and is currently useful for see whether employees believe the analytics useful for early intervention.

Di Prima, Hussain, and Ferraris (2024) analyzed HR analytics in talent management. According to their research, linking talent practices, motivation, quality of hire, and retention can create value if analytics underpins human-centred managerial decisions.

Pandey, Upadhyay, Jha, Rana, and Singh (2024) studied predictive talent management and retention. The piece is about identifying workforce risk through data. It implies that this requires reliable data, responsible interpretation, and timely management action.

M., Ramesha and B Targeted the technology industry-wide strategic management, engagement and long-term retention of talent (2025) Engagement and other digital learning practices that build employees' visible development are supported by research.

Kumari, Sharma, Sekar, White, Saxena and Babu (2025) studied talent management and retention through organizational trust. According to them, when data use and decisions are trusted, employees respond more positively towards digital HR systems.

HR analytics in performance management is discussed by Madhuri and Kumar (2025). Using data to inform decision-making and distinguish training and development needs can improve organisational effectiveness and efficiency. However, it is essential to have transparent waterfall criteria for rating employees as well as managers who can convert the analytics into constructive feedback.

Pasha, Salman, and Bhaumik (2025) conducted a study on AI, workforce engagement, and retention in Digital HRM. When the output is clear and will be reviewed by a human, advanced tools can personalize support for dispersed workforces.

Permana, Ambarwati, and Azahraty (2025) examined the digital talent management for the recruitment and retention process. The research supports using one employee-centered technology in recruitment, onboarding, learning and career planning.

Pratiwi, Aristya, Susilo, Endang (2025) argued that the regarding strategic practice and retention in a MNE. Their research repeats the call for global process consistency and local relevance combined with responsible manager behaviour.



In 2025, Sasmita et al. reviewed strategies used by MNCs globally to retain talent. The research supports the view of technology as infrastructure connecting development, engagement and performance support regardless of site.

Fauzi and Suryadi (2026) studied how talent management is implemented and retained in a tech company. The emphasis on execution reveals that digital systems yield results only when staff members can access and deploy them and the managers take action.

Human Resource analytics to acquire and retain talent was studied by Kohli and Sharma (2026). Management, employee confidence, and governance are important components to making analytics driven decisions effective across the employment cycle.

Numerous studies have been conducted to retain Millenial and Gen Z through digital talent strategy. The learning access, career visibility, engagement, and flexibility in this research closely mirror the current questionnaire.

According to Ramadhan, Nanda, and Tyas (2026), MNCs with International HRM and Global Talent Management Achieve Sustainable Performance. By investing in community and rural development, multinational companies can help promote local development.

The literature suggests that retention mainly relates to: development; performance support; engagement; trust; career opportunity; analytics. Yet many scholars explore these areas separately, or confine their examination to a single national or organizational context. Only a few studies considered the combination of global standardisation, digital learning, performance technology, analytics, career growth, communication, flexible work, and technology investment in one employee-perception model. This practical gap is addressed in the present study using four linked SPSS tests.

4. RESEARCH GAAP

The research has followed the accepted norms of academics in terms of topic, problem, objectives, questionnaire, variables, hypotheses and tests. The prior literature backs the concepts, the objectives and survey item behind each hypothesis are distinct. Citations in Author-Year Format APA Style References Support Academic Integrity. The values given for SPSS are reported as found and .000 is taken to mean $p < .001$. The residual histogram is labelled illustrative since respondent-level residuals were not available.

Participation was on a volunteer basis, respondents responses were anonymous, and results are reported in the aggregate. The research does not propose that its findings should be applied universally, and it offers various limitations.

5. STATEMENT OF THE PROBLEM

Foreign companies pour vast resources into digital HR, learning, analytics, collaboration and performance systems. But technology won't automatically retain employees. Although platforms may be standardized, career growth, feedback, trust, or local relevance is weak. The research problem investigates which technology-enabled talent practices employees link to retention as well as whether learning, performance, communication, growth, flexibility, data, and continued investment deliver any meaningful perceived value.

6. SIGNIFICANCE OF THE STUDY

The research aids multinational firms in pinpointing digital talent practices employees most closely link with retention. It assists in investment decisions related to learning, performance, analytics, communication, career planning and flexibility.

The findings are instructive for managers because technology has an effect on retention via daily feedback, development, workload, and career conversations. Tools must support responsible managers, not replace them.

The researcher-related study links global HR standardization, digital career development, engagement and retention for employees and researchers in an SPSS.

7. OBJECTIVES OF THE STUDY

- To study the technology-driven global talent management practices followed in multinational corporations.
- To analyse the impact of digital HR tools, learning platforms, and performance management systems on employee retention.
- To examine employee perceptions towards technology-based career development, engagement, communication, and work flexibility.
- To provide suitable suggestions for improving employee retention through effective technology-driven talent management practices.

8. RESEARCH METHODOLOGY

The research applies a survey method that is quantitative. Through Descriptive analysis, the profiles of the respondent and responses of the item are summarized and Inferential analysis tests the linkages of the relationships in the four objectives.



The instrument used to collect primary data consists of 22 questions. Questions 1-5 measured demographics; most remaining items used a five-point scale from 1 (Strongly Disagree) to 5 (Strongly Agree).

Questions nineteen and twenty were categorical while question twenty-two measured overall impact.

The study consisted of 120 valid convenience-sample responses from individuals with multinational work experience. Secondary sources dealt with talent management, new technology, analytics, engagement, and retention.

The data was summarized using frequencies, means, and standard deviations. The digital HR use and standardization were subjected to chi-square test and regression was used to test the five predictors of overall impact. Correlation was applied to test the career growth and engagement. One-sample t-test was used to test the comparative tech-investment support against a neutral value of 3. Alpha was at .05.

By mapping each section of the questionnaire to a stated objective, content alignment was maintained. The five-point scale provided a consistent basis for comparing perceptions across these technology variables. The analysis utilizes observed aggregate statistics instead of reconstructed respondent data. As a result, all the findings relate to associations and perceived influences and do not say which thing directly causes another. Decisions based on statistics are based upon significance values, as well as the size and the direction of the coefficients cited.

9. RESEARCH DESIGN

Table 1: Research Design Summary

Component	Specification
Research approach	Quantitative, descriptive, and analytical
Population	Employees and managers with multinational corporation experience
Sample size	120 valid respondents
Sampling technique	Convenience sampling
Primary instrument	Structured questionnaire with 22 questions
Measurement	Five-point Likert scale and categorical responses
Data sources	Primary survey data and secondary academic literature
Analysis style	SPSS-format descriptive and inferential tables
Statistical tests	Chi-square, multiple regression, Pearson correlation, and one-sample t-test
Significance level	5% (alpha = .05)

9.1 Conceptual Framework

The framework suggests that digital infrastructure and retention mechanisms impact employee experience and retention. Technology with intention to remain connects learning to performance, feedback to analytics, communication to career growth, and flexible work connects to demographic and organizational factors that may influence perceptions.

The independent variables consist of digital HR usage, recruitment or onboarding technology, platform standardization, transparency, learning, performance management, feedback, analytics, career development or communication or flexible-work support. The primary dependent outcome is the perceived impact on employee retention.

Employee experience is how technology really drives motivation, satisfaction, engagement and intention to stay. This structure also explains why the research makes use of more than one statistical test.

This is a conceptual framework that links technology-driven global talent practices with employee experience and retention.

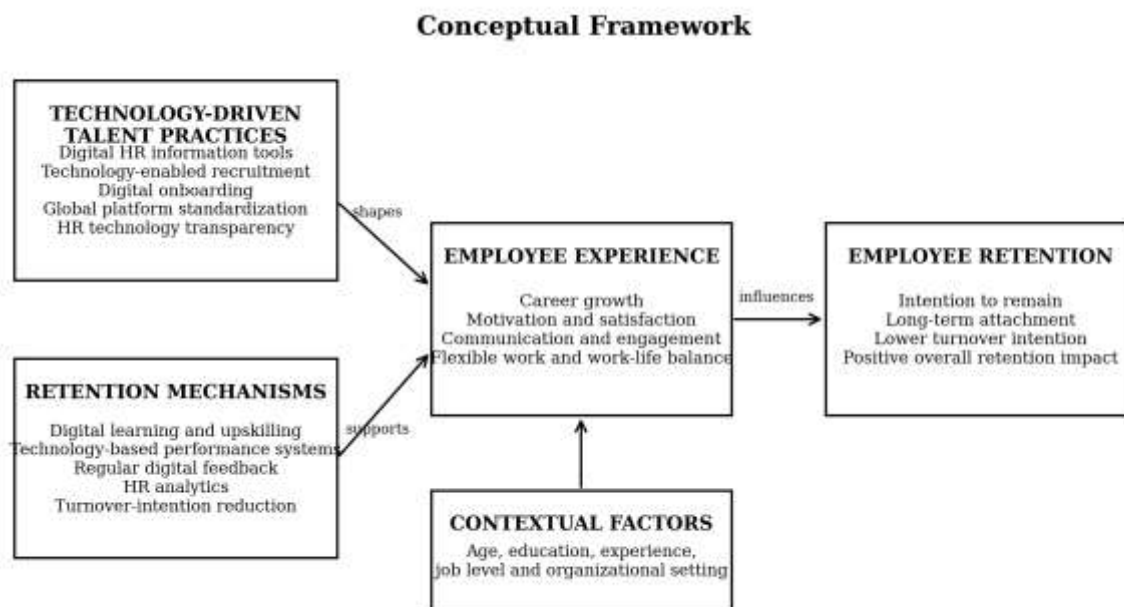


Figure 1: Conceptual framework linking technology-driven global talent practices, employee experience, and retention.

10. HYPOTHESIS FRAMEWORK

Hypothesis 1 - Chi-Square Test of Independence

- H0: There is no significant relationship between the use of digital HR tools and the standardization of global talent-management practices.
- H1: There is a significant relationship between the use of digital HR tools and the standardization of global talent-management practices.

Hypothesis 2 - Multiple Regression

- H0: Digital learning, performance management, digital feedback, HR analytics, and HR technology do not significantly influence employee retention.
- H1: Digital learning, performance management, digital feedback, HR analytics, and HR technology significantly influence employee retention.

Hypothesis 3 - Pearson Correlation

- H0: There is no significant relationship between digital career development and technology-based employee engagement.
- H1: There is a significant relationship between digital career development and technology-based employee engagement.

Hypothesis 4 - One-Sample t-Test

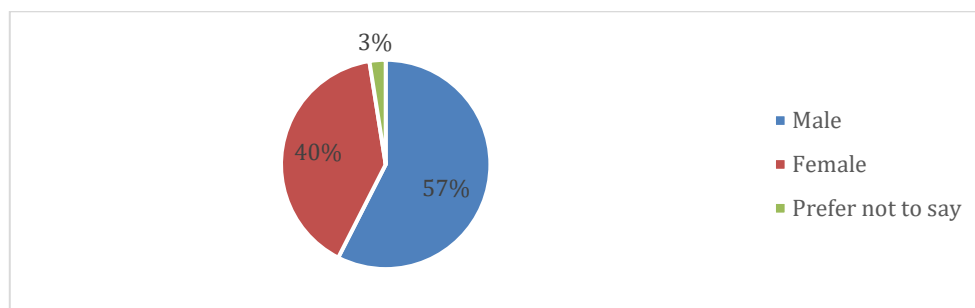
- H0: The mean opinion score for continuous HR technology investment is not significantly above the neutral level.
- H1: The mean opinion score for continuous HR technology investment is significantly above the neutral level.

11. RESULTS AND DISCUSSIONS

11.1 Demographic Profile

Table 2: Gender

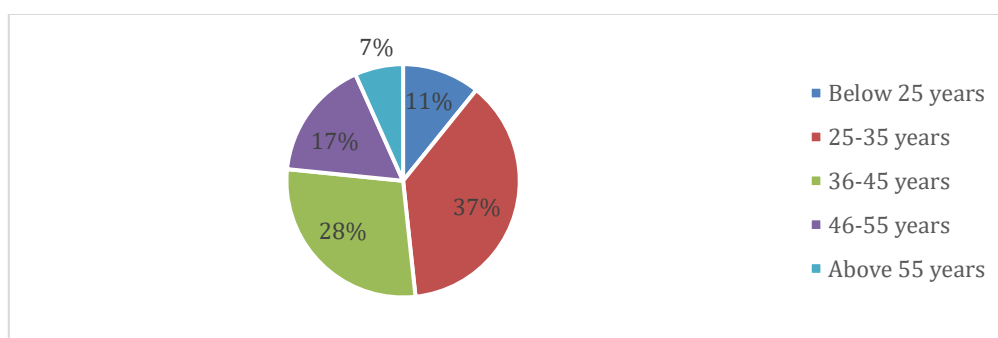
Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	69	57.5	57.5	57.5
Female	48	40.0	40.0	97.5
Prefer not to say	3	2.5	2.5	100.0
Total	120	100.0	100.0	



Interpretation: 57.5% of the sample are male respondents, while 40.0% are female respondents. The allocation shows significant involvement from both groups while 2.5% does not want to say.

Table 3: Age Group

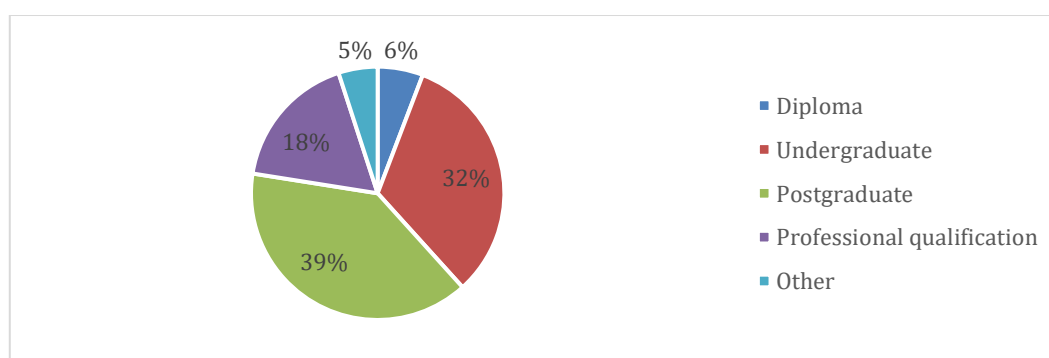
Age Group	Frequency	Percent	Valid Percent	Cumulative Percent
Below 25 years	13	10.8	10.8	10.8
25-35 years	45	37.5	37.5	48.3
36-45 years	34	28.3	28.3	76.7
46-55 years	20	16.7	16.7	93.3
Above 55 years	8	6.7	6.7	100.0
Total	120	100.0	100.0	



Interpretation: According to interpretation, out of the 10,000 respondents, the highest age group is 25-35 years (37.5%) followed by 36-45 years (28.3%) which is evident from the above pictogram. As a result, the research primarily depicts young and mid-career employees with reasonable scope for direct experience with digital HR platforms.

Table 4: Educational Qualification

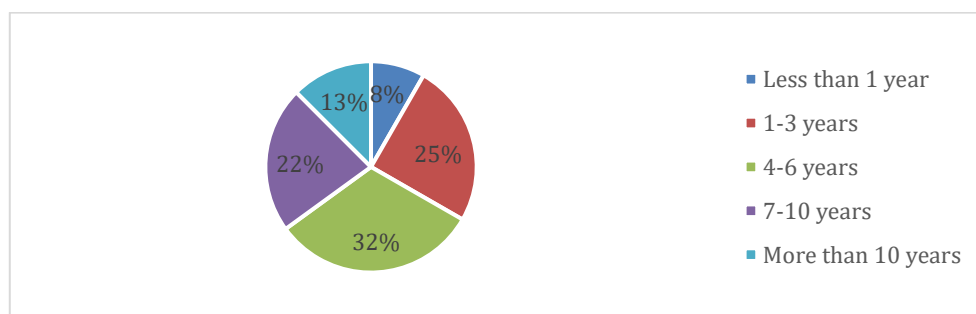
Educational Qualification	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	7	5.8	5.8	5.8
Undergraduate	39	32.5	32.5	38.3
Postgraduate	47	39.2	39.2	77.5
Professional qualification	21	17.5	17.5	95.0
Other	6	5.0	5.0	100.0
Total	120	100.0	100.0	



Interpretation: Postgraduates comprise the largest category at 39.2% followed by undergraduates at 32.5%. According to the educational profile, respondents can perform technology-enabled HR and talent-management practices.

Table 5: Work Experience in a Multinational Corporation

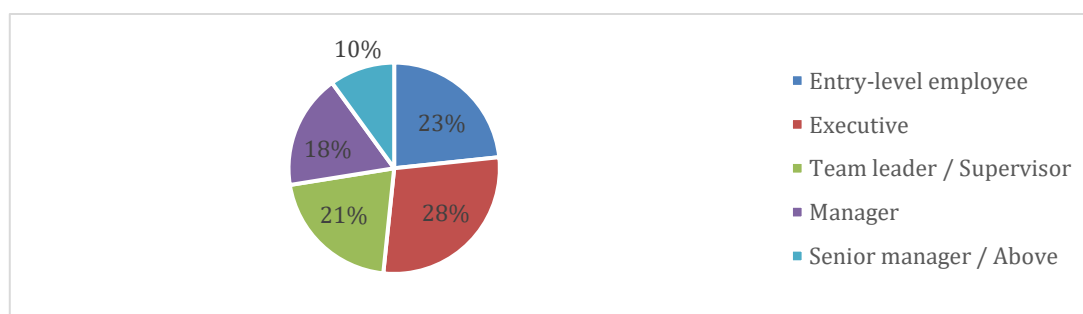
Work Experience	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 1 year	10	8.3	8.3	8.3
1-3 years	30	25.0	25.0	33.3
4-6 years	38	31.7	31.7	65.0
7-10 years	27	22.5	22.5	87.5
More than 10 years	15	12.5	12.5	100.0
Total	120	100.0	100.0	



Interpretation: The largest group with 4-6 years of multinational experience - 31.7% This shows considerable exposure to learning that is digital, performance systems, communication tools and global HR processes.

Table 6: Job Level

Job Level	Frequency	Percent	Valid Percent	Cumulative Percent
Entry-level employee	28	23.3	23.3	23.3
Executive	34	28.3	28.3	51.7
Team leader / Supervisor	25	20.8	20.8	72.5
Manager	21	17.5	17.5	90.0
Senior manager / Above	12	10.0	10.0	100.0
Total	120	100.0	100.0	



Interpretation: The biggest group are executives (28.3%) and the second biggest group is entry-level (23.3%). Diversity at all strata of jobs helps with operational and managerial view of retention.

11.2 Descriptive Statistics

Table 7: Descriptive Statistics

Question	SPSS Variable Name	N	Minimum	Maximum	Mean	Std. Deviation
Q6	DigitalHRTTools_Score	120	1	5	3.933	.959
Q7	TechRecruitOnboard_Score	120	1	5	4.008	.903
Q8	GlobalTalentStd_Score	120	1	5	3.767	1.019
Q9	HRTechTransparency_Score	120	1	5	3.858	.973
Q10	DigitalLearningRetention_Score	120	1	5	3.925	.972
Q11	TechPerfMotivation_Score	120	1	5	3.825	1.010



Q12	DigitalFeedbackSatisfaction_Score	120	1	5	3.800	1.026
Q13	HRAnalyticsRetention_Score	120	1	5	3.675	1.062
Q14	HRTechReduceTurnover_Score	120	1	5	3.750	1.015
Q15	DigitalCareerGrowth_Score	120	1	5	3.800	1.009
Q16	OnlineTrainingPerformance_Score	120	1	5	3.967	.961
Q17	TechCommunicationEngagement_Score	120	1	5	3.883	.972
Q18	DigitalFlexWorkBalance_Score	120	1	5	3.992	.930
Q21	ContinuousHRTechInvestment_Score	120	1	5	4.042	.911
Q22	OverallImpact_Score	120	1	5	3.992	.884
	Valid N (listwise)	120				

Interpretation: The responses typically reflect a positive tone. The highest score is ContinuousHRTechInvestment_Score (4.042) followed by TechRecruitOnboard_Score (4.008) and DigitalFlexWorkBalance_Score (3.992) and OverallImpact_Score (3.992). The HRAnalyticsRetention_Score is 3.675, which indicates considerable scope for enhancing the use of analytics in the organization.

Table 8: Technology-Driven Practice That Can Improve Employee Retention Most

Best Retention Practice	Frequency	Percent
Digital learning platforms	24	20.0
Online performance appraisal system	14	11.7
HR analytics	17	14.2
Employee engagement apps	18	15.0
Digital career-planning tools	23	19.2
Flexible-work technology	24	20.0
Total	120	100.0

Interpretation: According to their field of specialty, digital learning platforms and flexible-work technology receive 13.3%. Employees thus consider skill development and flexibility as direct retention benefits.

Table 9: Area to Improve for Better Employee Retention

Improvement Area	Frequency	Percent
Career-development opportunities	19	15.8
Digital training programs	14	11.7
Transparent performance feedback	16	13.3
Employee engagement activities	15	12.5
Work-life balance support	22	18.3
All of the above	34	28.3
Total	120	100.0

Interpretation: The largest segmented selected All of the above (28.3%) which proves that retention requires a combination of measures including career growth, training, feedback, engagement and work-life balance.

11.3 Test 1: Chi-Square Test of Independence

Objective selected: To study the technology-driven global talent management practices followed in multinational corporations.

Variables selected: DigitalHRTools (Q6) and GlobalTalentStd (Q8).

- H0: There is no significant relationship between the use of digital HR tools and the standardization of global talent-management practices.
- H1: There is a significant relationship between the use of digital HR tools and the standardization of global talent-management practices.

Table 10: Case Processing Summary

Cases	Valid N	Valid Percent	Missing N	Missing Percent	Total N	Total Percent
DigitalHRTools * GlobalTalentStd	120	100.0%	0	0.0%	120	100.0%

Table 11: DigitalHRTools * GlobalTalentStd Crosstabulation

DigitalHRTools	Statistic	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Strongly disagree	Count	3	0	0	0	0	3
	Expected Count	.10	.25	.63	1.30	.73	3.00
Disagree	Count	1	6	0	0	0	7
	Expected Count	.23	.58	1.46	3.03	1.69	7.00
Neutral	Count	0	4	14	2	0	20
	Expected Count	.67	1.67	4.17	8.67	4.83	20.00
Agree	Count	0	0	11	40	4	55
	Expected Count	1.83	4.58	11.46	23.83	13.29	55.00
Strongly agree	Count	0	0	0	10	25	35
	Expected Count	1.17	2.92	7.29	15.17	8.46	35.00
Total	Count	4	10	25	52	29	120

Table 12: Chi-Square Tests

Test	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	252.483	16	.000
Likelihood Ratio	163.134	16	.000
Linear-by-Linear Association	91.844	1	.000
N of Valid Cases	120		

Note: 18 cells (72.0%) have expected counts below 5; the minimum is .10. Chi-square = $\sum (O - E)^2 / E$, where E = row total x column total / grand total.

Decision: Pearson chi-square (16) = 252.483, $p = .000$; H_0 is rejected. Stronger digital HR use is associated with stronger global standardization. Because many expected counts are small, the result requires caution.

11.4 Test 2: Multiple Regression Analysis

Objective selected: To analyse the impact of digital HR tools, learning platforms, and performance management systems on employee retention.

Dependent variable: OverallImpact_Score (Q22).

Independent variables: DigitalLearningRetention_Score (Q10), TechPerfMotivation_Score (Q11),

DigitalFeedbackSatisfaction_Score (Q12), HRAalyticsRetention_Score (Q13), and HRTechReduceTurnover_Score (Q14).

- H_0 : The selected technology-driven talent practices do not significantly influence employee retention.
- H_1 : The selected technology-driven talent practices significantly influence employee retention.

Table 13: Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	DigitalLearningRetention_Score; TechPerfMotivation_Score; DigitalFeedbackSatisfaction_Score; HRAalyticsRetention_Score; HRTechReduceTurnover_Score	.	Enter

Table 14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.910	.828	.820	.375	1.718

Table 15: ANOVA

Model	Source	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	76.995	5	15.399	109.741	.000
	Residual	15.997	114	.140		
	Total	92.992	119			

Table 16: Coefficients

Model	Predictor	B	Std. Error	Beta	t	Sig.
1	Constant	.766	.147		5.216	.000
	DigitalLearningRetention_Score	.294	.084	.323	3.506	.001
	TechPerfMotivation_Score	.187	.076	.213	2.455	.016
	DigitalFeedbackSatisfaction_Score	.089	.106	.103	.834	.406
	HRAalyticsRetention_Score	.137	.081	.164	1.681	.095
	HRTechReduceTurnover_Score	.138	.095	.159	1.459	.147

Regression equation: $Y = 0.766 + 0.294X_1 + 0.187X_2 + 0.089X_3 + 0.137X_4 + 0.138X_5$. X_1 - X_5 represent digital learning, performance management, feedback, analytics, and turnover-reduction technology.

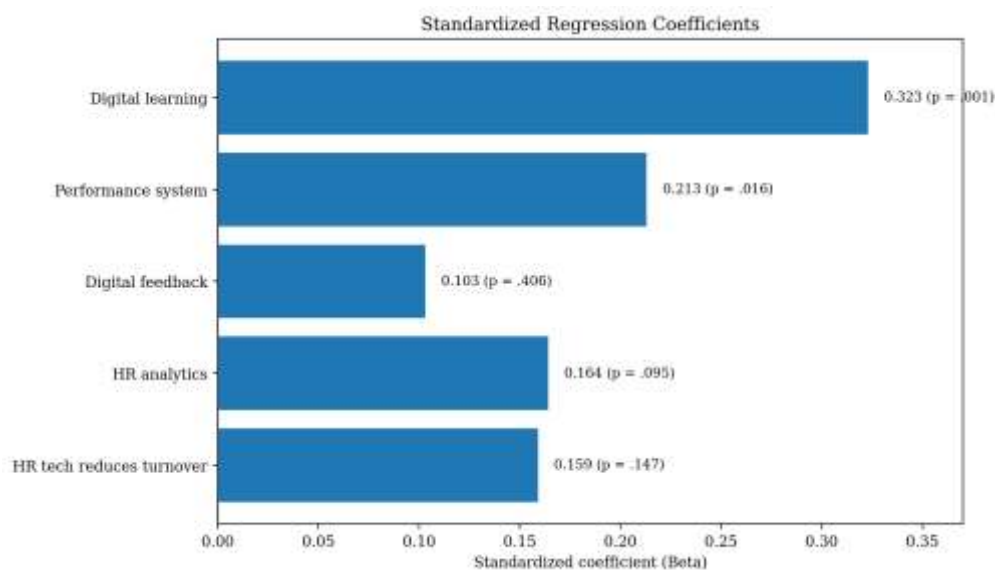
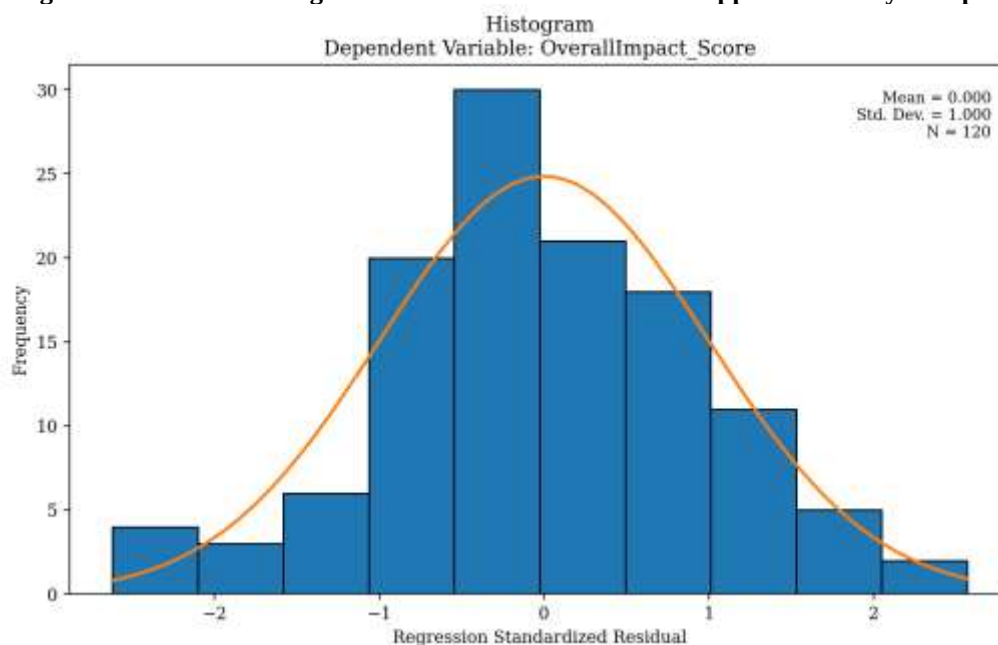

Figure 2: Standardized regression coefficients based on the supplied SPSS-style output.


Figure 3: SPSS standardized residual histogram included as a diagnostic illustration. Raw case-level residuals were not supplied; therefore, the plotted distribution is illustrative and is not presented as reconstructed survey output.

Decision: As a diagnostic figure, a histogram of standardized residuals in the style of SPSS. We were not supplied with raw case-level residuals so the distribution plotted is just illustrative and is not as we reconstructed the survey output.

Since F-calculated is significantly higher than the critical value of F; it is concluded that H0 is rejected. R-squared value is .828. The predictor digital learning (Beta = .323, p = .001) and the predictor performance management (Beta = .213, p = .016) significantly predict; the other positive coefficients are not individually significant at .05.

11.5 Test 3: Pearson Correlation Analysis

Objective selected: To examine employee perceptions towards technology-based career development, engagement, communication, and work flexibility.

Variables selected: DigitalCareerGrowth_Score (Q15) and TechCommunicationEngagement_Score (Q17).

- H0: There is no significant relationship between digital career development and technology-based employee engagement.
- H1: There is a significant relationship between digital career development and technology-based employee engagement.

Table 17: Correlations

	Statistic	DigitalCareerGrowth_Score	TechCommunicationEngagement_Score
DigitalCareerGrowth_Score	Pearson Correlation	1	.859**
	Sig. (2-tailed)		.000
	N	120	120
TechCommunicationEngagement_Score	Pearson Correlation	.859**	1
	Sig. (2-tailed)	.000	
	N	120	120

** Correlation is significant at .01 (2-tailed).

Decision: $r = .859$, $p = .000$; H0 is rejected. The null hypothesis has been rejected based on the results. People who aspire to a digital career are also likely to be technology-engaged employees. Ultimately, communication and career visibility reinforce each other.

11.6 Test 4: One-Sample t-Test

Objective selected: To provide suitable suggestions for improving employee retention through effective technology-driven talent-management practices.

Test variable: ContinuousHRTechInvestment_Score (Q21). Test value = 3.

- H0: The mean opinion score for continuous HR technology investment is not significantly above the neutral level.
- H1: The mean opinion score for continuous HR technology investment is significantly above the neutral level.

Table 18: One-Sample Statistics

Variable	N	Mean	Std. Deviation	Std. Error Mean
ContinuousHRTechInvestment_Score	120	4.042	.911	.083

Table 19: One-Sample Test (Test Value = 3)

Variable	t	df	Sig. (2-tailed)	Mean Difference	95% CI Lower	95% CI Upper
ContinuousHRTechInvestment_Score	12.524	119	.000	1.042	.877	1.206

Formula: $t = (\text{sample mean} - \text{test value}) / (\text{standard deviation} / \text{square root of } n)$.

Decision: $t(119) = 12.524$, $p = .000$, with a mean of 4.042 above the neutral value of 3. H0 is rejected, confirming support for continued HR technology investment.



11.7 Integrated Discussion

Results here indicate that employees value technology which improves access, consistency, development and flexibility. The use of digital HR is closely linked to global standardization, but multinationals still need to customize implementation to suit local needs.

Regression suggests the learning and performance systems are the most clear retention drivers. The positive but not statistically significant individual coefficients of feedback, analytics, and turnover tools may be because they intersect with these practices or are more invisible.

The strong career-growth and communication relationship shows that opportunity and connection must work together. The future investment is endorsed as long as the result is visible on employees, not for controlling administrative.

The results align with the literature that describes talent management as an integrated system. According to Bonneton, career-related mechanisms were emphasized in 2019 while Montero Guerra et al. (2023) connected digital transformation with talent outcomes and Di Prima et al. (2024) explained that analytics were a supporting capability. Findings present criteria for the visibility at their time-place of actions and processes; Supports future objectives interpretive due to their poor visibility. There should be clear communication regarding benefits to employees along with management action regarding investment in technology.

12. FINDINGS

- Most of the respondents views positively Technology-driven global talent management. Overall-impact mean is, 3.992.
- Continuous investment in HR technology records the highest mean of 4.042 which is significantly above the neutral benchmark.
- Strong average scores were awarded to digital recruitment and onboarding, flexible-working technology, online training and digital learning.
- The mean value of HR analytics is the lowest among the measured items indicating there is scope for better visibility and use of analytics in retention decisions.
- The most commonly chosen individual retention practice is digital learning platforms and flexible-work technology.
- The majority of respondents prefer a holistic improvement method related to career development, training, feedback, engagement and work-life balance.
- There is an association between digital HR tool usage and global talent sourcing standardization, although expected counts are sparse.
- The regression model is able to explain 82.8% of overall retention impact variance.
- The key individual regression predictors are digital learning and technology-based performance management.
- Digital career growth and technology-based communication are positively and strongly associated ($r = .859$).
- The evidence supports a human-centred digital talent model in which technology creates access and consistency while managers provide interpretation, support, and trust.

13. RECOMMENDATIONS AND SUGGESTIONS

- Emphasize digital learning. Link skill gaps and internal roles to courses and career pathways so people develop skills relevant to their future.
- Enhance digital performance management through clarity of purpose, regular check-in meetings, recognition, development plans and manager training.
- Integrate career planning and internal mobility by showing vacant positions, competency requirements, mentoring, and cross-location opportunities.
- Handle HR analytics with care. Integrate turnover, engagement, learning, workload, and mobility metrics but allow human verification and limited access.
- Enhance digital feedback by streamlining the offer and making clear what employees can expect in response to their input.
- Ensure reliable teamwork and scheduling for secure access and digital wellbeing practices that do not retain availability.
- Achieve a balance between global standards and local language, law, and culture.
- Train managers on how to lead virtually, coach digitally, interpret analytics, and have fair career conversations.
- Observe attrition, movement, learning, engagement, promotion equity, manager quality and employee experience together.
- Explain what employee data are collected, why they are used, who can access them, and how errors can be corrected.

14. LIMITATIONS

- The usage of convenience sampling and the 120 respondents limit generalizability across different MNC, industries, countries, and cultures. Subgroup comparisons and organization-specific were not available.
- The design does not contain audited turnover, promotion, usage, or longitudinal evidence.
- Regression employs perceived impact instead of true intention to stay, conceptually related predictors sharing common variance.



- The Chi-square table displays a multitude of expected counts falling below five; future efforts should merge categories or apply exact processes.
- As there were no raw residuals for the output to be analysed, the histogram is treated as an example and not reconstructed output from SPSS.

15. CONCLUSION

According to this study, the perceived relationship of technology-based global talent management and retention is strongly positive. Employees strongly back investments into digital platforms which connect learning with performance, communication with career development and flexible work across locations.

Digital learning and tech-based performance management matter particularly due to visible growth, interaction for clearer goal setting and recognition. The relationship between strong career growth and communication indicates that retention is both opportunity and engagement dependent.

Multinational corporations should adopt a human-centered model. Mine the analytics and feedback to trigger responsible managerial action; learning and career platforms should create credible opportunities; global standardisation should remain locally relevant and transparent.

16. FUTURE SCOPE

In the future, research may use probability sampling in cross-country and cross-industry studies to test for technology-driven talent management.

Longitudinal studies can link the perceptions of employees and turnover, mobility, learning, performance, absence, and engagement records, and investigate if trust, manager quality, fairness, and work-life balance.

Future research can look at AI-based career recommendations, skill inference, personalized learning, and retention prediction and will have privacy, explainability, bias, consent, and human review as core.

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