

Research on the Trends and Strategies of Enterprise Talent Recruitment in the Digital Economy Era

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Abstract: In order to gain a deeper understanding of the trends in enterprise talent recruitment within the digital economy era, and to better assist in this area, extensive research and data analysis have been conducted. As a result, three major trends in enterprise talent recruitment have been identified. The first trend involves AI injecting new vitality into corporate talent recruitment; the second trend focuses on flexibility becoming essential for talent teams; and the third trend emphasizes the need for new strategies to attract Generation Z. Additionally, effective coping strategies for these three major trends in enterprise talent recruitment are proposed in this paper, with the aim of providing guidance for enterprise talent recruitment teams and enabling them to adopt more cutting-edge methods for effectively recruiting talents and ensuring sustainable development within their organizations.

1. Introduction

The advancement of the digital economy has empowered enterprises to attract talents across all domains [1]. The emergence of a new generation of generative AI, the substantial increase in demand for returning to offline work, macroeconomic uncertainty, and intensifying market competition for talents with scarce skills are reshaping the talent market [2]. Talent acquisition teams are at the forefront of efforts to assist employers in effectively addressing these challenges; however, past talent acquisition strategies need timely adjustments. As employers' priorities shift, talent teams require new skills and tools and must become more agile in order to continuously attract, hire, and retain top talent [3]. To gain insight into the future evolution of the talent acquisition team function, we conducted surveys among recruiting professionals, engaged in discussions with top talent leaders, and analyzed data points generated on our platform. The following three trends and strategies outline enterprise talent recruitment in the era of digital economy with hopes to provide guidance for enterprise talent recruitment teams as they adapt to the new patterns emerging within future workplaces.

2. The First Trend in Enterprise Talent Recruitment: AI Will Bring New Vitality to the Process

2.1 Generative AI Aids in Streamlining Recruitment Tasks and Enhancing Efficiency

For the first time in years, talent recruitment is undergoing a fundamental shift driven by AI and automation [4]. When we asked talent leaders to predict the major trends that will impact their talent acquisition teams in the upcoming year, many cited generative AI as a key factor. While only 27 percent of the surveyed talent professionals reported using or experimenting with generative AI, 62 percent expressed optimism about its use in hiring. Additionally, there was a 14 percent increase in recruiters adding AI skills to their career profiles last year. Recruiters who have utilized generative AI noted that its primary advantage lies in expediting and simplifying the process of writing job descriptions. By automating mundane tasks, AI tools free up time for recruiters to engage more effectively with candidates and focus on higher-value work, ultimately enhancing efficiency. As hiring teams become more familiar with the various applications of generative AI - from candidate search to personalized interactions and matching internal candidates with open positions - they anticipate an acceleration in its adoption over the coming year and beyond. Furthermore, it is expected that AI will revolutionize innovation, operations, and work practices. For instance, some companies have introduced training programs aimed at equipping recruiters with the necessary skills to effectively utilize generative AI for employee skill enhancement and thoughtful exploration.

2.2 The Role of the Talent Recruitment Function Has Been Enhanced

Talent leaders anticipate that the emergence of generative AI will not only gradually transform the hiring process, but also facilitate the enhancement of the talent team function within organizations. Talent acquisition teams have an opportunity to play a crucial role in assisting organizations with integrating AI skills into their workforce. This includes helping leaders comprehend the impact of generative AI on various positions and recommending training programs to aid employees in developing generative AI-related skills. Generative AI also affords talent acquisition teams additional time to provide guidance on other strategic issues, such as formulating skills-based talent strategies and promoting diversity, equity, and inclusion initiatives. The dynamics of corporate talent recruitment in the digital economy are poised for change, signifying a shift towards recruiters assuming more value-added responsibilities.

2.3 Human Skills Distinguish the Best Recruiters

Even as generative AI automates many hiring tasks, the human touch will remain crucial. What AI cannot do is what makes recruiters unique, such as connecting with candidates and providing a positive candidate experience. As a result, soft skills will become more important. The best recruiters excel at building relationships and creating a high-touch candidate experience that sets them apart from robots. In fact, in practice, the top three hiring skills mentioned by recruiters are human skills: communication, relationship building, and adaptability. For recruiters, it is especially important to be adaptable and open to learning new things in order to effectively utilize AI recruitment tools.

2.4 Coping Strategies for the First Trend in Enterprise Talent Recruitment

First, it is imperative to actively encourage talent acquisition teams to experiment with AI.

Companies should promote and support their talent acquisition teams in actively exploring and experimenting with AI tools, optimizing their hiring practices, and providing relevant training courses to enhance AI skills and stay ahead of the rapidly changing market. Secondly, companies must use AI responsibly. It is essential for companies to establish policies for the ethical use of AI and set guidelines to ensure that businesses and talent acquisition teams utilize AI in an ethical manner. For instance, AI technologies should contribute to economic development, maintain trust, promote equity and inclusion, provide transparency, and accept accountability. Thirdly, businesses need to keep pace with the evolving legal framework surrounding AI. As regulations pertaining to AI continue to develop, talent acquisition teams must stay updated and collaborate closely with legal teams to ensure compliance of AI tools.

3. The Second Trend in Enterprise Talent Recruitment: Flexibility Is Essential for Talent Recruitment teams

3.1 Establish Forward-Thinking Recruitment Teams for the Future

In the last five years, there has been significant fluctuation in the demand for talent recruitment, necessitating a flexible response from the talent acquisition team to adapt to the changing market environment [5]. A survey revealed that hiring teams are seeking better ways to help companies anticipate fluctuations in the labor market and ensure quick adjustments. It is essential for every recruiter to have the ability to deploy flexibly into high-demand areas rather than specializing in specific fields, as this agility is crucial. Additionally, leaders of talent acquisition teams will prioritize ensuring that their team can swiftly adapt to changes in both the labor market and organizational objectives. Successful recruiters are able to transition seamlessly between industries and apply their expertise across different aspects of business operations. Companies must invest in building resilient talent teams capable of navigating future shifts by enabling recruiters to work across functions and develop their skills accordingly.

3.2 The Roles of Recruiters Are Becoming Increasingly Multifaceted

Companies are increasingly seeking talent team specialists who possess versatile recruiting skills and can seamlessly navigate across different functions and phases of the recruitment process. A recent study has revealed a 30% increase in skill similarity across all job postings over the past five years, indicating that recruiters are expanding their skills beyond traditional silos. Previously, different recruiter positions required distinct and unique top skills; however, these roles are now becoming more cross-functional, with a significant overlap in required skills. This shift allows recruiters to transition more easily between functional areas as needed. It is essential for companies to view recruitment as an inseparable partnership with business development. The goal of talent recruitment is not only to fill positions but also to closely integrate with the business by gaining an in-depth understanding of its needs and insight into market trends, ultimately ensuring sustainable development.

3.3 Coping Strategies for the Second Trend in Enterprise Talent Recruitment

First, it is crucial to closely monitor the company's operational performance and strategic objectives. The talent acquisition team should engage in frequent discussions with company leaders to inquire about new business lines or shifts in strategic direction. Team leaders must immerse themselves in the business to comprehend the organization's needs, issues, and challenges. Secondly, integrate the human resource management function. Talent acquisition teams can enhance their

agility by breaking down barriers that have traditionally separated talent acquisition from other human resource management functions. To address a company's talent requirements, talent teams should take various actions such as external hiring, upskilling current employees, utilizing temporary workers, or a combination of these approaches. To implement this strategy effectively, companies need to establish talent agility teams that encompass functions like talent acquisition, internal mobility, temporary staffing, and workforce planning. Thirdly, the recruitment team conduct scenario planning meetings. Leaders of talent teams should regularly convene with senior members of the team to anticipate potential increases or decreases in hiring demand and devise strategies for addressing these scenarios. By systematically outlining potential scenarios beforehand, talent acquisition team leaders can proactively plan their responses. Fourthly, the enterprise prioritize the development of recruiters' skills. The enterprise offer training programs for recruiters to help them stay abreast of evolving trends, effectively support business goals, and advance in their careers. Companies can accomplish these objectives by establishing an online academy for recruitment teams. The training will cover topics such as conducting successful recruitment sessions with hiring managers, crafting skills-based job advertisements, and managing relationships with external talents. Given the constant changes in both the talent market and technology, it is imperative for talent teams to continuously adapt, innovate, and remain flexible.

4. The Third Trend in Enterprise Talent Recruitment: Attracting Generation Z Will Necessitate the Implementation of Novel Strategies

4.1 Attracting and Retaining Generation Z Has Emerged as One of the Most Significant Challenges in Recruitment

By 2025, Gen Z is projected to comprise over a quarter of the global workforce [6]. However, corporate talent teams lack confidence in their ability to attract and retain this new generation. In fact, they anticipate it will be one of the most significant challenges in the years ahead. Talent teams are encountering obstacles when it comes to engaging with Gen Z, so employer branding will continue to be a top priority in the upcoming year. For the second consecutive year, employer branding experienced the largest increase in spending within hiring functions, with 57 percent of recruiters expecting their investment in employer branding to rise in the coming year. To effectively attract and retain Gen Z, talent teams must fully understand the unique characteristics of this generation. Having come of age amidst global pandemics, social justice movements, and environmental crises, Gen Z is eager to work for an organization that aligns with their values; therefore, they are not willing to easily compromise their principles for a job opportunity.

4.2 Generation Z Anticipates Improved Opportunities for Learning and Development

Pay, work-life balance, and flexibility are important for Generation Z, but so is the opportunity to work at an organization that provides career growth prospects. In comparison to other generations, Generation Z prioritizes promotion opportunities by 36 percent and skills development opportunities by 34 percent. They highly value chances to learn and develop, and businesses will struggle to retain them if they do not invest in their growth. Generation Z places a strong emphasis on their own career development, rather than solely focusing on the long-term commitment of the business. The talent acquisition team must effectively communicate not only the values of the organization but also those of the hiring manager. Furthermore, it is crucial for Gen Z candidates that team values and work styles are clearly articulated in organizations where different departments operate differently in order to ensure alignment between personal values, team values, and corporate values.

4.3 Business Managers Must Truly Embrace the Characteristics of Generation Z

As the post-90s generation gradually becomes the mainstay of the workplace, Generation Z has also begun to enter and emerge in the workforce. It is crucial for businesses to consider how to attract and motivate Generation Z talents today, as tomorrow they may face a dilemma of talent shortage. Generation Z is characterized by creativity and a sense of possibility. This generation desires personalized learning and growth, has high spiritual and value demands, recognizes the importance of social welfare, quickly adopts cutting-edge technology, seeks fun and happiness, and values individuality, diversity, and inclusiveness. They focus on problem essence rather than form, are direct and frank in communication, and prioritize efficiency while advocating for equality and justice. Enterprise managers must understand the real needs of Generation Z in order to effectively attract, retain, engage with them. This requires creating more opportunities for learning and growth based on different functions within an organization's development stages as well as individual talent needs. By organically combining personal value contribution with organizational value and social value through mechanisms tailored to Gen Z's preferences will help businesses successfully attract retain draw evolve Gen Z talent. These measures demand much from business managers but if executed well can yield great rewards in future development efforts.

4.4 Coping Strategies for the Third Trend in Enterprise Talent Recruitment

First and foremost, it is crucial to ensure the authenticity of the employer brand. The information related to employer branding should be consistent both internally and externally, aligning with what Gen Z actually encounters on employer review sites. Additionally, the employer brand should convey a sense of genuineness from an audio-visual perspective. Gen Z tends to respond more positively to employee-generated content showcasing a typical day at work rather than highly-produced videos. Secondly, it is essential to strive for an effective candidate experience. As digital natives, Gen Z individuals are accustomed to easy access to a wide array of information, entertainment, and products; therefore, they have similar expectations when it comes to the candidate experience provided by their potential employers. They desire an efficient and user-friendly recruitment process that is easy to navigate. If the hiring process takes too long (e.g., several weeks), Gen Z candidates may lose interest or simply move on due to their upbringing in a fast-paced environment. Thirdly, efforts should be made towards helping hiring managers understand the unique attributes of Gen Z individuals. These candidates may exhibit behaviors and preferences that hiring managers are not accustomed to; however, this does not imply that they are unsuitable for the job. Leaders within talent acquisition teams can play a pivotal role in aiding hiring managers in comprehending these unique attributes while also preventing any biases against Gen Z candidates. Lastly, there should be a focus on achieving generational diversity within the workplace. For perhaps the first time in history, five generations of employees are working alongside each other within organizations. From considerations related to employer branding all through flexible work policies—different age groups and their respective preferences need careful consideration. Companies must endeavor towards fostering connections between younger and older workers through mentorship programs or even reverse mentorship initiatives where younger workers provide guidance for older colleagues. Despite potential cultural clashes that may arise as a result of such diverse interactions—it presents itself as an invaluable opportunity for employees across different generations learn from one another—a dynamic which can significantly contribute towards mutual growth for both company and its employees alike.

5. Conclusions

In the digital economy era, corporate talent recruitment teams must actively adapt to the sweeping changes in the talent recruitment industry. They need to embrace a growth mindset, be willing to acquire new skills, and have the ability to navigate new technologies. While these tasks are challenging, the potential return is substantial and can effectively assist enterprises in building a future-ready talent team. Generative AI has the potential to empower recruitment and employee experience, thereby helping organizations enhance their competitiveness. As generative AI technology continues to advance, its functions will play an increasingly important role and bring about significant changes in organizational talent management. Gen Z talents are highly connected and seek feedback while pursuing career development, diversity, autonomy, work-life balance, and social responsibility. Attracting and retaining Gen Z talent requires both comprehensiveness and uniqueness. In considering these factors, enterprise talent recruitment teams require strong platform support. With the advent of the digital economy era comes an increasing urgency for digital talent. There is now a shift from previous emphasis on rapid expansion towards strengthening enterprises' digital capabilities. This places higher demands on corporate talent recruitment teams; they are not just recruiters but rather strategic business partners who need deep understanding of business operations as well as forward-looking insight in order to effectively match digital talents with enterprise needs. At the same time, the talent recruitment team must have a deep understanding of the enterprise's business pain points and also be knowledgeable about the business and talent strategies of competitors. This shift requires not only a thorough understanding of both internal and external environments but also an innovative approach to recruiting and developing talent in order to ensure sustained growth.

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