

Original
scientific paper

Tatjana P. Jovanović¹ 

Nevena D. Krasulja

Faculty of Engineering Management,
Belgrade, Serbia



Enhancing Talent Acquisition through Lifelong Learning: A Case Study

Summary: *The aim of this paper is to explore how the principles of lifelong learning can be integrated into the Talent Acquisition (TA) team within the Human Resources (HR) department, ensuring that HR professionals remain informed about the constant technological advancements reshaping the field. Through a case study, the research examines the challenges such as lack of standardization, higher recruitment costs, and inefficiencies in recruitment processes. It outlines strategies implemented to address these issues and improve key performance indicators (KPIs). By conducting a qualitative analysis, the study evaluates initiatives such as the creation of a TA community and the introduction of modular training programs which led to significant gains in efficiency and cost reduction. The key findings highlight the role of innovative educational strategies, such as self-regulated learning and the integration of emerging technologies, in fostering a sustainable and adaptable workforce. The paper concludes with actionable recommendations for organizations seeking to empower their teams, drive innovation, and cultivate a workforce capable of navigating future challenges.*


Keywords: *Talent Acquisition, lifelong learning, future-ready workforce*

Introduction

In today's rapidly evolving business landscape, the integration of lifelong learning with talent acquisition (TA) has become essential for organizations aiming to maintain a competitive edge. The ur-

gency of this integration is driven by the rapid pace of technological advancement, shifting workforce expectations, and the dynamic nature of global markets. Lifelong learning, defined as the ongoing, self-motivated process of acquiring knowledge throughout life to enhance skills, competencies, and understanding in personal, professional, civic, social, or employment-related contexts (European Commis-

¹ tatjana.jovanovic1@yahoo.com;

 <https://orcid.org/0000-0002-3400-3467>

Copyright © 2025 by the publisher Faculty of Education, University of Belgrade, SERBIA.

This is an open access article distributed under the terms of the Creative Commons Attribution License (CC BY 4.0) (<https://creativecommons.org/licenses/by/4.0/>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original paper is accurately cited.

sion, 2000) is vital for employees to adapt to automation, emerging technologies, and evolving job requirements (United Nations Educational, Scientific and Cultural Organization [UNESCO], 2016; Jarvis, 2009). At the same time, talent acquisition ensures that organizations attract and recruit individuals with the adaptability, critical thinking skills, and growth mindset necessary to navigate these changes. Together, these practices cultivate a workforce that is resilient, future-ready, and integral to driving sustainable success.

The importance of lifelong learning is particularly evident in its role in addressing skill gaps. By fostering a culture of continuous learning, organizations equip employees with tools to remain competitive in industries increasingly shaped by automation and artificial intelligence (AI). However, the implementation of the lifelong learning initiatives faces several challenges, including resistance to change, inconsistent access to training resources, and a lack of standardization, all of which hinder the effective embedding of these practices (Jarvis, 2009). Similarly, talent acquisition processes encounter their own set of challenges, such as talent shortages (Wójcik, 2017), rising recruitment costs (International Labour Organization, 2024), and the need for a greater alignment with the rapidly changing business environment. Studies highlight the growing importance of adopting agile talent acquisition strategies that can respond to these dynamic needs. For instance, Ningule (2024) emphasizes that organizations with agile TA practices are more adaptable, responsive, and innovative, enabling them to thrive in volatile market conditions. These challenges underscore the critical need for innovative, data-driven recruitment approaches that enhance organizational efficiency while remaining aligned with the continuously shifting business demands. In this context, talent acquisition, increasingly influenced by the digitalization of the HR processes (Baykal, 2020), underscores the pressing need for continuous learning and upskilling among HR professionals to stay current and effectively adapt to technological changes.

The goal of this paper is to explore how the integration of lifelong learning and talent acquisition can address the challenges faced by organizations in attracting and retaining a skilled workforce. The paper seeks to identify strategies and best practices that enhance talent acquisition efficiency, reduce recruitment costs, and align organizational needs with emerging workforce trends. By examining the intersection of lifelong learning and talent acquisition, this study aims to contribute to the development of more adaptive and sustainable human resource practices.

Technology-Driven Transformation in Talent Acquisition

The digital era has significantly transformed Talent Acquisition (TA), driven by technological advancements that have fundamentally reshaped recruitment practices. The integration of technology into TA offers several benefits, such as accelerating the recruitment process, reducing time-to-hire, and enhancing organizational agility in competitive markets (Rehman et al., 2024). Key innovations, including artificial intelligence (AI), machine learning, and predictive analytics, have optimized traditional processes, leading to improved efficiency and strategic advantages. Black and Van Esch (2020) argue that utilizing advanced technologies, such as AI and predictive analytics, is essential for improving recruitment efficiency. For instance, AI-powered applicant tracking systems (ATS) automate routine tasks like resume screening, enabling recruiters to focus on more strategic activities (Wael, 2023). Predictive analytics has become particularly important in modern TA, allowing organizations to forecast workforce needs (Rahaman & Bari, 2024), assess candidate potential (Skeeled, 2020), and refine decision-making processes (van der Togt & Rasmussen, 2017).

Furthermore, AI-driven communication tools and chatbots have revolutionized candidate

engagement by providing real-time, personalized interactions, which contribute to a more responsive and positive recruitment experience (Swapna & Arpana, 2021). Additionally, the proliferation of digital platforms such as LinkedIn and Glassdoor expanded the global talent pool, enabling targeted recruitment of specialized candidates and enhancing employer branding initiatives. By tapping into this broader talent pool, organizations can address skill shortages and foster diversity by minimizing unconscious biases in the hiring process, thereby promoting more inclusive workplaces (Vivek, 2023). Black and Van Esch (2020) further emphasize that technology plays a pivotal role in promoting objectivity in hiring decisions, which supports diversity and inclusion efforts.

Moreover, new technologies in TA are believed to foster innovation. A growing body of research highlights the positive impact of diversity on organizational performance, showing that diverse teams are not only more innovative and resilient, but also make better decisions, ultimately leading to superior business outcomes (Okatta et al., 2024). The increasing alignment of TA with organizational goals is another key advantage of technology. By leveraging analytics-driven insights, TA professionals can evaluate the long-term impact of their recruitment decisions, ensuring that hiring practices contribute meaningfully to business sustainability and growth (van der Togt & Rasmussen, 2017).

However, as the TA landscape evolves, organizations face not only opportunities but also unique challenges. These challenges stem from factors such as constant technological advancements, shifting workforce dynamics, and global trends. A primary challenge is the high cost of advanced recruitment tools and the ongoing need for updates, which can strain organizational budgets, particularly for smaller firms. Additionally, data privacy and ethical considerations surrounding the use of new technologies present significant hurdles (Gajjar, 2024). Addressing ethical concerns, including data priva-

cy, algorithmic fairness, and accountability, is crucial to ensure that technology is applied responsibly and equitably in recruitment processes (Opada et al., 2024). Mishandling candidate data, for example, can damage an organization's reputation, erode trust, and ultimately undermine the benefits of technology-driven recruitment.

While diversity and inclusion (D&I) efforts remain central to modern TA, overcoming biases inherent in traditional recruitment practices remains an ongoing challenge. Cultivating organizational cultures that prioritize equity requires continuous effort, especially considering the evolving role of technology in recruitment. Incorporating new technologies into TA does not automatically address D&I challenges; for example, biased algorithms in the development process can lead to discriminatory outcomes (Rathore et al., 2022). In a systematic review of the ethical implications of AI-enabled recruiting, Hunkenschroer & Luetge (2022) concluded that these issues have been widely debated in the existing literature.

Finally, the rapid pace of technological change presents a dual challenge: while new tools promise to accelerate recruitment efficiency, they also require organizations to remain agile in adapting to these innovations. This is particularly relevant in the context of adult education, where TA professionals must not only master new technologies but also ensure their teams are properly trained. As new technologies emerge, TA professionals must continuously develop new competencies to fully leverage their potential. While technological advancements offer tools that can significantly enhance recruitment efficiency, they also necessitate the ongoing adaptation and upskilling of recruitment teams.

This dynamic shift calls for a redefined role of the Human Resources (HR), tasked not only with fostering lifelong learning among all employees but also with rapidly building, adapting, and upskilling TA teams to remain competitive in the ongoing "war for talent". To effectively navigate this competi-

tive landscape, HR must prioritize continuous development and upskilling within TA teams— which is an often-overlooked aspect. While much focus is placed on talent development across the broader organization, the importance of investing in the professional growth of TA professionals is frequently neglected. This lack of emphasis on TA's own lifelong learning can hinder the organization's ability to fully leverage emerging technologies, such as AI and predictive analytics, and integrate them effectively into recruitment processes (Chamorro-Premuzic et al., 2017). As technology evolves at an unprecedented pace, HR must recognize that the success of TA teams in sourcing, attracting, and retaining talent depends on their ability to remain agile and proficient in utilizing these tools. By fostering a culture of continuous learning within TA, organizations can ensure that their recruitment strategies are both innovative and aligned with organizational goals, allowing them to stay ahead in the talent acquisition race.

Moreover, investing in the lifelong learning of TA professionals not only improves recruitment efficiency, but also strengthens organizational sustainability by enhancing the alignment of TA practices with the company's long-term objectives (van der Togt & Rasmussen, 2017). Therefore, a strategic focus on the continuous development of TA is vital for organizations seeking to maintain a competitive edge in the talent market, ensuring that their recruitment teams are equipped to meet evolving business needs and technological advancements.

The next section presents a case study exploring how one organization successfully navigated challenges and integrated technology into its Talent Acquisition (TA) processes, offering valuable insights into strategies and practices that enable effective technology adoption in recruitment. A key focus is placed on the importance of accelerated upskilling within the TA function, highlighting the significance of a flexible, collaborative approach to learning promoted through the implementation of a

dynamic roadmap. The research delves into the upskilling roadmap implemented by SHC, analyzing how these initiatives were aligned with the company's broader strategic objectives. Furthermore, the study investigates the impact of these programs on the skills and performance of TA professionals, as well as their contribution to improving recruitment outcomes and overall organizational success. Special attention is given to the learning model that fosters continuous development through flexible and collaborative approaches, creating a culture of shared learning and dialogue, which further enhanced the effectiveness and innovation within the TA team.

Methodology

This paper examines the experience of SHC (the alias adopted by the author), a multinational pharmaceutical company operating in over 100 countries, which faced significant challenges in its Talent Acquisition (TA) practices. These challenges included the absence of standardized procedures and tools, high recruitment costs, and suboptimal performance metrics. For example, the average number of applications per position was alarmingly low, with only five applications per opening on average.

In response to these challenges, SHC established the Center of Excellence (CoE) for Talent Acquisition. The primary objective of the CoE was to improve the efficiency and effectiveness of the company's TA practices. This paper explores the initiatives implemented by the CoE and assesses their outcomes, with a particular focus on the role of lifelong learning and upskilling for TA professionals. Additionally, the paper shows how SHC navigated the complexities introduced by technological innovations while managing the geographical and experience-based diversity of its TA teams. These professionals ranged from those with minimal experience to those with several decades of expertise, adding layers of complexity to the task of developing a uni-

fied TA approach across the organization. Moreover, some affiliates had entire TA teams dedicated solely to recruitment, while others relied on a single HR person responsible for multiple HR functions, including TA. This variability in staffing further complicated the process of standardizing and unifying the TA strategy across regions.

This case study of SHC relies on a qualitative analysis of the initiatives implemented in the TA domain. Data for this analysis were collected from various sources, including internal reports, Key Performance Indicator (KPI) metrics recorded before and after the changes, and feedback from participants in the training programs introduced by the CoE, thereby achieving data triangulation. The research process followed a structured approach aimed at evaluating the effectiveness of the SHC's efforts to standardize and improve its TA practices.

In addressing its challenges, the CoE at SHC faced the significant constraint of a very limited budget, which posed a difficulty in designing a comprehensive, yet cost-effective solution. Despite these financial limitations, the CoE successfully developed a structured and tailored roadmap for TA advancement, aiming to optimize the recruitment function while considering the complex organizational realities, including budget constraints, the diversity of TA teams, and the rapid technological evolution in the field. The CoE implemented the following key initiatives:

1. Introduction of New Tools: The CoE at SHC recognized the importance of technology in improving TA efficiency. The company quickly upgraded its applicant tracking system (ATS) to streamline the recruitment process, automate routine tasks, and enhance the candidate experience. This was done in collaboration with all TA experts within the company, and major changes were made within the first 10 months. Additionally, SHC entered into a global agreement with LinkedIn to expand its reach and visibility, ensuring the organization could tap into a broader talent pool and better promote its employer brand across international markets. This initiative was launched alongside two targeted LinkedIn training sessions for TA professionals delivered within the first two months.
2. Development of Modular Training Programs: A foundation of the CoE's efforts was the creation of a series of external, online, live, modular training programs tailored to the needs of TA professionals. These training programs, which followed the LinkedIn sessions, spanned over three months. They were open to all TA professionals, allowing them to choose whether the content would contribute to enhancing their capabilities. These online programs addressed the key aspects of TA, including:
 - Staffing Trends and Development: Understanding industry trends, such as the increasing reliance on AI and digital tools in recruitment, as well as the evolving needs of the workforce.
 - Candidate Lifecycle: Equipping TA professionals with the skills and knowledge to manage the full lifecycle of a candidate, from attraction to onboarding.
 - Talent Sourcing: Providing TA professionals with the tools and techniques for effectively sourcing, identifying, and engaging top talent, including the use of AI-powered sourcing platforms.
 - Diversity Recruitment: Educating TA teams on the importance of diversity and inclusion in recruitment practices and providing strategies to attract a diverse pool of candidates.
 - Employer Branding and HR Marketing: Helping TA professionals develop strategies to enhance SHC's employer brand and ensure the organization is seen as an attractive place to work.

- **Measuring Recruitment Effectiveness:** Training TA teams to assess and measure the success of their recruitment efforts using data-driven metrics, with a focus on continuous improvement.
 - 3. **Formation of a TA Community:** The CoE established a collaborative TA community to foster knowledge-sharing among TA professionals across different regions. This initiative was designed to enhance communication, encourage the sharing of best practices, and support cross-country teamwork within SHC's global HR network. The community aimed to cultivate a sense of shared ownership over TA processes, promote collaboration, and encourage a culture of continuous improvement. Additionally, the community provided a dedicated space for members to work on joint projects and share resources.
 - 4. **Knowledge-Sharing Sessions:** To further enhance the expertise of TA professionals, ongoing, regular internal monthly knowledge-sharing sessions were introduced. These sessions covered various TA topics, including new technologies, such as the use of AI tools like ChatGPT for writing job postings. Each session was hosted by an internal subject matter expert who nominated the topic and volunteered to present. The sessions began with a brief presentation followed by interactive discussions and Q&A.
- 1. **Reduction in Time-to-Hire:** One of the most notable improvements was in the time-to-hire metric. The enhanced ATS system, coupled with TA training and community sharing sessions, contributed to a reduction in time-to-hire from 50% of closed positions within SLA (Service Level Agreement i.e. agreed time to hire) to 69% after just 18 months. This improvement not only saved time, but also helped SHC fill critical positions faster, enabling the organization to remain agile in a competitive industry.
 - 2. **Increase in Applicant Volume:** Another positive outcome was the increase in the number of applications per position. By enhancing employer branding and leveraging platforms like LinkedIn, SHC significantly expanded its talent pool. The average number of applicants per position increased twofold in less than one year, providing HR teams with a larger and more diverse pool of candidates to choose from.
 - 3. **Cost Reduction:** The advancement of the recruitment process resulted in a reduction of recruitment costs by over 12%. Additionally, a portion of the budget that was originally allocated to external agencies and recruitment advertising was reallocated to the global LinkedIn contract, which further contributed to TA improvements.
 - 4. **Upskilling and collaboration of TA Professionals:** The modular roadmap program impacted the skills and capabilities of HR professionals, as evidenced by notable improvements in Talent Acquisition (TA) metrics. Participant feedback indicated that the sessions enhanced their abilities to source and assess candidates, implement diversity recruitment strategies, and measure recruitment effectiveness. For example, on a scale of 1 to 5 (with 5 being the highest), the training achieved an overall score of 4.2. A key achievement emerged from the focus on the best practice sharing and collaborative projects, which fostered an environment conducive to simplification, standardization, and the creation of

Results

The initiatives introduced by the CoE at SHC were designed to optimize the TA function and improve recruitment efficiency. The early results indicated significant improvements in several key performance metrics:

synergies. By establishing unified platforms for a diverse group of TA professionals, the initiative promoted collaboration and mutual support across regions. Despite the voluntary nature of the sessions, participation consistently exceeded 50%, highlighting the significant value placed on these initiatives by HR professionals. This strong engagement reflects a growing recognition of the importance of upskilling and its tangible benefits in improving daily operations. The voluntary aspect further underscores the employees' genuine commitment, with many demonstrating a proactive desire to learn and contribute to the organization's growth. Such high participation rates not only validate the practical value of the training, but also amplify its broader cultural impact, fostering an empowering environment that boosts self-confidence, enhances engagement, and motivates the TA community.

Discussion

The case study of the SHC demonstrates how upskilling within the business context, coordinated through the establishment of the Center of Excellence (CoE), can generate significant synergies and improvements in the talent acquisition (TA) process. By creating a collaborative TA community, introducing new tools, developing tailored training programs, and promoting internal knowledge-sharing, SHC successfully addressed key challenges and improved its TA metrics. These outcomes align with the findings of Jovanović (2021), who highlighted that the implementation of new technological tools, such as applicant tracking systems (ATS), leads to measurable improvements in TA outcomes. The improvement in the SHC's TA results is also consistent with the recent findings that the development of new skills and knowledge positively impacts productivity, innovation, and overall job performance (Mustafa & Lleshi, 2024).

In addition to these improvements, the integration of data analytics into the recruitment process enabled SHC to identify trends and patterns in candidate behavior, further refining their hiring strategies. This data-driven approach not only enhanced decision-making, but also allowed for more targeted outreach efforts to potential candidates.

The strategy of creating the roadmap was both innovative in utilizing the available resources—such as internal knowledge-sharing and freely accessible cutting-edge technologies like ChatGPT—and strategic in aligning with SHC's objectives while addressing the organization's fiscal constraints. This approach aligns with the recommendations of Jovanović and Arsenijević (2020), who advocate for adopting creative, cost-effective methods of employee education. The model, which emphasized internal knowledge-sharing, peer-to-peer learning, and the use of freely available technological tools, empowered the TA teams, enhancing their adaptability, resilience, and preparedness for future challenges. It established a self-sustaining, continuously evolving framework for professional development, ensuring agility and adaptability despite budget limitations. Moreover, by fostering a culture where employees could contribute ideas for improvement in recruitment practices, SHC not only empowered its TA workforce, but also tapped into a wealth of diverse perspectives that led to innovative solutions. This collaborative environment encouraged the team members to take ownership of their roles within the TA process. In addition, establishing a feedback loop within this model allowed for a continuous improvement based on the real-time data from participants. This iterative process refined training modules and ensured that they remained relevant to evolving industry standards.

Furthermore, the voluntary nature of participation in all sessions and training, along with the provision of multiple options from which employees could choose, facilitated a form of personalized lifelong learning that offered tailored learning experiences. This approach has been shown to

outperform traditional training in terms of its positive impact on an employee's abilities, motivation, and productivity (Huang et al., 2023). The flexibility inherent in this model is crucial for accommodating diverse learning preferences among employees. The emphasis on the self-directed learning allowed the employees to pursue areas they were passionate about while aligning their personal growth with organizational goals.

Additionally, the insights gained from executing this tailored roadmap extend beyond Talent Acquisition, fostering a culture of continuous development and innovation throughout the entire organization. The thought process behind creating a customized roadmap, which considers the unique challenges and specificities of the company, can be applied across any function or organization. This approach can lead to an effective, cost-efficient strategy that accelerates growth and remains adaptable to evolving needs. This adaptability is vital as it encourages departments to collaborate on shared learning initiatives that enhance overall organizational performance.

However, this study has several limitations. First, it is based on a single case study, which may limit the generalizability of the findings. The challenges faced by the SHC may not be universally applicable across all industries or organizations. Additionally, the study primarily focuses on the implementation of initiatives without assessing their long-term sustainability. Future research could expand the scope by examining multiple organizations across different sectors to evaluate the broader applicability of the proposed solutions. Furthermore, investigating the long-term impact of such initiatives on organizational performance, employee engagement, and retention would provide valuable insights into the effectiveness of talent acquisition optimization strategies over time.

Conclusion

As organizations face the relentless and ever-accelerating tide of technological advancements and the mounting challenges confronting their Talent Acquisition teams—and indeed, all departments—there is an urgent need to prioritize the creation of innovative, bespoke, and cost-effective continuous lifelong learning opportunities. This can be accomplished by harnessing the power of internal communities and expertise, embracing cutting-edge technological tools (including those freely available), and cultivating a culture of self-directed lifelong learning and empowerment.

To effectively address the imperative of continuous adaptation and skill enhancement, organizations must strategically re-evaluate traditional learning paradigms. A critical step involves a deliberate shift towards the cultivation of internal knowledge networks, facilitating the seamless integration of readily accessible technological resources, and nurturing a pervasive culture of self-directed professional development. This multifaceted approach acknowledges that learning is not a finite process, but rather an ongoing, iterative journey that is inextricably linked to individual and organizational success.

The establishment of the meticulously structured mentorship programs within teams represents a tangible mechanism for fostering a robust learning ecosystem. By pairing the experienced personnel with the less seasoned colleagues, organizations can facilitate the nuanced knowledge transfer process through both formalized training initiatives and informal collaborative engagements. While these programs may not conform to traditional definitions of mentorship, they can still be regarded as a valuable form of mentorship that supports knowledge sharing and professional development. Such programs extend beyond mere skill acquisition, serving to promote the dissemination of tacit knowledge - those unwritten, experience-based insights that are

often indispensable for navigating the complexities inherent in rapidly evolving industry landscapes.

Furthermore, the proactive development and implementation of a flexible, function-agnostic strategic roadmap offers organizations a pragmatic and economically viable approach to preemptively addressing impending skill deficiencies. This roadmap, carefully aligned with the overarching organizational imperatives, should serve as a dynamic guide for aligning learning initiatives with strategic goals. Integral to this is the embedding of a deep-seated commitment to lifelong learning within the very fabric of the organizational culture. This necessitates an active encouragement of employees at all levels to embrace a mindset of continuous improvement, proactively seeking out and capitalizing on opportunities for professional advancement.

By steadfastly championing these interconnected initiatives, organizations can effectively cultivate a workforce characterized not only by its adaptability and agility, but also by its strategic positioning at the vanguard of the ongoing digital transformation. This proactive investment in human capital represents a critical determinant of the sustained organizational success in the increasingly competitive and complex business environment of the 21st century. Such a commitment to lifelong learning necessitates the recognition of the evolving needs of the workforce and the willingness to provide the resources and support necessary for employees to remain relevant and competitive. The integration of the technology-enhanced learning platforms, per-

sonalized learning pathways, and opportunities for collaborative knowledge sharing can further amplify the impact of these initiatives, fostering a culture of continuous growth and innovation.

In conclusion, to not merely survive, but demonstrably thrive amidst the exigencies of today's rapidly morphing business milieu, companies must give paramount importance to the dual imperatives of employee engagement and sustained professional growth. This entails the deliberate crafting of the meticulously tailored development plans and the provision of ubiquitous lifelong learning opportunities, leveraging both internally available expertise and readily accessible technological resources. The active cultivation of a vibrant culture of continuous learning, characterized by abundant opportunities for career advancement and skills diversification, serves as a potent catalyst for enhanced employee motivation and demonstrably heightened productivity. By assiduously soliciting and incorporating employee feedback, offering targeted and relevant training programs, and proactively promoting collaborative teamwork, organizations can ensure the sustained adaptability and unwavering engagement of their workforce. Ultimately, a steadfast investment in comprehensive employee development serves as an unequivocal testament to the organization's profound valuation of its human capital, thereby fostering the workforce that is not only more skilled and more highly motivated, but also more deeply committed to the realization of the shared organizational objectives.

References

- Baykal, E. (2020). Digital era and new methods for employee recruitment. In U. Hacıoglu (Ed.). *Handbook of research on strategic fit and design in business ecosystems* (pp. 412–430). IGI Global Scientific Publishing. <https://doi.org/10.4018/978-1-7998-1125-1.ch018>
- Black, J. S., & Van Esch, P. (2020). AI-enabled recruiting: What is it and how should a manager use it? *Business Horizons*, 63(2), 215–226. <https://doi.org/10.1016/j.bushor.2019.12.001>
- Chamorro-Premuzic, B., Akhtar, R., Winsborough, D., & Sherman, R. A. (2017). The datafication of talent: How technology is advancing the science of human potential. *Current Opinion in Behavioral Sciences*, 18, 13–16. <https://doi.org/10.1016/j.cobeha.2017.04.007>
- European Commission (2000). *A memorandum on lifelong learning*. European Commission. https://www.hsu-hh.de/wb/wp-content/uploads/sites/647/2017/10/Anthology-Memorandum_on_Lifelong_Learning-EU-2000.pdf
- Gajjar, N. T. (2024). Data privacy and protection in the digital age: Emerging trends and technologies. *International Journal of Engineering Applied Science and Management*, 5(4), 1–4.
- Huang, X., Yang, F., Zheng, J., Feng, C., & Zhang, L. (2023). Personalized human resource management via HR analytics and artificial intelligence: Theory and implications. *Asia Pacific Management Review*, 8(4), 598–610. <https://doi.org/10.1016/j.apmr.2023.04.004>
- Hunkenschroer, A. L., & Luetge, C. (2022). Ethics of AI-enabled recruiting and selection: A review and research agenda. *Journal of Business Ethics*, 178(4), 977–1007.
- International Labour Organization. *Global study on recruitment fees and related costs* (2nd ed). https://www.ilo.org/sites/default/files/2024-10/Global_report_master_combined_web.pdf
- Jarvis, P. (2009). *Learning to be a person in society*. Springer Science & Business Media.
- Jovanović, T. (2021). Digitalization in talent acquisition. In C. Smilevski (Ed.). *Conference proceedings Sixth international science conference Contemporary management challenges and the organizational sciences subject focus digitalization and cyber-security as management challenges* (pp. 79–83). BAS Institute of management. <https://basim.edu.mk/wp-content/uploads/2022/07/6konfzbornik.pdf>
- Jovanović, T., & Arsenijević, O. (2020). Strateška uloga HRM kroz prizmu obučavanja zaposlenih u periodu transformacije poslovanja. *Baština*, 51, 281–297. <https://doi.org/10.5937/bastina30-26539>
- Mustafa, B., & Lleshi, S. (2024). The impact of lifelong learning and investments in employee development on employee productivity and performance. *Multidisciplinary Reviews*, 7(8), 1–8. <https://doi.org/10.31893/multirev.2024175>
- Ningule, S. S. (2024). Innovating talent acquisition: A comprehensive review of strategies and practices. *Annals of the Bhandarkar Oriental Research Institute*, 5, 110–130.
- Okatta, C. G., Ajayi, F. A., & Olawale, O. (2024). Enhancing organizational performance through diversity and inclusion initiatives: A meta-analysis. *International Journal of Applied Research in Social Sciences*, 6(4), 734–758. <https://doi.org/10.51594/ijarss.v6i4.1065>
- Opada, F. M. M., Ibrahim, M., Irawan, A., Akbar, M. A., & Rasyid, A. (2024). Talent acquisition strategies: A comprehensive examination of recruitment policies for organizational success. *Advances in Human Resource Management Research*, 2(2), 63–77. <https://doi.org/10.60079/ahrmr.v2i2.185>

- Purbia, D. (2024). Creating and sustaining a dynamic talent pool: Strategies for achieving organizational excellence. *International Journal of Commerce and Management Research*, 10(5), 18–20.
- Rahaman, A., & Bari, H. (2024). Predictive analytics for strategic workforce planning: A cross-industry perspective from energy and telecommunications. *International Journal of Business Diplomacy and Economy*, 3(2), 14–25. <https://doi.org/10.2139/ssrn.4983349>
- Rehman, S., Ullah, A. Janjua, K. N., Elahi, A. R., & Erum, H. (2024). Talent acquisition and technology: A step towards sustainable development. *Frontiers in Psychology*, 13, 1–16. <https://doi.org/10.3389/fpsyg.2022.979991>
- Rathore, B., Mathur, M., & Solanki, S. (2022). An exploratory study on role of artificial intelligence in overcoming biases to promote diversity and inclusion practices. In S. Balamurugan, S. Pathak, A. Jain, S. Gupta, S. Sharma, & S. Duggal (Eds.). *Impact of artificial intelligence on organizational transformation* (pp. 147–164). John Wiley & Sons and Scrivener Publishing. <https://doi.org/10.1002/9781119710301.ch10>
- Skeeled (2020). *Predictive hiring: The key to talent acquisition success*. Skeeled. https://6513891.fs1.hubspotusercontent-eu1.net/hubfs/6513891/ebook%20PDFs/english/Ebook_Predictive%20Hiring%20the%20Key%20to%20Talent%20Acquisition%20Success.pdf
- Swapna, H. R., & Arpana, D. (2021). Chatbots as a game changer in recruitment: An analysis of adaptation of chatbots. In R. Cumar, B. K. Mishra, & P. K. Pattnaik (Eds.). *Next Generation of Internet of Things* (pp. 61–69). Springer. https://doi.org/10.1007/978-981-16-0666-3_7
- United Nations Educational, Scientific and Cultural Organization (2016). *Lifelong learning: Concepts, issues, and actions*. <https://unesdoc.unesco.org/ark:/48223/pf0000250689>
- Van der Togt, J., & Rasmussen, T. (2017). Toward evidence-based HR. *Journal of Organizational Effectiveness: People and Performance*, 4(2), 127–132.
- Vivek, R. (2023). Enhancing diversity and reducing bias in recruitment through AI: A review of strategies and challenges. *Informatics Economics Management*, 2(4), 101–118. <https://doi.org/10.47813/2782-5280-2023-2-4-0101-0118>
- Wael, A. (2023). The power of artificial intelligence in recruitment: An analytical review of current AI-based recruitment strategies. *International Journal of Professional Business Review*, 8(6), 1–25. <https://doi.org/10.26668/businessreview/2023.v8i6.2089>
- Wójcik, P. (2017). Shortage of talents – A challenge for modern organizations. *International Journal of Synergy and Research*, 6, 123–135. <https://doi.org/10.17951/ijsr.2017.0.6.123>

Татјана П. Јовановић

Невена Д. Красуља

Факултет за инжењерски менаџмент, Београд, Србија

ЦЕЛОЖИВОТНО УЧЕЊЕ КАО КЉУЧ ЗА ЕФИКАСНУ АКВИЗИЦИЈУ ТАЛЕНАТА: СТУДИЈА СЛУЧАЈА

Циљ овог истраживања је да проучи/открије интеграцију целоживотног учења у процес аквизиције талента (ТА, енгл. *talent acquisition*) унутар људских ресурса (ЉР, енгл. *human resources*), фокусирајући се на то како ова интеграција омогућава професионалцима да се прилагоде технолошким и стравним напрецима. Истраживање налази да је често занемарена потреба за усавршавањем професионалаца у ТА, упркос дубоком утицају нових технологија на њихов рад. Значај овог истраживања лежи у адресирању недостигака истраживања о потреби за усавршавањем унутар ТА и ЉР, који су кључни за савладавање изазова који се намећу Индустријом 4.0. Теоријски контекст истраживања укључује важност континуираног учења у побољшању резилентности и прилагодљивости организација.

У истраживању је примењен квалитативни приступ коришћењем методологије студије случаја да би се испитао утицај целоживотног учења на процес ТА. Кључне стратегије укључују стварање сарадничких заједница ТА за унапређење дељење знања и учење међу колегама, комплементарно модуларном приступу са инструкторима и стравним коришћењем деслајних дескуних технолошких алата, укључујући вештачком интелигенцијом подржана решења за репутацију. Ове иницијативе су широко ефикасне, користећи постојеће ресурсе и дескуне технологије за побољшање процеса ТА без значајног повећања трошкова.

Квалитативна анализа истраживања трансформишући утицај самосталног учења, нових технологија и иновативних метода репутације на праксу ТА. Студија показује како напори за усавршавање координисани кроз Центар извршности решавају кључне изазове као што су стандардизована обука и високи трошкови репутације. Интеграцијом аналитике података усавршена је стратегија запошљавања, побољшавајући доношење одлука и циљане активности за достизање циљева. Ови резултати се слажу са налазима да нова технолошка решења и развој вештина позитивно утичу на продуктивност и постојаност на послу.

Напомена на итеративно дељење знања, учење међу колегама и коришћење дескуних технолошких алата омогућава тимовима ТА да успоставе самоодрживи оквир за професионални развој. Овакав приступ ствара културу у којој запослени доприносе идејама, што води до иновативних решења и охрабрује осећај тимске одговорности. Коришћење повратних информација кроз фидбек обезбеђује континуирано побољшање на основу података у реалном времену, усавршавајући модуле за обуку да би остали релевантни за еволуирајуће индустријске стандарде. Доброволни и персонализовани карактер обуке омогућава персонализовање учења у складу са искуством појединца, позитивно утичући на постојаност, мотивацију и продуктивност запослених.

Штавише, предложени оквир за усавршавање њимова ТА је високо прилагодљив и може се применити на различите функције организације изван ЛР, као што су маркетинг, продаја, операције и ИТ. Интегришући овај холистички приступ преко различитих одељака, организације могу створити кохерентан оквир за континуирано учење и иновације, побољшавајући укупну резилјентност и прилагодљивост организације. Ова мултифункционална примена налашава потенцијал целоживотног учења да покрене трансформацију организације у целини, стварајући културу континуираног развоја и стразешког раста.

У закључку, ово истраживање истражи значај усавршавања унутар ТА као кључног фактора који омогућава прилагодљивост организације у ери брзих технолошких промена. Прихватањем континуираног учења и иновативних стразешкија за привлачење талената, организације могу оптимизовати процесе реструктурирања и култивисати будућу радну снагу способну да покрене иновације и раст у пословном окружењу које се стално мења. Овај приступ ипужа деловне информације за стварање скалабилних решења која се слажу са ширим циљевима организације, ипмовишући одрживи успех у дигиталној ери.

Кључне речи: аквизиција талената, целоживотно учење, радна снага спремна за будућност