9

Challenges Faced by HR Manager in Searching Skilled Employees: A Modern Approach

Dr. Mahender Pal
Assistant Professor
Department of Commerce and Management,
Govt. College Bahadurgarh, Jhajjar, Haryana

Abstract

The chapter is a discussion of multifaceted and dynamic issues that Human Resource (HR) managers encounter when seeking skilled workers in the light of fast technological evolution, geographical movement of labor, and alteration in employee expectation. Based on present-day studies and international reports, it outlines some of the major disruptions on the skilled talent pipeline which include skills mismatch, biases of algorithms in hiring and generational shifts in the work preferences. In addition, the analysis looks at how the pandemic of COVID-19, the emergence of a remote working environment, and the growing demand in digital competencies contributed to an even further gap in global skills. To resolve such problems, the chapter introduces the new approaches to HR strategy such as AI-powered recruiting, skills-based hiring, workplace inclusivity, and unending up-skilling. In synthesizing knowledge espoused by various sources, it has implications that could be used in transforming HR and gives future research directions that could be used to establish evidence-based, ethical, and sustainable approaches to manage talent. The results justify the readjustment of the people-centered, adaptive, and technology-inclusive models to develop a future-ready and resilient workforce.

Keywords: *Human Resource Management (HRM); Skilled Talent; Talent Acquisition; Skills Gap; Workforce Transformation; AI in Recruitment; Strategic HR Practices; Digital Workforce; Algorithmic Bias; Gen Z Workforce*

1. Introduction

We are living in changing times and the global workforce is experiencing a significant revolution, which is driven by the technological discontinuity, demographic changes and

transformation of employee expectations. According to the Future of Jobs Report issued by the World Economic Forum (2023), analysis of the global labour market by 2022 shows that there has been a consistent disproportion between the job available and the skills needed which have been exacerbated by the impact of the digital economy and automation. The situation after the pandemic has exacerbated these issues, redefining the world of workforce planning and recruiting talent (Lund et al., 2021; Berg et al., 2021). The move to hybrid and remote work forms like the one analyzed in works by Choudhury et al. (2021) has opened more talent resources but created issues in the organizational culture, compliance, and onboarding. To this, the inclusion of Gen Z into the workforce, who focus on flexibility and working to add value, puts further strain on HR leaders to redefine their hiring tactics (Schroth, 2019).

The use of artificial intelligence (AI) and digital tools during the process of hiring can be defined as one of the most pressing problems of the modern hiring process. AI can provide efficiency and scalability, however, researchers point out the dangers of bias, black-box behavior and ethical issues (Bogen & Rieke, 2018; Raghavan et al., 2020; Yakubovich, 2019). The studies provided by Chamorro-Premuzic et.al, (2016), and Maghsoudi et.al, (2024) trace this by indicating the migration of the approach of making talent decisions in HRM to a data-driven approach rather than an intuition-based one. Nevertheless, as the studies by Cappelli (2019) and Chamorro & Frankiewicz (2019) claim, the old practices of hiring are usually not well-prepared to evaluate future-readiness, which is one of the reasons why education-to-employment pathways need to be reconsidered. Nevertheless, despite such improvements, there are still forgotten groups of candidates like so-called hidden workers who could not be accessed under such strict hiring sieves and prejudiced systems (Fuller et al., 2021). In addition, the potential impact of the global skills gap, which veteran employee advocates IBM (LaPrade et al., 2019) and Rees & Smith (2021) have discovered in their studies, is threatening the capacity that organizations have to create flexible, competitive workforces.

Strategic Human Resource Management has requirements of multidimensional embrace of technology and equity and evidence-based practices. Researchers such as Lepak & Snell (1999) and Minbaeva (2017) demand a solid or effective human capital building and analytics models that would facilitate accurate distribution/allocation and development of talents. Nevertheless, a

large part of companies has yet to implement such practices because of the organizational inertia or the insufficient level of digitization (Bondarouk & Brewster, 2016; Singh & Ramdeo, 2025). Pernicious workplace cults, the topic of Sull et al. (2022), propagate attrition further, diversity and inclusion being the important but little-achieved goal (Hunt et al., 2020). The complexity of present-day HR functions is highlighted by such new-age dynamics as pay suppression in social impact roles (Hussain et al., 2024) and AI-HR collaboration (AI-HR, 2024). The report of World Economic Forum (2020) titled as Jobs of Tomorrow points out that the future of talent management lies at the intersection of adaptive tactics, inclusion and constant upskilling to address the current needs of the digital economy.

2. Literature Review

The current human resources environment is becoming progressively more difficult in regards to luring talented people due to the unfavorable rapid development of technology, altering employee demands and emerging labor market trends. Conventional ways of hiring have been found wanting compelling organizations to venture into skill-based hiring and effective workforce planning. Although the AI and digital tools are efficient and successful, the issue of biasness, exclusion, and ethical application remain. As well, the culture in the workplace, diversity and generational changeovers supervise that the HR practice approaches are more inclusive and flexible. It is necessary to prioritize human capital analytics, future-ready models to be able to manage these complexities.

Table 1. Structured Literature Review

Author(s) & Year	Focus/Theme	Key Findings	Implications for HRM
Di Battista et al. (2023)	Future of Work Trends	Highlighted global skills gap and automation's impact on jobs	Urgent need for reskilling and adaptive talent strategies
Berg et al. (2021)	Global Employment Trends	Rising unemployment and informal work post-pandemic	HR must target skill development and formal job creation
Lund et al. (2021)	Post-COVID Work Shifts	Remote work, automation, and job displacement trends	HR should redesign workforce models for agility

Schroth (2019)	Gen Z in the Workplace	Gen Z values flexibility, purpose, and growth	HR must align recruitment with generational expectations
Choudhury et al. (2021)	Remote Work Productivity	Geographic flexibility can boost productivity	HR can expand talent pools via hybrid work models
Bogen & Rieke (2018)	Bias in Hiring Algorithms	Hiring tools often reinforce discrimination	HR must audit and validate AI tools for fairness
Raghavan et al. (2020)	Algorithmic Bias	Critical of claims that AI hiring is neutral	Ethical oversight needed in automated hiring
Cappelli (2019)	Hiring Methods	Traditional hiring approaches are flawed	Modern, skill-based hiring is more effective
Chamorro & Frankiewicz (2019)	Education vs. Job Readiness	Education doesn't always prepare for employment	Stronger industry-academia alignment is needed
CIPD (2017)	Resourcing & Talent Planning	Talent planning needs to be strategic	Emphasis on workforce planning and data usage
Arntz et al. (2019)	Digitalization Impact	Tech changes macro labor market dynamics	HR must embrace digital upskilling strategies
Hunt et al. (2020)	Diversity & Inclusion	Diversity correlates with business success	DEI should be embedded into hiring and leadership
Sull et al. (2022)	Workplace Culture	Toxic culture drives attrition	HR must focus on employee experience and inclusion
LaPrade et al. (2019)	Skills Gap Solutions	Framework to bridge enterprise skill gaps	HR should lead lifelong learning initiatives

Rees & Smith (2021)	Strategic HRM	Global perspectives on HRM strategy	Supports alignment of HR with business goals
Bondarouk & Brewster (2016)	HRM & Tech	Technology's growing role in HRM research	HR must invest in digital literacy
Maghsoudi et al. (2024)	AI in HR Research	Network analysis of AI-HR collaboration	Increased interdisciplinary HR-IT research needed
Singh & Ramdeo (2025)	Destructive Workplace Behavior	Overview of toxic behaviors in organizations	HR must build conflict management systems
Hussain et al. (2024)	Compensation in Impact Roles	Moral framing lowers pay negotiation	HR must ensure fair and transparent compensation
Chamorro-Premuzic et al. (2016)	New Talent Signals	Assessment tech offers deeper candidate insights	Integrate psychometrics and behavior analysis
AI-HR (2024)	AI in Corporate HR	Examines collaborative AI-HR strategies	Promotes AI co-pilot roles for HR professionals
Fuller et al. (2021)	Hidden Workers	Millions excluded by rigid hiring systems	Inclusive hiring practices needed to access untapped talent
Lepak & Snell (1999)	Human Capital Architecture	Proposed differentiated HR systems based on talent value	Tailored HR strategies optimize performance
Minbaeva (2017)	Human Capital Analytics	Analytics not fully leveraged in HR	Invest in capability-building for HR analytics
Jaiswal (2017)	Employment Trends	Global youth unemployment challenges	HR must focus on early career pathways
Mundial (2020)	Future Jobs & Skills	Growth in green, data, and care sectors	HR needs forecasting tools for future jobs

Yakubovich (2019)	AI & HR Challenges	AI introduces new risks in HR systems	Balanced AI-human interaction in recruitment is essential

3. Disruptions in the Skilled Talent Pipeline

Skilled talent pipeline has been profoundly disrupted because of global economic changes, accelerated technology and demographic changes of the workforce. Both reports have noted that the need to acquire jobs has become very dynamic, but the burden of attaining adequate skilled workers to fit such jobs has not followed suit (Future of Jobs Report, Di Battista et al., 2023; World Employment and Social Outlook, Berg et al., 2021). The COVID-19 pandemic served as a fuel to this mismatch since it changed the structure of jobs, placing an increased focus on digital and remote jobs, and highlighting major skills shortages (Lund et al., 2021). The entry of the generation Z employees into the workforce (Schroth, 2019) and the emergence of remote-based culture (Choudhury et al., 2021) have laid a new set of expectations among the working personnel and the old-fashioned means of sourcing are being questioned. On the same note, consistent disparities between post High School education and workforce demands indicate an incomplete preparation of higher education graduates to take up current jobs, also adding to the talent implant impasse (Chamorro & Frankiewicz, 2019).

To further complicate the issue, the use of algorithmic hiring tools is increasingly becoming popular, though it remains effective, as it can potentially result in the maintenance of bias and exclusion (Bogen & Rieke, 2018; Raghavan et al., 2020). The classic ways of hiring are not sensitive to the qualities of candidates who may not be considered to be the usual ones but can perform their job well (Cappelli, 2019), and the old system of planning is too rigid and cannot be implemented in the current unstable surrounding world (CIPD, 2017). The key reasons that weaken the talent funnel include digitization (Arntz et al., 2019), unhealthy cultures at workplaces (Sull et al., 2022), and underrepresentation of diverse groups of people (Hunt et al., 2020). The academic community and practitioners argue to reduce the skills gap by means of upskilling, HRM, and AI integration into decision-making (Bondarouk & Brewster, 2016; Maghsoudi et al., 2024; LaPrade et al., 2019; Rees & Smith, 2021). Furthermore, more behavioral theory (Chamorro-Premuzic et al., 2016) and workplace

inequities (Hussain et al., 2024) contribute to the creation of a sustainable and all-inclusive talent pipeline in the future.

4. Innovative Strategies for Bridging the Skills Gap

With the current rate of change in the global labor force, organizations are becoming open to new ways of addressing the increasingly growing skills gap. Di Battista et al. (2023) note that future-ready organizations are spending on reskilling and digital fluency and lifelong learning to meet the shifting requirements of the labor market. Conventional education systems sorely do not teach trainees job-related skills (Chamorro & Frankiewicz, 2019) which employers now seek in other forms than degrees; namely proven skills and learning ability (Chamorro-Premuzic et al., 2016). Talent management systems propelled by artificial intelligence present a good prospect to discover unrealized skills and more efficiently fit talent with positions (Maghsoudi et al., 2024; Bondarouk & Brewster, 2016), but also strategic frameworks have been developed to tie workforce planning with business goals, like the one by Rees and Smith (2021).

The process of digital transformation is also changing the way HR managers seek recruits and develop their talents. Flexibility measures such as the remote workplace model and hybrid work aid in accessing more international talent markets (Choudhury et al., 2021), and algorithm-based hiring tools are being enhanced to lower the number of biased algorithms and increase levels of fairness in recruiting (Raghavan et al., 2020; Bogen & Rieke, 2018). On the organizational level, human capital development and internal mobility are being executed on the basis of data to fill the remaining capability gaps internally (LaPrade et al., 2019). Certainly, diversity and inclusion programs (Hunt et al., 2020), as well as ethical compensation plans (Hussain et al., 2024), can also serve to guarantee that the contemporary solutions will not only cover technology-related亮 looks like compound word, and I can find no variant in Bing. Taken together, these strategies signal the transition between reactive recruiting to purposeful, planful, and human-prone talent handling.

5. Actionable Insights for HR Transformation

By managing to embrace the intricacies of modern talent acquisition, HR leaders have to avoid being risk-aversive and must have an agility-based and inclusive approach and be more innovative. The digitalization of technologies and the transformation of the work models make organizations reconsider their approaches to

workforce (Lund et al., 2021; Arntz et al., 2019). The use of AI-enabled tools can simplify talents searches, and hiring personnel should also make sure that such systems are morally correct, transparent, and followed by equality (Raghavan et al., 2020; Bogen & Rieke, 2018). At the same time, the internal capability building can be strengthened with the help of effective planning systems that tie the development of talents to the business targets (Rees & Smith, 2021). HR in the future demands finding a mix between automatization and human-focused activities that take in consideration not only the efficiency of the organization but also the welfare of the people working within it (Maghsoudi et al., 2024; Chamorro-Premuzic et al., 2016).

Flexible career paths and reorientation towards life long learning should also be addressed to overcome the skills gap. The trends associated with strategies and practices include companies shifting towards a skills-based model of hiring, investing in reskilling initiatives, and mobility strategies to leverage the existing talent capabilities (LaPrade et al., 2019; Di Battista et al., 2023). The strategy to support the inclusive cultures enabling diversity and psychological safety that help to ensure the retention of skilled professionals in the competitive market should also be considered (Hunt et al., 2020; Sull et al., 2022). HR transformation is thus not all about digitizing what is doing now, but seeking to redefine what is important about talent, the view of being evidence-based when making decisions and the design of future-proof systems that can support the growth of organizations in uncertain conditions.

6. Pathways for Further Investigation

Even though the topic of the break in the pipeline of skilled talent is a fairly well-researched issue, there are still many research gaps that should be explored further. Further research is needed to analyze the effectiveness of AI-based hiring solution in the long-term perspective, with the focus on addressing bias and making discriminated groups access increases. Even though the evidence is promising, sufficient, longitudinal data on the effects of algorithmic tools on hiring fairness and workforce diversity are currently lacking in literature (Bogen & Rieke, 2018; Raghavan et al., 2020). In the same vein, it should also be examined what other evolutions in expectations Gen Z and future generations will entail, particularly how their skills, their value system and mental health requirements will alter the approaches to recruiting and retaining them (Schroth, 2019).

Besides, there is an upsurged call to study the impact of the hybrid and remote work environment on the development of employees, their

engagement, and cultural alignment in various industries and locations (Choudhury et al., 2021). The studies could also examine how the education systems and collaboration with corporations help prepare the workforces to seamlessly transition into future jobs especially in high-growth industries shaped by the global reports (Di Battista et al., 2023; Chamorro & Frankiewicz, 2019). With the transformation of HR ongoing, the inquiry of the future should find ways to incorporate the views of organizational psychology, labor economics, and digital ethics as a more comprehensive image of the talent strategies takes shape. An interdisciplinary and global comparative work will particularly be beneficial in the creation of inclusive, adaptive, and future-proof ecosystems with talent.

7. Conclusion

This dynamic working environment that has been accelerated by the changes which shift emphasis owing to digital transformation and the nature of the demographics, the disruptions of the globe have significantly transformed the situation of talent acquisition. The current challenges that HR managers have to address are multidimensional as they concern not only the challenge of skills mismatch and technological bias but also the need to adjust recruitment model to new generations and flexible work patterns. As automation, AI, and thoughtful workforce planning are all likely avenues of addressing the skills gap, they need to be put in practice in an ethical and inclusive way that allows building resilient, future-proofed companies. The HR leaders need to lay down practices focused on people, strategies based on evidence and flexibility, and strategies beyond traditions to succeed. This is not purely a strategic requirement, but also an ethical one, to invest in the development of internal talent and re-imagine educational partnerships, as well as encourages diverse workplace cultures. According to what this chapter has revealed, change of the talent pipeline is not a short-term project but more of a lifelong dedication to aligning organizational objectives with the ever-changing human potential of the fast-paced world.

References

1. AI-HR, D. O. (2024). COLLABORATION OF AI-HR 146 0 0 10 COLLABORATION OF AI. *EXPLORING THE ARTIFICIAL INTELLIGENCE FOR HUMAN RESOURCE PROFESSIONALS IN CORPORATE ORGANIZATIONS*, 211.
2. Arntz, M., Gregory, T., & Zierahn, U. (2019). Digitization and the

future of work: macroeconomic consequences. In *Handbook of labor, human resources and population economics* (pp. 1-29). Cham: Springer International Publishing.

3. Berg, J., Hilal, A., El, S., & Horne, R. (2021). World employment and social outlook: Trends 2021. *International Labour Organization*, *130*.
4. Bogen, M., & Rieke, A. (2018). Help wanted: An examination of hiring algorithms, equity, and bias. *Upturn, December*, *7*.
5. Bondarouk, T., & Brewster, C. (2016). Conceptualising the future of HRM and technology research. *The International Journal of Human Resource Management*, *27*(21), 2652-2671.
6. Cappelli, P. (2019). Your approach to hiring is all wrong. *Harvard Business Review*, *97*(3), 48-58.
7. Chamorro, T., & Frankiewicz, B. (2019). Does higher education still prepare people for jobs. *Harvard Business Review*.
8. Chamorro-Premuzic, T., Winsborough, D., Sherman, R. A., & Hogan, R. (2016). New talent signals: Shiny new objects or a brave new world?. *Industrial and Organizational Psychology*, *9*(3), 621-640.
9. Choudhury, P., Foroughi, C., & Larson, B. (2021). Work-from-anywhere: The productivity effects of geographic flexibility. *Strategic Management Journal*, *42*(4), 655-683.
10. CIPD, C. (2017). Resourcing and talent planning. *Chartered Institute of Personnel and Development*.
11. Di Battista, A., Grayling, S., Hasselaar, E., Leopold, T., Li, R., Rayner, M., & Zahidi, S. (2023, November). Future of jobs report 2023. In *World Economic Forum* (pp. 978-2).
12. Fuller, J. B., Raman, M., Sage-Gavin, E., & Hines, K. (2021). Hidden workers: Untapped talent. *Harvard Business School Project on Managing the Future of Work and Accenture*, *1*.
13. Hunt, V., Layton, D., & Prince, S. (2020). Diversity matters. McKinsey & Company. 2015. *Online verfügbar unter: https://assets. mckinsey. com/~/media/857F440109AA4D13A54D9C-496D86ED58. ashx (letzter Zugriff am 13.02. 2019)*.
14. Hussain, I., Pitesa, M., Thau, S., & Schaerer, M. (2024). Pay suppression in social impact contexts: How framing work around the greater good inhibits job candidate compensation demands. *Organization Science*, *35*(2), 525-549.
15. Jaiswal, A. (2017). World Employment and Social Outlook: Trends 2017.
16. LaPrade, A., Mertens, J., Moore, T., & Wright, A. (2019). The enterprise guide to closing the skills gap. *IBM*

Institute for Business Value. Retrieved from https://www. ibm. com/downloads/cas/EPYMNBJA.

17. Lepak, D. P., & Snell, S. A. (1999). The human resource architecture: Toward a theory of human capital allocation and development. *Academy of management review*, *24*(1), 31-48.
18. Lund, S., Madgavkar, A., Manyika, J., Smit, S., Ellingrud, K., Meaney, M., & Robinson, O. (2021). The future of work after COVID-19. *McKinsey global institute*, *18*.
19. Maghsoudi, M., Shahri, M. K., Kermani, M. A. M. A., & Khanizad, R. (2024). Mapping the landscape of AI-driven human resource management: A social network analysis of research collaboration. *IEEE Access*.
20. Minbaeva, D. (2017). Human capital analytics: why aren't we there? Introduction to the special issue. *Journal of Organizational Effectiveness: People and Performance*, *4*(2), 110-118.
21. Mundial, F. E. (2020). Jobs of tomorrow: Mapping opportunity in the new economy. World Economic Forum.
22. Raghavan, M., Barocas, S., Kleinberg, J., & Levy, K. (2020, January). Mitigating bias in algorithmic hiring: Evaluating claims and practices. In *Proceedings of the 2020 conference on fairness, accountability, and transparency* (pp. 469-481).
23. Rees, G., & Smith, P. (Eds.). (2021). *Strategic human resource management: An international perspective*. Sage.
24. Schroth, H. (2019). Are you ready for Gen Z in the workplace?. *California management review*, *61*(3), 5-18.
25. Singh, R., & Ramdeo, S. (2025). Destructive Behaviors and Organizational Research: A Comprehensive Overview.
26. Sull, D., Sull, C., & Zweig, B. (2022). Toxic culture is driving the great resignation. *MIT Sloan Management Review*.
27. Yakubovich, V. (2019, June). Artificial Intelligence in Human Resources Management: Challenges and a Path Forward. In *31st Annual Meeting*. SASE.