

ISSN: 3047-6151(Online)

INTERNATIONAL JOURNAL OF SOCIAL AND EDUCATION

(INJOSEDU)



Editorial Team

Chief Editor

Musawer Hakimi

Samangan Public University, Afghanistan

Chief Co-Editor

Mauizatul Hasanah

Institut Agama Islam Sultan Muhammad Syafiuddin Sambas

Editorial Board

Mohammad Ahmad Bani Amer

Mutah University, Jordan

GS: <https://scholar.google.com/citations?user=Z26KkoEAAAAJ&hl=ar>

Iyad Abdallah Al- Shreifeen

Taibah University, Saudi Arabia

Profesor Madya Dr Hadenan Towpek

Universiti Teknologi Mara Cawangan Sarawak, Malaysia

Mohd Syahrin

Universiti Islam Sultan Sharif Ali, Brunei Darussalam

Atem

Universitas Palangka Raya, Indonesia

SINTA ID : 6790299

<https://scholar.google.co.id/citations?hl=id&user=aTOi6V0AAAAJ>

Prof. Dr. H. Suriagiri, M.Pd

UIN Antasari Banjarmasin, Indonesia

Muhammad Ainur Rizqi, MA

UNTAN Pontianak

Scopus: 57217134473

<https://scholar.google.co.uk/citations?user=FLVfIDAAAAAJ&hl=en>

Articles

ADDRESSING TAX AVOIDANCE THROUGH OECD BEPS POLICY: AN EVALUATION

Loso Judijanto, M. Amin Fatulloh, Rahma Helal Al_ Jbour

1180-1189

PDF

INNOVATIONS IN LEGAL MANAGEMENT: TRANSFORMING THE ROLE OF LAW DEPARTMENTS IN ORGANISATIONS

Latif Karim, Sigit Pandu Cahyono, Mohd Syahrin

1190-1198

PDF

THE PROBLEM OF MINOR WORKING CHILDREN IN HELPING TO FULFILL FAMILY NEEDS IN GAMPONG ALUE SEUTUI JEUNIEB DISTRICT BIREUEN DISTRICT

T. Aris Munandar, Rusnawati Rusnawati

1199-1211

PDF

CURRICULUM MANAGEMENT: REALISING QUALITY LEARNING

Ali Akbarjono

1212-1223

PDF

CONTEMPORARY DYNAMICS IN LEGAL MANAGEMENT: ADAPTING TO REGULATION AND BUSINESS EXPECTATIONS

Sigit Sugiardi, Ignatius Septo Pramesworo, Bernard Tifaona

1224-1237

PDF

TRANSFORMATION OF CIVIL LAW: UNDERSTANDING AND HISTORY OF CIVIL INTERNATIONAL LAW

Nurianto Rachmad Soepadmo

1238-1250

PDF

TAX SANCTIONS AS A MODERATION OF THE EFFECT OF TAX KNOWLEDGE AND ACCOUNTING INFORMATION ON COMPLIANCE MSME TAXPAYERS IN JAMBI CITY

Anjelika Denya Putri , Ratih Kusumastuti, Imam Ripa'i

1251-1272

PDF

TAX RISK MANAGEMENT STRATEGIES FOR MULTINATIONAL COMPANIES

Loso Judijanto, Teti Anggita Safitri, Era Purike, Fuadah Johari

1273-1283

PDF

MAP OF CRIME RATE VULNERABILITY ON JAVA ISLAND

I Wayan Tedy Setiawan , Ni Luh Putu Suciptawati, I Made Eka Dwipayana

1284-1293

PDF

CONTEMPORARY CHALLENGES IN LEGAL MANAGEMENT: RESPONDING TO CHANGING REGULATIONS AND BUSINESS NEEDS

Rita Hayati, E. Caroline, Mokhamad Eldon

1294-1303

PDF

DIGITAL TRANSFORMATION IN HUMAN RESOURCE MANAGEMENT

Indarta Priyana, Isniar Budiarti, Silvy Sondari Gadzali

1304-1315

PDF

MOBILE APPLICATION DEVELOPMENT FOR INVENTORY MANAGEMENT USING BARCODE TECHNOLOGY

Elkana Timotius

1316-1329

PDF

BAD DEBTS IN BANKING: MANAGEMENT AND PREVENTION STRATEGIES

Hety Devita, Irsyad Kamal, Lukman Hakim

1330-1340

PDF

THE INFLUENCE OF MOTIVATION FACTOR AND HYGIENE FACTOR ON EMPLOYEE PERFORMANCE WITH ISLAMIC WORK ETHICS AS A MODERATING VARIABLE

(STUDY OF ASN & NON-ASN EMPLOYEES IN DISPORAPAR BALANGAN REGENCY)

Muhdiansyah, Rini Rahmawati

1341-1357

PDF

SOCIAL EDUCATION: BUILDING CHARACTER AND CARE IN SOCIETY

Wisnu Wardoyo, Moh. Imron Rosidi, Melyana R Pugu

1358-1370

PDF

SHARIA ECONOMIC LAW ON STOCK INVESTMENT IN THE CAPITAL MARKET

Iman hikmat Nugraha, Zulqarnain, Erry Setiawan

1371-1383

PDF

APPLICATION OF TRADITIONAL MEDICINE AS A COMPANION TO MEDICAL TREATMENT

Nooraisyah, Nur Aini Bunyani, Charisal Matsen A Manu, Al-Amin

1384-1393

PDF

INVESTIGATING THE RELATIONSHIP BETWEEN ENGLISH LANGUAGE PROFICIENCY AND PROGRAMMING SKILLS IN COMPUTER ENGINEERING EDUCATION

Lika Silvia Batubara

1394-1405

PDF

MANAGEMENT OF SCHOOL AND COMMUNITY RELATIONS IN BUILDING A POSITIVE IMAGE OF SCHOOLS (CASE STUDY OF SDN 1 RATOLINDO)

Suci Indasari, Novianty Djafri, Arwildayannto

1406-1417

PDF

IMPACT OF DIRECTIVE LEADERSHIP, ENVIRONMENT, AND WORK MOTIVATION ON HOSPITAL EMPLOYEE PERFORMANCE

Tias Muji Hartono, Meiske Claudia

1418-1432

PDF

COMPARATIVE ANALYSIS OF CONTEMPORARY AND CLASSICAL TAFSIR QURAN

Siti Muhibah, Juhrah M. Arib, Siti Rohmah

1433-1445

PDF

THE CRIMINAL PROVISIONS OF DATA PRIVACY LAW AND ANATOMY OF CYBERCRIME LAW IN INDONESIA

Awaludin Marwan , Amalia Syauket, Andi Tri Haryono

1446-1458

PDF

GETTING TO KNOW BLOCKCHAIN TECHNOLOGY AND ITS ROLE IN COMPUTER DATA SECURITY

Gunawan Widjaja

1459-1472

PDF

THE ROLE AND STRATEGY OF FARMERS IN FACING AGRIBUSINESS RISKS

Muhamad Solekan

1473-1485

PDF

GROWTH AND DEVELOPMENT SOCIAL MEDIA STRATEGIES FOR ENTREPRENEURIAL SUCCESS: A COMPARATIVE STUDY

Irene Hasian, Friska Nurliana

1486-1494

PDF

DIGITAL TRANSFORMATION IN HUMAN RESOURCE MANAGEMENT

Indarta Priyana *¹

Universitas Informatika dan Bisnis Indonesia
indarta.priyana@unibi.ac.id

Isniar Budiarti

Universitas Komputer Indonesia (UNIKOM) Bandung
isniar.budiarti@email.unikom.ac.id

Silvy Sondari Gadzali

Universitas Subang
silvysondari@unsub.ac.id

Abstract

Digital transformation has become an inevitable phenomenon in various aspects of business, including in human resource management. This article explores the importance of digital transformation in improving the effectiveness of human resource management and examines the challenges that may be faced during the implementation process. Digital transformation enables the automation of various routine activities such as employee data administration, wages, and benefits, which significantly reduces manual workload and the risk of human error. In addition, the application of technologies such as artificial intelligence and data analytics allows for a more efficient hiring process and more informed and rapid data-driven decision-making. However, this transformation process is not free from various obstacles, including resistance to change among employees, problems integrating existing digital systems, and data security threats. Resistance to change often arises due to fears of job loss or difficulty adapting to new technologies. Technical challenges also occur in terms of synchronizing the various systems used by the company and ensuring the security of employee data from cyber threats. Amidst all this, maintaining a balance between technological efficiency and human touch remains key. By facing and resolving these obstacles, companies can harness the benefits of digital transformation in human resource management, creating a more productive, adaptive and future-oriented work environment.

Keywords: Transformation, Digital, Human Resource Management

Introduction

In today's digitalization era, digital transformation has become a major topic of discussion in various fields including human resource management. Digital transformation implies the utilization of digital technology to rejuvenate conventional business processes and practices to improve work efficiency and

¹ Correspondence author.

effectiveness. (Khlutkova, 2022).. By adopting technologies such as artificial intelligence, Big Data, and human resource information systems, companies can manage their human resources better and more efficiently.

Therefore, in this day and age, digital transformation has become a mandatory option for companies that want to stay relevant and competitive. This technology enables process automation, more informed decision-making through real-time data analysis, and improved overall operational efficiency. (Huang, 2022). With digitalization, companies can reduce operational costs, improve product and service quality, and respond to the market with greater speed and precision. (Meijerink et al., 2021).

In addition, digital transformation opens up opportunities for innovation and new business models that were not previously possible. For example, the application of blockchain technology to increase transparency in the supply chain or the use of augmented and virtual reality in employee training. Digitalization also enables companies to connect globally with customers, partners, and other stakeholders, forming a more collaborative and unified business ecosystem. (Kalinouskaya, 2024). Industry 4.0 also encourages the creation of a more flexible and adaptive work environment, where employees can work from anywhere using digital tools, thereby increasing productivity and well-being. (Halim et al., 2023).. Therefore, digital transformation in the context of Industry 4.0 is not just about adopting new technologies, but also about creating sustainable added value and positioning companies for success in the future.

Digital technology has brought many changes to the world of work and human resource management. The rapid development of online applications and systems allows various recruitment, training, and performance evaluation processes to be carried out digitally more quickly and precisely. Big data and data analysis enable evidence-based decision-making that can improve employee productivity and well-being. (Türk, 2023).

Digital transformation is having a major impact in various operational and strategic aspects of HR management. Technologies such as HR information systems and automated recruitment tools improve the efficiency of the candidate selection process. Digital learning platforms make training accessible to employees, encouraging a culture of lifelong learning. (Stankevičiūtė, 2024). Data analytics enable performance assessment and strategy formulation based on deeper insights. Digital communication applications increase participation and collaboration among employees and the flexibility of working from anywhere. This contributes to more efficient operations, better decision-making, and increased employee satisfaction and productivity. (Poulose et al., 2024).

However, digital transformation also poses new challenges for organizations. Many companies face obstacles such as mismatched employees, limited funds, and information security issues. Not all companies have adequate infrastructure to implement digital technology effectively. As a result, the implementation of digital

transformation in HR management is often not as expected and can cause disruptions in daily operations. Therefore, this paper will discuss how digital technology can be effectively implemented in HR management.

Research Methods

The study conducted in this research uses the literature research method. Literature research is a method used to collect information and data through an in-depth study of various written sources relevant to the research topic. This method is important because it provides a strong theoretical foundation, identifies existing research gaps, and provides a broader context for understanding the issue under study. (Alaslan, 2022); (Suyitno, 2021); (Adlini et al., 2022).

Results and Discussion

Definition and Concept of Digital Transformation

Digital transformation is the process of integrating digital technology into all aspects of business operations and strategy, resulting in fundamental changes in the way organizations operate and deliver benefits to customers. This process involves applying technologies such as cloud computing, big data, Internet of Things (IoT), artificial intelligence (AI), and others to improve efficiency, innovation, and competitiveness. (Mujtaba, 2023). Digital transformation is not only limited to the adoption of new technologies, but also includes changes in culture, organizational structure, and ways of thinking that support flexibility and collaboration. The goal is to improve operational effectiveness, accelerate business processes, and create better customer experiences that are adaptive to fast-changing market dynamics. (Gurtner et al., 2021).

Digital transformation is a journey involving several stages that organizations must go through to achieve significant and sustainable changes in the way they operate and serve customers. The initial stages of this transformation often begin with assessment and planning, where the company sets a digital vision and strategic goals. (Strohmeier, 2020). At this stage, the organization conducts an in-depth analysis of its current state, identifies areas that require change, and develops a clear roadmap. This assessment involves a deep understanding of existing business processes, technology infrastructure and digital capabilities, as well as benchmarking with industry best practices. The process also includes identifying and mitigating risks that may arise during the transformation. (Mujtaba, 2023).

Next, the organization enters the implementation stage, where new technology solutions are integrated into the company's operations. This stage includes the development and implementation of information technology systems, such as the adoption of cloud computing, the deployment of big data analytics, the automation of business processes, and the introduction of digital collaboration tools. (Nazarova & Rudenko, 2023).. In addition, implementation also involves training and cultural change to ensure that employees understand and are able to use the new

technology effectively. This process often involves iteration and continuous improvement to ensure that the implemented technology actually delivers benefits and contributes to the organization's strategic goals. (Smeshko et al., 2024)..

The final stage of digital transformation is evaluation and optimization. At this stage, companies continue to monitor the performance of newly implemented digital systems, using metrics and key performance indicators (KPIs) to measure the success of the transformation. This evaluation allows the organization to identify areas that still require improvement and take the necessary corrective actions. (Varshney, 2020). In addition, continuous optimization is a key focus to ensure that the organization can continue to grow and adapt to changing technology and market dynamics. This includes regularly updating technology, allocating the right resources, and sharpening digital strategies to stay relevant and competitive. With proper evaluation and optimization, digital transformation can take organizations to new levels of efficiency, innovation, and customer satisfaction. (Trang, 2023).

In summary, digital transformation is a comprehensive process that integrates digital technology into all aspects of business operations and strategy to improve efficiency, innovation and competitiveness. The process involves several stages ranging from assessment and planning, where the organization sets the vision and goals, to implementation that includes technology adoption and work culture change. The final stage is evaluation and optimization that ensures the success and sustainability of the transformation through performance monitoring and continuous adjustment. Through these stages, organizations can achieve significant changes in the way they operate and deliver benefits to customers, while adapting to rapidly changing market dynamics.

Digitalization in Human Resource Management

Digitization of the Human Resources (HR) component can cover various functional aspects of HR management, providing significant benefits in terms of efficiency, accuracy, and user experience. One important component that is digitized is the recruitment process. Digital recruitment utilizes technologies such as Applicant Tracking System (ATS), online recruitment platforms, and artificial intelligence (AI) to screen and select candidates more effectively and efficiently. (Exarchou et al., 2024). ATS systems, for example, help in organizing and tracking candidate applications, automating the initial screening process, and ensuring that candidates matching the sought-after criteria can be obtained quickly. In addition, online recruitment platforms allow companies to reach candidates globally and utilize data analytics for better decision-making in recruitment. (Liu & Su, 2022).

In addition to recruitment, employee training and development is also becoming more effective with digitalization. E-learning and Learning Management Systems (LMS) allow companies to provide training programs that can be accessed anytime and anywhere, according to employee needs. LMS can track trainees' progress, provide structured learning materials, and provide digital evaluation and

certification. (Oluka & Shava, 2024). Thus, employees can learn in a flexible and more personalized environment. In addition, technologies such as virtual reality (VR) and augmented reality (AR) are also starting to be used for realistic training simulations, which can improve employees' practical skills in an interactive and immersive way. (Akhtar, 2024).

Performance appraisal is another important component of digitalization, known as performance management systems. These systems allow managers to set, track and evaluate performance goals more transparently and accurately. Performance data collected in real-time allows for timely and relevant feedback to employees, helps identify areas for development and evaluates individual contributions to organizational goals. (Sakarina et al., 2022). Using data analytics, companies can identify performance trends, conduct more objective assessments, and design more effective and focused development programs. It also supports a more open and collaborative work culture with quick and easy access to information. (Nurhasanah & Sinambela, 2022).

Finally, digital transformation in HR management also includes time and attendance management. Digital systems such as Time and Attendance Software enable automated management of attendance, work schedules, and calculation of overtime hours. This not only reduces the administrative burden, but also minimizes errors and complies with applicable labor regulations. (Lowndes & Fu, 2021). Furthermore, many companies have also adopted Human Resource Information System (HRIS) technology that integrates various HR functions in one unified platform, from payroll, benefits management, to workforce analysis. With the utilization of this technology, HR can function more strategically, allowing companies to manage their human assets more effectively and productively. (Shava & Ndebele, 2024).

The use of technology in Human Resources (HR) management has brought about significant changes in the way organizations recruit, manage, and develop their employees. One technology that stands out is artificial intelligence (AI), which simplifies and improves various HR processes. In recruitment, for example, AI is used to quickly screen thousands of applications through algorithms that analyze certain keywords, work experience, and candidate qualifications. (Zhuang, 2024). AI also enables the initial interview process through robot chat or video interviews that use facial and language analysis to provide an initial assessment. Thus, companies can save time and resources while increasing objectivity in candidate selection (Vardarlier & Ozsah, 2024). (Vardarlier & Ozsahin, 2021).

Besides AI, Big Data also plays an important role in HR management. Big Data enables in-depth analysis of employee data, thereby supporting better decision-making across the employee lifecycle from recruitment to retention. Through data analytics, companies can identify patterns of employee behavior, measure performance, and predict training and development needs. (Shaposhnikov & Yuri, 2023). For example, analysis of employee data can reveal correlations between

certain trainings and improved performance or job satisfaction. With these data-driven insights, management can make more informed decisions and more effective strategies for managing its workforce.

Technology enables organizations to manage human resources in a smarter and more integrated manner. Human Resource Information System (HRIS) integrates employee management functions in a single system, enabling automated payroll and performance evaluation. (Göksoy et al., 2023).. Important information about employees can be accessed in real-time, aiding planning and operations. HRIS also provides analytical reports to monitor metrics such as attendance, productivity, and satisfaction. An integrated system ensures data continuity and reduces errors. (Ndraha, 2024).

Technologies such as blockchain and cloud computing are also being used. Blockchain increases the security and transparency of employee data storage. This is useful for certification and experience verification. On the other hand, cloud computing enables data access from multiple locations, supporting dispersed work environments. The adoption of these advanced technologies not only increases efficiency but also the flexibility of human resource management to deal with modern work dynamics. (Mthuli, 2024).

Therefore, the modernization of human resource management through artificial intelligence, Big Data, HRIS, blockchain, and cloud computing brings fundamental changes. These technologies increase efficiency through automation and integration and facilitate data-driven decision-making. These tools ease recruitment, training, administration, and evaluation processes, improving employee performance and satisfaction. As a result, organizations can manage human assets more effectively, responsively, and strategically to excel in the digital age.

The Effect of Digitalization on HR Management Effectiveness

Digitalization has had a significant impact on the effectiveness of Human Resources (HR) management in various fields. One of the main impacts is on the employee recruitment process. The utilization of technologies such as artificial intelligence (AI) and data analytics tools allows HR departments to screen thousands of job applications quickly and efficiently. (Enaifoghe et al., 2024).. AI algorithms can precisely identify relevant qualifications and skills from a candidate's resume, thus cutting down on the workload of human resource managers and ensuring the choice goes to the best candidate. In addition, digital recruitment platforms make it easier to conduct video interviews and chats with robots that effectively provide initial assessments, thereby speeding up the selection process without compromising the quality of the candidates. (Sarfraz, 2024).

Furthermore, digitization has improved the efficiency of employee data management through the utilization of the Human Resources Information System. This information system provides an integrated platform that integrates key HR functions such as employee data management, payroll, performance evaluation, and

facilities administration. This allows important employee data to be accessed in real-time and organized, supporting better data-driven decision-making processes. (Sharma & Kohli, 2023). With such a system, various administrative activities that previously took a long time, such as salary processing and regulatory compliance, can be automated, reducing manual errors and improving operational efficiency. (Ojogiwa & Nhari, 2024)..

The impact of digitization is also evident in employee development and training. E-learning platforms and learning management tools allow employees to take training and access teaching materials flexibly, anytime and anywhere. Modular and interactive, these platforms not only make learning more engaging but also allow companies to track employee progress more effectively. (Sani & Mandina, 2024). Thus, companies can ensure that employee development programs are on track and that employee upskilling goals are achieved. This digital solution enhances the effectiveness of continuous training, which is a key element in maintaining an organization's competitive advantage.

Finally, digitalization also affects the way HR management looks after employee well-being and participation. Online survey tools and real-time feedback platforms allow companies to take the temperature of employee satisfaction and participation on a regular basis. (Zhang & Chen, 2023). This enables quick responses to problems that may arise, such as low morale or job satisfaction issues. The technology also supports the implementation of more effective initiatives to improve employee well-being, such as digital wellness programs and health apps. Thus, digitization not only improves productivity and efficiency but also contributes to a healthier and happier work environment, which in turn improves employee retention and creates a positive work culture. (Anh et al., 2023).

Overall, digitization has brought major changes to HR management, making it more efficient, flexible and responsive to employee needs and business demands. By leveraging advanced technology, companies can maximize their HR potential and achieve long-term success.

Challenges in Implementing Digital Transformation in HR Management

Implementing digital transformation in Human Resources (HR) management is inseparable from the various challenges that companies need to face. One of the main obstacles is resistance to change. Many employees, especially those who have been working with conventional methods for a long time, often feel anxious and uncomfortable with the changes brought by digitalization. (Sugiarto, 2023). They may feel afraid that they will lose their jobs or have difficulty adapting to the latest technology. Therefore, effective communication strategies and comprehensive training programs are needed to help employees understand the benefits of digitization and how they can contribute to this process. (Wijayadne, 2024).

In addition, there are technical challenges when it comes to digital system integration. Many companies use a variety of different systems and tools to manage

HR functions, and often these systems are not compatible with each other. Integrating various digital platforms into one unified system often requires significant time, effort, and funds. (Upadrista, 2021). The process also requires specialized technical expertise to ensure that each component can function properly in the new ecosystem. Failure to integrate technologies effectively can result in inefficiencies and potential failure to achieve digital transformation goals. (Kerwin, 2022).

Data security is also one of the main challenges in digital transformation in HR management. Digital systems store a lot of sensitive employee data, including personal information and financial data. The risk of data leakage and cyber-attacks is growing with the increasing reliance on digital technology. (Bresciani et al., 2021).. Therefore, companies must invest in sophisticated security solutions and keep their cybersecurity policies up to date. Small mistakes in data protection can be fatal to a company's reputation and negatively impact employee trust (Gadzali et al., 2021). (Gadzali et al., 2023)..

Finally, digital transformation in HR management also faces the challenge of ensuring a balance between technology and the human touch. While technology can speed up and simplify various HR processes, it is still important to maintain the human aspects of HR management. This includes empathy, personal communication, and individualized consideration that cannot be fully automated by technology. Ensuring that technology is used to support, not replace, human interaction is key to a balanced and effective digital transformation in HR management.

By strategically identifying and addressing these challenges, companies can more readily and effectively implement digital transformation in their people management, maximizing the benefits while mitigating the risks.

Conclusion

The digital revolution is crucial in improving the effectiveness of Human Resource (HR) management as it enables automation and efficiency that was previously impossible to achieve with conventional methods. With the adoption of digital tools such as Human Resource Information Systems (HRIS), various time-consuming routine tasks, such as employee data administration, payroll, and benefits management, can be automated. This not only reduces manual workload but also minimizes the risk of human error, which can often pose significant problems in HR management. The utilization of technologies such as artificial intelligence (AI) in the recruitment process, for example, enables automated screening of job applications and initial assessment of candidates, which speeds up the selection process without compromising the quality of the results obtained.

In addition, the digital revolution enables better and faster data-driven decision-making. Real-time analytics and dashboard tools provide a comprehensive view of employee performance, engagement levels, and various other relevant metrics. This information allows HR managers to make more informed and strategic

decisions, be it in terms of employee development, succession planning, or retention policies. With advanced reporting and analytics systems in place, companies can respond more quickly to changing business and workforce needs, ensuring that their HR strategies are always relevant and effective in supporting the overall goals of the organization. The digital revolution is thus an important foundation for improving the effectiveness of HR management, creating a more productive and responsive work environment.

References

- Adlini, M. N., Dinda, A. H., Yulinda, S., Chotimah, O., & Merliyana, S. J. (2022). Qualitative Research Methods of Literature Study. *Edumaspul: Journal of Education*, 6(1), 974-980. <https://doi.org/10.33487/edumaspul.v6i1.3394>
- Akhtar, S. (2024). Digital Transformation in HRM. *Innovative Human Resource Management for SMEs*, Query date: 2024-07-30 14:58:15, 233-252. <https://doi.org/10.4018/979-8-3693-0972-8.ch013>
- Alaslan, A. (2022). *QUALITATIVE RESEARCH METHODS*. Query date: 2024-05-25 20:59:55. <https://doi.org/10.31237/osf.io/2pr4s>
- Anh, T. T. V., Tuan, T. M., & Tung, N. X. (2023). Human Resource Development in Vietnam's Textile and Garment Industry in the Context of Digital Transformation. *Business, Management and Economics*, Query date: 2024-07-30 14:58:15. <https://doi.org/10.5772/intechopen.106935>
- Bresciani, S., Ferraris, A., Romano, M., & Santoro, G. (2021). Human Resource Management and Digitalization. *Digital Transformation Management for Agile Organizations: A Compass to Sail the Digital World*, Query date: 2024-07-30 14:58:15, 117-138. <https://doi.org/10.1108/978-1-80043-171-320211007>
- Enaifoghe, A., Ndebele, N. C., Durokifa, A., & Thusi, X. (2024). Drivers of Digital Transformation and Their Efficacy in Public Sector Human Resource Management. *Advances in Human Resources Management and Organizational Development*, Query date: 2024-07-30 14:58:15, 39-59. <https://doi.org/10.4018/979-8-3693-2889-7.ch003>
- Exarchou, V. A., Aspridis, G. M., Savvas, I. K., Sirakoulis, K., & Garani, G. (2024). The impact of digital transformation on human resource management: A case study in higher education in Greece. *International Journal of Research in Human Resource Management*, 6(1), 24-32. <https://doi.org/10.33545/26633213.2024.v6.i1a.166>
- Gadzali, S. S., Gazalin, J., Sutrisno, S., Prasetya, Y. B., & Ausat, A. M. A. (2023). Human Resource Management Strategy in Organizational Digital Transformation. *Minfo Polgan Journal*, 12(1), 760-770. <https://doi.org/10.33395/jmp.v12i1.12508>
- Göksoy, A., Yalirsu, H. Y., & Vayvay, Ö. (2023). Digital Twin: Is It Hype? *Contributions to Management Science*, Query date: 2024-07-30 14:58:15, 81-93. https://doi.org/10.1007/978-3-031-23432-3_7
- Gurtner, A., Clerc, I., & Scheidegger, L. (2021). Digital Human Resource Management. *Digital Business*, Query date: 2024-07-30 14:58:15, 159-181. https://doi.org/10.1007/978-3-658-32323-3_8

- Halim, H. T., Halim, Y., Abdelhady, H., & Salem, K. (2023). Auditing Human Resource Management Practices. *Digital Transformation, Perspective Development, and Value Creation*, Query date: 2024-07-30 14:58:15, 193-218. <https://doi.org/10.4324/9781003376583-14>
- Huang, J. (2022). Adaptive Change of Human Resource Management from the Perspective of Digital Transformation: A case study of J Company. *BCP Business & Management*, 25(Query date: 2024-07-30 14:58:15), 732-741. <https://doi.org/10.54691/bcpbm.v25i.1902>
- Kalinouskaya, I. N. (2024). Assessment of the Level of Digitalization of the Organization's Human Resource Management. *Digital Transformation*, 30(1), 5-15. <https://doi.org/10.35596/1729-7648-2024-30-1-5-15>
- Kerwin, S. (2022). Human Resource Management and Digital Technology. *The Routledge Handbook of Digital Sport Management*, Query date: 2024-07-30 14:58:15, 22-36. <https://doi.org/10.4324/9781003088899-4>
- Khlutkova, O. S. (2022). TOOLS FOR ADAPTATION OF STAFF OF ENTERPRISES IN THE CONDITIONS OF DIGITAL TRANSFORMATION. HUMAN RESOURCE MANAGEMENT AS A BASIS FOR THE DEVELOPMENT OF INNOVATIVE ECONOMICS. *Материалы XI Международной Научно-Практической Конференции*, Query date: 2024-07-30 14:58:15. https://doi.org/10.53374/9785864339176_363
- Liu, L.-L., & Su, Y.-J. (2022). Digital Transformation and Strategic Analysis of Human Resource Value. *Advances in Management and Applied Economics*, Query date: 2024-07-30 14:58:15, 99-130. <https://doi.org/10.47260/amae/1266>
- Lowndes, N., & Fu, N. (2021). Digital Transformation in Organizations an Exploration of Human Resource Management. *SSRN Electronic Journal*, Query date: 2024-07-30 14:58:15. <https://doi.org/10.2139/ssrn.3850560>
- Meijerink, J., Boons, M., Keegan, A., & Marler, J. (2021). Algorithmic human resource management: Synthesizing developments and cross-disciplinary insights on digital HRM. *The International Journal of Human Resource Management*, 32(12), 2545-2562. <https://doi.org/10.1080/09585192.2021.1925326>
- Mthuli, S. A. (2024). Digitalization of Employee Performance Evaluation to Advance Public Sector Human Resource Management. *Advances in Human Resources Management and Organizational Development*, Query date: 2024-07-30 14:58:15, 202-221. <https://doi.org/10.4018/979-8-3693-2889-7.ch011>
- Mujtaba, B. G. (2023). Digital Literacy on Privacy Rights Policies in the American Workplace. *Contributions to Management Science*, Query date: 2024-07-30 14:58:15, 115-126. https://doi.org/10.1007/978-3-031-23432-3_10
- Nazarova, G., & Rudenko, V. (2023). Digital maturity and digital transformation in human resources management: Stability vs. development. *Development Management*, 21(3), 57-65. <https://doi.org/10.57111/devt/3.2023.57>
- Ndraha, A. B. (2024). Digital Workforce Planning and Management in the Public Sector. *Advances in Human Resources Management and Organizational Development*, Query date: 2024-07-30 14:58:15, 21-38. <https://doi.org/10.4018/979-8-3693-2889-7.ch002>
- Nurhasanah, S. U., & Sinambela, J. M. (2022). Digital Transformation In Human Resource Management: Challenges And Opportunities. *Brilliant International*

- Journal Of Management And Tourism*, 2(3), 307-317.
<https://doi.org/10.55606/bijmt.v2i3.2907>
- Ojogiwa, O. T., & Nhari, S. R. (2024). Embracing Transformative Digital Human Resource Management in the Nigerian Public Sector. *Advances in Human Resources Management and Organizational Development*, Query date: 2024-07-30 14:58:15, 130-144. <https://doi.org/10.4018/979-8-3693-2889-7.ch007>
- Oluka, A. M., & Shava, E. (2024). Digital Transformation in Hiring and Selection Processes. *Advances in Human Resources Management and Organizational Development*, Query date: 2024-07-30 14:58:15, 115-129. <https://doi.org/10.4018/979-8-3693-2889-7.ch006>
- Poulose, S., Bhattacharjee, B., & Chakravorty, A. (2024). Determinants and drivers of change for digital transformation and digitalization in human resource management: A systematic literature review and conceptual framework building. *Management Review Quarterly*, Query date: 2024-07-30 14:58:15. <https://doi.org/10.1007/s11301-024-00423-2>
- Sakarina, S., Ena, Z., Jenita, Cakranegara, P. A., & Surahman, S. (2022). Digital Transformation in Human Resource Management in the Industrial Age 4.0. *Quantitative Economics and Management Studies*, 3(5), 750-756. <https://doi.org/10.35877/454ri.qems1067>
- Sani, S., & Mandina, S. P. (2024). Examining the Challenges of Adopting Modern Technologies in Public Sector Human Resource Management. *Advances in Human Resources Management and Organizational Development*, Query date: 2024-07-30 14:58:15, 60-89. <https://doi.org/10.4018/979-8-3693-2889-7.ch004>
- Sarfraz, M. (2024). Editorial Opinion: Digital Transformation: The Human Side of Change Management. *Psychology & Psychological Research International Journal*, 9(2), 1-3. <https://doi.org/10.23880/pprij-16000419>
- Shaposhnikov, S. V., & Yuri, S. (2023). Digital Transformation Practices of Human Resource Management in Japanese SMEs. *Актуальные Вопросы Изучения Истории, Международных Отношений и Культур Стран Востока*, Query date: 2024-07-30 14:58:15. <https://doi.org/10.25205/978-5-6049863-1-8-102-105>
- Sharma, R. C., & Kohli, D. (2023). Embracing Digital Transformation for Sustainable Development: The Synergy between Learning Organizations, Human Resource Management, and Service Quality. *Journal of Chinese Human Resources Management*, 14(3), 3-17. <https://doi.org/10.47297/wspchrmwsp2040-800501.20231403>
- Shava, E., & Ndebele, N. (2024). Digital Transformation in Public Sector Human Resource Management. *Advances in Human Resources Management and Organizational Development*, Query date: 2024-07-30 14:58:15. <https://doi.org/10.4018/979-8-3693-2889-7>
- Smeshko, O. G., Mordovets, V. A., & Vardanyan, E. O. (2024). Digital tools as a key element of human resource management technology in the conditions of digital transformation. *Economics and Management*, 30(1), 35-42. <https://doi.org/10.35854/1998-1627-2024-1-35-42>
- Stankevičiūtė, Ž. (2024). Data-Driven Decision Making: Application of People Analytics in Human Resource Management. *Intelligent Systems Reference*

- Library, Query date: 2024-07-30 14:58:15, 239-262. https://doi.org/10.1007/978-3-031-55952-5_12
- Strohmeier, S. (2020). Digital human resource management: A conceptual clarification. *German Journal of Human Resource Management: Zeitschrift Für Personalforschung*, 34(3), 345-365. <https://doi.org/10.1177/2397002220921131>
- Sugiarto, I. (2023). Human Resource Development Strategies to Achieve Digital Transformation in Businesses. *Journal of Contemporary Administration and Management (ADMAN)*, 1(3), 156-162. <https://doi.org/10.61100/adman.v1i3.66>
- Suyitno. (2021). QUALITATIVE RESEARCH METHODS CONCEPTS, PRINCIPLES AND OPERATIONS. Query date: 2024-05-25 20:59:55. <https://doi.org/10.31219/osf.io/auqfr>
- Trang, N. T. (2023). Digital Transformation and Employment: Challenges for Human Resource Use and Management. *VNU Journal of Science: Policy and Management Studies*, 39(3). <https://doi.org/10.25073/2588-1116/vnupam.4447>
- Türk, A. (2023). Business Competencies for a Strategic Model Suitable for Digital Transformation. *Contributions to Management Science*, Query date: 2024-07-30 14:58:15, 205-216. https://doi.org/10.1007/978-3-031-23432-3_17
- Upadrista, V. (2021). Human Resource Management. *Formula 4.0 for Digital Transformation*, Query date: 2024-07-30 14:58:15, 169-178. <https://doi.org/10.4324/9781003159070-chapter10>
- Vardarlier, P., & Ozsahin, M. (2021). Digital Transformation of Human Resource Management: Social Media's Performance Effect. *International Journal of Innovation and Technology Management*, 18(3). <https://doi.org/10.1142/s021987702150005x>
- Varshney, D. (2020). Digital Transformation and Creation of an Agile Workforce: Exploring Company Initiatives and Employee Attitudes. *Contemporary Global Issues in Human Resource Management*, Query date: 2024-07-30 14:58:15, 89-105. <https://doi.org/10.1108/978-1-80043-392-220201009>
- Wijayadne, D. R. (2024). Human Resource Development through Knowledge Management Towards Digital Transformation System. *Psychostudia: Journal of Psychology*, 13(1), 1-1. <https://doi.org/10.30872/psikostudia.v13i1.14867>
- Zhang, J., & Chen, Z. (2023). Exploring Human Resource Management Digital Transformation in the Digital Age. *Journal of the Knowledge Economy*, 15(1), 1482-1498. <https://doi.org/10.1007/s13132-023-01214-y>
- Zhuang, Z. (2024). Digital Transformation of Enterprise Human Resource Management Enabled by Big Data. *Proceedings of Business and Economic Studies*, 7(2), 60-65. <https://doi.org/10.26689/pbes.v7i2.6606>