



# Digital HRM And Organisational Change: Measuring Its Effectiveness In HR Practices

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## Abstract

Today, we all are living in the era of digitalisation and everyone is depending on technology to survive their life in any way. Advancement of technology is increasing day by day such as information system, different kind of software, mobile or internet etc. It was indispensable for Human Resource management to use advanced and upgraded technology that will influence the improvement and enhancement of HRM Practices, services and business work in efficient manner. The virtual age is fundamentally reshaping Human Resource Management (HRM). This paper explores the transformative strength of digital HRM practices, inspecting their effectiveness in enhancing core HR functions. By integrating virtual technologies like automation, synthetic intelligence, and digital platforms, groups are streamlining methods, fostering facts-pushed selection-making, and cultivating an extra agile staff. The paper investigates the effect of virtual HRM on numerous HR practices, consisting of recruitment, education, overall performance control, and worker engagement. It analyzes how those improvements improve performance, reduce prices, and create strategic blessings. Furthermore, the studies explores the demanding situations related to virtual transformation in HRM, together with the want for staff up skilling and making sure alignment between HR strategies and technological advancements. Ultimately, the paper aims to provide a comprehensive knowledge of the transformative electricity of virtual HRM and its effectiveness in shaping future HR practices.

**Key Words:** Human Resource Management, Digitalisation, HRM Practices, Technology

## Introduction

Change is the law of nature. The world is continuously changing circumstances, changes (situation, Technology, environment) etc. Any sort of change affects the organisation whether in the decision making of the business or in any functional area of management. With the up gradation of technology, the internet is performing like a driver of change in the organisations. Internet acts as a better reach to exchange and manage information in more efficient manner. The study emphasise on the transformative power of digital HRM in the organisations.. As it is clearly said that Human Resource Management is a very important part for any organisation because human resource is considered as the assets for the organisation. Traditional HR practices were often manual, paper-based, and time-consuming. Digitalization offers a paradigm shift by introducing automation, data-driven insights, and improved connectivity, leading to increased efficiency and effectiveness in various HR domains. This is the era of digitalisation and it has become inevitable for the human resource to adopt advanced technology related to their employees'

practices. Digitalisation in Human Resource Management is the process of transforming conventional HR Process in to digital HR Process by using advanced IT based tool. Digitalisation is that phenomena which has transformed HR practices by bringing change in the traditional practices of Human Resource in to digital practices. The rapid pace of technological advancement has fundamentally transformed the way businesses operate. Digitalization, characterized by the integration of digital tools and technologies into various processes, has significantly impacted Human Resource Management (HRM). By embracing digitalization, HR departments can enhance their effectiveness, efficiency, and strategic impact within organizations.

## Literature Review

1. **Alrvaiddan (2023)** studied on the impact of digital HR practices on organizations. The author explored the influence of cloud-based solutions on HR practices in Jordan, highlighting the role of technology in transforming HR processes.
2. **Dreković et al. (2023)** discussed the integration of technology and digital transformation in HRM, emphasizing the importance of optimizing processes through Industry 4.0 technologies.
3. **Peng (2023)** emphasized on the relationship between Human Resource Technology (HRT) integration and organizational performance in the context of corporate sales in the digital era underscores the importance of leveraging digital tools for enhancing overall performance. These studies collectively emphasize the transformative potential of digital HR practices in driving organizational effectiveness and adapting to the evolving technological landscape.
4. **Awwad., & Attani., (2022)** studied on the title “The impact of digital HRM on employee performance through employee motivation.” The authors used motivation as a mediator in between employee digital HRM Practices and job performance. The finding of this study reveals that digital training is directly related to motivation of employees. If the employees are trained digitally without restriction of time and place, they feel more motivated. The three pillars digital performance appraisal, digital employee training and employee motivation enhance and improve the performance of employees.
5. **Ndulue Eric Ifeanyi (2021)** wrote a research paper on the title “Contribution of Digital Human Resource Management towards Organizational Performance”. In this paper the author highlighted the importance of Digital HRM in respect of organisational performance. A case study has been made by author on Several organisations. This study reveals that the DHRM impact the organisational performance. By preparing a good Digital HRM strategy, the performance of organisations can be enhanced.
6. **Abdeelal., Mushthafa., & Halid., (2022)** studied on the “HRM Practices in Digital Era and its Positive Impact on Environmental Performance within Hotel Industry.” In this paper the authors assessed the relationship between Digital Human Resource Practices and environmental performance within hotel Industry. The finding of this study shows that the impact of digital HR practices is remarkable on environmental performance in hotel Industry.

## Research Gap

Digital Transformation of HR has widely spread all over the world. Many studies have been done on Digital HR. I reviewed the literature of several studies which is related to Digital HRM and Organisational changes. After studying many research papers, I found that some new case studies should be taken up to see the impact of digital HR on business. So in this paper I focused on many case studies of different organisations.

## Objective of the Study

1. To overview the concept of Digital HRM Transformation
2. To measure the impact of Transformative Digital HRM in improving organizational performance

Digital Transformation of Human Resource

The adoption of digital human resource tools and strategies to improve the employee experience and enhance operational performance through data-driven, automated practices (Stacie 2024) <sup>1</sup>HR digital transformation is an ongoing and dynamic process that involves incorporating digital technologies into several aspects of HRM for efficient, effective, and overall better experiences of employees. This change includes the implementation of digital tools and technology as well as using data driven approaches towards optimizing HR processes in line with the changing needs of the contemporary work places.

Digitization v/s Digitalization v/s Digital Transformation

The terms digitization, digitalization, and digital transformation are among the words commonly used to express when a company embraces more technology in support of its operations. Nonetheless, these represent different levels of technological use by companies ranging from mere transfer of information into an electronic form to complete transition to a digital business model.

Digitization v/s Digitalization v/s Digital Transformation

Criteria	Digitization	Digitalization	Digital Transformation
Definition	Converting information from physical to digital format.	Leveraging digital technologies to improve business processes.	A holistic change in how a business operates using digital technologies.
Focus	Data conversion	Process improvement	Entire business strategy
Example	Scanning paper resumes into digital files.	Using software for applicant tracking or performance management.	Reimagining HR strategy with digital culture, tools, and metrics.
Technologies Used	Scanners, basic computer programs.	HR software, cloud computing.	AI, data analytics, machine learning, comprehensive digital platforms.
Benefits	Reduces physical storage needs, easier data retrieval.	Streamlines HR processes, improves efficiency and accuracy.	Enhances decision-making, employee experience, and overall agility.
Outcome	Digital records of HR information.	Improved operations and employee management.	A transformed HR role that's strategic, data-driven, and employee-centric.

Source: Beekeeper website (Article on Digital Transformation)

## Stages of HR transformation

During an interview, Brian Soils spoke about Digital Transformation of HR and mentioned 6stages of Digital Transformation of Human resource.(Soils)

**In his report for Altimeter, Solis distinguishes six stages of digital transformation:**

1. Business as usual – This one is pretty self-explanatory.
2. Present and active – Various experiments throughout the organization drive digital literacy & creativity.
3. Formalized – This is where the business relevance comes in. If it's not relevant for the business, the leadership shouldn't support it – although that's not always the case, unfortunately.
4. Strategic – Individuals realize the power of collaboration. Their shared efforts and insights lead to new strategic roadmaps.
5. Converged – This is where a dedicated digital transformation team is formed to guide the company strategy and operations.
6. Innovative and adaptive – Digital transformation has become the new 'business as usual' and a new ecosystem is established.

## Prominent technologies in HR digital transformation

1. **Digital Onboarding:** Digital onboarding shows how HR transformation changes old HR methods. It moves from paper-based onboarding to tech-driven ways. This switch makes things faster and easier. HR teams use new tools to welcome new hires. These tools help save time and cut down on errors. New employees can fill out forms online before they start. This lets them learn about the company sooner. It also helps them feel part of the team faster. Companies can track the on boarding process better with digital tools. This helps ensure nothing gets missed. Digital on boarding is just one way HR is using tech to improve.
2. **HR Management Systems (HRMS).** An HRMS is full suite of all your essential integrated human resource components such as payroll, recruitment, onboarding, performance management and employee data management. These platforms help in automating conventional administrative duties, making processes efficient and refined through analytics.
3. **Artificial Intelligence and Machine learning:** AI & ML are one of the most trending courses is Artificial intelligence and Machine Learning. In HR, AI and ML technology are becoming increasingly popular in some really cool use cases such as resume screening, candidate sourcing, attrition prediction or turnover modelling, and last but not least sentiment analysis about employees. Companies can control costs by delivering HR services through AI-driven chatbots that are used to respond and support employee responses.
4. **Data Analytics and Predictive Analytics:** HR data analytics tools provide valuable insights from vast amounts of employee-related information. Using real-time and historical data about the workforce, predictive analytics models can prognosticate employee turnover rates or even patterns related to performance and satisfaction levels in this occasion helps HR professionals make better business decisions whilst making less reactive strategies.
5. **Employee Self-Service Portals and Mobile Apps:** Employee self-service portals and mobile apps allow employees to independently use HR services and information. With these kinds of platforms, employees can access their personal info, request time off, enroll in benefits and view pay stubs more easily as well have the ability to communicate with HR however when needed or preferred so long ho rights are given departments setup will improve efficiency along-side employee experience.
6. **Virtual Reality (VR) and Augmented Reality (AR):**The world of HR has been undergoing some



revolutionary shifts with the introduction of VR and AR technology- more so in training / development. VR simulations can create life-like scenarios which the employees have to navigate through, in order to learn new skill sets. Other applications of AR include training, specifically on-the-job and remote assistance, as well as engaging employees to create a better work environment.

## **Need for a successful digital Human Resource Transformation**

Technology is transforming every element of business operations—and HR is no exception. From tools to improve talent sourcing and recruiting to systems designed to identify skill gaps before they emerge, a host of new technologies promise to revolutionize HR's overarching strategy (Nicole 2024). Digital Human Resource Transformation is crucial because it can make businesses more improved, advanced and effective. If some parts of HR processes such as hiring, orientation and performance appraisals were automated, corporations could save a lot of time and resources which are limited. As a result, human resource managers would have ample time for strategic programs that aim at promoting employee commitment and therefore business success can be achieved as well.

There are other reasons why digitizing human resources matters and one of them is that it can improve the involvement of workers. By making advanced HR tools such as mobile apps and virtual reality training programs accessible to employees, organizations can achieve a highly engaged workforce that is more productive. This in turn has an effect on morale enhancement, lowered turnover rates and increased productivity that will all eventually result in higher profit margins.

Digital HR transformation success needs good planning, change control, and worker support. A company's size, field, and requirements determine which digital tools and tech it uses. HR departments must always improve to stay flexible and adjust to business changes. The specific tech and tools chosen depend on how big the company is, what industry it's in, and what it needs. To keep up with shifting business landscapes, HR must always get better and stay quick on its feet. Careful planning managing changes and getting employees on board are crucial for digital HR transformation to work. Different organizations pick different tools and technologies based on their unique situation.

Moreover, HR digitization is important because it also helps increase data-driven decision making among companies. For example, by collecting data on employee behaviours, performance, and engagement; companies would have a chance to harvest useful information that would be used in formulating their human resource strategies. In case of low levels of staff engagement for instance this knowledge could help identify areas needing improvement through targeted initiatives.

## **Research Methodology**

This research paper has been written using secondary data. Data has been collected from different sources such as news paper, magazine, published article, authentic websites, and reports from public institution and so on. This data facilitate to examine the comprehensive result for this paper.

## **Effectiveness of Digital HR Transformation on the Organization**

**Transformation** of Digital HRM has brought revolution in HRM practices. Earlier those activities which were manual, paper based and time taken now has shifted in easy and effective online activities. Digital Transformation of HRM is significantly impacting the performance of organization. Today most of the organization have indulged themselves in digital HR practices. The way organizations manage their workforce has changed significantly due to the digital transformation of HR management. This is how it affects them:

- **Increase effectiveness of practices and streamlined process:** HR specialists might end up doing monotonous tasks such as payroll and benefits that can be automated hence giving them time for more strategic work to do. For easier screening and selecting of applicants, recruitment functions can be automated by applicant tracking systems (ATS). It is faster to bring new employees who are not familiar with the internal processes on board up to speed using online onboarding tools.
  - **Helps in data driven decision making:** Human resources analytics instruments can supply valuable information on labor force trends including turnover rates, skill deficiencies among others like worker commitment analyses; hence they would enable decision-making based on valid statistics with regard to employee recruiting strategies, imparting new competencies or expertise training methods.
  - **Enhanced and improve candidate's Experience:** Anytime and anywhere employees can use the self-service portals to view their paystubs, benefits information, and other HR documents. Performance management software can serve to make communication between managers and employees more regular and constructive, thus leading to better feedback. Communication and collaboration tools provide a way for employees not to disconnect irrespective of the possibility of remote work.
  - **Transform HR roles and skills:** The focus of HR has transformed in more strategic functions rather than administrative task. HR is emphasizing on more strategic functions such as talent acceptance (Talent Management) and workforce forecast. HR individuals must be efficient in new competencies which include data mining ability combined with digital learning besides change facilitation.
  - **Save time and enhance the productivity:** Digitalization of HR helps in saving time which was not possible earlier. It is improving the overall productivity of the organizations.
  - **Reduce Cost:** Digital Transformation of HR is not only improving the productivity but also reducing the cost. HR professionals can spend less time on administrative tasks, which generally refer to payroll processing, employee data management, and benefits administration, if they use HR technology. As such, the administrative costs would be lower through digitalizing HR processes.
  - **Improve acquisition of Talent:** If one area is rich in digital HR solutions, apps, and software within the HR sector, it is talent acquisition. From candidate sourcing and job posting to candidate pre-selection, interview scheduling, and onboarding, many aspects of the candidate journey can be digitalized and (largely) automated
- Technology is the future of human resource. This development brings streamlining of operations through automation, improved problem solving through data, and a more human approach. Faster recruitment, improved training and an attendant gladness go along this pathway. However, while it may be advantageous, there's always the potential of getting rid of jobs when people need them most due to the well known cost implications like it is expensive ... so one should be wary.

## Report of AIHR on Case Studies of Digital HRM

**According to AIHR's Report,** HR Digitalization has become priority of 95% CHROs. This case study collection brings together some of the Top digital HR case studies from across the world in last few years. Each of them is focused on a certain direction of business. It shows the challenges and demonstrates the business impact.

Company's Name	Description	Impact of Digital HRM on Businesses
<b>AnchorTrust</b> (Chatbots: Improving the Job Seeker's Experience)	Anchor Group has been established in United Kingdom as a non-profit association. This group wanted to make recruitment process effective and smooth with the involvement of several	According to study, 65% drop in typical cost for each application, from 51 GBP to 18 GBP.
	candidates and get their experience improve and enhanced. To engage several candidates and improve their experience, anchor group started using recruitment Chatbot, it was built in to facebook messenger with the use of questions, that permit for screening and connect with candidate directly.	The conversion rate jumped from 2.04% to 27% when the company switched from the old way of applying through a website with a CV uploads to using a chatbot. <ul style="list-style-type: none"> <li>The number of people applying each month went up by 82%.</li> </ul>
<b>2. Atos</b> (A strategy focused on Transformation)	Atos is a French multinational company which works in information technology services and consultation. Atos faced a divergence between the data in the main HR system of the company and its employee document management function. To do away with it, Atos required a plug-and-play instrument serving HR services from A to Z, which would engage personnel, managers, and HR	More than 37% users return to DLA website every week.

		department at once. This cloud-based solution was adopted by Atos in seventy countries simultaneously. Synchronizing Employee File Management with their HRIS' recruiting module enabled the organization to simplify HR operations as well as make them digitally-guided.	



	activities. The answer was provided by gamification that uses game-like features	
	such as enjoyment, design and competition within non-gaming scenarios. Deloitte better engaged its users by embedding badges, missions, and leaderboards into an easy-to-use platform that consisted of video lectures, tests and quizzes.	
<b>4. Global Energy Firm</b>	A global energy business found it in a serious disconnect between their digitalization inside and out. Their delivery of learning as well as compliance training for example was extremely old-fashioned and did not deliver results. Instead of this approach, the Director, Interim HR Change & Innovation went for innovative gamification method to address this concern. As a result, this brought about a new training app which can be used by staff members to earn points which are visible for everyone in the company.	In three months, almost all tests and obligatory training were finished instead of nine months in the past, showing 100% growth
<b>5. KPMG</b> Employee journey started right after the signature	KPMG is among the biggest professional services companies in Thailand and serves an equal number of overseas and domestic clients. The company operates in one hundred and forty four countries and territories across the world and provides services such as auditing, taxation and consultation. KPMG Belgium was	Having used the on boarding app for 24 months, KPMG workers rate their hiring process at 4.45 out of 5 while their first week is at 4.12 with an activation rate of 81%.

	<p>looking to improve the way they hired new people. Implementation of a formalized system was not done by the company when hiring new employees. Situational redundancy processes could take place when hiring fresh graduates leading to waiting periods between signing the contract and reporting to work. For this reason therefore, kpmg adopted an all-inclusive secure software for welcoming employees which would address the above anomalies.</p>	
<p><b>6. New Moms</b> Use of HRIS improve and enhance efficiency</p>	<p>A non-profit organization, New Moms, helps homeless young mothers and those experiencing poverty. Their previous manual but still paper-based and disorganized human resource management system bogged down day-to-day activities. Hundreds of hours were spent on personnel files, different funding streams and other vital records. To overcome this issue, the administration introduced new software - Human Resource Information System (HRIS- that allowed putting everything onto one unified database where it could be easily retrieved. Utilizing the latest HRIS, their stakeholders have been</p>	<p>In the three years following the initiation of their HRIS, New Moms were able to:</p> <ul style="list-style-type: none"> <li>• Reduce their turnover rate by 37%</li> <li>• Save \$21,000 in staff time</li> <li>• Shift from paper-based annual performance appraisal to week-to-week coaching for employees.</li> </ul>

		able to identify and show compelling data about the undertakings each day which has seen it increase the amount of money granted towards upcoming projects and running expenditures.	
<b>7. LASD</b> Reinventing Processes	Outdated	<p>The LASD is the largest sheriff's department in the world and the fourth largest police agency in the United States.</p> <p>The department's selection process has rigorous background check procedures. The LASD created a paper file for each recruit, sometimes containing over 1000 pages. Such manual processes created security, efficiency and accuracy issues.</p> <p>The LASD solved this issue by implementing software that automated their most important human resource activities so they would no longer have to generate printed documents on numerous reams of paper but could collect information electronically.</p>	<p>There used to be an 18 month time to hire which could be considerably shortened</p> <p>It is a better candidate involvement</p> <p>An increase in data security"</p>
<b>8. Grolsch</b> From Benefit administration to benefit communication		<p>Grolsch is a multinational beer company, The communication on labor conditions and benefits was difficult for Grolsch. Grolsch has more than 650 employees which make it difficult to keep track of all</p>	<p>The upgrade in contentment level was evidently pass over from the past undeveloped help system ( This gave 6.8 out of the 10) to 8.2 through My Benefits"</p>

	<p>changes and personal preferences as a result of this high number of human beings. The above mentioned reasons are what made them consider changing it into an effective eco-friendly system which would provide employees with more knowledge of their labor conditions and benefits.</p> <p>To compress too much content, we put company's policies into a computer system so that one is able to view his/her personal details and benefits even when making alterations. This gave birth to My Benefits, a digital HR system free from paperwork. Grolsch has adopted this approach to have access to all staff terms of employment.</p>	<p>the study revealed through workers satisfaction survey.”</p>
<p><b>9. Arvato</b> Align candidate and Culture with the use of technology</p>	<p>Arvato Bertelsmann had a high number of employees leaving their offices untimely and Arvato was researching for finding out the reason of premature job leaving. these plans were finally reached after researching on why most employees left the company early only to reveal that it is because what prospective employees anticipate differs from what actually happens when they start work.”</p> <p>Arvato's answer was a pre-employment assessment. Candidates could then</p>	<p>A drop of 63% has been observed in Arvato's uncomplying turnover.</p>

	choose to complete it at their own pace and acquire a practical insight into their future job surroundings as well as an impression of the firm's culture.	
<b>10. Walmart</b>	<p>Walmart constantly looking for better opportunities for improving and enhancing the experience of customers and employees.</p> <p>“To do this it searches for roles of transactionality that can be automated providing space for workers to interact with customers at a more personal level. One such area where this is happening is the rapidly expanding personal shopping help division of the company. The business downsized its cashiers in favor of self-checkout machines, and also retrained its top employees to become personal shoppers.</p> <p>In order to assist the employees in getting started with work, Walmart uses virtual reality to train its employees and get them ready for various situations that they may face.</p>	High level of gratification has been observed in both customer and employees.

Source: AIHR (case study collection)

## Findings of the Research Paper

1. Digital HRM practices have a significant impact on various HR functions, including recruitment, training, performance management, and employee engagement
2. These improvements lead to enhanced performance, cost reduction, and strategic advantages within organizations.
3. The transformative power of digital HRM is evident in its ability to streamline processes, foster data-driven decision-making, and cultivate a more agile workforce
4. The research highlights the positive influence of digital HR initiatives on businesses globally, showcasing examples such as Anchor Trust's recruitment chatbot, Deloitte's gamification strategies, and KPMG's onboarding app.
5. These case studies demonstrate how technology can enhance HR operations and create a better employee experience for organizational success.



6. By integrating virtual technologies like automation, artificial intelligence, and digital platforms, organizations can optimize their HR practices and adapt to the rapidly changing business environment.
  7. The study emphasizes the importance of preparing a robust Digital HRM strategy to enhance organizational performance
  8. Effective implementation of digital HR practices can lead to improved efficiency, services, and overall business operations.
  9. Digital HRM enables the creation of digital records of HR information, which enhances data management and accessibility within organizations
  10. The research paper underscores the need for organizations to leverage technology for smoother HR operations and to remain relevant in the modern business landscape. Companies like Atos and Walmart are utilizing technology to drive HR digitization and improve the employee experience.
- Overall, the findings suggest that digital HRM plays a crucial role in reshaping HR practices, driving organizational performance, and ensuring competitiveness in the digital era.

## Limitations of the Research Paper

1. The research paper relies solely on secondary data sources such as newspapers, magazines, published articles, authentic websites, and reports from public institutions. This limitation may introduce biases or inaccuracies based on the quality and reliability of the data collected.
2. The study does not include primary data collection methods like surveys, interviews, or experiments. This absence of primary data may limit the depth of analysis and the ability to draw direct correlations between variables.
3. The paper focuses on the transformative power of digital HRM in enhancing core HR functions, but it may not provide a comprehensive analysis of all aspects of HRM practices. This narrow focus could overlook other important factors influencing HR practices.
4. The research paper primarily discusses the impact of digital HRM on HR practices within organizations. However, it may not delve deeply into the broader implications of digital HRM on organizational performance beyond HR functions.
5. While the paper acknowledges the challenges associated with digital transformation in HRM, such as the need for staff upskilling and alignment between HR strategies and technological advancements, it does not offer detailed solutions or strategies to address these challenges.
6. The study may lack generalizability due to its focus on specific industries or organizations. This limitation could restrict the applicability of
7. the findings to a broader range of contexts
8. The paper does not explore potential limitations or drawbacks of implementing digital HRM practices within organizations. Understanding the potential pitfalls or negative consequences of digital HRM adoption is crucial for a comprehensive analysis.
9. The research paper does not address the potential ethical implications of digital HRM implementation, such as data privacy concerns or algorithmic biases. Considering these ethical considerations is vital for responsible and sustainable HRM practices in the digital age.

## Conclusion and suggestions:

Digital HRM is changing how businesses manage their workers' practices, incorporating core functions into such virtual technologies as automation, artificial intelligence and digital platforms; thereby transforming them. Digital HRM not only improves job performance and lowers expenditure; it also fosters strategic competitiveness through process integration facilitating data based decision making and promoting the less rigid workforce (completing with traditional HR methods). Digital transformation is the future where every organization will move towards using these methods too.—from a general perspective it can be said that the importance placed on HRM and HRD in organizations is evident in the fact that

human capital constitutes the single most valuable asset any company has.

The AIHR report on case studies of Digital HRM demonstrates how digital HR initiatives have positively impacted businesses all across the world. Notable examples include Anchor Trust's recruitment chatbot, which reduced costs and brought in more applications; Deloitte's gamification, which enhanced user engagement; and KPMG's onboarding app, which provided a better way of hiring personnel. From Atos to Walmart, companies are leveraging technology to make human resources operations smoother and create a better employee experience for business success. These case studies substantiate that, if organizations want to remain relevant to the modern and rapidly changing business environment, digitization of HR would become a mover.

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