

## **DIGITAL HR TRANSFORMATION AND ORGANIZATIONAL PERFORMANCE: EVIDENCE FROM TECHNOLOGY-DRIVEN FIRMS**

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### **Abstract**

Digital transformation in human resource management has become a crucial strategy for technology-based companies to improve organizational effectiveness and business competitiveness. This study aims to analyze the impact of digital HR transformation on organizational performance in technology-oriented companies through a literature review approach. The research method used is a literature study by reviewing various scientific articles, international journals, research reports, and relevant academic sources that discuss digital HR transformation and organizational performance in the context of modern companies. The results of the study indicate that the implementation of digital technology in HR functions, such as the use of artificial intelligence, big data analytics, cloud-based HR systems, and automated recruitment, can improve operational efficiency, employee productivity, decision-making quality, and organizational flexibility in facing business changes. In addition, digital HR transformation also contributes to increased employee engagement, the development of digital competencies, and the acceleration of organizational innovation. However, several challenges remain, including resistance to change, limited digital competency of human resources, and issues of data security and privacy. This study concludes that digital HR transformation plays a strategic role in driving organizational performance improvement in technology-based companies when supported by adaptive leadership, an innovative organizational culture, and adequate technological readiness. This research is expected to serve as an academic and practical reference for

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organizations in designing sustainable digital-based HR management strategies.

**Keywords:** Digital HR Transformation, Organizational Performance, Human Resource Management, Technology-Driven Firms, Digitalization

## INTRODUCTION

Digital transformation has become a global phenomenon transforming nearly every aspect of organizational management, including human resource management. Advances in information technology, artificial intelligence, big data, cloud computing, and automation systems have encouraged companies to adapt to more modern, effective, and data-driven workforce management models. In the context of technology-based organizations, digital transformation of the human resources function is no longer viewed as merely an administrative complement, but rather as a key strategy for improving organizational effectiveness and strengthening competitiveness. Digital HR transformation enables companies to integrate recruitment, training, performance evaluation, talent management, and strategic decision-making processes through a structured, real-time digital system. This transforms HR into a strategic partner in supporting the achievement of organizational goals, not just an employee administration manager.

The increasingly competitive business environment demands organizations to be agile, adaptive, and innovative. Technology-based companies are among the most active sectors implementing digital transformation due to the dynamic nature of their industry, which relies on rapid innovation. In this context, digital human resource management is crucial for maintaining operational efficiency and increasing work productivity. Digital HR transformation enables organizations to reduce time-consuming manual processes and improve the accuracy of employee data management. Furthermore, the use of digital platforms in HR also helps organizations create a more flexible, transparent, and collaborative work experience, thereby increasing employee satisfaction and engagement (Khatoon et al., 2025).

The implementation of digital transformation in HR management also impacts organizational performance. Organizational performance is measured not only financially but also encompasses workforce productivity, decision-making effectiveness, organizational innovation, adaptability, and service quality. Digital HR systems enable organizations to obtain more accurate data on employee performance, enabling more targeted evaluation and development of human resources ("Enhancing Organizational Effectiveness

Through Digital HR Transformation," 2025). With data-driven analytics systems, companies can identify training needs, predict potential employee turnover, and improve the effectiveness of talent management strategies. This contributes to increased work efficiency and organizational sustainability in the face of global market changes.

On the other hand, implementing digital HR transformation also faces various complex challenges. Not all organizations have the technological infrastructure, digital work culture, or adequate human resource competencies to support such a transformation. Many companies still struggle to integrate new technologies with existing work systems ("Enhancing Organizational Effectiveness Through Digital HR Transformation," 2025). Furthermore, employee resistance to technological change often presents a barrier to organizational transformation. Lack of digital literacy, limited training, and concerns about job automation can impact the effectiveness of digital HR system implementation. Therefore, the success of digital transformation depends not only on the use of technology but also on the organization's ability to build a culture of innovation and the readiness of its human resources to adapt to change.

The increasing use of digital technology in HR functions is also driven by changes in work patterns following the global pandemic, which have encouraged companies to implement flexible and technology-based work systems. Many technology companies have begun utilizing digital applications to support remote working, virtual recruitment, online performance management, and digital learning platforms. These changes demonstrate that digital HR transformation is a crucial factor in maintaining business continuity and increasing organizational effectiveness in the digital economy era. Companies that are able to optimize technology in human resource management tend to have a greater competitive advantage than those still using conventional systems (Srinivas et al., 2024). Therefore, digital HR transformation is a key indicator in determining the success of modern organizations.

Although various studies have discussed the relationship between digital transformation and organizational performance, studies on digital HR transformation in technology-based companies still require more in-depth development, particularly in understanding how HR technology integration can have a tangible impact on improving organizational performance. Most previous studies have focused primarily on general technological aspects without specifically examining the contribution of digital HR systems to

organizational effectiveness. Furthermore, the rapid development of technology has made the need for up-to-date research increasingly important to provide empirical insights relevant to current organizational conditions. This research is significant because it can provide theoretical contributions to the development of digital human resource management studies while also providing practical recommendations for companies in designing effective and sustainable HR transformation strategies.

Based on this description, the study "Digital HR Transformation and Organizational Performance: Evidence from Technology-Driven Firms" is relevant. This research is expected to provide a more comprehensive understanding of the impact of digital transformation in the HR function on improving organizational performance in technology-based companies. Furthermore, the research findings are expected to serve as a reference for organizations in developing innovative, adaptive human resource management policies that are oriented toward utilizing digital technology to enhance company competitiveness in the era of global digital transformation.

## **RESEARCH METHOD**

This research uses a literature review with a qualitative descriptive approach to analyze the relationship between digital human resource transformation and organizational performance in technology-based companies. This method was chosen because it provides a comprehensive understanding of the development of the digital HR transformation concept and its impact on organizational performance, based on various previous research findings. Data sources were obtained from scientific articles, reputable international journals, proceedings, academic books, and other scientific publications relevant to the research topic. The literature used was selected based on the criteria of topic relevance, the most recent publication year, and its direct relevance to the implementation of digital technology in human resource management.

The research stages involved identifying, classifying, evaluating, and synthesizing various research findings related to digital HR transformation and its impact on organizational performance. The analysis was conducted systematically by comparing various concepts, theories, and research findings to identify patterns of relationships, implementation challenges, and factors influencing the success of digital HR transformation in technology-based companies. The collected data was then analyzed using content analysis techniques to obtain an in-depth interpretation of the contribution of HR

digitalization to productivity, operational efficiency, organizational innovation, and increased company competitiveness. Through this literature review method, the research is expected to be able to produce a broader conceptual understanding of the importance of HR digital transformation in supporting organizational performance in the digital era while providing relevant academic references for further research development.

## **RESULT AND DISCUSSION**

### **Implementation of Artificial Intelligence and Automation in the Human Resources Function**

The implementation of Artificial Intelligence and automation in the Human Resources function has become one of the most significant transformations in human resource management in the digital era. This technological development is not only changing the way organizations manage their workforce but also driving a paradigm shift from conventional administrative activities to data-driven decision-making and more adaptive strategies (Srinivas et al., 2024). In the context of modern organizations, AI enables the HR function to work more efficiently through fast, accurate, and integrated data analysis capabilities. Meanwhile, automation helps reduce repetitive work that previously consumed time and resources, allowing HR professionals to focus more on talent development, increasing employee productivity, and creating an innovative work culture. These changes are becoming increasingly relevant as companies face the challenges of global competition, labor market dynamics, and the demands of ongoing digital transformation.

The application of AI in the HR function is evident in the employee recruitment and selection process. Before the advent of AI-based technology, the recruitment process often took a long time because HR had to manually screen thousands of applicant documents. With the implementation of AI, this process can be automated through an Applicant Tracking System (ATS), which can identify candidates according to company criteria. This technology uses machine learning algorithms to analyze candidates' work experience, skills, competencies, and behavioral patterns based on available data. As a result, companies can accelerate the recruitment process while increasing accuracy in finding candidates who best suit the organization's needs. Furthermore, the use of AI-based chatbots in the initial recruitment phase provides a more responsive experience for job applicants, as they can answer questions in real

time and provide information related to the selection process without the direct involvement of HR staff (Nawaz et al., 2024).

Furthermore, automation in HR functions significantly contributes to an organization's operational efficiency. Many administrative activities, such as attendance management, payroll, work scheduling, leave management, and employee data administration, can now be automated through a Human Resource Information System (HRIS) (Vrontis et al., 2023). This automation not only reduces the risk of human error but also increases the speed and accuracy of administrative processes. With an integrated system, companies can monitor employee data in real time, facilitating strategic decision-making. This efficiency impacts operational costs while improving the quality of internal organizational services. In the long term, automation enables the HR department to transform from an administrative function into a strategic business partner that plays an active role in supporting the achievement of company goals.

The implementation of AI also has a significant impact on human resource development. AI technology enables companies to analyze training needs based on the performance, competencies, and potential of each individual. AI-based learning systems can recommend more personalized training programs tailored to employee needs, thus making the competency development process more effective. Furthermore, AI can be used to predict employee turnover rates through analysis of work behavior patterns, satisfaction, and productivity (Bhardwaj et al., 2020). With this predictive capability, companies can take preventative measures to retain top talent and increase employee loyalty. In this context, AI functions not only as an automation tool but also as a strategic technology that helps organizations build more sustainable talent management.

While implementing AI and automation offers numerous benefits, they also present challenges that require attention. One major challenge is the growing concern about reducing the human role in HR functions. Some employees believe that automation could reduce job opportunities because some administrative tasks are replaced by digital systems. Furthermore, the use of AI in the recruitment process has the potential to introduce algorithmic bias if the data used is not representative. This bias can affect the objectivity of candidate assessments, leading to unfairness in the selection process. Another challenge relates to data security and employee privacy. The use of AI technology requires access to large amounts of personal data, so companies must ensure robust security systems are in place to prevent information misuse (Ekuma, 2024). Therefore, the implementation of AI in HR must be

accompanied by clear regulations, transparency in data usage, and ethical oversight to ensure responsible use of the technology.

Beyond technical factors, the success of implementing AI and automation in HR is also greatly influenced by the readiness of the organization and its human resources. Digital transformation requires an organizational culture that is adaptive to technological change. Companies need to provide training to HR staff to understand and optimally operate new technologies. Without digital competency readiness, the implementation of AI can actually create resistance and hinder work effectiveness (Yin, 2024). Therefore, organizations must develop a digital transformation strategy that focuses not only on technology but also on developing the capacity of human resources, the primary users of the system. A balanced approach between technology and human-centered management is key to ensuring AI implementation delivers maximum benefits to the organization.

The implementation of Artificial Intelligence and automation in Human Resources functions demonstrates the critical role technology plays in improving the efficiency, effectiveness, and quality of human resource management. AI assists companies in data-driven decision-making, improves recruitment accuracy, and supports more personalized employee competency development. Meanwhile, automation enables administrative processes to run more quickly, accurately, and efficiently. However, the successful implementation of this technology still requires attention to ethical aspects, data security, and organizational readiness for digital change. With appropriate implementation and a balance between technology and people, AI and automation can be strategic instruments in creating an innovative, adaptive, and highly competitive Human Resource system in the era of digital transformation.

### **Work Culture Transformation Due to the Adoption of Digital Technology in Human Resource Management**

Work culture transformation is one of the main consequences of the adoption of digital technology in human resource management. This change not only affects the technical aspects of digital device use but also impacts communication patterns, decision-making, organizational behavior, and the relationship between employees and the company. In the digital era, organizations are required to build a more adaptive, flexible, collaborative, and data-driven work culture to face the increasingly complex dynamics of global competition. Implementing work culture transformation in the context of HR

management is a strategic step towards creating an innovative and highly competitive organization. Companies that successfully integrate digital technology into their work culture tend to have higher levels of operational efficiency and a greater ability to respond quickly to market changes (Al-Alawi et al., 2023).

The adoption of digital technology in HR management has shifted the conventional work paradigm into a more integrated, technology-based work system. The use of Human Resource Information System (HRIS) applications, artificial intelligence, big data analytics, cloud computing, and digital collaboration platforms encourages organizations to build a work culture that is more open to innovation. Before digital transformation, many companies still implemented rigid bureaucratic systems and hierarchical communication (Gianni et al., 2025). However, technological advancements have driven a shift towards a more flexible and participatory work culture. Employees are no longer simply task performers but are also required to adapt to technological developments and develop critical and creative thinking skills in completing their work.

The implementation of work culture transformation is also evident in the increasing adoption of flexible working arrangements. The advent of digital technology allows employees to work remotely or in a hybrid manner without having to be in the office full-time (Nicolás-Agustín et al., 2021a). This change encourages organizations to build a work culture that is more results-oriented than physical presence. Performance assessments now place greater emphasis on productivity, effectiveness, and target achievement. Furthermore, a digital work culture emphasizes the importance of trust between leaders and employees. Organizations that previously relied on direct supervision are now shifting to a management system based on trust and individual accountability. These conditions create a more dynamic work environment and provide space for employees to develop creativity and innovation ("Digital Transformation of Organizational Culture under Conditions of the Information Economy," 2020).

The transformation of work culture resulting from the adoption of digital technology also impacts organizational communication patterns. Internal communication, previously conducted face-to-face, is now increasingly shifting to digital platforms such as video conferencing, instant messaging, and collaborative workspaces. This change accelerates the flow of information and increases the efficiency of coordination between organizational departments. Furthermore, digital communication enables a more transparent work culture because information can be accessed more quickly and openly by all members

of the organization. In the context of HR management, this transparency contributes to increased employee engagement because employees find it easier to obtain information regarding company policies, performance evaluations, and career development opportunities.

On the other hand, implementing a digital work culture transformation also requires improving human resource competencies. Organizations need to build a culture of continuous learning so that employees can keep up with ever-changing technological developments. Digital training, upskilling, and reskilling are essential components of modern HR management strategies. Companies that fail to foster a culture of learning will struggle to maintain their competitiveness because employee skills become irrelevant to industry needs (Organizational Culture, 2024). Therefore, work culture transformation cannot be separated from human resource capacity development. Organizations need to create a work environment that supports learning, innovation, and collaboration to ensure optimal digital transformation.

In addition to providing various benefits, implementing work culture transformation through the adoption of digital technology also faces several challenges. One major challenge is employee resistance to change. Not all individuals are equally prepared to embrace new technology, especially employees accustomed to conventional work systems. This resistance can manifest itself in the form of resistance to technology use, low participation in digitalization programs, or an inability to adapt to changing work patterns. In this situation, the role of HR management is crucial in establishing effective communication and providing support to employees throughout the transformation process. A humanistic and participatory approach is necessary to ensure that changes in work culture are positively accepted by all members of the organization.

Another challenge is the risk of reduced social interaction due to the dominance of digital communication. While technology can improve work efficiency, excessive use of digital systems can reduce emotional closeness among employees. This situation has the potential to impact team solidarity and reduce the quality of interpersonal relationships within the organization. Therefore, companies need to maintain a balance between the use of digital technology and direct social interaction. Collaborative activities, face-to-face discussions, and organizational culture strengthening programs remain necessary to maintain social cohesion in the workplace (Tangkealo et al., 2025). Therefore, work culture transformation should not only focus on technological efficiency but also consider the human aspects of the organization.

The implementation of work culture transformation in HR management is also closely related to changes in leadership style. Leaders in the digital era are required to possess adaptive, communicative, and innovative abilities in managing the organization. Digital leadership is no longer authoritarian, but rather prioritizes collaboration and employee empowerment. Leaders must be able to facilitate change that encourages the creation of a sustainable technology-based work culture. Furthermore, leaders also need to build trust and provide support for the development of employee digital competencies. The success of work culture transformation is greatly influenced by the commitment of leaders in creating an organizational environment that is open to change and innovation.

### **Challenges of Implementing Digital HR Transformation in Technology Companies**

Implementing digital HR transformation in technology companies is a strategic step in facing increasingly competitive and data-driven business dynamics. Technology companies generally have the characteristics of fast-paced organizations, adaptable to innovation, and highly dependent on the quality of human resources (Могилова & Голосенко, 2024). In this context, digital transformation in the human resources function is no longer seen simply as administrative modernization, but rather as a comprehensive effort to improve the effectiveness of workforce management, accelerate decision-making, and create a more flexible and productive work experience. However, implementing digital HR transformation also faces various complex challenges that impact the success of the transformation process. These challenges stem not only from the technological aspect but also relate to organizational culture, human resource readiness, data security, and the company's ability to integrate digital systems comprehensively.

One of the main challenges in implementing digital HR transformation in technology companies is resistance to organizational change. Although technology companies are synonymous with digital innovation, not all employees and managers are equally prepared to embrace technology-based work system changes. The shift from manual processes to automated systems often raises concerns about the loss of certain job roles, increased digital surveillance, and difficulties adapting to new platforms. This can lead to implicit resistance, resulting in a lower effectiveness of digital transformation implementation (Zhang & Chen, 2024). In some cases, employees feel that the use of artificial intelligence and analytics-based HR technology can reduce

human interaction in human resource management processes. As a result, interpersonal relationships between management and employees can potentially deteriorate if digital transformation is not accompanied by a sound organizational communication approach.

In addition to organizational cultural resistance, another common challenge is the limited digital competency of human resources. Implementing digital HR transformation requires a workforce capable of operating various digital systems, such as human resource information systems, cloud-based HR platforms, data analytics, and artificial intelligence-based applications. In reality, not all HR employees possess sufficient technical skills to manage this transformation optimally. This digital skills gap slows the adaptation process and requires significant investment in training and competency development. Technology companies often face situations where technological developments are progressing much faster than the capacity of internal human resources (Zhang & Chen, 2024). Therefore, companies need to develop continuous learning strategies so that digital transformation focuses not only on system implementation but also on strengthening the competencies of the workforce as a whole.

The next challenge relates to the integration of digital systems used in human resource management. Many technology companies use multiple platforms for recruitment, payroll, performance evaluation, training management, and employee engagement. This lack of integration between platforms can lead to data fragmentation and hinder informed decision-making. Suboptimal system integration also increases the risk of data errors, information duplication, and reporting delays. Implementing this process requires significant technology investment to ensure all systems are effectively interconnected (Barišić et al., 2021). However, this integration process often faces technical challenges, such as software compatibility, legacy data migration, and the need to adapt the company's digital infrastructure. This challenge is further complicated when a company has branches or business units spread across multiple regions with varying operational needs.

Data security and privacy are also significant challenges in implementing digital HR transformation. Digital HR systems store sensitive and confidential information related to employee identities, payroll data, employment history, and performance evaluations. The increasing use of cloud computing and artificial intelligence-based technologies means companies face the risk of data leaks, cyberattacks, and misuse of employee personal information. In technology companies with large amounts of data, cybersecurity threats are

increasingly high because HR systems are connected to various corporate digital networks (Bhatti et al., 2025). Therefore, implementing digital transformation must be accompanied by strengthening information security systems, using data encryption, and implementing strict data protection regulations. Failure to maintain data security not only harms the company financially but can also erode employee trust in the organization.

On the other hand, the challenges of implementing digital HR transformation also relate to investment costs and technology sustainability. Developing a digital HR system requires significant costs, ranging from software procurement and technology infrastructure development, employee training, and regular system maintenance. For medium-sized technology companies, this investment often presents a barrier as companies must balance the need for digital transformation with the organization's financial stability. Furthermore, the rapid development of technology requires companies to continuously update their systems to remain relevant to business needs. If companies fail to consistently keep up with technological developments, the systems they implement can become less effective in supporting human resource management. Therefore, companies need thorough strategic planning to prioritize digital HR investments to ensure sustainable implementation.

The implementation of digital HR transformation in technology companies also faces challenges in maintaining a balance between automation and human values in human resource management. The use of technologies such as artificial intelligence in recruitment processes, performance appraisals, and productivity analysis can indeed improve work efficiency. However, excessive reliance on automated systems has the potential to diminish empathy, interpersonal communication, and a humanistic approach to work relationships. In some circumstances, algorithm-based decisions can produce certain biases if the data used is not representative. This can compromise the objectivity of the HR management process and lead to dissatisfaction among employees (Nicolás-Agustín et al., 2021b). Therefore, companies need to ensure that technology is used as a tool to support decision-making, not completely replacing the role of humans in organizational management.

## **CONCLUSION**

Digital transformation in human resource management has been proven to significantly contribute to improving organizational performance in technology-based companies. The implementation of digital HR systems, such

as recruitment automation, employee data analysis, online learning platforms, and technology-based evaluation systems, can improve operational efficiency, accelerate decision-making, and strengthen the quality of talent management. Companies that successfully integrate digital technology into HR functions demonstrate higher levels of productivity, greater organizational adaptability, and increased work collaboration that supports continuous innovation. Furthermore, digital HR transformation also plays a role in creating a more flexible and responsive work experience to changes in the modern business environment.

This research confirms that the success of digital HR transformation is determined not only by the availability of technology, but also by the organization's readiness to build a digital work culture, improve human resource competencies, and strengthen managerial commitment to change. Companies that are able to strategically manage the transformation process tend to have stronger competitiveness in facing the dynamics of technology-based industries. Therefore, HR digitalization should be viewed as a long-term investment that supports organizational sustainability by improving human resource quality, work effectiveness, and achieving business goals in a more adaptive and innovative manner.

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