EXPLORING THE TRANSFORMATION EFFECTS OF DIGITALIZATION ON TRADITIONAL HUMAN RESOURCES MANAGEMENT

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Abstract: Human Resource Management (HRM) practices have profoundly transformed due to the ongoing development of information and communication technology (ICT). This study aims to analyze how digitalization is reshaping traditional HRM practices and its potential impact on organizational success. The study's novelty is bridging the gap by shifting the focus from digitalization's effects on marketing and business outcomes to its internal impact within organizations in HRM. The research enhances our understanding of the emerging field of digitalization in human resource management (HRM) and its many effects on organizational performance. The methodology involves a two-step approach that combines bibliometric analysis and an integrative literature review. The findings indicate the significant impact of digitalization on HRM, particularly in data capture, storage, and utilization, as well as the redefinition of job roles and workplace dynamics. Organizations are encouraged to assess the efficacy of HR initiatives, prioritize desired outcomes, invest in sophisticated HR software, and prioritize employee learning and development to optimize HR activities.

Key words: digital age, human resources management, latest employment practice, traditional HRM, work improvement

Introduction

The continuous advancement and transformation of information and communication technology (ICT) have significantly enhanced and facilitated the expansion and development of human resource management (HRM) practices. This progress has profoundly impacted various aspects of HRM, such as how organizations attract top talent, streamline selection processes, foster employee motivation, and implement effective retention strategies. As a result, it has sparked a revolutionary shift in the overall approaches and methodologies employed in HRM, as highlighted by Zhang and Chen (2023). Furthermore, fast and continuous technology has societal implications and continues to change the operations of organizations. This dynamic and ever-changing environment pressures organizations to relate swiftly to the

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quickly evolving world driven by digital innovations. Digitalization has garnered substantial breakthroughs in society, highlighting its indispensable significance for organizations to maintain competitiveness and relevance in the market (Deloitte, 2016).

The pervasive influence of digitization has emerged as a formidable agent of change in management, yielding profound ramifications for businesses across the board. Coster and Westelius (2016) firmly contend that computerized systems' gradual displacement of physical labor is an inexorable consequence of the digital era. Moreover, the ever-expanding accessibility to vast troves of data, commonly referred to as "big data," has paved a path for the ascendancy of intelligent computer programs, exemplified by the advent of Artificial Intelligence (AI), capable of assuming non-repetitive cognitive tasks (Makridakis, 2017; Shah et al., 2017). In this paradigm shift, computer technology has transcended the confines of manual labor, harnessing the immense potential of big data to shoulder responsibilities once exclusively entrusted to human intellect.

Furthermore, the exponential growth of interconnected digital devices facilitated by the Internet of Things (IoT) has brought about a paradigm shift in traceability and monitoring capabilities (Halid et al., 2020). This technological advancement has paved the way for unprecedented data collection, analysis, and real-time tracking, enabling organizations to gain deeper insights into various processes and activities. By harnessing the power of IoT, businesses can enhance their operational efficiency, optimize resource allocation, and improve decision-making. The seamless integration of digital devices and the ability to monitor and trace activities in real time present exciting opportunities for organizations to streamline their operations, enhance productivity, and deliver greater value to their stakeholders. These examples merely scratch the surface of the far-reaching influence of digitization on society. At its core, digitization encompasses transforming anything that can be digitized (El-Khoury, 2017). This transformation shift has profound implications for how individuals interact and communicate with one another and how organizations function, demanding significant changes in human resource management practices (Larkin, 2017).

The motivation for this study arises from the significant changes observed in Human Resource Management (HRM) practices, which may be attributed to the continuous advancements in information and communication technology (ICT). This study aims to investigate digitalization's impact on traditional human resource management (HRM) practices and its potential consequences on organizational performance. This study presents a distinctive approach by emphasizing the necessity of redirecting attention from the effects of digitalization on marketing and commercial outcomes towards its internal ramifications within HRM. This serves to bridge a significant gap in the current body of research. In addition, the study aims to enhance our understanding of the burgeoning domain of digitalization in Human Resource Management (HRM) and its many impacts on organizational performance.

Literature Review

The primary objective of this study is to analyze the impact of digitization on human resource management. To guide our research, we have formulated key questions that revolve around the following areas of inquiry: "How do digital tools and technology influence the implementation of HR functions?" and "What are the advantages and disadvantages of incorporating technology in human resource management?". The existing body of research has predominantly concentrated on delving into the ramifications of digitalization on marketing strategies and commercial achievements. This line of inquiry has primarily focused on comprehending customer preferences, purchasing behavior, and customer relationship management. However, a significant void exists within the academic domain regarding exploring internal repercussions stemming from digitalization within organizations, specifically within human resource management (HRM).

Kusairi et al. (2023) stated that digitalization has caused many structural changes, economic reorganization, rising productivity, globalization, and increasing trade or international investment flows, leading to increased capital flows and information availability. Digitalization helps firms to identify significant business advances and overall equipment effectiveness and then evolve into an implicit transformation of the organization, which requires a holistic approach (Intalar et al. 2021). This study aims to bridge this crucial gap by comprehensively examining how digitalization permeates and influences traditional HRM practices. The principal objective of this research endeavor is to contribute to a deeper comprehension of the nascent research domain that centers on digitalization in HRM, along with its manifold implications for organizational performance. The present study aims to shed light on the transformative role of digitalization in HRM and its potential to significantly impact overall organizational success.

Digital HRM

The current generation has grown up in a world where quick and easy access to various digital technologies for information and communication has been a constant part of their lives. Individuals in the "digital generation" have been consistently exposed to electronic devices like televisions and computers, receiving continuous stimulation.

In their roles as employees, these individuals persistently embrace and nurture their connection with the world through various electronic devices, including smartphones, tablets, and laptops. Referred to as the digital generation, the youngest members of Generation Y epitomize this emerging cohort's diverse and multifaceted characteristics. They represent the vanguard of digital natives, having been born into a world shaped by the rapid ascent of the World Wide Web and having grown up with sophisticated technology ingrained in their lives from a tender age. This subgroup is a remarkable testament to being the first generation to have encountered a formative upbringing deeply intertwined with the omnipresence of the digital age (Prakash et al., 2021). Their inherent familiarity and comfort with advanced technology make them a valuable asset in organizations seeking to leverage their

digital fluency and adaptability in navigating the complexities of the modern digital landscape.

Figure 1 comprehensively depicts various digital capabilities, showcasing how the Digital Quotient Index is significantly influenced by age, born before 1960 (Baby Boomers), born between 1960 -1979 (X Generation), born between 1980 -1989 (Millennials), born after 1960 (Z generation) with Millennials and Generation Z exhibiting a higher level of digital orientation (Fregnan et al., 2020). This trend underscores younger generations' distinctive characteristics and digital fluency, stemming from their exposure to and familiarity with digital technologies.
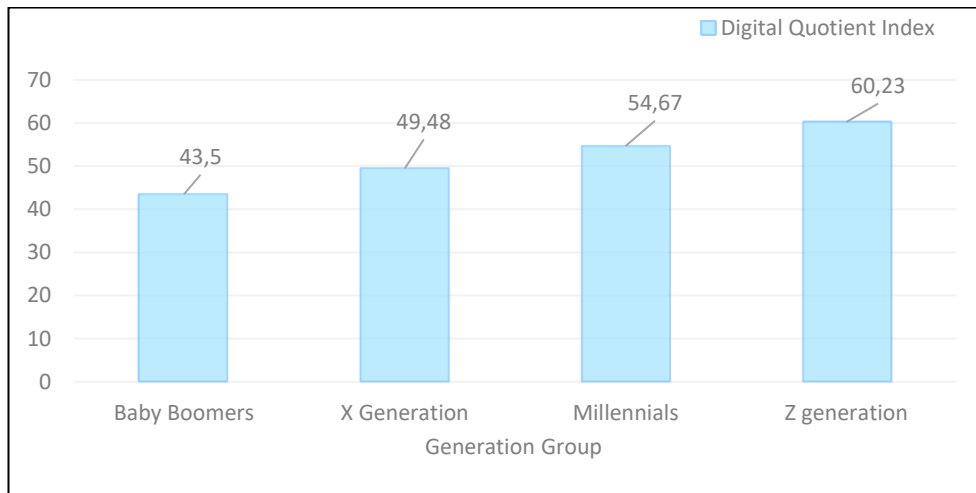
Figure 1: Digital Quotient Index among Generation
Source: Fregnan et al., 2020

Globalization has significantly enhanced the interconnectedness and accessibility between individuals from various cultural backgrounds, while continuous technological advancements have played a pivotal role in integrating financial and economic systems worldwide. Consequently, the ascendancy of digital human resource management (HRM) has become imperative, surpassing traditional HRM practices, as organizations confront mounting pressures stemming from their unique contexts. Effective digital HRM is pivotal for organizations aiming to elevate their performance and thrive in today's digitally-driven world. To succeed in this dynamic landscape, HR departments must embrace digital transformation and adapt their policies to align with the demands of digitalization. By doing so, they can overcome obstacles and challenges, paving the way for digital HRM to assume a central role. This transformation is particularly critical in the fiercely competitive market, where organizations expand their trade operations globally. In this context, digital HRM catalyzes achieving high-quality job outcomes globally, enabling organizations to navigate the intricate dynamics of an interconnected world (Varadaraj and Wadi, 2021).

The role of Human Resource Management (HRM) within organizations has experienced a profound transformation, shifting from a conservative approach to one characterized by creativity and innovation. Digitalizing HR practices is a testament to this evolution toward a more creative and innovative HRM role. Drawing from a synthesis of existing research, Nawaz (2017) underscores the effects of digitalization, in which organizations constantly seek innovative approaches to attract and secure top talent in recruitment and selection. The traditional recruitment methods, such as job postings and interviews, are being complemented and, in some cases, replaced by new strategies enabled by advancements in technology and changes in candidate expectations. The emergence of digital platforms and social media has revolutionized how organizations connect with potential candidates, expanding the reach and diversity of their talent pool. Additionally, using artificial intelligence and data analytics in candidate screening and assessment has allowed for more efficient and effective selection processes, ensuring a better match between candidates and job requirements. As technology evolves, organizations must adapt their recruitment and selection practices to leverage these advancements and stay competitive in attracting the best candidates in a rapidly changing landscape.

Digitalization has substantially improved the HRM, which includes popular social media platforms such as LinkedIn, Skype and Facebook, which have become integral for hiring purposes. Current research conducted by Vardarlier and Ozsahin (2021) emphasizes the prevalent use of social media tools by HR managers for hiring and improving companies' brands. Among the plethora of social media platforms, LinkedIn has emerged as the premier choice for HR management professionals across diverse organizational spheres. Interestingly, recent research delves into the intricate dynamics and sheds light on the pivotal role played by HR management performance as a mediating factor in the influence of social media usage on the overall performance of companies. This study highlights the significance of leveraging social media platforms for HR purposes and underscores the criticality of effective HR management practices in maximizing the benefits derived from social media engagement, ultimately contributing to the holistic success of organizations. These highlight the interconnected nature of HRM practices, digitalization, and organizational success.

A study by Gigauri (2020) analyzed the evolving nature of technologies in the modern corporate landscape as they strive to attract and engage potential employees in new and captivating ways. The ongoing transformation has profoundly impacted the HR and Management landscape, ushering in notable shifts that veer from traditional HR practices and embrace digital management. This paradigmatic transition entails adopting innovative strategies and techniques to entice organizations and prospective candidates. It departs from conventional approaches, as HR professionals harness the power of digital tools and technologies to streamline processes, enhance engagement, and optimize outcomes. By embracing this new era of HR management, organizations can effectively navigate the evolving needs and

expectations of the workforce while attracting top talent and nurturing a thriving workplace environment.

Shah et al. (2017) stressed the advantages of digitalizing HRM practices. The digital revolution enables the improvement of mundane jobs, thus reducing the risk of mistakes while encouraging HR experts to improve critical problems more efficiently. Through strategically utilizing their expertise and competencies, these proficient professionals can harness their knowledge and skills more effectively, empowering them to tackle intricate and multifaceted business challenges. As a result, they become invaluable assets, making significant contributions that propel the organization's overall success. By maximizing the effectiveness of their capabilities, these experts demonstrate their ability to navigate complexity, drive innovation, and find sustainable solutions that position the organization for long-term growth and prosperity.

The research conducted by Iwu (2016) at universities in sub-Saharan Africa revealed that many employees believed implementing E-HRM would enhance their achievement. Furthermore, the study examined the impact of digitalization on human resources practices, talent management, and workplace performance. The findings indicated that digital transformation positively influences all aspects of the variables analyzed.

In their study, Andriushchenko et al. (2021) shed light on the remarkable possibilities that organizations now possess in accessing vast informational resources for training and development, thanks to the rapid proliferation of advanced technological tools. By harnessing the potential of online courses and blended learning approaches, companies can extend the reach of these resources and educational opportunities to an expansive and diverse audience, regardless of their geographic location, skill sets, interests, or capabilities. As a result, the availability of informational resources and educational opportunities has transcended limitations, becoming as boundless and expansive as the resources themselves. This transformation shift signifies a new era of learning and development, where individuals across the globe can benefit from a wealth of knowledge and growth prospects that were once unimaginable. In addition, in examining the digitalization of HR activities within a European industry, Carlisle et al. (2023) reached a significant finding. It was observed that, although many human resource management activities are still in their initial phases of digitalization, they are primarily being handled and managed in this evolving digital landscape. This suggests that the organization is gradually embracing the potential of digital technologies to optimize HR processes, but there is still ample room for further advancements and adoption of digital solutions. Digitalization has brought about a profound transformation in training and development, revolutionizing the approaches employed and significantly impacting the underlying objectives pursued through these endeavors. A paramount aspiration of training and development professionals is to present business leaders with compelling challenges that prompt them to adapt to the ever-evolving digital landscape (Jason et al., 2023).

Furthermore, a primary objective is cultivating digital competencies, encompassing emerging proficiencies such as risk management, simplicity, connectivity, and innovation (Ulrich and Dulebohn, 2015). The continuous advancements in technology have significantly heightened the opportunities for engagement between businesses and their employees. As individuals dedicate more time to connecting to the Internet and utilizing mobile devices, specialized HR software tailored for mobile phones and leveraging cloud computing technologies are poised to be developed (Abrudan, 2018). This technological progression aims to facilitate seamless interactions and enhance accessibility, empowering employees to conveniently engage with HR systems anytime and anywhere they require assistance or support.

Technology Impact on Human Resources Practices

The emergence of technology has profoundly affected the current state of HR processes, revolutionizing how organizations handle the acquisition, storage, utilization, and sharing of information regarding job applicants and employees. This transformation influence extends beyond procedural changes and reshapes workplace job roles, interpersonal dynamics, and supervisory relationships. Moreover, rapid technological advancements have introduced new dimensions such as teleworking, virtual teams, and web-based job application procedures, further redefining how work is conducted. Technology now plays a crucial role as a facilitator and mediator, bridging the gap between individuals and businesses and fostering communication and collaboration between subordinates and superiors. These technological advancements have become integral to the functioning of HR practices, enhancing efficiency, expanding access to talent, and fostering seamless interactions within the organizational ecosystem (Stone et al., 2015).

In addition, according to Pritvorova et al. (2018), platform technologies enable organizations to minimize the expenses of developing their information technology infrastructure for managing human resources. This is achieved through comprehensive tests, diagnostics, algorithms, and solution templates. Online platforms offer valuable resources that can assist in making informed managerial decisions in human resource management. This is evident in the example of services related to personnel selection, evaluation, and development, where these platforms provide qualified support.

Furthermore, the profound impact of COVID-19 on work extends beyond immediate disruptions and can have lasting effects on individuals' careers (Vahdat, 2022). Striking the delicate balance between professional and personal spheres becomes essential in alleviating employees' pressures and ensuring their well-being and productivity (Toniolo et al., 2021). In this ever-evolving landscape, HRM must proactively adapt and implement strategies that foster resilience, promote employee engagement, and enable effective work-life integration. By embracing agile practices and providing comprehensive support systems, HR managers can empower their workforce to thrive amidst uncertainty and embrace the opportunities our interconnected world presents.

Conceptual Framework

Incorporating digital media has ushered in a profound and transformational shift in employee training programs, empowering individuals with comprehensive knowledge and understanding of the training process. The emergence of online platforms has shattered the barriers of geographical limitations, granting employees the invaluable flexibility to participate in training classes from any location. This remarkable technological leap, Digital Human Resource Management, has demonstrated remarkable benefits for HR processes, pivotal in driving organizational development and growth. Within this dynamic landscape, it becomes paramount to establish a robust framework that highlights the utmost importance of digital technology in enhancing organizational performance by utilizing cloud-based networks.

This digital-centric approach enhances the efficiency and effectiveness of HR processes and facilitates seamless collaboration, knowledge sharing, and innovation among employees.
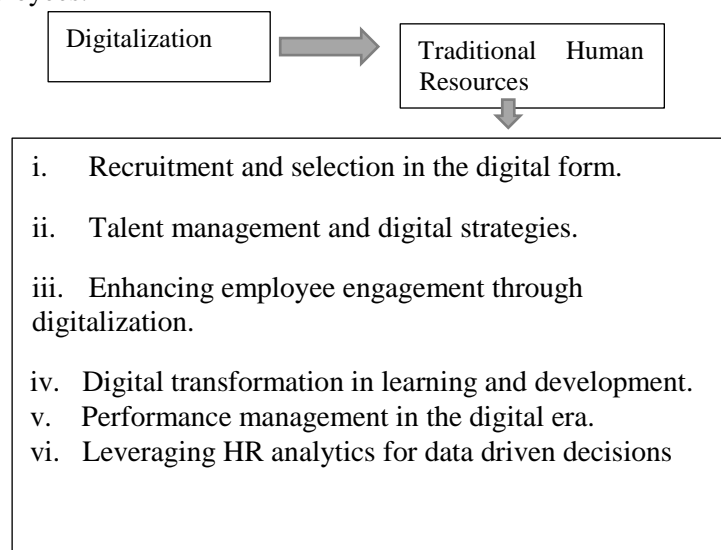
Figure 2: HR digitization conceptual framework

Maditheti (2017) concluded that companies must embrace digitization to remain relevant in the ever-evolving landscape of the modern era, particularly regarding HR management. Once deemed sufficient, traditional approaches to recruitment and selection now need to be revised to simultaneously reach a vast and diverse population. However, the advent of technology has ushered in a revolution, transforming the recruitment process into a more efficient and effective endeavor by enabling the dissemination of information in an enticing and captivating manner.

To exemplify this transformation shift towards digitization in HR practices, one needs to look no further than the case of Unilever, a prominent multinational

consumer goods company. Unilever stands out as a beacon of progress, acknowledging the utmost importance of digital platforms and wholeheartedly embracing them to acquire new talent. Venturing beyond conventional boundaries, Unilever has harnessed the power of online games, social media platforms, and cutting-edge artificial intelligence (AI) technologies within its recruitment process, thus showcasing its unwavering commitment to harnessing digital technologies for HR purposes. By embracing such innovative approaches, Unilever signifies its dedication to staying at the forefront of recruitment practices, ensuring it can attract and select top-tier candidates while leveraging the immense potential of digital advancements.

Research Methodology

The present study was conducted using analytical methodologies and drawing upon existing secondary data collected from previous scholarly articles focusing on the digitization of Human Resource Management (HRM). This paper predominantly utilizes secondary data, characterized by its descriptive style, to provide a comprehensive survey of diverse scholarly articles. The papers included in this selection underwent a meticulous process of evaluation and categorization, taking into account their topic congruence to ensure the coherence and pertinence of the overall presentation. The study adopted a two-step methodological approach, according to Purwani's (2023) proposal, which combines bibliometric analysis and an integrative literature review, as these methods are deemed more suitable for comprehensively assessing such emerging topics. The integrative literature review was employed meticulously and systematically, surpassing the limitations of traditional narrative techniques. This comprehensive review aimed to establish innovative theoretical frameworks and perspectives, drawing insights from the seminal works of Torraco (2016). A rigorous methodology was employed to achieve this goal, encompassing the systematic examination of publications from renowned databases such as Springer and Science Direct. The literature review focused on three key areas: Human Resource Management, Digital Human Resource Management, and E-HRM. The bibliometric analysis encompasses publications spanning the years 2015 through 2023. The inclusion of articles in this study was contingent upon their specific focus on examining the effects of digitalization on human resource management (HRM) practices within organizational contexts. The study exclusively incorporated scholarly publications published in peer-reviewed journals, conference proceedings, and books.

Research Results

Theme 1: Digitalization's Impact on Human Resource Management
In the rapidly evolving technological landscape, human resources have undergone significant transformations to effectively navigate the increasingly competitive business environment and fulfill the needs of both employers and employees. To stay

ahead in this dynamic landscape, HR practices must embrace digitalization and move away from outdated methods. Notably, technological advancements have revolutionized the collection, storage, utilization, and dissemination of information for job applicants and employees, substantially impacting the current management of HR activities. Moreover, these technological advancements have also triggered shifts in job roles and redefined the dynamics between colleagues and supervisors (Stone et al., 2015).

To optimize HR activities, organizations must prioritize evaluating the effectiveness of these endeavors, thereby reducing costs. The focus should be directed toward achieving the desired outcomes of HR initiatives, as these outcomes play a crucial role in determining the organization's overall success. Thriving organizations prioritize substantial investments in HR programs, including adopting advanced HR software and providing ample employee learning and development opportunities. These strategic initiatives contribute to optimizing HR management processes, resulting in enhanced efficiency and effectiveness. Professor Dave Ulrich, a distinguished authority in HR theory and practice, has extensively researched digitalizing HR activities. This alignment ensures that HR initiatives remain relevant, responsive, and capable of driving organizational success in an ever-changing landscape. By embracing these principles and leveraging the potential of digital advancements, organizations can cultivate agile and future-ready HR strategies that propel them ahead of the competition and foster sustainable growth.

Table 1. Traditional and new HRM practices

Old Rules	New Rules
1. The HR department focuses on process design and harmonizing to create standard HR processes.	1. HR department optimises employers' productivity, teamwork, engagement and career growth.
2. HR selects a cloud-based vendor and implements out-of-the-box practices to create scale.	2. HR builds innovative, company-specific programs and leverages the platform for scale.
3. HR centre of excellence focuses on process design and process excellence	3. HR centre focuses on leverage, AI, Chat, APPS, and other advanced technology.
4. HR focuses on self-service to scale service and support.	4. HR focuses on enablement to help people get work done more effectively.
5. HR programs are designed for scale and consistency around the world.	5. HR programs target employee segments, personae, and specific groups.

Source: Varadaraj and Wadi, 2021

Moreover, it is crucial to highlight that the modern world has completely transformed across various aspects, including lifestyles, work patterns, organizational structures, and business practices (Varadaraj and Wadi, 2021). In this context, Digital Human Resource Management (DHRM) is expected to have a pervasive impact on all dimensions of HRM. Initially, DHRM facilitates the shift in mindset among managers and employees, encouraging them to embrace technology and adopt digital management practices, ultimately leading to profound organizational changes. It is important to recognize that digitization fundamentally alters how employees communicate, collaborate, and navigate their careers within the workplace, affecting factors such as work location and flexible hours. Given the wide-ranging influence of digitization on businesses, it becomes imperative to continuously cultivate new knowledge and adapt to evolving operational methods. The comparison between traditional approaches and the new digital methods is depicted in the figure below, highlighting the transformative nature of the shift.

Furthermore, as Fenech (2022) highlighted, the study's findings reveal a strong consensus among participants regarding the profound benefits of digitalization in HR management practices. The participants emphasized that these advancements have led to marked improvements in the effectiveness and efficiency of HR departments. Furthermore, it has now become widely acknowledged by businesses

across industries that leveraging information technology is indispensable for achieving effective recruitment outcomes.

Theme 2: The Digital Transformation on The Landscape of HR Practices

Mihova and Ivanova (2020) highlighted the imperative for industrial firms to invest substantially in digitalizing HR functions to gain competitive advantages across multiple domains. Their findings revealed several key areas where digitalization brings significant benefits:

a) Introducing a digital workplace empowers employees with the flexibility to perform their duties within the office premises and from remote locations, fostering heightened productivity and unlocking creative potential.

b) Embracing continuous digital learning becomes paramount to effectively adapt to evolving conditions and generate tangible outcomes for the organization.

c) The modern digital landscape is presumed to be a magnet for attracting and retaining top talent in industrial enterprises, ultimately contributing to a positive employee experience.

In their extensive research, Fedovora et al. (2019) thoroughly examined digitalization's impact on the efficiency of selecting sales managers in highly competitive markets. Through in-depth interviews with 42 recruiters, the study shed light on the key sources utilized to identify potential sales managers in today's digital era. The findings revealed a variety of channels commonly employed by recruiters in their search for qualified candidates. As reported by most respondents, employment websites emerged as the most successful method, highlighting these platforms' significant role in the recruitment process. Notably, recommendations from friends and family continued to hold substantial influence in the selection of sales managers, underscoring the enduring power of personal connections in the professional realm.

Moreover, the study revealed that a considerable portion of recruiters, 28% to be precise, relied on direct search methods to identify suitable candidates, while 42% leveraged social networks as a valuable resource for talent acquisition. In addition to examining the sources used, the survey results provided insights into the job-hunting websites most frequently utilized by recruiters. These insights offer valuable guidance for recruiters in optimizing their candidate search strategies, enabling them to tap into the most effective platforms and increase their chances of identifying top-notch sales manager candidates.

Theme 3: Automation of Work Processes

The pervasive integration of computers as a widely adopted communication tool has unleashed significant transformations across various sectors, particularly within the business domain. This technological revolution has profoundly influenced enterprises' management structures, exposing traditional methodologies' limitations. Organizations have realized technology's indispensable role in effectively managing intricate business processes. Moreover, internet technology has introduced further intricacies to human resource management, facilitating systematic organization and convenient access to data and resources (Chowdhury et al., 2023).

Moreover, digitization has empowered many institutions to embrace new flexibility in their work practices and effectively navigate the ever-changing global work structure. However, human resource management (HRM) must adapt faster to this transformation organizational context. The traditional HR procedures that have long been relied upon must be critically reevaluated. The dynamic and fast-paced nature of the digital landscape demands that organizations become more agile and capable of swiftly responding to shifts in how work is structured and executed. As a result, there is an urgent and compelling need to overhaul HR processes, reshaping them to align with these evolving demands and fully capitalize on the opportunities presented by digitalization. This necessitates a fundamental redesign of HR practices, encompassing recruitment, talent management, performance evaluation, learning and development, and employee engagement. By embracing a digital-first mindset, organizations can revolutionize their HR functions, leveraging technology and data-driven insights to drive strategic decision-making and enhance overall organizational performance (Bengtsson and Bloom, 2017). Such an approach will enable HRM to effectively navigate the complexities of the digital age and play a pivotal role in shaping the future success of organizations.

Theme 4: Developing Brand Development

In the realm of HR brand development, the emergence of the digital economy has given rise to a pressing need for new tools and channels to communicate effectively with potential employees. However, to maximize their impact, organizations need to have a comprehensive understanding of the preferences and behaviors of their target audience. Survey results highlight that individuals between 18 and 36 primarily engage with social networks and job search websites, making these platforms crucial for reaching and engaging this demographic. While leveraging digital technologies to attract students, graduates, professionals, and employees across the board is highly recommended, it is critical to recognize that individuals in these segments are more likely to rely solely on social networking sites when evaluating an organization's brand reputation and culture. Therefore, organizations must strategically navigate these digital channels, crafting compelling employer brand narratives that resonate with their target audience's values, aspirations, and expectations (Fedovora et al., 2019). By embracing the power of digital platforms and tailoring their communication strategies accordingly, organizations can effectively position themselves as desirable employers in the eyes of potential candidates, fostering meaningful connections and cultivating a strong employer brand presence in the digital landscape.

In essence, the digital realm has brought about a paradigm shift in how organizations approach employer branding, demanding innovative communication tools to effectively navigate and engage with the ever-evolving labor market. To thrive in this dynamic landscape, organizations must tailor their strategies to align with their target audience's distinct preferences and demands while harnessing the power of digital technologies to attract and retain talent across diverse demographic segments. By proactively understanding the intricacies of the digital era and employing

appropriate communication tools, organizations can bolster their employer brand, fortify their presence in the fiercely competitive talent market, and position themselves as sought-after employers (Fedovora et al., 2019).

Theme 5: Benefits of Digitizing Human Resource Management

The digital era has revolutionized human resource management, offering numerous efficiency, effectiveness, and productivity advantages. Participants in discussions highlighted how digital transformation has made knowledge more accessible, enabling informed decision-making in resource and capability forecasting. The term "agile" emerged as a descriptor for the new pace at which the human resource management department operates, reflecting the dynamic nature of the digital landscape. While increased employee surveillance and monitoring are controversial, participants expressed support for it as one of the advantages of digital transformation in HRM (Fedovora et al., 2019).

Human resource experts recognize digitalization as a significant societal trend that impacts businesses at all levels. Despite acknowledging the importance of digitalization and the challenges it brings, HR managers also emphasized the inherent ambiguity associated with it. They are aware that digitalization, as an externally driven force for change, presents challenges that require new HR capabilities and adaptable modes of operation (Vardarlier, 2020).

In summary, the digital era has reshaped human resource management, offering benefits such as increased access to knowledge, improved decision-making, and enhanced agility. By embracing digital technologies, organizations can optimize their HR processes and stay aligned with the evolving business landscape. However, navigating the challenges and uncertainties associated with digitalization is crucial to effectively leverage its potential in human resource management (Bengtsson and Bloom, 2017).

Theme 6: Obstacles to the Digitalization of Human Resource Management

While digital technology provides numerous benefits, such as cost reduction, streamlined operations, and improved communication among HR stakeholders, it also comes with certain drawbacks. These disadvantages encompass the digital divide, excessive connectivity, a decline in face-to-face interactions, and the potential marginalization of technical experts. In the current landscape, human resources professionals are expected to possess a broader knowledge base compared to the past, when their roles primarily revolved around administrative tasks and people management. Our survey findings indicated that one of the consequences of digitization is its presumed impact on HR competencies. However, the study shows that HR professionals need help to fully grasp how the modification affects their core skills. This statistical evidence highlights the need for HRM to catch up with the organization's overall growth, reinforcing the notion that there is still work to be done in aligning HR practices with digital advancements (Fregnan et al., 2020).

In their study, Bengtsson and Bloom (2017) made a noteworthy conclusion regarding the importance of specific technical skills for HR managers. They found that while technical expertise is valuable, it is equally crucial for HR managers to possess a

genuine interest in digital advancements and innovations. By having a broader understanding of how technology transforms organizations, HR managers can avoid becoming overly reliant on digital tools and develop a more comprehensive perspective.

Developing successful succession planning strategies is one area where new technologies have proven beneficial for HRM. These strategies involve identifying and redefining critical roles within the organization and creating contingency plans that utilize scenario-based planning instead of traditional HR planning methods. Effective communication plays a pivotal role in the success of these strategies, ensuring that employees are well-prepared and informed about their potential career paths and growth opportunities within the organization (Barišić et al., 2021).

Furthermore, Fedovora et al. (2019) emphasize the positive attitude expressed by participants in both focus groups toward digitalization. They emphasize that the challenges faced primarily reflect the organization's need for a clear strategy rather than direct challenges stemming from digitalization. This conclusion is supported by participants' favorable views regarding digitalization in both focus groups, highlighting the need for a well-defined strategy and direction for digital transformation. The concept of employee resistance emerged as a recurring theme during discussions on potential challenges associated with digital transformation in human resource management. Throughout the event, there was an extensive exploration of digitalization's impact on the organization's financial bottom line. Panelists emphasized the initial expenses associated with digitalization for the Human Resource Management department, highlighting the need for adequate funding to enable successful digitalization initiatives. However, it was also noted that digitalization could generate long-term financial benefits for the organization, underscoring its value and potential return on investment (Fedovora et al., 2019).

The substantial impact of digitization on Human Resource Management (HRM) is evident. The transformation of HR practices resulted in prioritizing productivity, engagement, and individual growth above the reliance on standardized processes. Digitalization has facilitated the utilization of sophisticated technology such as artificial intelligence (AI), chat applications, and other similar innovations. In contemporary human resources management, there has been a shift towards adopting a more targeted approach that focuses on certain employee segments instead of a generalized, one-size-fits-all strategy.

Digital HRM has significantly transformed the modes of communication, remote work practices, and employee career engagement. The rapid adaptation of organizations to the digital context and the strategic utilization of technology in HR operations is imperative. In HR brand building, utilizing social networks and job search websites is crucial in effectively engaging prospective employees, particularly those aged 18 to 36. Organizations must customize their communication strategy to align with their intended audience's values. The advantages of implementing digital technology in human resource management (HRM) are

enhanced decision-making capabilities, heightened organizational agility, and improved operational efficiency.

Nevertheless, it is imperative to acknowledge and confront obstacles such as the digital divide and the imperative for human resources experts to learn additional competencies. Modern technology enhances the effectiveness of succession planning techniques by facilitating scenario-based planning and providing efficient communication regarding career growth prospects. Although digitalization poses certain difficulties, organizations that adopt a well-defined plan and allocate sufficient financial resources can reap substantial financial advantages in the long run by implementing digital transformation in human resource management.

Implications of the Study

Over the past decade, our understanding of the intricate relationship between Human Resource Management (HRM) practices and organizational performance has significantly increased. This progress has led to the widespread recognition of HRM as a crucial competitive advantage that sets organizations apart from their rivals yet is challenging to replicate. As a result, the role of HR professionals has transformed, although many may still require additional skills and preparedness to effectively tackle the emerging challenges in the field. According to Patmore et al. (2017), 268 HR specialists from the United Kingdom were surveyed regarding their innovation readiness, digital mindset, and proficiency in digital skills. The findings indicate that only 14% of respondents identified their HR team as possessing advanced skills in social media, mobile technology, analytics, data management, digital learning, and customer engagement. This highlights that the majority (61% impoverished to typical) have a deficit in digital skills, with digital analytics being the most prominent area of deficiency.

Furthermore, Masyitah et al. (2020) emphasized the impact of digitization on HR activities is reshaping the landscape of HR practices, fundamentally altering the role of HR managers from passive observers to dynamic, strategic players. This transformation has several key implications, including improved access to essential data, enhancing the workforce's quality, and integrating digital advancements from various sectors. These changes also resonate beyond the workplace, impacting the wider community. Modern human resource (HR) methodologies are necessary to address diverse attributes, promote work-life integration, and maintain a digital talent reservoir of employees. To effectively carry out their contemporary role, HR supervisors must assume the fundamental responsibilities of strategic positioners (requiring knowledge of the business environment and external influential factors), change agents, and technology advocates, necessitating proficiency in accessing, analyzing, evaluating, and disseminating information, as well as implementing new information technology (Masyitah et al., 2022).

In addition, one prominent challenge managers face across various industries revolves around safeguarding user and data privacy. To address this challenge, small and medium-sized enterprises (SMEs) must establish well-defined policies that

govern data collection, sharing, and analysis. It is imperative to exercise utmost caution when gathering personal information, ensuring that only essential data is collected and that the minimum required information is acquired with the explicit consent of the individuals involved. Within the European Union (EU), data policies are regulated by the EU General Data Protection Regulation (GDPR), which provides organizations with the necessary flexibility to manage their business operations while upholding the crucial principles of data protection and privacy for individuals (Chowdhury et al., 2023).

Conclusion

Digital Human Resource Management (DHRM) is indispensable for effectively managing organizational activities. Despite its importance, corporate enterprises still have a long way to go to fully embrace digitization. Organizations can establish and maintain strong relationships between management and employees by leveraging digital HRM practices. Developing a well-defined action plan for DHRM implementation is crucial for enhancing overall organizational performance. This study aims to highlight the significance of DHRM within the organizational context by focusing on its impact on the recruitment process by creating an application by a leading organization. The research paper's findings will be a valuable reference for academic researchers conducting further investigations into DHRM. To achieve higher productivity levels, businesses must develop their digital strategies. In the current landscape, DHRM is a subject of increasing and expanding significance and a critical aspect of the success of any business organization. By adopting DHR practices and leveraging social media, the internet, artificial intelligence, and other technological advancements, companies can maintain high-performance standards and attract quality employees, ensuring effective operations.

Nevertheless, it is of utmost importance to approach the digital transformation process with caution, as neglecting its potential implications could result in unforeseen consequences that might impede the achievement of desired objectives. This remains true despite the numerous positive prospects that digital transformation brings. Hence, it is paramount to meticulously identify potential hazards concerning information security, data accessibility, and data confidentiality. Developing comprehensive strategies to mitigate or eliminate these risks is imperative for strengthening the existing infrastructure and implementing robust security protocols. By doing so, organizations can safeguard sensitive information, ensure seamless data accessibility for authorized individuals, and maintain the utmost confidentiality to protect the integrity of their operations and maintain the trust of their stakeholders. Through these efforts, organizations can confidently navigate the digital landscape and safeguard their valuable assets from potential vulnerabilities.

Furthermore, HR managers face additional challenges in fully comprehending the intricacies of digitization, acknowledging these challenges, and developing methodologies that enable HR managers to grasp the implications of digitalization and effectively assist employees in understanding its significance for the

organization. It is important to recognize that the impact of digitalization extends beyond the mere digitization of specific processes. Taking a narrow view that solely focuses on the shift from analog to digital form neglects the broader ripple effects digitalization has on HRM. Therefore, HR managers must strive to develop a comprehensive understanding of the effects of digitalization to navigate these changes successfully.

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BADANIE WPŁYWU TRANSFORMACJI CYFROWEJ NA TRADYCYJNE ZARZĄDZANIE ZASOBAMI LUDZKIMI

Streszczenie: Praktyki zarządzania zasobami ludzkimi (HRM) uległy głębokiej transformacji ze względu na ciągły rozwój technologii informacyjno-komunikacyjnych (ICT). Niniejsze badanie ma na celu przeanalizowanie, w jaki sposób cyfryzacja przekształca tradycyjne praktyki HRM i jej potencjalny wpływ na sukces organizacyjny. Nowatorstwo badania polega na wypełnieniu luki poprzez przeniesienie nacisku z wpływu cyfryzacji na marketing i wyniki biznesowe na jej wewnętrzny wpływ na HRM w organizacjach. Badanie zwiększa nasze zrozumienie wyłaniającej się dziedziny cyfryzacji w zarządzaniu zasobami ludzkimi (HRM) i jej wpływu na wyniki organizacji. Metodologia obejmuje dwuetapowe podejście, które łączy analizę bibliometryczną i integracyjny przegląd literatury. Wyniki wskazują na znaczący wpływ cyfryzacji na HRM, w szczególności w zakresie przechwytywania, przechowywania i wykorzystywania danych, a także redefinicji ról zawodowych i dynamiki miejsca pracy. Organizacje są zachęcane do oceny skuteczności inicjatyw HR, ustalania priorytetów pożądanych wyników, inwestowania w zaawansowane oprogramowanie HR oraz priorytetowego traktowania uczenia się i rozwoju pracowników w celu optymalizacji działań HR.

Słowa kluczowe: era cyfrowa, zarządzanie zasobami ludzkimi, najnowsze praktyki zatrudnienia, tradycyjny HRM, doskonalenie pracy