

Innovative Human Resource Management Strategies in the Era of Digital Transformation

Strategi Manajemen Sumber Daya Manusia yang Inovatif di Era Transformasi Digital

¹Eloh Bahiroh, ²Ali Imron

¹²Universitas Sultan Ageng Tirtayasa

*elohbahiroh@untirta.ac.id, ali.imron@untirta.ac.id

*Corresponding Author

ABSTRACT

In the era of digital transformation, innovative human resource management (HR) strategies are very important for organizations to overcome the challenges faced in adopting digital technology. This research conducted a thorough literature review to explore key factors associated with innovative HR strategies in the era of digital transformation. The results of the literature review show that adapting technology in HR, increasing employee digital competence, talent management, and effective performance measurement are important aspects in achieving organizational success in this digital era. Apart from that, organizational adaptation to new phenomena also demands adaptive HR management strategies. This research also proposes a hypothesis that links these various factors to an organization's success in facing digital transformation. It is hoped that this research can provide valuable insight for organizations in developing relevant and effective HR strategies in facing the challenges of the digital era.

Keywords: *Human Resource Management Strategy, Digital Transformation, Innovation*

ABSTRAK

Di era transformasi digital, strategi pengelolaan sumber daya manusia (SDM) yang inovatif sangat penting bagi organisasi untuk mengatasi tantangan yang dihadapi dalam mengadopsi teknologi digital. Penelitian ini melakukan tinjauan literatur secara menyeluruh untuk mengeksplorasi faktor-faktor kunci yang terkait dengan strategi SDM inovatif di era transformasi digital. Hasil tinjauan pustaka menunjukkan bahwa adaptasi teknologi pada SDM, peningkatan kompetensi digital pegawai, pengelolaan talenta, dan pengukuran kinerja yang efektif merupakan aspek penting dalam mencapai kesuksesan organisasi di era digital ini. Selain itu, adaptasi organisasi terhadap fenomena baru juga menuntut strategi pengelolaan SDM yang adaptif. Penelitian ini juga mengajukan hipotesis yang menghubungkan berbagai faktor tersebut dengan keberhasilan suatu organisasi dalam menghadapi transformasi digital. Penelitian ini diharapkan dapat memberikan wawasan berharga bagi organisasi dalam mengembangkan strategi SDM yang relevan dan efektif dalam menghadapi tantangan era digital.

Kata Kunci: *Strategi Pengelolaan Sumber Daya Manusia, Transformasi Digital, Inovasi*

Introduction

Within the technology of digital transformation, innovative human resource management (HR) techniques are important for organizations to conform to the changing business landscape and utilize the virtual era efficiently. research has highlighted the massive impact of digitalization on HR, emphasizing the need for non-stop innovation in HR to ensure organizational competitiveness. research has explored the impact of digital transformation on various components of HRM, including talent recruitment, performance management,

"

employee training and development, and compensation management (Tripathi, 2017). Those findings underscore the significance of businesses adapting and introducing era in their structures to reap sustainable improvement goals. In addition, HR high-quality practices, including increasing worker digital competency, way of life and leadership alternate, organizational restructuring, expertise management, overall performance size, effective conversation, flexibility, and risk management, are vital for agencies to optimize using digital generation, reap aggressive benefit, enhance commercial enterprise overall performance, and provide delivered price to clients (Zhou, 2023) (Emran, 2023) (Gadzali, 2023).

The implementation of virtual transformation in human resource management (HRM) poses several challenges for groups. One of the sizable challenges is the need to refine the competencies of human sources and grow their expertise to attain organizational desires correctly. Another mission is the need for agencies to conform and introduce generation of their systems to gain sustainable development goals (Strohmeier, 2020). Additionally, the broader digital transformation environment has significantly affected traditional HRM, and continuous innovation in HRM is crucial to ensure organizational competitiveness (Emran, 2023) (Zhou, 2023). Other challenges include the need to improve employees' digital competencies, cultural and leadership changes, proper organizational restructuring, talent management, performance measurement, effective communication, flexibility, and good risk management. To overcome these challenges, organizations want to raise awareness on developing and implementing HRM techniques that align with the demands of the digital generation, enhance business performance, and offer added value to clients (Gadzali, 2023). Within the technology of virtual transformation, innovative human resource management strategies are very vital for groups to stay competitive and adapt to the ever-evolving business landscape (Appio, 2021). Several studies have highlighted the importance of various factors such as knowledge-oriented leadership, digital transformation, and human resource development in driving sustainable competitive advantage and organizational innovation (Sjachriatin, 2023).

In addition, the application of digitalization in organizations has been proven to have a significant impact on human resource management strategies, emphasizing the need for organizations to adapt and introduce technology to achieve sustainable development goals (Emran, 2023). A study emphasizes the need to develop strategies that encourage knowledge-oriented leadership, adopt digital technology, and improve employee skills and competencies to foster a culture of innovation, leading to sustainable competitive advantage in the long term (Sjachriatin, 2023). Another study recommends human resource management and strategic interventions to facilitate the human resource management transformation process, with a focus on gamification as a powerful tool for increasing user engagement, process improvement, and better employee motivation (Hee, 2019). It was further concluded that HRM strategy in organizational digital transformation is the key to the company's success in facing changes in the digital era, emphasizing the importance of increasing employee digital competence, cultural and leadership changes, organizational restructuring, talent management, performance measurement, effective communication, flexibility, and risk management (Gadzali, 2023).

In the context of the Covid-19 pandemic, innovative human resource management strategies, such as telecommuting practices, have also become a focus of research. A study conducted during the pandemic highlighted the impact of various latent variables, including working from home, productivity and efficiency, information technology, work-life balance, communication, work facilities, and performance evaluation, on the success of human resource management strategies (Zhang, 2023). This study emphasizes the negative impact of information and communication technology on human resource management strategies due to signal problems experienced by employees when working from home, which affects work continuity and communication (Lisongwei, 2023). In summary, the technology of virtual transformation has given rise to the want for modern human useful resource control

techniques that consist of components together with management, era adoption, employee development, and addition to changes in the work surroundings. Those techniques are important for businesses to achieve sustainable competitive advantage, organizational innovation, and achievement in the digital generation (Brunetti, 2020). The studies on "revolutionary Human resources (HR) control strategies in the era of virtual Transformation" is an critical step in exploring new approaches wherein agencies can manage their human resources amidst the changing enterprise landscape brought about by digitalization. In this era, there may be a widespread paradigm shift in how organizations make use of generation to grow their performance and competitiveness. This phenomenon creates deep challenges in human resource management, giving rise to the need for innovative strategies to face ever-evolving dynamics.

Some examples of digital technologies that can be used in human resource management include: (1) Gamification, Gamification can be used as a change management strategy to promote better user engagement, process improvement, and employee motivation in the context of digital transformation. (2) Digital Competency Development, Organizations can invest in digital competency development programs to enhance employees' skills and knowledge, enabling them to effectively leverage digital technologies and contribute to the organization's success. (3) Information Technology (IT) Tools, Various IT tools and software, such as human resource information systems (HRIS), applicant tracking systems (ATS), and performance management software, can be utilized to streamline HR processes, manage employee data, and support decision-making. (4) Telecommuting Practices, Telecommuting technologies and practices, including remote work software and communication tools, are increasingly relevant in HRM, especially in the context of digital transformation and the growing trend of remote work. These examples demonstrate how digital technologies are being integrated into HRM to improve processes, enhance employee capabilities, and support organizational success in the digital era (Appio,2021) (Bresciani,2021) (Demir,2023).

In this context, this research pays attention to the essential problems that arise along with the adoption of technology in various aspects of business, especially in HR. The main challenge facing organizations is how to effectively integrate technology in various HR practices such as recruitment, training, performance management and employee development (Kunin, 2022). That is where the study's problem phenomenon emerges: how can organizations develop innovative and adaptive HR techniques to optimize using generation in this era of virtual transformation?

Even though a great deal of studies has been carried out on the role of generation in HR, there are still expertise gaps that want to be filled. One of the research gaps that stands proud is the lack of know-how of ways the concept of innovation in HR may be applied efficiently in this digital era (Kaznacheeva, 2020).

. In addition, in-depth research on the impact of digitalization on various aspects of HR and the identification of relevant best practices is still limited. Therefore, this research will use a systematic literature review method to explore and identify existing findings and organize them in a comprehensive and systematic framework. Thus, it is hoped that this research can provide valuable insights for organizations in developing innovative and adaptive HR strategies in the era of digital transformation.

Research Methods

To perform a systematic literature review studies technique on "innovative Human resource management techniques in the generation of virtual Transformation", the steps begin with identifying relevant keywords. Those keywords may be the key to finding articles that match the studies subject matter. feasible key phrases may additionally consist of phrases inclusive of "human useful resource control method", "innovation", "digital transformation", "era". After keywords are diagnosed, researchers will then get admission to numerous

academic databases which include IEEE Xplore, Scopus, Google scholar, ProQuest, ScienceDirect.. In this search, researchers will use prepared keywords to search for relevant articles. The number of articles found from this initial search was 112 articles according to the specific keywords entered.

Then, researchers will filter the articles found based on their relevance to the research topic. Articles that are not relevant or do not match the research objectives will be discarded. This filtration process is carried out by reading the title, abstract, and sometimes the summary of the article, to determine whether the article is truly related to the research topic. The number of articles remaining after this filtration process will be more focused on research topics, namely 40 articles. Next, researchers will thoroughly read the articles that have been selected for further evaluation. These articles may be analyzed to gain a deeper know-how of various modern human resource management strategies in the generation of virtual transformation. relevant information from each article could be systematically compiled and synthesized to form a comprehensive know-how of the studies topic.

In this process, researchers can also search for additional articles through references from previously selected articles. This may assist in increasing the scope of literature applicable to the studies topic. Through the usage of this systematic literature evaluation method, it's hoped that research can produce a deeper and more complete knowledge of various modern human resource management techniques within the technology of virtual transformation, as well as offer a robust basis for in addition research or development of satisfactory practices in this subject.

Results and Discussions

The Importance of Innovative HR Strategy

The importance of innovative human resource management (HR) strategies is revealed as the main key in facing the challenges arising from digital transformation. The effects of the literature review highlight that digital transformation brings enormous modifications in HR governance, giving upward thrust to a number of demanding situations that businesses want to triumph over. One of the principal challenges is the want to increase the abilities and know-how of human sources to achieve organizational desires effectively in an increasingly digitized surroundings. implementing digital transformation in HR does not best adjust the manner organizations work and methods, however additionally requires the powerful adoption of virtual generation (Fenech, 2019). Therefore, an progressive HR method is very critical to ensure the organization's success in facing this virtual transformation. revolutionary techniques allow businesses to evolve to fast and dynamic modifications within the virtual generation, in addition to making use of generation optimally to reap organizational desires (Vardarlier, 2019).

The proposed hypothesis states that the more modern the HR method adopted with the aid of a corporation, the higher the extent of fulfillment of the business enterprise in dealing with virtual transformation challenges. This shows that businesses which are capable of increasing revolutionary HR strategies have a greater threat of being successful in facing the changes introduced via virtual transformation, growing competitiveness, and accomplishing organizational dreams extra effectively. Consequently, it is essential for agencies to be aware of growing and enforcing modern HR strategies as part of their efforts to stand the challenges of the digital transformation era.

Hypothesis: The more innovative the human resource management (HR) strategy adopted by an organization, the higher the level of success of the organization in facing digital transformation challenges.

Technology Adaptation in HR

Version of technology in human resource management (HR) has grown to be a key factor in the era of digital transformation. A literature overview suggests that corporations are confronted with needs to integrate era into their HR structures so that it will attain sustainable improvement desires (Zhang, 2023). This is caused by a significant paradigm shift in the scope of organizational paintings due to digital transformation. This paradigm shift not only impacts the way organizations operate, however also impacts the way HR is administered. Adoption of technology in HR permits agencies to increase efficiency, productivity and responsiveness to rapid market changes. In conjunction with that, the digital transformation environment is also converting the conventional paradigm in HR, encouraging the want for continuous innovation in HR practices (Jiménez, 2022).

The proposed hypothesis suggests that the better the level of technological adaptation in a corporation's human resource management (HR) practices, the extra the company's capability to achieve sustainable development dreams. This confirms that companies that are able to correctly undertake generation in HR have a extra risk of reaching long-time period sustainability and achievement. as a result, it's miles essential for organizations to now not most effective introduce era in their HR, but also to constantly innovate and improve their technological adaptation in response to ongoing modifications in an increasingly digitized business environment. This could help them preserve their competitive aspect and acquire sustainable development goals in the technology of digital transformation.

Hypothesis: The higher the level of technological adaptation in an organization's human resource management (HR) practices, the greater the organization's ability to achieve sustainable development goals.

Increasing Employee Digital Competence

Increasing employee digital competence has become the main focus in facing digital transformation challenges. The literature review highlights that with digital transformation, employees need to have skills and a deep understanding of technology to remain relevant and effective in an increasingly digitalized work environment (Barišić, 2021) (Hang, 2021). This includes not only knowledge of the latest software and applications, but also an understanding of how those technologies can be applied effectively in the context of their work. Culture and leadership changes also play an important role in this process. Organizations need to adopt a culture that supports innovation and experimentation, where employees feel encouraged to continue learning and developing their digital skills (Nachit, 2020). In addition, progressive and proactive leadership in facing technological changes can create a work environment that is dynamic and responsive to the latest developments in technology (Betchoo, 2020) (Jani, 2023).

The proposed hypothesis shows that the higher the level of increase in employee digital competence, the more effective the organization is in adopting digital technology and gaining competitive advantage. This emphasizes the importance of investing in developing employees' digital skills as a strategy to increase organizational competitiveness in the digital era. Organizations that are able to improve the digital competence of their employees have a greater chance of successfully adopting digital technologies and leveraging them to achieve competitive advantage in an increasingly digitalized marketplace.

Hypothesis: The higher the level of increase in employee digital competence, the more effective the organization is in adopting digital technology and gaining competitive advantage.

Talent Management and Performance Measurement

Talent management and performance measurement are important aspects in facing digital transformation challenges. The literature review shows that in this digital era, organizations need to pay special attention to how they manage and develop their talents and assess employee performance in an effective and relevant way. This is caused by rapid changes

in business needs and increasingly complex work environments due to technology adoption. The importance of talent management lies in the organization's ability to identify, recruit, develop and retain talented and potential individuals in facing the changes that occur due to digital transformation (Hegedűs, 2020) (Bresciani, 2021). By having a skilled and qualified team, organizations can more easily adapt to changes and even get ahead of the competition in an increasingly competitive market. On the other hand, performance measurement is key in ensuring that employees contribute effectively to organizational goals in the context of digital transformation (Bannikov, 2021). With proper performance measurement, organizations can identify employee strengths and weaknesses, provide constructive feedback, and design appropriate development strategies (Sugiarto, 2023) (Bansal, 2023).

The proposed hypothesis indicates that the more effective talent management and performance measurement in the context of digital transformation, the greater the business performance and added value provided to customers by the organization. This confirms that good management of talent and accurate performance evaluation can have a positive impact on overall organizational performance, as well as increase customer satisfaction through better products and services. By focusing on effective talent management and performance measurement, organizations can maximize their potential in facing the challenges and exploiting the opportunities faced in the era of digital transformation.

Hypothesis: The more effective talent management and performance measurement are in the context of digital transformation, the greater the business performance and added value provided to customers by the organization.

Organizational Adaptation to New Phenomena

Organizational adaptation to new phenomena, such as telecommuting practices which have become increasingly popular, especially during the COVID-19 pandemic, is crucial in dealing with rapidly changing work environments. Studies highlight that organizations need to be prepared to overcome the challenges and exploit the opportunities that arise from remote working practices (Mitrofanova, 2019). In this context, it is important for organizations to consider the impact of information and communication technology on human resource management (HR) strategies. The use of digital tools to support working from home, such as online collaboration platforms, communication applications, and adequate technological infrastructure, is key to ensuring smooth work continuity and effective communication between distributed team members (Demir, 2023) (Kirilmaz, 2020).

The proposed hypothesis states that the more adaptive the organization is to new phenomena, such as working from home, the higher the level of work continuity and effectiveness within the organization. This emphasizes the importance of organizational flexibility in adapting their work practices to changes occurring in the external environment, such as technological developments and policy changes such as pandemics. Organizations that can quickly adapt to new trends and utilize them effectively will have an advantage in maintaining productivity and ensuring smooth operations, even in uncertain situations.

Hypothesis: The more adaptive the organization is to new phenomena, the higher the continuity of work and effectiveness within the organization.

Conclusion

In the era of digital transformation, innovative human resource management (HR) strategies have proven to be the main key for organizations to overcome the challenges faced in adopting digital technology and utilizing it effectively. The literature review conducted highlights the importance of various aspects of innovative HR strategies in facing the ever-evolving dynamics in the business landscape triggered by digitalization.

Implementing digital transformation in HR raises a number of challenges, including the need to increase the skills and knowledge of human resources, as well as organizational adaptation to an ever-changing environment. However, innovative HR strategies can help organizations to achieve sustainable development goals and increase their competitiveness.

In addition, increasing employee digital competence, talent management and effective performance measurement are also crucial factors in the context of digital transformation. Organizations need to introduce cultural and leadership changes that support innovation to create a work environment that drives competitive advantage in the long term.

Organizational adaptation to new phenomena also requires adaptive and innovative strategies in HR management. Thus, this research confirms that innovative HR strategies are the key to organizational success in facing digital transformation.

The hypotheses proposed in this research also provide a basis for further research in understanding the relationship between various factors that influence innovative HR strategies in the era of digital transformation. It is hoped that the results of this research can provide valuable insight for organizations in developing relevant and effective HR strategies in facing the challenges faced in this digital era.

References

- Amalia, M. R. (2024). The Impact of Digital Era 4.0 Transformation on Human Resources Management. *Management Studies and Business Journal (PRODUCTIVITY)*, 1(1), 89-98.
- Appio, F. P., Frattini, F., Petruzzelli, A. M., & Neirotti, P. (2021). Digital transformation and innovation management: A synthesis of existing research and an agenda for future studies. *Journal of Product Innovation Management*, 38(1), 4-20.
- Bannikov, S. A., & Abzeldinova, K. T. (2021, February). Digital transformation of HR management system. In *International Scientific and Practical Conference "Russia 2020-a new reality: economy and society"(ISPCR 2020)* (pp. 54-58). Atlantis Press.
- Bansal, A., Panchal, T., Jabeen, F., Mangla, S. K., & Singh, G. (2023). A study of human resource digital transformation (HRDT): A phenomenon of innovation capability led by digital and individual factors. *Journal of Business Research*, 157, 113611.
- Barišić, A. F., Barišić, J. R., & Miloloža, I. (2021). Digital transformation: challenges for human resources management. *ENTRENOVA-ENTerprise REsearch InNOVation*, 7(1), 357-366.
- Betchoo, N. K. (2016, August). Digital transformation and its impact on human resource management: A case analysis of two unrelated businesses in the Mauritian public service. In *2016 IEEE International Conference on Emerging Technologies and Innovative Business Practices for the Transformation of Societies (EmergiTech)* (pp. 147-152). IEEE.
- Bresciani, S., Ferraris, A., Romano, M., & Santoro, G. (2021). Human resource management and digitalisation. In *Digital transformation management for agile organizations: A compass to sail the digital world* (pp. 117-138). Emerald Publishing Limited.
- Brunetti, F., Matt, D. T., Bonfanti, A., De Longhi, A., Pedrini, G., & Orzes, G. (2020). Digital transformation challenges: strategies emerging from a multi-stakeholder approach. *The TQM Journal*, 32(4), 697-724.
- Budiasih, Y. (2024). The Influence of Digital Technology on Financial Management. *Accounting Studies and Tax Journal (COUNT)*, 1(1), 92-100.
- Demir, M., Yaşar, E., & Demir, Ş. Ş. (2023). Digital transformation and human resources planning: the mediating role of innovation. *Journal of Hospitality and Tourism Technology*, 14(1), 21-36.
- Emran, H.A., & Elhony, F.. (2023). The Implications of Digital Transformation and Its Impact on Human Resource Management Strategies. *East Asian Journal of Multidisciplinary Research*.

- Fenech, R., Baguant, P., & Ivanov, D. (2019). The changing role of human resource management in an era of digital transformation. *Journal of Management Information & Decision Sciences*, 22(2).
- Fionasari, R. (2024). Economic, Social and Environmental Impacts on Community-Based Ecotourism. *Economics Studies and Banking Journal (DEMAND)*, 1(1), 1-8.
- Gadzali, S.S., Gazalin, J., Sutrisno, S., Prasetya, Y.B., & Almaududi Ausat, A.M. (2023). Human Resource Management Strategy in Organisational Digital Transformation. *Jurnal Minfo Polgan*.
- Hang, N. T. (2021). Universal education development to enhance the quality of human resources in the context of digital transformation and industrial revolution 4.0. *The USV Annals of Economics and Public Administration*, 21(1 (33)), 88-95.
- Harsono, I., & Suprapti, I. A. P. (2024). The Role of Fintech in Transforming Traditional Financial Services. *Accounting Studies and Tax Journal (COUNT)*, 1(1), 81-91.
- Hee, O.C., & Shanmugam, N. (2019). A Review of Human Resource Change Management Strategies in the Digital Era. *International Journal of Academic Research in Business and Social Sciences*.
- Hegedűs, H. (2020). The Impact of Digital Transformation on the World of Work and on Human Resource Management. *Hadtudomány*, 30(E-szám), 146-153.
- Hidayat, M., & Basuil, D. A. (2024). Strategic Human Resource Planning in the Era of Digital Transformation. *Management Studies and Business Journal (PRODUCTIVITY)*, 1(1), 130-137.
- Hidayat, M., Defitri, S. Y., & Hilman, H. (2024). The Impact of Artificial Intelligence (AI) on Financial Management. *Management Studies and Business Journal (PRODUCTIVITY)*, 1(1), 123-129.
- Jani, A., Muduli, A., & Kishore, K. (2023). Human resource transformation in India: examining the role digital human resource technology and human resource role. *International Journal of Organizational Analysis*, 31(4), 959-972.
- Kaznacheeva, S. N., Bicheva, I. B., Smirnova, Z. V., & Chelnokova, E. A. (2020, May). Innovative Technologies of human resource management. In *International Conference on Economics, Management and Technologies 2020 (ICEMT 2020)* (pp. 560-565). Atlantis Press.
- Kirilmaz, S. K. (2020). Digital transformation in human resources management: investigation of digital hrm practices of businesses. *Research Journal of Business and Management (RJBM)*, 7(3), 188-200.
- Kunin, V. A., & Pestrikov, A. A. (2022, October). Innovative Transformations Management in Organizations in the Context of Its Sustainable Development Under Digital Transformation of the Economy. In *National Conference on Sustainable Development (ESG)* (pp. 67-82). Cham: Springer Nature Switzerland.
- Lisongwei, L. (2023). Innovative Human Resource Management Strategies During the Covid-19 Pandemic: Telecommuting Practice. *JIIP - Jurnal Ilmiah Ilmu Pendidikan*.
- Ma, L., Zhang, X., & Dong, L. (2023). Enhancing Sustainable Performance: The Innovative Strategy of Digital Transformation Leading Green Collaborative Management. *Sustainability*, 15(17), 13085.
- Mitrofanova, A. E., & Konovalova, V. G. (2019). Opportunities, problems and limitations of digital transformation of HR management. *European Proceedings of Social and Behavioural Sciences*.
- Nachit, M., & Okar, C. (2020, November). Digital transformation of human resources management: A roadmap. In *2020 IEEE International Conference on Technology Management, Operations and Decisions (ICTMOD)* (pp. 1-6). IEEE.
- Nicolás-Agustín, Á., Jiménez-Jiménez, D., & Maeso-Fernandez, F. (2022). The role of human resource practices in the implementation of digital transformation. *International Journal of Manpower*, 43(2), 395-410.

- Purwanto, A., Purba, J. T., Bernarto, I., & Sijabat, R. (2023). Investigating the role digital transformation and human resource management on the performance of the universities. Available at SSRN.
- Sjachriatin, E., Riyadi, S., & Mujanah, S. (2023). The effects of knowledge-oriented leadership style, digital transformation, and human resource development on sustainable competitive advantage in East Java MSMEs. *Uncertain Supply Chain Management*.
- Strohmeier, S. (2020). Digital human resource management: A conceptual clarification. *German Journal of Human Resource Management*, 34(3), 345-365.
- Sugiarto, I. (2023). Human Resource Development Strategies to Achieve Digital Transformation in Businesses. *Journal of Contemporary Administration and Management (ADMAN)*, 1(3), 156-162.
- Terenggana, C. A. (2024). The Influence of Artificial Intelligence on Customer Experience (Study of Maxim Users in Surabaya, East Java). *Economics Studies and Banking Journal (DEMAND)*, 1(1), 37-45.
- Tripathi, R. T., & SINGH, P. K. (2017, March). A study on innovative practices in digital human resource management. In *Proceedings of the National Conference "Digital transformation of business in India: Opportunities and challenges"*, Dehradun (pp. 1-13).
- VARDARLIER, P. (2020). Digital transformation of human resource management: Digital applications and strategic tools in HRM. *Digital business strategies in blockchain ecosystems: Transformational design and future of global business*, 239-264.
- Zhang, J., & Chen, Z. (2023). Exploring Human Resource Management Digital Transformation in the Digital Age. *Journal of the Knowledge Economy*, 1-17.
- Zhou, R. (2023). Study on Countermeasures and Suggestions for Human Resource Management of Enterprises in the Context of Digital Transformation. *Academic Journal of Business & Management*.