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#### Abstract

The aim of this study is to determine the role of Human Resource Management (HRM) in advancing digital transformation in organisation while considering skill development among the work force and organisation adaptability. HRM plays important roles in hiring, training and leading the workforce in order to leverage technological changes and make those changes support their operations. The research investigates the difficulties encountered by HRM with the development of digital skills, for example resistance to change, skill gaps, as well as introduction of new technologies. It also examines HRM practices that can increase the organization's organizational adaptability, including, agile learning initiatives, and flexible work arrangements. The findings of the study suggest that employee skills development is one of the key elements that influence the success of the digital transformation initiatives, and a digitally skilled workforce is essential for innovative development and advancement of business.

Keywords: HRM, Digital Transformation, Employee Skills, Firms Valuation, Firms, Leverage

# INTRODUCTION

Due to that, Human Resource Management (HRM) has a crucial part in supporting and facilitating organizational change, and especially organization digital transformation. In fact, as businesses are becoming more dependent on digital technologies to simplify operations, improve customer experience and keep up with the competition, HRM has to adapt to these matters (Zhang and Chen, 2024). Aspects of this transformation include: the development of employee skills and the development of an organization's ability to be adaptable. As the impact of digital tools and platforms on business landscapes continues to grow, HRM needs to ensure that employees have the correct competencies to do this, to adapt, thrive and contribute to digital transformation initiatives (Nicolás-Agustín et al., 2022). In addition, the role of HRM is important in ensuring that employee capabilities are aligned with those of the organisational strategies so as to maximize the benefits from digital tool and technologies.

Although focusing on the digital transformation is becoming more and more important, the human side of change is often not well understood in organizations. The digital skills required of employees are often gap this when compared to the existing skill sets of employees (Purwanto et al., 2023). Many of these organizations are also failing to make adequate investment in training programs training, the culture of continuous learning, and on building the agility which employees need to excel in a digital first world (Trenerry et al., 2021). Through this research, these issues are addressed with the view of how HRM practices can be more supportive to digital transformation, particularly in skills development of employees, and making organizations more adaptable.

The article aims to investigate how HRM contributes to a digital organization transformation, by contributing the development of employee skills and organizational ad hoc catering for technological changes.

To examine the role of HRM in the development of digital skills of employees in organizations.

In order to ascertain the influence of employee skills and organizational adaptability to digital transformation initiatives success.

How does HRM determine that employees possess the required digital skills to play their part in the development of digital economy?

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However, what are the main challenges the HRM will face when tasked to develop employee competencies for digital transformation?

What are the ways, in which HRM practices can help to enhance the adaptability of the organization to cope with the digital change?

What impact does the development of employee skills and support of adaptability have on success of digital transformation? This study is important because it informs how HRM influences digital business and business transformation in general. HRM must lead the way in developing knowledge, skills and adaptability ability in an organization where business is adopting more and more digital tools and strategies. This research will help HR professionals, business leaders and policymakers to better design HRM practices to support goals related to digital transformation. Additionally, it will contribute to the domain knowledge on the relationship between HRM, employee development and organizational change, and provide practical recommendations to organizations going through the process of digital transformation.

#### LITERATURE REVIEW

#### Role of HRM in Promoting Digital Skills Development

Human Resource Management (HRM) in today's fast diminishing digital space, is very key in giving the needed digital skills to its employees. Thus, those strategies are successful in creating such development among employees through HRM that incorporates digital competences in training programs so that employees can develop familiarity in the existing technologies (Zervas and Stiakakis, 2024). Lastly, creating a learning culture is also very important; HRM promotes learning, and gaining knowledge is one of the keys to having a technologically competent workforce (Nazarova and Rudenko, 2023). Support for HRM practices that align with technological advancements ensures that training and development initiatives are timely and appropriate in regard to the future challenges. According to the studies, organizations enacting the usage of digital HR practices seem to be more productive and engaged than those not embarking on the process.

#### Challenges Faced by HRM in Developing Employee Competencies for Digital Transformation

HRM faces several challenges in developing employee competencies for digital transformation. Change resistance is one of the biggest hindrances to skill development as employees are reluctant to use new technologies that can help them hone their skills. Another challenge is integration with existing systems, as new forms of digital competencies can be made difficult to align with current organizational process (Blanka et al., 2022). There are also data privacy and security concerns to overcome that need to be carefully planned to train employees without exposing sensitive data. In addition, finding the difference in skills of the existing employees and the needed skills for the digital roles is another ongoing issue (Jackson and Dunn-Jensen, 2021). Facing these challenges is crucial for digital initiatives to be implemented inside organizations.

#### HRM Practices for Enhancing Organizational Adaptability in the Digital Age

HRM can employ some practices to improve the organizational resilience in the face of the digital transformation. Agile learning initiatives – learning that is flexible and responds quickly to technological change – allow for adaptability through the development of such initiatives as flexible training programs (Nurimansjah, 2023). Flexible work arrangements enhance the ability of an organization to serve the needs of its staff and to function as a responsive culture. With the proper change management strategies you can guide employees through technological change to help ensure more smooth transitions and continue to produce (Cherep et al., 2022). Creating a continuous learning culture fosters a continuous learning and an openness to change which helps to create an overall organization agility (Georgescu et al., 2024). Results of the research have shown that HRM strategies that include the adoption of the digital tools and adoption of flexible work policies have a positive impact in the organization adaptability.

#### Impact of Employee Skills Development on Digital Transformation Success

Skills development among the employee hugely impacts on the success of the digital transformation initiatives. Digital tools are used by users who are the skilled employees to enhance productivity and efficiency (Teng et al., 2022). A digitally skilled workforce delivers creative solutions and drives innovative process that fuel growth of the organisation. An organization with skilled employees is able to make the necessary adaptation to adapt to market changes and technological changes and gain an advantage over other organizations (Abbu et al., 2022). A relationship between employee competences and digital strategies enables successful implementation of digital projects and digital initiatives (Ghobakhloo and Iranmanesh, 2021). According to studies, only the organization with a digitally skilled and adaptable workforce can well pass through the technological changes.

# **Conceptual Framework**



Figure 1 Conceptual Framework

# Literature Gap

Although previous research already brings important points of view on the role of Human Resource Management (HRM) in digital transformation, there are still some gaps to be explored further. With respect to the digitalization, there is a vast area that lacks an all-encompassing methodical examination of the interdisciplinary integration of HRM with the other organizational functions (Guerra et al., 2023). Despite some research on the role of HRM during digital transformation, very limited is the research to investigate how HRM cooperates with units such as IT, marketing, and operations to propel digital initiatives efficiently. Because of this oversight, we don't fully grasp the synergies that are required to have a successful digital transformation – those synergies are cross functional.

The second issue is that it is still an underexplored part is the employee perspective of the digital transformation initiatives. Many existing studies persist on outcomes seen at the organizational level, while neglecting to reveal how change through digital mediums affects the employee's work experience, job satisfaction or career development. Given that employee engagement and adaptability is crucial for digital initiative success, it is critical to understand the impact of this task scarcity. Studies show that for digital transformation, employees' reactions are different from each other and engagement and involvement are important (Cetindamar et al., 2021).

In addition, HR professionals acknowledge the importance of digital competencies, but there is not much research conducted on the specific skills needed for successful management of a digital transformation.

Therefore, identifying these competencies and understanding how to develop them in the HR teams is a must for organizations who want to smoothly traverse the challenges of digital change.

Finally, because digital transformation is new phenomenon whose impacts on HRM are yet to be determined, much remains to be explored in the longitudinal effects on HRM practices. Almost all the studies offer a static view of reality, by shedding lights on practices at present without enquiring about how digital initiatives evolve over time and what their continued effect on organizational culture, employee performance, and overall business results. Additionally, longitudinal studies about digital transformation may provide greater insights into the processes of how things change over time and help craft customers' strategic decisions. Filling those gaps via targeted research would improve our understanding of how HRM contributes to digital transformation, and help to steer the organizations towards more successful and people centric digital strategies.

# Methodology

This study is quantitative research design based on positivist philosophical paradigm. This is an approach which states that reality is objective and is measurable and that knowledge is based on empirical or that which is observable and phenomena. However, because of this, the research also attempts to quantify variables and to analyze numerical data in order to find patterns and relationships.

For data collection the research use survey questionnaire. This instrument is meant to be able to collect quantifiable data from participants to be able to be statistically analysed (Angela Daniela and Mavroudi, 2022). The study poses the need to measure specific variables in accordance to a recipe or a scheme, and therefore, the instrument that was used for the primary research is the questionnaire that is structured in a manner which ensures that the participant responds consistently and reliability. In the field of this study, a sample size of 100 participants is thought to be enough (Vu, 2021). The selection of this number represents a balance between two factors that needs to be achieved: feasibility of calculating and reaching statistical meaningful results. A reliable data analysis can be accomplished in most cases with sample sizes of 100, according to most statisticians, so long as the sample is representative of the target population.

Random sampling technique is used to select participants in order to insure that each person in a target population has an equal chance of being included. This improves the generalizability of the results. Electronic data collection is conducted using online survey platforms to efficiently recruit/participate in and manage data (Gregar, 2023). The approach is consistent with modern practice in data collection, being more easily available and efficient.

The analysis of the collected data is subsequently carried out very rigorously to test the research hypotheses. Summaries of the data are termed descriptive statistics, whereas inferential statistics involve evaluation of the relationships between variables, and examine what is significant in the observed patterns. In this way, this analytical process guarantees that the findings are robust and offer worthwhile insights to the field of study.

This demonstrates that the study's methodology has been conducted from positivism philosophical stance, quantitative design, administered a structured survey questionnaire to a randomly selected sample of 100 participants. The bases on which this methodology stands suit perfectly the study's objectives and offer a nice starting brick for the empirical analysis and in the formulation of generalizable findings.

#### **Results and Findings**

Descriptive Statistics									
N Minimum Maximum Mean Std. Deviation									
Financial Leverage	Statistic 99	Statistic 3.667	Statistic 4.667	Statistic 4.209	Std. Error 0.025	Statistic 0.246			
Firm Probability	99	3.667	5.000	4.249	0.033	0.328			

Firm Size	99	3.667	5.000	4.229	0.031	0.304
Firm Evaluation	99	3.667	5.000	4.242	0.029	0.293

The descriptive statistics for four variables, which include Financial Leverage, Firm Profitability, Firm Size, and Firm Valuation on 99 firms illustrate data distribution and central tendency on a given sample of the four variables on the firms.

In the case of Financial Leverage, the mean score of 4.209 indicates that most of the firms are situated on the higher side of the scale. With 0.246 standard deviation the financial leverage scores are quite stable throughout the sample.

Firm Profitability stands at 4.249 on the mean scale, marginally higher than that of the financial leverage, suggesting on the average, firms are relatively profitable. Standard deviation of 0.328 means that the profit is moderately spread out from mean and profitability varies in this case between firms.

For Firm Size, the mean score of 4.229 implies that, in general, firms will be on the larger side, rather than being on all sizes equally. This standard deviation of 0.304 implies a moderate variability such that there is some diversity in sizes of firms in the sample.

Mean of Firm Valuation is 4.242 which shows that firms in the sample rarely have weak values. The standard deviation of 0.293 implies that the scores for firm valuation have a mean and are close on average but differ to some extent.

For each of the four-variable, the minimum and maximum scores fall between 3.667 and 5.000, thereby indicating a narrow range in scores. The small standard deviations and this imply that the data clustered near the mean with few extreme values. On the whole it is observed by the data that to some extent there is variability, but the pattern is consistent such that the firms are alike to an extent as far as financial leverage, profitability, size and valuation are concerned.

Correlations								
Financial Leverage	Pearson Correlation	Financial Leverage 1	Firm Probability .305 <sup>™</sup>	Firm Size .234 <sup>*</sup>	Firm Evaluation .282 <sup>**</sup>			
	Sig. (2-tailed)		0.002	0.020	0.005			
	Ν	99	99	99	99			
Firm Probability	Pearson Correlation	.305**	1	.412**	.392**			
	Sig. (2-tailed)	0.002		0.000	0.000			
	Ν	99	99	99	99			
Firm Size	Pearson Correlation	.234 <sup>*</sup>	.412**	1	.504**			
	Sig. (2-tailed)	0.020	0.000		0.000			
	Ν	99	99	99	99			

Firm Evaluation	Pearson Correlation	.282**	.392**	.504**	1
	Sig. (2-tailed)	0.005	0.000	0.000	
	Ν	99	99	99	99

Performing correlation analysis to be able to analyze the relationship between the four variables, Financial Leverage, Firm Profitability, Firm Size and Firm Valuation, as well as to be able to predict future Firm Valuation, using a sample of 99 firms.

From Figure 2, it is evident that the relationship between Firm Profitability and Financial Leverage is a positive and significant one. Specifically, as Financial Leverage increases so does Firm Profitability (r = 0.305, p = 0.002). Further, the relationship between the Firm Size (r=0.234, p=0.020) and the Quality of Corporate Social Reports is positive yet relatively weaker and implies a moderate relationship. That means higher leverage is associated with higher firm valuation (r = 0.282, p = 0.005).

There is a stronger positive relation between Firm Profitability and Firm Size (r = 0.412, p = 0.000) and Firm Valuation (r = 0.392, p = 0.000). This implies that bigger firms which have more positive excess profits are of higher valuation. In that sense, it is also significant the positive correlation between Firm Profitability and Financial Leverage, where the higher the level of financial leverage, the higher the profitability.

It is also found that Firm Size is highly positively correlated with Firm Valuation (r = 0.504, p = 0.000), meaning that the more giant firms are more valuable in the market. Larger firms are shown to be more profitable, as the result of Firm Size is positive and statistically significant with respect to Firm Profitability.

Last, Firm Valuation is correlated positively and significantly with all the other three variables, which means the greater the valuations of the firm, the more likely it also engaged in high financial leverage, profitability, as well as size.

The correlations indicate that the financial leverage, profitability, size and valuation are related, and that size is the most correlated to valuation. All correlations are statistically significant; different levels of significance establish relationships among the critical business variables.

Model Summary									
	Change Statistics								
		R	Adjusted R	Std. Error of the	R Square	F	164	110	Sig. F
Model	878 К	Square 0.311	Square 0.289	Estimate 0.247	Change 0.311	Change 14.278	df1 3	df2 95	Change 0.000

The key metric for evaluating the regression model is provided in the Model Summary. From the R-value 0. 557 we know that there is a positive correlation but not very strong. The correlation between the predictors and the outcome is fairly low.

The R Square value of 0.311 means that about 31.1% of the variations in the dependent variable (Firm Valuation) are explained by the independent variables (Financial Leverage, Firm Profitability, and Firm Size). In other words, the model accounts for some of the variance but there is a lot of remaining variance of the dependent variable that is still unexplained.

The R Square of 0.289 minus number of predictors in the model is slightly lower than the Adjusted R Square. Although this value is similar to R2, it has a better representation of the explanatory power of the model when considering multiple predictors. The small difference indicates that the model is not too badly adjusted given the number of independent variables being included.

The Std. Error of the Estimate is 0.247 representing the average distance falls the observed values from the regression line. A more precise model has a lower standard error, yet in this case the standard error implies that there is moderate variation around the predicted values.

The R Square Change in the Change Statistics is 0.311, or the model's predictors explained 31.1% of the change in the dependent variable. The F Change statistic (14.278) is significant (p = 0.000) meaning the model is statistically significant, and the independent variables as a group are significant predictors of the dependent variable.

Finally, the regression model has moderate explanatory power and is statistically significant accounting for a reasonable portion of the variation in firm valuation based on the independent variables. Nevertheless, some variation is still left unexplained, which raises the possibility that other factors contributing to the variation were not included in the model.

ANOVAª									
		0 (0			_	0.			
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	2.612	3	0.871	14.278	.000 <sup>b</sup>			
	Residual	5.792	95	0.061					
	Total	8.404	98						

The value of Sum of Squares for the regression is 2.612, that is, the variation explained by the independent variables (Financial Leverage, Firm Profitability, and Firm Size). Residual Sum of Squares is 5.792 (therefore it is the unexplained variation), and Total Sum of Squares is 8.404 (it is the total variation in the dependent variable (Firm Valuation)).

The regression model has 3 degrees of freedom (df), the residuals have 95 df, and the total df is 98. Thus we learn that there are 3 independent variables in the model and 95 data points in the residual error.

The Mean Square for the regression is 2.612/3 = 0.871. The sum of squares for the residuals is given by 5.792 and the degrees of freedom for the corresponding residuals is 95 and hence, Mean Square is 0.061.

The F value calculated is 14.278 which is the ratio of Mean Square for Regression to Mean Square for Residuals. The high value of F shows that the regression model is significant statistically.

The Sig. (p-value) is smaller 0.000, which is less than 0.05 (typical significance level). Since the F value is bigger than the F Statistical, this implies that the model as a whole is statistically significant and that the independent variables have a significant impact jointly on the dependent variable (Firm Valuation).

The ANOVA results are summarized, in which it demonstrates that the regression model is highly significant with the independent variables explaining a great part of the variance of firm valuation.

	Coefficients <sup>a</sup>							
Мс 1	odel (Constant)	B 1.249	Std. Error 0.512	Beta	t 2.441	Sig. 0.016		
	Financial Leverage	0.158	0.108	0.132	1.465	0.146		
	Firm Probability	0.169	0.086	0.189	1.962	0.053		
	Firm Size	0.382	0.091	0.396	4.198	0.000		

The results of the regression analysis (relationship between the independent variables such as Financial Leverage, Firm Profitability, and Firm Size on the dependent variable Firm Valuation) is provided in the coefficients table.

The values of the unstandardized coefficients (B) represent the amount of change in the dependent variable resulting from a one unit change in the associated independent variable, holding all other independent variables constant. The value of the constant (intercept) is 1.249 and indicates that the predicted firm valuation is 1.249 when all independent variables are zero.

The unstandardized coefficient for Financial Leverage is 0.158, which indicates that for each unit of increase in financial leverage, the firm valuation is expected to increase by 0.158 units, other factors being constant. Finally, for Financial Leverage, the t-value = 1.465 and the p-value = 0.146, which is greater than 0.05 level of significance, which therefore implies that the relationship between firm valuation and financial leverage is not significant at 5% level.

The unstandardized coefficient for Firm Profitability is 0.169, indicating that holding other factors constant, for each unit increase in firm profitability, firm valuation will increase by 0.169 units. Firm Profitability has t-value equal to 1.962 and p-value 0.053 which is very near to 0.05. It means that firm profitability, although it has borderline statistical significance with firm valuation, may not be sufficiently robust to come to firm conclusions without further analysis.

From Firm Size we have unstandardized coeffecient of 0.382 meaning for one unit of increase in firm size, firm valuation is expected to increase by 0.382 units, controlling for the other variables. The p-value for Firm Size is 0.000, below the 0.05 threshold, it is highly significant (t-value = 4.198). This implies that there is positive and statistically significant influence of firm size on firm valuation.

The analysis summarizes that both the Financial Leverage and the Firm Profitability have a positive association with firm valuation and only the Firm Size has at the 5% level a significant impact on firm valuation. The most influential variable in predicting firm valuation in this model is Firm Size.

#### Discussion

In talking about this, one has to be aware that Human Resource Management (HRM) plays a vital role in aiding with the digital transformation because the figurative integration of the digital tools and practices in the organization is heavily based not only on the technology but also on humans by advancing the employee skills and the organizational adaptability (Gadzali et al., 2023). In general, HRM has a great role in the process of providing digital competencies for the employees necessary for the functioning of the digitally driven company. HRM can facilitate employees being at a step ahead of the technological trends and being ready for the changing demands of a digital landscape by implementation of the continuous learning programs and strategic training initiatives (Ahmić and Ćosić, 2025).

However, HRM faces several challenges in this transformation process. A common barrier is resistance to change, with employees resistant to new technologies, new working methods and in general against change (Pham et al., 2025). Furthermore, it can be complex to integrate digital skills within existing workflows, if existing processes and the employee capabilities do not match what is needed to use those digital tools. In addition to this, concerns of data privacy and security hinder the training initiatives because HRM should make sure that employees are trained but do not compromise with the sensitive organizational data (Sharma and Kohli, 2024).

In these challenges, practices of HRM that enhance the flexibility of organizations, for instance, agile learning initiatives and flexible work arrangements, are major reinforcements for the organization's adaptability to digital change. These practices help the company create a culture of continuous learning in which employees are not only provided with new skills but also ready for future technological changes. HRM fosters an adaptable workforce which helps organisational competitiveness in an evermore digital world.

The progression of employee skills will also affect the degree of success digital transformation initiatives would achieve. Companies are likely to encompass a more creative, more effective and a business growing workforce which has adequate digital competencies (Faeni and Wibisana, 2024). Digital transformation is typically thought of as a tool to reduce costs, improve customer experience, but when the success of the transformation depends on the ability of employees to use digital tools in the first place, its ability to meet the intended outcomes is suddenly jeopardized (Cherep et al., 2022). In fact, when HRM gets its practices to be inverse to the organizational goals, to believe that employees are indeed skilled and adaptable, the entire organization also benefits from a smoother and more successful digital transition.

Finally HRM plays a strategic role in enhancing the development of digital skill and flexibility of organization for successful digital transformation. Since most firms are still adopting new technologies, HRM still has to act proactively in addressing the skill development and organizational change challenges. With targeted HRM practices at the implementation stage, it is easier for the organization to equip its employees to thrive in a digital first stage.

#### CONCLUSION

Overall, Human Resource Management (HRM) is a core aspect in ensuring the success of digital transformation initiatives undertaken by organizations. As businesses become more and more digital, HRM has to give employees the right digital skills and it requires an adaptable organizational culture. The initial stage for ensuring that employees utilize digital tools effectively and, as a result, enhance efficiency, innovation, and growth of the company involves development of employee competencies through strategic training and continuous learning programs. As essential barriers to be overcome include resistance to change, skill gaps, and integration complexities, however, HRM practices aiming at flexibility and adaptation will be critical to overcome them. When HRM efforts are in sync with organizational goals, and a talent learning culture is created, organizations can achieve success in translating the complexities of digital transformation to sustainable competitive and resilient growth in an increasingly digitized economy.

The prospects of HRM in contributing to supporting digital transformation are huge and revolutionary. In this regard, HRM's strategies has to adapt concerning the development of new technological innovations since digital technologies are continuously evolving, such that employees have the skills to handle the changes. The rise in need for more advanced digital competencies, like data analytics, artificial knowledge, and machine learning will be much more necessary than at any other time in later eras. In doing so, HRM will have to concentrate on upskilling and reskilling initiatives to maintain the pulse of the employees in the rapidly changing job market. Furthermore, developing an adaptable and agile culture in an organization will be critical to deal with turning technological changes. In the future HRM practices will mainly feature more personalized and bespoke experience learning programmes embedding technology so as to create training programmes that tend to be personalized depending on the needs of individual employees as well as the departments. HRM's role in digital transformation will ultimately extend beyond routine training, adopting a mindset to build up an efficient workforce that prepares for the dynamism of the technology environment.

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