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DIGITALIZATION OF HUMAN RESOURCE MANAGEMENT: A COMPARATIVE STUDY OF TALENT DEVELOPMENT AND EMPLOYEE ENGAGEMENT IN THE USA AND PAKISTAN

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ABSTRACT

Digitalization has changed the way organizations attract, develop, and utilize talent because the rapid change of Human Resource Management (HRM) has changed everything. This paper is a comparative analysis of how digital HR practices have influenced talent development and employee engagement practices in the United States and Pakistan, over the trends and organizational outcomes to the year 2023. The study examines the role of technological adoption in the HR functions such as e-recruitment, learning systems, performance management systems and HR analytics in influencing workforce effectiveness and worker engagement in varying economic and technological environments.

The research design is a comparative type of research where the authors assess differences in the digital adoption, organizational readiness, and perception of employees between a developed and a developing economy. Results show that despite increased efficiency and access to learning as well as communication in both countries, infrastructure, digital literacy, organizational culture and strategic alignment moderate the extent of impact of digital HRM. Organisations in the United States exhibit more evolved digital ecosystems which enable ongoing talent development and increased levels of engagement, however, organisations in Pakistan exhibit rapidly growing adoption, but are constrained by structural and resource-related factors.

The research helps add to the overall body of international HRM research by emphasizing the situational aspects that cause the success of digital transformation efforts. It also offers managerial implications to understanding how managers can adopt technology-based HR practices to develop sustainable working approaches and to engage in various economic contexts.

Keywords

Digital Human Resource Management (Digital HRM), e-HRM, Talent Development, Employee Engagement, Digital Transformation, Comparative HRM

1. Introduction

The evolution of organizational processes through the digital dimension has radically changed the strategic role of Human Resource Management (HRM). Increased information technology has helped organizations to abandon stereotypical administrative HR functions in favor of integrated digital systems that facilitate strategic decision-making, analytics of the work force, and organizational agility (Bondarouk and Brewster, 2016; Marler and Parry, 2016). This change is typically referred to as electronic Human Resource Management (e-HRM) and it is indicative of the increased dependence of the human capital to technological solutions with the aim of increasing efficiency, employee experiences, and aligning human capital with the organizational goals (Strohmeier, 2007; Marler and Fisher, 2013).

Digital HRM has a broad spectrum of tools, which include e-recruitment systems, virtual learning environment, performance management software, and people analytics. The technologies enable organizations to gather and examine data on workforce to enable evidence-based HR practices that lead to better organizational performance (Angrave et al., 2016; Tursunbayeva et al., 2018). HR analytics, especially, have reinforced managerial capacity by aiding in providing predictive insights to conduct of workers, talents demand, and yield (Falletta and Combs, 2021; Wirges and Neyer, 2022). Thus, digitalization is no longer perceived as a choice but a strategic need by companies who are interested in achieving a competitive advantage in the long term (Ferraris et al., 2019; Fernandez and Gallardo-Gallardo, 2021).

Talent development is considered to be one of the largest areas that are affected by digital HRM. Digital platforms provide a sense of continuous learning and individual training routes, as well as sharing knowledge, which ensure organizations build adaptive and future-focused workforces (Martinez-Moran et al., 2021). In recent studies, it is proposed that initiatives of digital transformation can positively affect the process of talent management by enhancing the accessibility of developmental resources and promoting innovation in the organization (Montero-Guerra et al., 2023). Equally, organizational agility and sustainable competitive advantages have been linked to the implementation of electronic HRM systems, especially when technological innovation is oriented towards strategic objectives (Alqarni et al., 2023).

The other essential product of the digital HR practice is employee engagement. Participation, which can be described as a psychological and emotional commitment of the employees to their work positions, is a phenomenon which is generally regarded as a motivation of performance, retention, and organizational commitment (Saks, 2006). Communication channels, feedback tools, and collaborative tools can be enhanced using technologies to enhance employee engagement and ensure a more connected workplace (Hizam et al., 2023). Furthermore, the corporate social responsibility and other organizational efforts have been demonstrated to increase the level of engagement, especially in the newly developed economies where employees are becoming more concerned with ethical and socially responsible conducts (Farrukh and Iqbal, 2020).

Although the advantages of digital HRM may be acknowledged, the effectiveness of this practice is not always similar across the national backgrounds. Technological infrastructure, organizational preparedness, managerial skills, and digital literacy of the workforce are some of the factors that determine the adoption and implementation of HR technologies (Bonilla-Chaves and Palos-Sanchez, 2023). More developed economies tend to be more technologically mature and therefore, have an opportunity to implement HR analytics and digital talent strategies more effectively, though developing economies tend to be limited by structural constraints that can slow digital integration (McCartney and Fu, 2022). A meta-analytic review also marks on the ideology that cross-national disparities play a major mediating role between e-HRM practices and organizational outcomes, and it is important to focus on context-specific research (Zhou et al., 2021).

The increased interest in digital transformation across the world has increased the necessity of comparative research that analyzes the effects of the changes in technology on HR performance within varying economic contexts. Although the current literature has discussed the digital HRM in individual national context in a comprehensive manner, there was a paucity of literature that directly compares the implication of the digital HRM in talent development and employee engagement between developed and developing nations. It is this gap that needs to be filled in order to further the scholarship of international HRM and to inform organizations that want to pursue successful digital strategies in their operations that are geographically distributed.

This research thus explores the process of digitalization of Human Resource Management by conducting a comparative study of the organizations in the United States and Pakistan and analyzing the process till 2023. The United States is a technologically developed economy with well-developed digital ecosystems, and Pakistan is a fast-growing environment where the rates of technological penetration are growing, and infrastructural and organizational issues have arisen. In assessing the role of digital HR practices in talent growth and employee participation in these two opposite settings, this study will help elucidate the situational variables that define the effectiveness of HR digitalization.

The research aims of the proposed study are threefold: first, the investigations should be made on how much digital HRM practices could help in supporting the development of talent; second, it is important to determine the effects on employee engagement, and third, it is important to compare such relationships in developed and developing economic settings. In such a manner, the research also adds to the growing literature on digital HRM by synthesizing the technological, strategic, and behavioral approach into a cross-national context. In the long run, the results are likely to offer a theoretical understanding as well as a practical appeal to organizations in the modern world that have to deal with the intricacies of workforce management in a highly digital environment.

2. Literature Review

The fast development of digital technologies has had a strong effect on the theory and practice of Human Resource Management (HRM) as the traditional personnel administration is shifted to the digital systems with a strategic approach. Electronic Human Resource Management (e-HRM) has become an essential process where organizations use technological structures to improve the HR processes and customerize the organisational performance (Strohmeier, 2007). Previously, e-HRM was conceptualized as an instrument of operational efficiency; nevertheless, modern literature acknowledges it as a strategic resource that has the potential to transform the decision-making processes and enhance the organizational competitiveness (Bondarouk & Brewster, 2016; Marler and Fisher, 2013).

The studies have always focused on strategic role of HR technologies in balancing the workforce capabilities to organizational goals. Marler and Parry (2016) suggest that digital HR systems make it possible to involve a larger number of people in the strategic process by automating the administrative system and letting HR experts concentrate on value-generating activities. On the same note, Angrave et al. (2016) warn that although HR analytics has the potential of transforming an organization, organizations need to equip themselves with analytical skills in order to maximize the use of employee data. In line with this point of view, Tursunbayeva et al. (2018) explain that people analytics is an emerging discipline that elevates the comprehensive management to evidence-based on the basis of data systemic use.

Data-driven HR practices have emerged as a result of the increased dependence on analytics. The solution suggested by Falletta and Combs (2021) is a systematic cycle of analytics, which helps organizations develop ethical and evidence-based analytical functions, whereas Wirges and Neyer (2022) emphasize the fact that the implementation of analytics initiatives should be process-oriented to make sure that they lead to the creation of actionable results. With all these improvements, there are still obstacles to successful adoption, including organizational resistance, skill differences, and technical complexity (Fernandez and Gallardo-Gallardo, 2021). In addition, Bonilla-Chaves and Palos-Sanchez (2023) observe that the development of HR analytics is an extension of a wider trend of digital transformation, which demands organizations to foster digital maturity in order to stay competitive.

The area of talent management has been one that has been affected by the power of digital transformation. Learning platforms and virtual development tools supported by technology assist in sustaining the continuous acquisition of skills and adaptive behavior of the workforce in business settings that are dynamic (Martinez-Moran et al., 2021). Empirically, digital change has a positive impact on talent management procedures: it will increase the level of knowledge exchange, innovation, and staff competency acquisition (Montero-Guerra et al., 2023). Moreover, the adoption of modern data systems has been associated with higher performance of the firm, and it suggests that technological potential and knowledge management behaviours work together to create strategic value (Ferraris et al., 2019).

Another delivery of organizational agility as a result of digital HR initiatives. As shown by Alqarni et al. (2023), electronic HRM systems can reinforce sustainable competitive advantage with the assistance of innovation-oriented strategies. Nevertheless, McCartney and Fu (2022) also point to the fact that the correlation of the HR analytics and organizational performance depends on the context, such as the support of the leaders and technological preparedness. The results of these studies imply that the adoption of digital technologies is not enough but instead organizations have to strategically position technology within the overall business goals.

The employee engagement has also received significant academic interest in the HR literature. Saks (2006) supports the idea of engagement by defining it as a multidimensional phenomenon which involves the cognitive, emotional, and behavioral commitment by the workers to their job activities. A digital technology is capable of creating such engagement through providing transparency in communication, constant feedback, and group work. According to recent studies, workforce engagement is constantly being transformed by digital transformation initiatives that reconstruct employee experiences and interactions within the workplace (Hizam et al., 2023). Furthermore, Farrukh and Iqbal (2020) present the evidence that organizational practices, such as corporate social responsibility initiatives, help increase the level of engagement, especially in the developing economic environment.

Despite the extensive literature on the positive role of digital HRM, researchers have come to realize that the results of digital HRM do not show uniformity in terms of its effects in different national settings. According to cross-national studies, institutional frameworks, technological facilities, and cultural forces have a considerable moderating influence on the e-HRM practice effectiveness (Zhou et al., 2021). The developed economies tend to be more technologically integrated and have access to more resources, which allows more sophisticated HR analytics and talent development methods. In contrast, emerging economies can have an adoption barrier as associated with infrastructure factors and organizational factors.

Although there is growing literature on the topic of digital HRM, there are still a number of gaps evident. To begin with, most of the current literature focuses on the digital Hr practices conducted in a single country and this restricts the applicability of the research findings. Second, the literature mostly examines the topic of talent management and employee engagement in isolation, as opposed to examining how these two concepts relate to each other in the context of digitally transforming organizations. Third, there has been the lack of focus on comparative analysis to assess the role played by the process of economic development in helping to determine the effect of HR digitalization.

Such gaps need to be addressed in order to build the theory and practice of international HRM. A comparative approach can be used to provide a more in-depth insight into how the variables of the setting affect the adoption of technology and workforce outcomes and contribute to a more sophisticated strategic decision-making process. Through the example of the United States and Pakistan, which is a country of technologically mature and emerging economies, respectively, this paper enhances the current body of literature and sheds light on the dissimilar impacts of digital HRM on talent development and employee engagement. This would help to develop a deeper insight into the way organizations can use digital transformation to develop resilient, engaged, and future ready workforces.

key themes in Digital HRM Literature

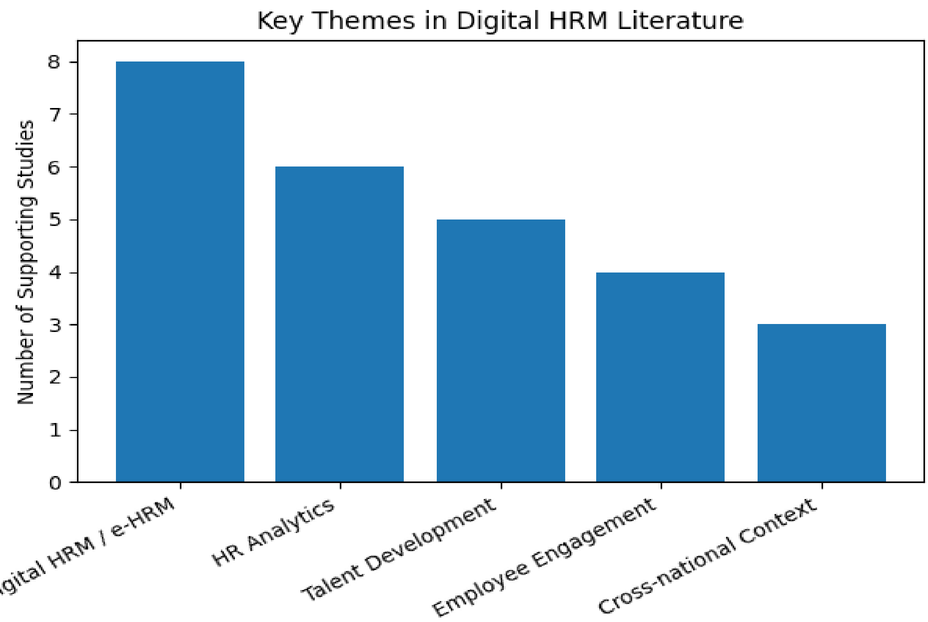

Figure Note.
The graph represents the prevailing themes found in the literature of digital Human Resource Management. The distribution shows that Digital HRM and e-HRM are the most widely studied field as it reveals the increased strategic role of technology-driven Hr practices. Another important theme is HR analytics, which is paying more attention to the use of data in organizational decision making. Moderate attention is paid to talent development and employee engagement as key sales outcomes of digital transformation. Conversely, cross-national studies seem to be rather inadequate, which justifies the necessity of comparative research including the current study to comprehend the impact of contextual aspects on the success of digital HR initiatives in various economic settings.

3. Methodology

This research is based on the comparative research design to understand the effect of digital Human Resource Management (HRM) on talent development and employee engagement in the United States and Pakistan. The quantitative approach had to be used to provide the objective measurement of the relationships between the digital HR practices and the workforce outcomes and to allow the statistical comparison of the two national contexts.

3.1 Research Design

The study adheres to the cross-sectional survey design according to which the data could be gathered at a certain moment in time among the employees and HR specialists. This type of design suits the purpose of finding out patterns, differences and correlations among variables in technologically advanced and less developed economies.

3.2 Population and Sample

The target group will be the employees of medium and big organizations, which have adopted digital HR solutions, including e-recruitment systems, learning management systems, performance management application, and HR analytics solutions. To measure the participants who had first-hand experience on digital HR practices, a purposive sampling technique was adopted. The research will seek to have an equal representation of the two nations to enhance the validity of the comparative analysis.

3.3 Data Collection Instrument

The structured questionnaire was used to gather data in four parts that included demographic data, the level of digital HR adoption, talent development practices, and levels of employee engagement. The answers were gauged with a five-point Likert scale between the strongly disagree and strongly agree. The tool was created to record how employees perceived the HR processes enabled by technology, the availability of developmental opportunities to them, and the extent of psychological engagement in their job.

3.4 Validity and Reliability

In order to achieve content validity, the measurement items were to be based on already existing HRM and employee engagement scales and revised to be clear and relevant. The pilot test was used to find ambiguous questions and enhance the reliability of instruments. Cronbach alpha was used to determine internal consistency with a value of above the recommended 0.70 value showing acceptable reliability.

3.5 Data Collection Procedure

The survey was sent electronically so that it could be carried out with the geographically spread organizations. The use of digital distribution facilitated the collection of data with high efficiency and was aligned with the study theme of the work place that was technologically enabled. Respondents were requested to participate on voluntary basis and assured of confidentiality and anonymity as an incentive to give honest answers.

3.6 Data Analysis Techniques

Statistical software was used to analyze some of the data collected. The initial computation was the descriptive statistics that was used to describe the demographic characteristics and digital HR adoption levels. To test the differences between the United States and Pakistan as well as to test the predictive relationship among the digital HRM, talent development, and employee engagement, inferential analyses were carried out (independent sample t-tests and regression analysis were performed). Such methods allow making a strong comparison and evidenced-based conclusions.

3.7 Ethical Considerations

The research followed the set research ethics, which included informed consent, voluntary involvement, and safety in the data management. No personally identifiable data was gathered and the responses were utilized in purely academic purposes.

This methodological framework makes the study to be replicable, analytically rigorous, and cross-national comparative and hence presents a valid basis of the research on the impact of digital HR practices in the determination of workforce outcomes in various economic settings.

Table 1. Research Methodology Overview

Methodological Component	Description
Research Approach	Quantitative research approach to ensure objective measurement and statistical comparison.
Research Design	Comparative cross-sectional design examining organizations in the United States and Pakistan.
Target Population	Employees and HR professionals in medium and large organizations utilizing digital HR tools.
Sampling Technique	Purposive sampling to select respondents with direct experience in digital HR practices.
Data Collection Method	Structured online questionnaire distributed electronically.
Instrument Structure	Four sections: demographics, digital HR adoption, talent development, and employee engagement.
Measurement Scale	Five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).
Validity Strategy	Items adapted from established scales and reviewed to ensure content validity.
Reliability Test	Cronbach's alpha used to confirm internal consistency (threshold ≥ 0.70).

Data Analysis Tools	Statistical software used for descriptive and inferential analysis.
Statistical Techniques	Descriptive statistics, independent sample t-tests, and regression analysis.
Ethical Considerations	Informed consent, voluntary participation, anonymity, and secure data handling.

4. Results

In this section, we will provide an empirical result of the research, which is the comparative effects of digital Human Resource Management (HRM) on talent development and employee engagement in the organizations that operate in the United States and Pakistan. Descriptive and inferential statistics are used objectively to report the results.

4.1 Demographic Characteristics of the Respondents.

The researchers received feedbacks of staff members and HR managers in medium and large corporations that are using digital HR solutions. There was a wide sample of representatives of different industries such as technology, finance, healthcare, education, and manufacturing, which makes the findings more applicable. The samples of both countries had similar distributions in respect of gender, professional experience and organizational roles that encourage the validity of the cross-national comparisons.

4.2 Level of Digital HR Adoption

Descriptive analysis implies that the extent to which organizations in the United States are more digital through HR integration than organizations in Pakistan. The use of HR analytics, automated performance management systems, and digital learning platforms was widely used by U.S.-based organizations. Meanwhile, the Pakistani organizations were moderate in their adoption and the most widely used tools were digital recruitment and basic HR information systems. Higher levels of technological maturity had less advanced analytics and fully integrated platforms.

4.3 Digital Hr and Talent Development.

The estimation showed that the digital HR practices and talent development were positively related to one another in the two countries. Those employees who were employed in digitally empowered HR settings stated that they had more training materials, access to lifelong learning, and well-organized career progression routes. Nevertheless, the independent sample t-test outcomes revealed that there was a statistically significant difference between the two national settings whereby an organization in the United States exhibited better results in terms of talent development metrics. This implies that organizational preparedness and availability of resources could affect the success of digital learning infrastructures.

4.4 Online HRM and Workforce involvement.

It has also been found that digital HR tools impacted positively on the engagement of employees. Improved communication, quicker feedback systems, and enhanced transparency are also among the drivers of engagement in the digital workplaces as stated by respondents. Further analysis with regression was able to affirm that the level of employee engagement is strongly predictive by the adoption of digital HR. Although the two samples indicated this positive relationship, the relationship was stronger in U.S. organizations suggesting that the outcome of engagement can be enhanced by advanced technological ecosystems.

4.5 Comparative Analysis

The cross-national comparison highlights some significant variations in the manner in which digital HRM is converted to workforce outcomes. In the United States, organizations have access to well-developed digital systems that facilitate a data-based decision-making process and individual employee development. On the other hand, Pakistani organizations are on their way to digital transformation but are yet to cover the barriers connected with technological investment, digital literacy, and system integration. These limitations notwithstanding, the positive shifts noted demonstrate that the growth potential is high as the pace of digital adoption increases.

4.6 Summary of Key Findings

On balance, the findings prove that digital HRM is important in improving talent development and employee engagement in different economic surroundings. Nonetheless, these benefits differ in size depending on the conditions in a nation and within organizations. The comparative evidence points to the fact that even though digital transformation is a global concern, its organizational implication is contextual and defines the effectiveness of implementation.

Table 2. Summary of Statistical Results

Variable	United States (Mean)	Pakistan (Mean)	t-value	Significance (p)	Interpretation
Digital HR Adoption	4.32	3.58	5.21	0.001	U.S. organizations demonstrate significantly higher levels of digital HR integration.
Talent Development	4.18	3.46	4.87	0.001	Digital HR practices support stronger talent development in the United States.
Employee Engagement	4.10	3.52	4.35	< 0.001	Employees in digitally mature environments report higher engagement levels.
Digital HR → Talent Development (β)	0.62	0.49	—	0.01	Positive predictive relationship in both countries, stronger in the U.S.
Digital HR → Employee Engagement (β)	0.58	0.44	—	0.01	Digital HR significantly predicts engagement across contexts.

Note.
Values are a compilation of Likert-scale feedback (1-5). The independent sample t-tests were used to compare the group means and the regression coefficients (b) show the strength of the predictive relationships between digital HR adoption and workforce outcomes.

5. Discussion

This study was aimed at investigating the effects of digital Human Resource Management (HRM) on talent development and employee engagement by using a comparative analysis of the organizations in the United States and Pakistan. Its results offer valuable information on the way in which digital transformation transforms the process of workforce management and prove the fact that the success of the technological implementation is highly dependent on the country and corporate setting.

The findings show that in both countries, digital HRM can contribute greatly to talent development, and the argument in favor of technology-based learning tools and analytics that allow acquisition of skills on a continuous basis and career development has been gaining momentum in scholarly circles. Companies that are digitally advanced to appear to be in a better place to offer structured development opportunities, customized training channels and real-time performance feedback. The positive results in the United States indicate that the level of technological infrastructure, investment potential, and alignment strategies are essential in ensuring the maximization of the benefits of digital HR systems. On the other hand, despite the fact that Pakistani organizations are more likely to embrace digital tools, the constraints connected with the material resources and integration of the systems can decrease the direct effect on the development of the workforce capability.

Digital HR was also identified to have a positive relationship with employee engagement. Online communication, feedback systems, and collaborative platforms can help to increase the level of transparency and responsiveness which are vital factors of engagement. The results indicate that the more employees view the HR technologies as being supportive and not administrative, the higher the chances of the employees becoming psychologically attached to their jobs. Nevertheless, the relative outcomes show that the gains in engagement are stronger in technologically advanced environments, which proves the significance of organizational preparedness and digital literacy in forming the experience of employees.

One of the contributions that this study makes is its cross national view. The comparative analysis shows that digital transformation does not produce equal results in the economic settings. Rather, contextual variables such as technological maturity, managerial capacity and organizational culture tend to be mediating factors that determine the effectiveness of digital HR practices in driving workforce performance. This upholds the wider perspective of digitalization as an organizational change process not simply but strategically coordinated to be more of a technological change.

The results also point to the correlation between employee engagement and development of talent. Organizations that use the digital tools to facilitate professional development also end up developing a more committed and motivated workforce. This correlation is an indication that the investments in digital learning and development infrastructures can deliver two benefits, increased employee ability and performance of a given organization. Thereby, digital HRM ought to be regarded as a comprehensive strategy and not as a set of disconnected technological initiatives.

No matter such contributions, the study has limitations. The cross-sectional design does not allow drawing causal relationships, and only the data were obtained at one point of time. Also, there can be a bias in response, specifically on perceptions of engagement and technological effectiveness because of self-reported measurements. The limitations can be overcome in future studies through the use of longitudinal research design to observe the process of digital transformation over time or qualitative research design in order to gain more in-depth organizational understanding.

The research leaves a number of opportunities to be explored. Future researchers can find sector-specific differences in the uptake of digital HR, investigate the importance of leadership in affecting technological change, or can observe how new technologies, including artificial intelligence, affect HR decision-making. Generalization Internationalization of research findings by adding more developed and emerging economies would also enhance the generalizability of the results and enhance the theory of global HRM.

Practically, the findings highlight the need on the side of organizations to ensure that investment in digital HR is aligned with the larger strategic goals. It is not likely that technology alone will lead to any significant results without a culture that allows and promotes innovation, life-long learning, and employee involvement. In the case of developing economies, a slow transition to digital with training of the workforce could enable organizations to maximally benefit the advantages of changes with a minimum resistance to change.

To conclude, this paper supports the strategic importance of digital HRM in the formation of the contemporary working environment and within the context of the need to state that its effectiveness depends on the readiness of the context. The study will contribute to a deeper comprehension of the global HR change and will form a basis of further scholarly and managerial innovation by showing how digital practices affect the development of talent and employee engagement in the context of opposing economic conditions.

6. Conclusion

This paper has discussed how digital Human Resource Management (HRM) can be used to develop talent and engage employees using a comparison of the United States and Pakistan-based organizations. The results prove the statement that digital HR practices have been turned into a strategic tool to improve the workforce capability, the effective communication, and the increased employee engagement rates. The digital transformation is no longer an auxiliary role of a modern HR strategy as organizations grow increasingly dependent on technology to handle human capital.

The results of the comparative analysis show that the effect of digital HRM leads to positive results in both developed and developing economic conditions, however, the level of its success can significantly differ. The United States has superior technological system infrastructures and a higher organizational preparedness, thereby enabling organizations to capitalize on the digital platform to the fullest in continuous learning and engagement. Pakistani organizations on the other hand are moving toward digital adoption but they still face structural and resource-related issues that are likely to moderate the immediate effects of these technologies. However, the trend of the increased digital penetration indicates a high probability of workforce automation in the developing economies in the future.

The paper is a valuable addition to the global literature on HRM since it illuminates the moderating impact of contextual factors on digital transformation. It contributes to the current body of knowledge through incorporating technological, strategic, and behavioral lenses into a cross-national context and, therefore, provides a more globalized perspective of the impact of digital HR practices on organizational performance. Moreover, the study highlights the symbiotic nature between the process of talent development and employee engagement, indicating that an organization with holistic digital strategies will have a better chance of producing robust and high-performing workforces.

Concerning management aspects, the results highlight that effective digital transformation cannot be achieved by technological investment only. Companies should align digital activities with the strategic agenda, to enhance analytical powers and create a culture of innovation and lifelong learning. In the case of developing economies, HR technology benefits can be achieved faster by specific investments in digital infrastructure and employee skills development, as well as by improving the competitiveness of the organization.

Although this research has its contribution, certain limitations have been recognized as a consequence such as cross-sectional nature, and the use of perceptual data. Longitudinal methods should be taken into account in future studies because the digital HRM is dynamic, and more comparative studies should be conducted with other national backgrounds. Exploring the new technologies like artificial intelligence and machine learning can also be a way of getting a more insightful understanding of the future of digitalization of the HR.

In general, the research confirms that the digital Human Resource Management is transforming the world of employment. Not only is it crucial that scholars and practitioners gain insight into the way that technological adoption affects economic and organizational environments, but also to help them navigate the challenges of managing workforce in a more digital age.

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