

## RECENT TRENDS IN HUMAN RESOURCE MANAGEMENT IN THE DIGITAL AGE

**Hery Purnomo**

Prodi Manajemen, Fakultas Ekonomi Dan Bisnis, Universitas Nusantara PGRI Kediri  
Corresponding Author: [herypurnomo@unpkediri.ac.id](mailto:herypurnomo@unpkediri.ac.id)

**Subagyo**

Magister Pendidikan Ekonomi, Fakultas Ekonomi Dan Bisnis, Universitas Nusantara  
PGRI Kediri  
[subagyo@unpkediri.ac.id](mailto:subagyo@unpkediri.ac.id)

**Faisol**

Prodi Akuntansi, Fakultas Ekonomi Dan Bisnis, Universitas Nusantara PGRI Kediri  
[faisol@unpkediri.ac.id](mailto:faisol@unpkediri.ac.id)

**Dodi Kusuma Hadi Soejoko**

Prodi Manajemen, Fakultas Ekonomi Dan Bisnis, Universitas Nusantara PGRI Kediri  
[dodikusuma@webmail.unpkediri.ac.id](mailto:dodikusuma@webmail.unpkediri.ac.id)

**Poniran Yudho Leksono**

Prodi Manajemen, Fakultas Ekonomi Dan Bisnis, Universitas Nusantara PGRI Kediri  
[poniranyudho@unpkediri.ac.id](mailto:poniranyudho@unpkediri.ac.id)

### Abstract

Human Resource (HR) management in the digital age is undergoing a significant transformation, characterised by the integration of advanced technologies and a paradigm shift in the approach to the workforce. This study examines current trends in HR management, highlighting the role of artificial intelligence, data analytics and digital platforms in optimising HR processes. Findings indicate a shift in focus towards holistic employee experiences, continuous learning and work flexibility. While technology plays an important role, the research emphasises the importance of maintaining a balance between technological efficiency and the human element in building a strong organisational culture. In conclusion, successful HR management in the digital age depends on an organisation's ability to integrate technological innovation with people-centric strategies, creating an engaged, productive and innovative work environment.

**Keywords:** Current Trends, Management, Human Resources, Digital Age

### Introduction

The digital era has brought significant changes in various aspects of life, including the world of business and human resource management (HRM). Business is an activity or organisation that sells goods or services to consumers or other businesses for profit. Business includes various activities aimed at creating value, both in the form of products

and services, to meet the needs and desires of customers (Rathjen-Koch, 2022) . Business activities include various aspects such as production, marketing, finance, and management, all of which work together to achieve organisational goals and generate profits (Meijerink ., 2024)

Human Resource Management (HRM) is the process of managing and developing human resources in an organisation to achieve organisational goals effectively and efficiently. HRM includes various activities such as workforce planning, recruitment, selection, training and development, performance management, compensation, and industrial relations. The main objective of HRM is to ensure that the organisation has a competent, motivated, and productive workforce that can contribute to the achievement of the company's strategic goals. HRM also plays a role in creating a positive work environment and maintaining good relationships between employees and management (Huang, 2024) .

Since the advent of the digital age, the ongoing technological revolution has rapidly changed the way organisations operate, communicate and manage their talent. In this context, HRM faces new challenges and opportunities that require continuous adaptation and innovation (González et al., 2024) .

The challenges in HR management today are increasingly complex and diverse. First, globalisation and rapid technological developments require organisations to continuously adapt and improve their HR capabilities. Second, demographic changes in the workforce, including the entry of new generations into the workforce, demand more flexible and inclusive management approaches (Oruh et al., 2024) . Third, demands for better work-life balance and a focus on employee well-being are becoming increasingly important. Fourth, competition for top talent is intensifying, so organisations need to develop effective employee retention and development strategies. Finally, the COVID-19 pandemic has significantly changed the way of working, forcing organisations to adopt hybrid working models and manage remote teams (Strohmeier, 2020) .

On the other hand, HR management also faces various opportunities. Technological advancements open up opportunities to optimise HR processes through the use of artificial intelligence, data analytics and automation. This can improve efficiency and effectiveness in recruitment, training and performance management. In addition, a growing focus on diversity and inclusion provides organisations with the opportunity to build more innovative and creative teams (Pekkala, 2022) . Increased awareness of the importance of lifelong learning also opens up opportunities for organisations to develop more comprehensive and sustainable employee development programmes. Finally, the shift towards more flexible working models allows organisations to attract talent from a wider pool and increase productivity and employee satisfaction (Forster et al., 2020) .

Given the complexity and dynamism of these changes, research on current trends in HR management in the digital age is highly relevant and important. A deep understanding of these trends will help organisations and HR professionals to better prepare for future challenges, capitalise on opportunities, and ensure that the HR function remains strategic and valuable in an ever-changing business landscape.

## **Research Methods**

The study in this research uses the literature method. Literature research method, also known as literature study or literature review, is a research approach that focuses on collecting, analysing, and synthesising information from various written sources relevant to the research topic. The process involves a systematic search of books, journal articles, research reports, theses, dissertations, and other reliable sources. The researcher then reads, analyses, and integrates the information obtained to identify patterns, trends, and gaps in existing knowledge (Setiowati ;, 2016) (Syahran, 2020) . The main objectives of this method are to build a comprehensive understanding of a topic, identify unanswered research questions, and provide a theoretical basis for further research. Literature research methods are particularly useful in developing conceptual frameworks, formulating hypotheses, and positioning new research within the context of existing knowledge (Helaluddin ., 2019)

## **Results and Discussion**

### **Digitalisation of Recruitment and Selection Process**

The digitisation of recruitment and selection processes has changed the way companies source, evaluate and recruit new talent. The development of information and communication technology has opened up opportunities for organisations to optimise their recruitment processes, improve efficiency, and expand the reach of candidate searches. This digital transformation not only changes the tools and methods used, but also changes the overall approach to talent management (Sakarina et al., 2022) .

One of the key aspects of recruitment digitalisation is the use of online job search platforms and social media. Companies can now post job openings on various digital platforms, reaching potential candidates globally. The use of AI and advanced algorithms allows these platforms to match candidates with suitable jobs based on their skills, experience and preferences. In addition, companies are also utilising professional social media such as LinkedIn to conduct active searches for passive candidates who may not be actively seeking new jobs (Shava & Ndebele, 2024) .

The selection process has also undergone a significant digital transformation. Video interviews have become the new norm, allowing companies to pre-screen candidates without geographical restrictions. Online tests and game-based assessments (gamification) are used to evaluate candidates' skills and abilities more

objectively and efficiently. Artificial intelligence technology is also being leveraged to analyse CVs, conduct pre-screening, and even predict a candidate's fit with Company culture (Yang, 2024) .

While digitalisation brings many benefits, it also poses new challenges. Data security and candidate privacy are major concerns, given the large amount of personal information collected during the digital recruitment process. There is also a risk of algorithm bias in automated selection processes, which can reinforce existing inequalities if not managed carefully. Furthermore, although technology can improve efficiency, human interaction remains important in the recruitment process to assess aspects such as interpersonal skills and cultural fit (Johnson et al., 2020) . Therefore, a key challenge for companies is to find the right balance between digital efficiency and the human touch in their recruitment and selection processes.

### **Technology-based Learning and Development**

Technology-based learning and development has dramatically changed the education and training landscape in the world of work. With advances in information and communication technology, organisations now have access to a range of tools and platforms that enable them to design, deliver and manage learning programmes more effectively and efficiently. E-learning, mobile learning, and virtual or augmented reality-based learning have become integral components of modern human resource development strategies (Ndraha ., 2024)

One of the main advantages of technology-based learning is the flexibility and accessibility it offers. Employees can access learning materials anytime and anywhere, allowing them to learn at their own pace and schedule. This is particularly beneficial in an increasingly globalised and distributed work environment (Mthuli, 2024) . Online learning platforms also allow personalisation of content based on individual needs and preferences, increasing the relevance and effectiveness of learning. In addition, technology enables better tracking and analysis of learning data, helping organisations to measure the impact of their training programs and make data-driven decisions about employee development investments (Meulenaere & Kunze, 2020) .

Technology has also opened the door to more interactive and immersive learning methods. Computer-based simulations, educational games and virtual reality allow employees to practice skills in a safe and controlled environment before applying them in real situations. Social and collaborative learning is also reinforced through online forums, chat rooms and knowledge sharing platforms, allowing employees to learn from each other and build communities of practice across geographical boundaries (Niven, 2022) . In addition, artificial intelligence and machine learning are being used to create more adaptive learning experiences, customising content and approaches based on individual progress and learning styles (Enaifoghe et al., 2024) .

While technology-based learning offers many benefits, it also brings its own challenges. The digital divide and different levels of technological literacy among employees can create inequalities in access and effectiveness of learning. There are also concerns about the loss of human interaction and experiential learning that is essential for the development of certain skills, especially soft skills. In addition, maintaining participant motivation and engagement in an online learning environment can be challenging (Ojogiwa & Nhari, 2024) . Therefore, a blended learning approach that combines digital elements with face-to-face interaction is often considered the optimal solution. Organisations need to continually evaluate and balance the use of technology in learning to ensure that it actually enhances, rather than replaces, effective development methods.

### **Digital Performance Management**

Digital Performance Management has emerged as a revolutionary approach to managing and improving employee performance in the digital age. By leveraging information technology and data analytics, organisations can now track, measure, and evaluate employee performance more accurately, in real-time, and comprehensively. Digital performance management platforms enable the collection of performance data from multiple sources, including project management systems, collaboration tools, and productivity metrics, providing a more holistic picture of employee contributions. This helps overcome the limitations of traditional performance appraisal systems that are often subjective and based on periodic evaluations (Sani & Mandina, 2024) .

One of the key advantages of digital performance management is its ability to facilitate more frequent and meaningful feedback. Instead of relying on annual or semi-annual reviews, managers and employees can engage in an ongoing performance dialogue, supported by real-time data and insights generated by the system. This encourages a culture of continuous improvement and enables faster intervention when performance issues are identified (Nesindande et al., 2024) . In addition, digital performance management tools often include goal-setting and progress-tracking features, helping to align individual goals with organisational objectives and increase transparency in performance expectations (Zhang & Chen, 2023) .

Predictive analytics and machine learning are also starting to play an important role in digital performance management. Organisations can use advanced algorithms to identify performance patterns, predict employee potential, and even recommend customised development paths. This helps in more effective succession planning and more targeted allocation of development resources. In addition, digital performance management enables better integration with other HR systems, such as learning and development management, and compensation and benefits management, creating a more holistic approach to talent management (Priya & Jayalakshmi, 2024) .

While offering many benefits, the implementation of digital performance management also presents challenges. Privacy and data security concerns are important issues, given the sensitivity of employee performance information. There is also a risk of over-reliance on quantitative metrics, which may not fully capture qualitative aspects of performance or contributions that are difficult to measure. In addition, the transition to digital systems can face resistance from employees and managers who are used to traditional methods (Scholtz, 2024) . Therefore, it is important for organisations to ensure that the implementation of digital performance management is accompanied by appropriate cultural change, adequate training, and a strong ethical framework for the use of employee data. With a balanced and forward-thinking approach, digital performance management can be a powerful tool to drive organisational productivity, engagement and growth in the digital age.

### **Employee Experience and Engagement in the Digital Age**

Employee Experience (EX) and Employee Engagement have become crucial aspects of human resource management in the digital era. With the rapid development of technology, companies are required to adapt and create a work environment that is not only productive, but also satisfying for employees. EX covers all employee interactions with the company, from the recruitment process to retirement, while engagement focuses on the employee's level of involvement and commitment to their work. In the digital era, both concepts are undergoing significant transformation, with technology being the main catalyst for change (Jubouri, 2024) .

Digitalisation has changed the way employees interact with their work and fellow colleagues. Digital collaboration platforms, real-time communication, and cloud-based productivity tools have become the new norm. This allows for greater flexibility in terms of time and place of work, but also creates new challenges in maintaining a balance between personal and professional life. Successful companies are those that can utilise technology to improve EX and engagement, while still paying attention to the irreplaceable human touch (Malik & Sweet, 2024) .

Data and analytics also play an important role in shaping EX and increasing engagement in the digital age. Companies now have access to richer data on employee behaviour, preferences and performance. This enables better personalisation of work experiences and data-driven decision-making in HR management. However, the use of this data also raises ethical questions about employee privacy and the line between performance monitoring and excessive surveillance (Haq et al., 2023) .

In the midst of digital transformation, the emotional and psychological aspects of EX and engagement remain key factors. While technology can improve efficiency and connectivity, employees' needs for belonging, recognition, and self-development remain fundamental. Successful companies in the digital age are those that can create a balance between technological innovation and human values. This involves

endeavouring to build an inclusive company culture, encourage continuous learning, and provide meaning in work, even as interactions are increasingly mediated by technology.

### **HR Analytics and People Analytics**

HR Analytics and People Analytics have become crucial components in modern human resource management strategies. Both concepts refer to the use of data and statistical analysis to understand, optimise and predict various aspects related to employees and organisations. HR Analytics generally focuses on traditional metrics such as turnover rates, recruitment effectiveness, and employee productivity. People Analytics, on the other hand, tends to be broader, encompassing in-depth analysis of employee behaviour, team dynamics, and factors that influence overall organisational performance (Garrison, 2022).

In the age of big data, HR Analytics and People Analytics have undergone a significant evolution. Organisations now have access to much larger and diverse volumes of data, ranging from structural data such as personnel records to unstructured data such as employee feedback and social interactions in the workplace. Advanced technologies such as machine learning and artificial intelligence enable more sophisticated analysis, helping organisations uncover deeper insights and make more accurate predictions about workforce trends, employee potential and development needs (Joshi, 2020).

The implementation of HR Analytics and People Analytics brings a number of significant benefits to organisations. Firstly, they enable data-driven decision-making in various aspects of people management, from recruitment and selection to career development and employee retention. Secondly, these analytics can identify factors that contribute to high performance, assisting organisations in designing strategies to improve employee productivity and engagement. Third, they can predict and address potential problems before they become serious issues, such as the risk of high turnover or decreased engagement (Upadrista., 2021)

However, the use of HR Analytics and People Analytics also poses ethical challenges and considerations. Privacy of employee data is a major concern, given that analyses often involve personal and sensitive information. There is also a risk of over-reliance on data, which can overlook important qualitative factors in HR decision-making (Meijerink, 2024). In addition, the challenges of integrating and interpreting data from multiple sources can be a significant barrier. Therefore, it is important for organisations to develop a balanced approach, combining insights from analytics with thoughtful human judgement, and ensuring transparency and ethics in the use of employee data.

## **Organisational Culture Transformation in the Digital Age**

Organisational culture transformation in the digital age is an inevitability for companies and institutions that want to remain relevant and competitive. The digital age has fundamentally changed the business landscape, forcing organisations to adapt not only in terms of technology, but also in the way they think, operate and interact. This transformation involves a shift from traditional hierarchical models towards structures that are more flexible, adaptive and responsive to rapid change. Organisations are required to develop a culture that values innovation, cross-departmental collaboration and continuous learning (Kerwin, 2022).

One of the key aspects of cultural transformation in the digital age is the adoption of a digital mindset. This involves developing a data-orientated way of thinking, experimentation, and speed in decision-making. Employees at all levels need to be encouraged to become more comfortable with technology, be able to analyse data, and use insights to drive innovation. A culture that supports measured risk-taking and tolerance for failure as part of the learning process is also important. Organisations need to create an environment where new ideas can be tested quickly, and lessons from failures used for further improvement and innovation (Halid et al., 2022).

Cultural transformation also emphasises flexibility and agility. In the fast-changing digital age, organisations need to be able to adapt quickly to market changes, new technologies, and evolving consumer expectations. This requires flatter organisational structures, faster decision-making processes, and empowerment of employees at all levels (Surianto et al., 2024). Remote and flexible work cultures are also integral to this transformation, supported by technologies that enable effective collaboration without geographical boundaries. Organisations need to develop policies and practices that support work-life balance while still ensuring employee productivity and engagement (Wahdaniah et al., 2023).

Finally, cultural transformation in the digital age also focuses on developing and utilising digital talent. Organisations need to invest in training and developing employees' digital skills, as well as recruiting new talent with expertise relevant to the demands of the digital age. A culture of continuous learning is crucial, where employees are encouraged to continuously update their skills and adapt to new technologies (Albi, 2024). In addition, organisations need to develop new approaches to leadership appropriate to the digital age, which emphasise the ability to inspire, empower and direct teams in a fast-changing and often ambiguous environment. Leaders need to lead by example in technology adoption and drive innovation across the organisation.

## **Challenges and Opportunities for Human Resource Management in the Digital Age**

The digital age has brought significant changes in the Human Resource (HR) management landscape, creating both unique challenges and opportunities. One of the



key challenges is the need to constantly update the skills of the workforce to remain relevant in a fast-changing environment. New technologies are emerging rapidly, changing ways of working and the skills required. HR departments must develop effective and sustainable learning and development strategies to ensure employees can adapt to these changes (Gapparova, 2021). This includes the implementation of flexible training programmes, the personalisation of learning pathways, and the utilisation of technologies such as e-learning and virtual reality to enhance training effectiveness (Williams, 2021).

On the other hand, the digital era also opens up great opportunities for HR management. Data analytics and artificial intelligence (AI) technologies enable HR departments to make more accurate data-driven decisions in various aspects, from recruitment to performance management. For example, AI can be used to screen candidates, predict employee suitability for certain positions, and even identify employee turnover risks. The utilisation of big data also allows for more in-depth analysis of workforce trends, the effectiveness of HR programmes, and factors that influence employee productivity and engagement (Takawira et al., 2024).

Another challenge faced is managing the balance between technology and the human touch in HR processes. While automation can improve efficiency in many administrative tasks, it is important to retain the human element in critical aspects such as organisational culture development, conflict resolution, and employee coaching. HR departments must be astute in deciding where technology can add value and where human interaction remains essential. In addition, there is the challenge of managing employees' increasingly high expectations of a seamless digital work experience, similar to what they experience as consumers of technology in their personal lives (Elaturoti., 2021)

Another significant opportunity is the ability to create a more flexible and inclusive work environment. Digital technologies enable the implementation of remote and hybrid working models, which can improve employees' work-life balance and expand the geographical reach of recruitment. This opens up access to a wider and more diverse talent pool. However, it also brings challenges in ensuring team cohesion, maintaining corporate culture, and managing performance in a distributed work environment (Kirchschlager., 2022)

Finally, the digital age presents an opportunity to revolutionise the overall employee experience. Through the use of integrated digital platforms, HR departments can create a more personalised and responsive employee journey, from onboarding to career development and exit. Technologies such as chatbots and self-service portals can improve employee access to HR information and services (Ilesanmi & Awe, 2023). However, the challenge is to ensure that all these digital initiatives actually increase employee engagement and productivity, rather than simply adding complexity. HR

departments must continuously evaluate the impact of their digital initiatives and stay focused on the needs and preferences of diverse employees.

## Conclusion

Recent trends in Human Resource (HR) management in the digital age show a significant paradigm shift. HR departments are increasingly relying on advanced technologies such as artificial intelligence, data analytics and integrated digital platforms to optimise various aspects of workforce management. From AI-enabled recruitment processes to data-driven performance management systems, technology has enabled a more precise and personalised approach to HR management. Meanwhile, a focus on holistic employee experience, continuous learning and work flexibility has become a top priority, reflecting the changing expectations of the modern workforce and evolving business needs.

However, amidst these technological advancements, there remains a recognition of the importance of the human element in HR management. Trends point to a careful balance between technology-driven efficiency and the personal touch needed to build a strong organisational culture, drive employee engagement, and cultivate talent. In conclusion, HR management in the digital age is not just about adopting the latest technologies, but also about integrating those technologies with human-centred strategies. Future success will depend on an organisation's ability to harness the power of technology while retaining the human values that are essential in building and maintaining an engaged, productive, and innovative workforce.

## References

- Albi, K. (2024). Innovative Strategies In Human Resource Management: Optimising Organizational Performance In The Digital Age. *Journal Research of Social Science, Economics, and Management*,3 (10), 1933-1941. <https://doi.org/10.59141/jrssem.v3i10.659>
- Elaturoti, A. B. (2021). Libraries and Innovative Thinking in the Digital Age. *Research Anthology on Collaboration, Digital Services, and Resource Management for the Sustainability of Libraries*, Query date: 2024-12-28 13:02:07, 605-623. <https://doi.org/10.4018/978-1-7998-8051-6.ch035>
- Enaifoghe, A., Ndebele, N. C., Durokifa, A., & Thusi, X. (2024). Drivers of Digital Transformation and Their Efficacy in Public Sector Human Resource Management. *Advances in Human Resources Management and Organizational Development*, Query date: 2024-12-28 13:02:07, 41-62. <https://doi.org/10.4018/979-8-3693-2889-7.ch003>
- Forster, T., Kentikelenis, A., Stubbs, T., & King, L. (2020). Globalisation and health equity: The impact of structural adjustment programmes on developing countries. *Social*

- Science & Medicine, Query date: 2024-12-28 10:21:50.  
<https://www.sciencedirect.com/science/article/pii/S0277953619304897>
- Gapparova, D. B. (2021). Integration of Digital Platforms in Modern Human Resource and Talent Management. *Journal of Economics, Finance And Management Studies*, 4 (11). <https://doi.org/10.47191/jefms/v4-i11-26>
- Garrison, W. (2022). Green Human Resource Management. *The New World of Work*, Query date: 2024-12-28 13:02:07, 128-137. <https://doi.org/10.4324/9781003122272-10>
- González, L., García, Y., & González, L. (2024). Contributing to Organizational Performance Through Digital Human Resource Management. *Journal of Human Resource Management*, 12 (4), 108-119. <https://doi.org/10.11648/j.jhrm.20241204.12>
- Halid, H., Halim, S. N. Abd., & Ravesangar, K. (2022). Human Resource Management Practices in the Digital Era. *Management and Industrial Engineering*, Query date: 2024-12-28 13:02:07, 109-158. [https://doi.org/10.1007/978-3-030-98040-5\\_5](https://doi.org/10.1007/978-3-030-98040-5_5)
- Haq, A. M., Sujarwanto, S., & Hariyati, N. (2023). Education Innovation Management in Effective School Perspective. *Cetta: Journal of Education Science*, 6 (4), 861-876. <https://doi.org/10.37329/cetta.v6i4.2870>
- Helaluddin. (2019). *Getting Closer to the Phenomenological Approach: A Qualitative Research*. Query date: 2024-05-25 20:59:55. <https://doi.org/10.31219/osf.io/stgfb>
- Huang, F. (2024). Challenges and countermeasures of human resource management in Internet enterprises in VUCA environment. *Exploring the Financial Landscape in the Digital Age*, Query date: 2024-12-28 13:02:07, 547-552. <https://doi.org/10.1201/9781003508816-78>
- Ilesanmi, A. O., & Awe, D. O. (2023). Man and Artificial Intelligence. *Advances in Human Resources Management and Organizational Development*, Query date: 2024-12-28 13:02:07, 140-158. <https://doi.org/10.4018/978-1-6684-7494-5.ch007>
- Johnson, K., LeBlanc, A., Deardorff, J., & ... (2020). Invalidation experiences among non-binary adolescents. *The Journal of Sex ...*, Query date: 2024-12-28 10:27:58. <https://doi.org/10.1080/00224499.2019.1608422>
- Joshi, V. C. (2020). Human Resource Management. *Digital Finance, Bits and Bytes*, Query date: 2024-12-28 13:02:07, 151-164. [https://doi.org/10.1007/978-981-15-3431-7\\_10](https://doi.org/10.1007/978-981-15-3431-7_10)
- Jubouri, H. A. A. A. (2024). *Future of Work: Enhancing Human Resource Development Strategies for the Age of Automation and Digital Transformation*. Query date: 2024-12-28 13:02:07. <https://doi.org/10.20944/preprints202410.0106.v1>
- Kerwin, S. (2022). Human Resource Management and Digital Technology. *The Routledge Handbook of Digital Sport Management*, Query date: 2024-12-28 13:02:07, 22-36. <https://doi.org/10.4324/9781003088899-4>
- Kirchschlager, E. (2022). Life-Phase-Oriented Human Resource Management: Expert View on the Topic of Age and Work Using Selected Examples. *Human Resource Management*, Query date: 2024-12-28 13:02:07, 37-112. [https://doi.org/10.1007/978-3-031-06159-2\\_2](https://doi.org/10.1007/978-3-031-06159-2_2)

- Malik, Dr G., & Sweetey, Ms. (2024). FUTURE TRENDS IN HUMAN RESOURCE MANAGEMENT PRACTICES IN THE DIGITAL AGE. *Futuristic Trends in Management Volume 3 Book 10*, Query date: 2024-12-28 13:02:07, 85-94. <https://doi.org/10.58532/v3bhma10p1ch5>
- Meijerink, J. (2024). Human resource management and customer value in the digital economy: Advancing a value co-creation perspective. *Research Handbook on Human Resource Management and Disruptive Technologies*, Query date: 2024-12-28 13:02:07, 120-133. <https://doi.org/10.4337/9781802209242.00018>
- Meulenaere, K. D., & Kunze, F. (2020). Distance matters! The role of employees' age distance on the effects of workforce age heterogeneity on firm performance. *Human Resource Management*, 60 (4), 499-516. <https://doi.org/10.1002/hrm.22031>
- Mthuli, S. A. (2024). Digitalisation of Employee Performance Evaluation to Advance Public Sector Human Resource Management. *Advances in Human Resources Management and Organizational Development*, Query date: 2024-12-28 13:02:07, 211-232. <https://doi.org/10.4018/979-8-3693-2889-7.ch011>
- Ndraha, A. B. (2024). Digital Workforce Planning and Management in the Public Sector. *Advances in Human Resources Management and Organizational Development*, Query date: 2024-12-28 13:02:07, 23-40. <https://doi.org/10.4018/979-8-3693-2889-7.ch002>
- Nesindande, A. R. M., Saurombe, M. D., & Joseph, R. M. (2024). Exploring changes in banking workplaces due to digital technology implementation. *SA Journal of Human Resource Management*, 22 (Query date: 2024-12-28 13:02:07). <https://doi.org/10.4102/sajhrm.v22i0.2542>
- Niven, K. (2022). Does interpersonal emotion regulation ability change with age? *Human Resource Management Review*, 32 (3), 100847-100847. <https://doi.org/10.1016/j.hrmr.2021.100847>
- Ojogiwa, O. T., & Nhari, S. R. (2024). Embracing Transformative Digital Human Resource Management in the Nigerian Public Sector. *Advances in Human Resources Management and Organizational Development*, Query date: 2024-12-28 13:02:07, 135-150. <https://doi.org/10.4018/979-8-3693-2889-7.ch007>
- Oruh, E. S., Egwuonwu, A., Egwuonwu, A., & Nwosu, C. E. (2024). Digital Human Resource and Employee Wellbeing: A Case for Responsible Digital Work Engagement in Nigeria. *HRM 5.0*, Query date: 2024-12-28 13:02:07, 113-139. [https://doi.org/10.1007/978-3-031-58912-6\\_6](https://doi.org/10.1007/978-3-031-58912-6_6)
- Pekkala, K. (2022). Digital inclusion and inequalities at work in the age of social media. *Human Resource Management Journal*, 34 (3), 540-559. <https://doi.org/10.1111/1748-8583.12488>
- Priya, M., & Jayalakshmi, G. (2024). Exploring Innovative Practices in Digital Human Resource Management. *Advances in Logistics, Operations, and Management*

- Science, Query date: 2024-12-28 13:02:07, 137-156. <https://doi.org/10.4018/979-8-3373-1137-1.ch007>
- Rathjen-Koch, M. (2022). Age and Work. Age Images of Managers in the Working World and Their Effects on Operative Actions. *Human Resource Management*, Query date: 2024-12-28 13:02:07, 187-246. [https://doi.org/10.1007/978-3-031-06159-2\\_4](https://doi.org/10.1007/978-3-031-06159-2_4)
- Sakarina, S., Ena, Z., Jenita, Cakranegara, P. A., & Surahman, S. (2022). Digital Transformation in Human Resource Management in the Industrial Age 4.0. *Quantitative Economics and Management Studies*,3 (5), 750-756. <https://doi.org/10.35877/454ri.qems1067>
- Sani, S., & Mandina, S. P. (2024). Examining the Challenges of Adopting Modern Technologies in Public Sector Human Resource Management. *Advances in Human Resources Management and Organizational Development*, Query date: 2024-12-28 13:02:07, 63-92. <https://doi.org/10.4018/979-8-3693-2889-7.ch004>
- Scholtz, E. (2024). Exploring the Emerging Trends in Human Resource Management in the Digital Era Among International Corporations. Query date: 2024-12-28 13:02:07. <https://doi.org/10.2139/ssrn.5052294>
- Setiowati, E. (2016). Understanding Research Quality Criteria: Application of Qualitative and Quantitative Research Thinking. *Indonesian Vocational Journal*,2 (2). <https://doi.org/10.7454/jvi.v2i2.42>
- Shava, E., & Ndebele, N. (2024). Digital Transformation in Public Sector Human Resource Management. *Advances in Human Resources Management and Organizational Development*, Query date: 2024-12-28 13:02:07. <https://doi.org/10.4018/979-8-3693-2889-7>
- Strohmeier, S. (2020). Digital human resource management: A conceptual clarification. *German Journal of Human Resource Management: Zeitschrift Für Personalforschung*,34 (3), 345-365. <https://doi.org/10.1177/2397002220921131>
- Suriyanto, S., Badaruddin, B., & Firman, A. (2024). Human Resource Management Strategies to Increase Adaptability in the Digital Age. *Proceeding of Research and Civil Society Dissemination*,2 (1), 1-15. <https://doi.org/10.37476/presed.v2i1.56>
- Syahrani, M. (2020). Building Data Trust in Qualitative Research. *PRIMARY EDUCATION JOURNAL (PEJ)*,4 (2), 19-23. <https://doi.org/10.30631/pej.v4i2.72>
- Takawira, B., Musaigwa, M., & Kalitanyi, V. (2024). Leveraging Human Resource (HR) Analytics for Effective Talent Management in Public Sector Organisations. *Advances in Human Resources Management and Organizational Development*, Query date: 2024-12-28 13:02:07, 93-118. <https://doi.org/10.4018/979-8-3693-2889-7.ch005>
- Upadrista, V. (2021). Human Resource Management. *Formula 4.0 for Digital Transformation*, Query date: 2024-12-28 13:02:07, 169-178. <https://doi.org/10.4324/9781003159070-chapter10>

- Wahdaniah, Sucianti, R., Ambalele, E., & Tellu, A. H. (2023). Human Resource Management Transformation in the Digital Age: Recent Trends and Implications. *International Journal of Applied Research and Sustainable Sciences*, 1 (3), 239-258. <https://doi.org/10.59890/ijarss.v1i3.902>
- Williams, I. (2021). Curiosity and noise: Transgender and non-binary people in children's books. *TLS. Times Literary Supplement*, Query date: 2024-12-28 10:27:58. <https://go.gale.com/ps/i.do?id=GALE%7CA667422823&sid=googleScholar&v=2.1&it=r&linkaccess=abs&iissn=0307661X&p=AONE&sw=w>
- Yang, Y. (2024). Digital transformation, agile practices, and strategic human resource management: Basis for enhanced human resource management framework. *International Journal of Research Studies in Management*, 12 (11). <https://doi.org/10.5861/ijrsm.2024.1253>
- Zhang, J., & Chen, Z. (2023). Exploring Human Resource Management Digital Transformation in the Digital Age. *Journal of the Knowledge Economy*, 15 (1), 1482-1498. <https://doi.org/10.1007/s13132-023-01214-y>