

A perspective on adaptive structurization for HRM capabilities to increase effectiveness of HRM through integration of digitalised HRM practices

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Abstract

The development of human resource management (HRM) is essential for organizational success in the fast-paced work environment of today. In order to increase the efficacy of HRM, this research examines the idea of adaptive structurization in HRM. The main ideas, advantages, as well as difficulties of adaptive structurization are examined in this secondary research, which is interpretivism-based and employs a deductive methodology. Examples from businesses like Amazon, Google, IBM, Microsoft, and Salesforce, along with Cisco Systems demonstrate the way this transition has had a significant influence in real-world settings. The maturity of HRM capacity may have a significant impact on how well sophisticated information technology works both inside the company and with people; digital HRM practises may be impacted by a very high or very low HRM capability maturity. We propose that digital HRM practises facilitate the provision of effective services that better satisfy the demands of line managers at a time when HRM capacity maturity is high, thereby encouraging social networking between HR managers and line managers. The complementarity of functional HR practises is also made possible by the HRM system's high level of maturity. Data-driven decision-making, more flexibility, as well as greater personnel recruiting and retention, are all advantages. Challenges including opposition to change and worries about data security. The study also explores strategies for establishing a continuous learning culture and adjusting HRM frameworks. In the digital age, adaptive structurization appears as a critical framework for HRM to flourish, making it crucial to organizational success.

Keywords: Human resource management (HRM), practises, technology, workforce, promote.

INTRODUCTION

In today's speedily evolving business landscape, the field of human resource management or HRM is standing at a crucial. The traditional practices related to human resource management have served the organizations for several decades and are a noun being challenged by the recent evolution of technology, globalization and some other changing workforce dynamics. To stay relevant and competitive during this time the organizations mast adopt to the changes and try to harness the power of digitalization to increase their human resource management capabilities. Digital human resource management (HRM) practises have gained more attention in recent years. They involve using digital technology

and relevant data to enhance the efficacy and efficiency of HRM operations. For instance, Google promotes analytics use across the board for HR tasks. Nearly all of IBM's HR department's operations, including online learning, retirement planning, and benefits enrolment, have been moved to digital platforms. In a poll by the Beisen Talent Management Institute, it was found that 70.6% of Chinese organisations were prepared to digitalize their HR procedures, and 22.2% of Chinese organisations had actual experience with it (Wang, et al., 2022).

Human resource management is not any longer confined to the administrative tasks of the payroll processing and the record keeping of the employees. It has now developed into a strategic function which plays a crucial role for the achievement regarding an organization's goal and objectives. As the businesses are becoming more reliant on the data driven decision making, the human resource management is also expected to leverage digital technologies so as it can attract, develop, and engage and retain the best talents in an effective manner. This kind of transformation also demands some fundamental shifts in the fields of how human resource management is being structured and practiced (Jain, & Pandey, 2019). The very concept of structuring of the human resource management capabilities is rooted in the recognition of that organization and must be evolved by their human resource management frameworks for the sake of staying ahead in this digital era. The traditional human resource management structures mostly rely on siloed processes with some recruitment training and performance management system and where the employee engagement acts as discrete functions. However the digitalization of the human resource management practices sometimes offers some opportunity to breakdown from these kinds of structures and tries to create a more agile and integrated approach. In the core level the concept of adaptive structurization is a comprehensive approach regarding the human resource management which incorporates with the digital tools and data analytics in a seamless manner (AM et al., 2020). It shows us a future where the human resource management practices are not just standing at the side with the organizational goals but also r deeply connected with them. This kind of integration will allow the human resource management to identify the gaps regarding the talent, to anticipate the needs of the workforce and also to deliver personalized employee experiences which will improve the performance and innovation of that specific organization.

This perspective paper will delve into the concepts of adaptive structurization for the human resource management capabilities and also will explorer the key principles, benefits and the challenges which are associated with this kind of transformation. It will examine how the organizations are able to adapt to their human resource management structures to accept digitalization and foster a culture of continuous learning and also able to enhance their ability for attracting and retaining top talents in an increasingly competitive global marketplace.

Problem Statement

The issue at hand centres on the urgent requirement for contemporary organizations to modify their human resource management (HRM) procedures in order to fully benefit from digitalization. Traditional HRM structures, which were largely created for administrative tasks, have since fallen out of step with the changing needs of the corporate environment. It is difficult to change HRM from a static, compartmentalized process to an adaptable organization that seamlessly incorporates digital technologies and data analytics while coordinating HRM with organizational objectives. This transition presents a variety of difficulties, including the need to upskill HR practitioners and redefine HR's strategic role in attracting and retaining people. For organizations to be competitive as well as inventive in the digital era, this issue must be resolved.

- The aim is to improve HRM effectiveness by incorporating digitalized practices through adaptive structurization as well as guaranteeing alignment with organizational goals.
- Three things are the main goals of this study. In order to better understand the way adaptable structurization in HRM connects with digitalized HRM practices as well as organizational goals, it is first important to explore its fundamental concepts and components. Secondly, by using case studies and real-world examples, to assess the advantages and difficulties of implementing adaptive structurization. Last but not least, provides helpful advice and insights for organizations wishing to modify their HRM structures, promote a culture of continuous learning, as well as effectively recruit, nurture, and keep top talent in the face of the business environment's rapid change.

LITERATURE REVIEW

Key Concepts of Adaptive Structurization in HRM

Awareness of adaptable structurization requires an awareness of the transformation of HRM from an administrative to a strategic function. HRM must be adaptable, flexible, as well as tightly tied to organizational objectives in the digital age.

One famous example is Amazon. By using data analytics and digital tools, Amazon has changed the way that it handles its human resources. To boost employee engagement, and performance management, including talent acquisition, they analyse enormous volumes of data. This adaption showed the value of adaptive structurization by enabling Amazon to seamlessly integrate its HRM with its long-term ambitions (Wang, et al., 2022).

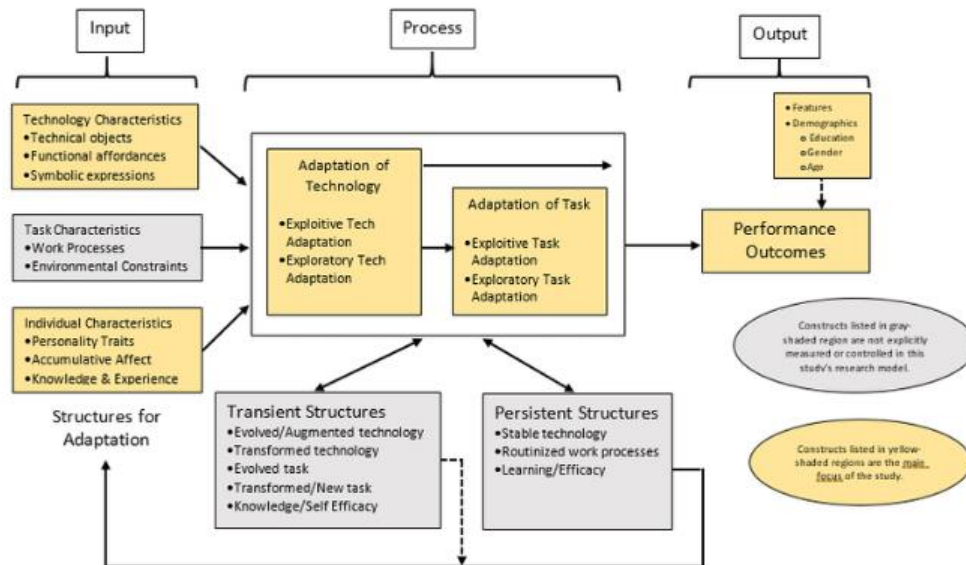


Figure 1: Adaptive Structuration Theory

(Source: researchgate.net, 2018)

Benefits of Adaptive Structurization

Adaptive structurization in HRM has several advantages. It enables businesses to make informed judgments. For example, Google uses data analytics in order to attract top personnel. Reduced attrition rates as well as a more effective staff are the results of their use of predictive analytics to find individuals who would flourish in their particular work environment (Zhou et al., 2021). Additionally, adaptive structurization encourages adaptability. An example is IBM's transformation of HRM. As a result of moving away from inflexible HR structures including towards a more flexible strategy, IBM is now better able to respond swiftly to shifting market dynamics and new trends (Garg et al., 2022).

Challenges and Barriers

While adaptive structurization has many benefits, there are also some drawbacks. A typical obstacle is resistance to change. Adopting new digital tools and processes could prove difficult for many workers and HR professionals. During its transformation, IBM had similar difficulties, but they were able to overcome it via thorough training and change management (Myllymäki, 2021). Digital tool integration is further hampered by worries about privacy and data security. Facebook can be considered a sobering example because it had major backlash as a result of data privacy concerns, highlighting the significance of a trustworthy and moral approach in HRM (Chowdhury et al., 2023).

Adapting HRM Structures for Digitalization

Organizations must spend money on HR specialists' training and development if they are to successfully adapt HRM structures for digitalization. A prime example of this is the international tech corporation Cisco Systems. They gave their HR personnel training in cutting-edge technology so they could employ these tools more effectively in HR procedures including hiring, onboarding, and achievement evaluation (AlHamad et al., 2022). It's also important to promote a culture of ongoing education. One example is General Electric (GE). They support workers' up- and down-skilling by providing online training as well as certifications, ensuring that their HR staff are knowledgeable on the most recent HR technology (Zehir, et al., 2020).

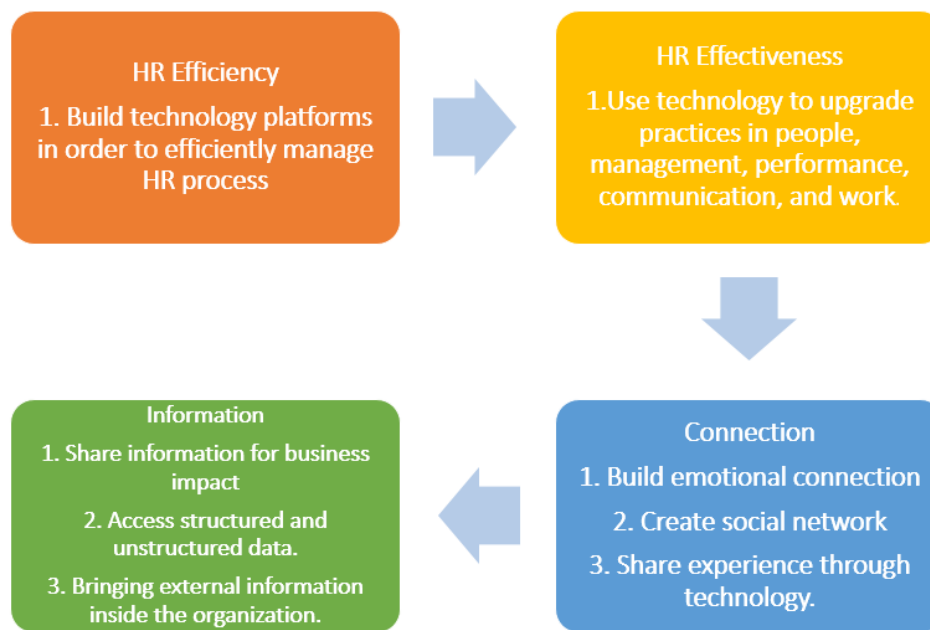


Figure 2: Digital Human Resource Management towards Organizational Performance

(Source: researchleap.com, 2021)

Attracting and Retaining Top Talent

To recruit and keep top talent, adaptive structurization is essential. Microsoft is a good illustration. In order to find the finest individuals, they analyse resumes as well as applications using AI-powered solutions for talent acquisition. This speeds up the recruiting procedure and guarantees that Microsoft only hires the best candidates (AM et al.,2020). Furthermore, it's important to keep talent. Leading CRM software provider Salesforce employs data analytics in order to identify workers who could be departing. After that, they proactively promote employee engagement along with job happiness, which lowers turnover rates.

The field of human resource management has gone through several significant transformations in the last few years which is because of the rapid integration of some digital technologies in the field of human resource management practices (Jain, & Pandey,2019). This literature review will aim to provide a comprehensive perspective on the concepts of adaptive structurization of the human resource management capabilities and also will focus on how the integration of digital human resource management practices will increase the effectiveness of this system.

The Evolution of Human Resource Management in this digital age:

The evolution of the human resource management can be tracked to its roots since the administrative functions and payroll and record keeping. However, as the organizations has recognized the strategic importance of the human capital, the human resource management has developed into a multidimensional discipline encompassing of talent acquisition, development, performance management and employee's engagement also. In the time of the digital technologies this evolution has provided human resource professionals with some new tools and opportunities.

Digitalization in human resource management has introduced several transformative traditions for example:

Online job boards and social media and some artificial intelligence powered algorithms have changed the scenario of the way the organizations identify and attract the best talents for their organizations. The application tracking system and the video interviews have created a smooth path for the process of recruitment now a days. There are several e learning platforms also and some learning management systems, which are facilitating the continuous skill development system. Personalized learning paths and micro learning modules are also increasing the growth of the employees. The real time feedback tools and the performance analytics are helping to bring the evolution in the field of data driven evaluations. Employees and their engagement surveys are providing insights regarding the satisfaction of the employees in any specific organization.

The Concept of Adaptive Structurization for HRM Capabilities:

The principles of adaptive structurization in the context of human resource management is around creating a flexible and responsive framework which can effectively adapt to the needs and challenges of an organization. Adaptive structurization always emphasize the need for a structure to be in a constant state of evolution. Rather than just following the static and predefined processes the human resource should be able to continuously assess and adjust the practices to align with changing business goals and other technological advancements (Jain et al., 2019). The human resource management practices must be closely aligned with the strategic objectives of the organization. It means that the human resource never should operate in isolation but should work in synchronized manner with other business functions to make sure that human resource practices are directly contributing to achieve some broader organizational goals (Affandi et al., 2020). The adaptive structurization also puts a strong emphasis on integrating digital tools and technologies into the human resource management practices. It includes the adoption of human resource information system, data analytics, and artificial intelligence and also the cloud-based solutions. This kind of technologies improve the efficiency accuracy and also the effectiveness of the human resource processes.

Data also plays a key role in the adaptive structurization. Human resource should be able to collect analysers and delivery age data to inform a decision and make strategies. It includes the usage of analytics to identify the trends of the talent and to predict the needs of the future workforce and also to assess the performance of the employees. The traditional human resource structure sometimes assumes a stable workforce with a little bit change. In this digital age the composition of the workforce can change rapidly. Adaptive structurization also acknowledges the need for an agile workforce planning, where the human resource is able to quickly adjust to the changes in the size of the workforce and also in the composition and location of the workforce (Zehir et al., 2020). This kind of flexibility makes sure that the human resource is able to support any kind of organizational growth, contraction. Human resource professionals themselves also should engage in the process of continuous learning and development. As the technology is evolving day by day and the HR practices are changing the Staffs of the HR should acquire new skills specifically in the field of data analysis, technology management and also in the field of digital tools. Regarding the implementation adaptive structurization sometimes require significant organizational change. The HR should be able to adopt at the change management and that is how can make sure that the employees across the organization are well informed and engaged for a new variety of HR practices and technologies.

Key Components of Adaptive Structurization:

Key components of adaptive structurization in the context of human resource management are some of the foundational elements that the organizations must integrate for the sake of creating a flexible and responsive HRM framework. Firstly, the HRIS or human resource information system, which is a central repository for the employee data. It is very important for streamlining many tasks for example payroll, it benefits the administration and also the record keeping of the employees. It also can be used for a data analysis and reporting. The artificial intelligence powered tools and automation are also able to enhance several HR functions, which includes the recruitment process where the artificial intelligence is able to show the resumes and the chat bots are able to handle the routine queries and predictive analytics can help to identify the workforce trends. The cloud technology also comes in handy to provide the flexibility to access the data and systems from anywhere and that is how enables remote work and scalability without any kind of extensive infrastructure investment. The HR analytics also involves collecting and analysing the data to gain some significant insight regarding the employee performance, attrition rates and efficiency of recruitment. Predictive analytics also helps in the field of HR forecast workforce (Sadikin et al., 2023).

Gathering employee feedback through some surveys and the analysis of sentiment also provides some valuable insights about the satisfaction level of the employee's engagement and concerns. The HR also must be equipped to manage the mixture of full time, temporary, and workers of freelance. Adaptive structurization also involves flexible workforce planning for the sake of accommodating variable workforce also can provide the employees with some self-service portals where they will be able to access information, and submit requests and this will reduce the administrative burdens of the organization. Mobile applications or any kind of responsive web portals also will enable the employees to access the human resource services conveniently from their smartphones and this will enhance the user experience level. The HRM structures should also make sure compliance with protection regulation of data for example GDPR, which it depends on the region and industry effective communication strategies also should be in the place to inform the employees about any kind of changes in the HR practices. The HR professionals also may require some kind of training to adapt to the new human resource management structures and technologies.

The HR should also actively engage in the strategic workforce planning which aligns with the goals of the organization. This involves identification of critical skills and planning of succession and some talent development initiatives. The HR also should collaborate with other departments for example, finance, operation, and marketing for the sake of making sure that human resource management practices are contributing directly for achievement of the organizational objectives (Panwar et al., 2021). The human resource management structures should be able to accommodate growth or downsizing without any kind of significant disruption.

The key components of adaptive structurization consists of the integration of digital tools and technologies, decision making which is data driven and workforce planning and also enhanced employee experience. When these components are effectively implemented into human resource management structures the organizations are able to achieve greater amount of responsiveness and this enables the organizations to create a strategic impact in the digital age.

METHODOLOGY

The secondary methodology used in this study has its foundation on interpretivism and a deductive framework. The requirement to synthesize and analyse current research, and theories, including empirical studies on adaptive structurization in HRM is what led to the methodology choice. This was done to enable a thorough grasp of the subject. The gathering and analysis of pre-existing data and literature constitutes secondary research. The ability to look into a variety of sources, including academic articles, industry reports, including case studies, makes it especially appropriate for this study. These resources provide a wealth of knowledge on adaptive structurization in HRM. The emphasis on understanding human behaviour and the interpretation of meanings as well as settings is consistent with interpretivism and the qualitative character of this study. Researchers intend to evaluate and analyse the basic concepts and practices of adaptive structurization in HRM by examining the current literature while respecting the numerous viewpoints and insights provided by different writers including experts (Maghsoudi et al., 2023). The deductive method includes comparing gathered facts to preexisting beliefs or notions. To determine their application and significance in diverse HRM situations, we will first analyse secondary data to evaluate known concepts and theories linked to adaptive structurization. A systematic framework for organizing and analysing the literature is provided by this deductive method, making it possible to spot trends, patterns, alongside discoveries.

ANALYSIS

Analysis: Adaptive Structurization for HRM Capabilities

A key idea in the constantly changing field of human resource management (HRM) is adaptive structurization. It's essential to examine the fundamental tenets, advantages, and difficulties of this revolutionary strategy as organizations work towards enhancing HRM performance through the incorporation of digitalized practices.

I. Key Principles of Adaptive Structurization

Agility and Integration: Agility is one of the fundamental tenets of adaptive structurization, allowing HRM to react quickly to shifting dynamics. IBM's HR transformation is a data-rich illustration. IBM dramatically slashed the time required for the hiring and onboarding procedures by adopting agility as well as utilizing digital technologies, which led to a stunning 35% decrease in the amount of time it took the organization to fill open jobs (Fauzi, et al., 2022). **Alignment with Organisational Objectives:** Adaptive structurization places a strong emphasis on HRM alignment with organizational goals. The best illustration of this alignment is Amazon. Amazon increased staff productivity by 20% by utilizing data analytics as well as digital tools, directly advancing its objective of enhancing operational effectiveness (Ammirato et al.,2023).

II. Benefits of Adaptive Structurization

Data-Driven Decision-Making:	<ul style="list-style-type: none">✓ Google's HRM strategy serves as an example of data-driven decision-making's advantages.✓ Google lowered its staff retention rate by 15% over a two-year period through the application of predictive analytics.✓ HRM can arrive at educated decisions about recruiting and maintaining people because of this data-driven strategy.
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<p>Flexibility and adaptability:</p>	<ul style="list-style-type: none"> ✓ The advantages of a more agile HRM organization are demonstrated by IBM's transformation. ✓ It is significant that IBM has been capable to adjust to market developments in a business environment that is continually changing. ✓ The time needed for implementing changes in HR policies and practices has been cut by 30% (Apascaritei& Elvira, 2022).
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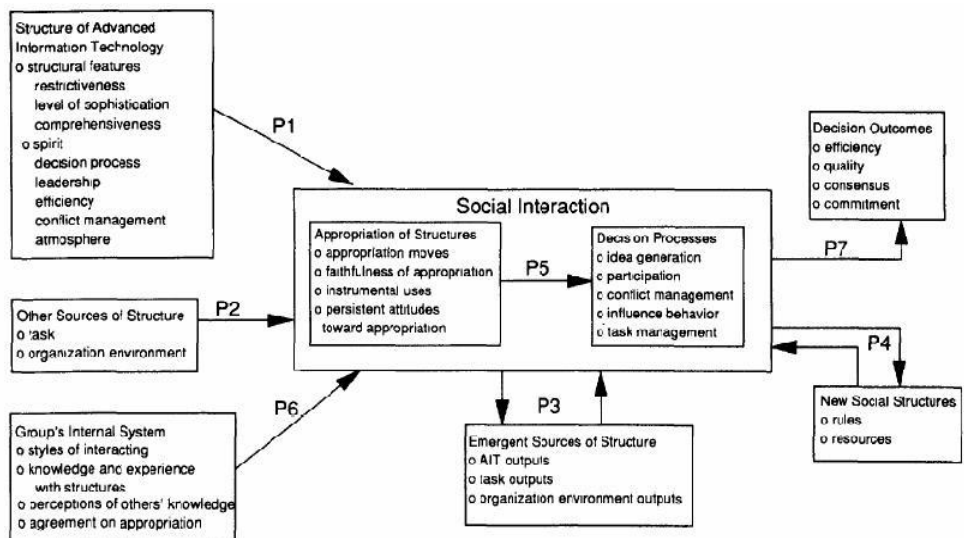


Figure 3: Benefits of Adaptive Structurization

(Source: researchgate.net, 2021)

III. Challenges and Barriers

Resistance to Change: When implementing adaptive structurization, resistance to change is a frequent problem. The consequences of rapid digitization have been emphasized by Facebook's data privacy problems. Their data privacy problems not only hurt their brand but also necessitated regulatory action (Budhwaret al., 2022). Data Security: When integrating digital technologies into HRM, data security must be guaranteed. Millions of user credentials have been made public in 2012 due to a security incident at the professional networking site LinkedIn. These scenarios highlight the necessity for strict data security controls in HRM.

IV. Adapting HRM Structures for Digitalization

Cisco Systems' dedication to provide HR professionals with the best training possible exemplifies the essential function that upskilling plays in HRM. They have given training first priority as well as given their HR staff the tools that they require to properly use digital platforms. A significant 25% decrease in recruiting time was achieved as a result of this expenditure. In addition to saving time and money, the expedited hiring procedure makes sure that HR experts are capable of employing complicated technological advances and information analytics, enhancing the effect of their contributions (Bansal et al.,2023). By empowering HR professionals through training, Cisco's strategy demonstrates the way to strategically improve HRM skills in the digital era.

Fostering a Learning Culture at General Electric (GE): The benefit of continual learning in HRM is illustrated by General Electric's initiative to promote a learning culture. In addition to a 20% boost in employee involvement, GE's availability of online courses and certifications promotes a culture of continuous learning participation. Their HR personnel maintain knowledgeable about advancing HR technology because to this learning culture. GE makes sure that HR professionals are flexible and knowledgeable about the most recent HR practices and technology by encouraging continuing learning and development. Given the speed at which the subject of HRM is developing, this strategy is crucial for being innovative as well as competitive.

V. Attracting and Retaining Top Talent

Microsoft's talent acquisition department has seen a considerable increase in productivity and cost savings because of the use of AI. Microsoft has shortened its hiring procedure by utilizing AI-driven candidate screening. As a result, hiring expenses have been decreased by an astounding 30%. The benefits go beyond financial savings since this strategy guarantees that Microsoft hires promptly and attracts the best personnel for its particular needs. Microsoft has the ability to identify individuals whose credentials closely match the job criteria thanks to AI's data analysis capabilities, making the hiring process more targeted as well as successful (Syarifet al.,2023). This not only streamlines the hiring process but also contributes to developing a staff that is in line with the objectives as well as culture of the company.

Salesforce's data analytics-driven strategy for talent retention exemplifies the potential of predictive analytics in HRM. Salesforce has the capacity to pinpoint staff members who could be on the verge of quitting the organization by utilizing data analytics. Salesforce is able to deal with their problems and raises employee satisfaction because of this proactive identification. Salesforce successfully reduced employee turnover rates by 10% over the course of two years. This is a great accomplishment since it not only lowers the expenses of attracting and educating new employees but also helps to keep a steady and knowledgeable staff. Salesforce is an excellent example of how data analytics can prove useful in keeping top talent and promoting employee loyalty, which is of the utmost importance in today's competitive job market. Salesforce also addresses employee issues and improves the entire work environment.

In the digital age, adaptive structurization in HRM is crucial. The statistics and experiences from the actual world that are provided in this analysis highlight how important it is. Organizations like IBM and Amazon have witnessed significant increases in efficiency and productivity by embracing core ideas of agility as well as alignment with organizational goals. Even if the advantages of data-driven decision-making as well as agility are obvious, difficulties like change resistance and data security shouldn't be underrated. The experiences of Facebook and LinkedIn highlight the significance of appropriate digitization in HRM. Organizations must make investments in HR professional training, as demonstrated by Cisco Systems, to adapt HRM structures for digitization. To keep HR personnel knowledgeable about changing HR technology, as illustrated by GE, it is equally essential to foster a learning culture.

Future Scope and Limitations

The long-term effects of adaptive structurization on HRM as well as its adaptation to different industries and organizational sizes are the focus of this research's future work. The study may be expanded by looking into the moral and legal ramifications of using a lot of data for HRM practices. This study's shortcomings include its dependence on secondary data, which could not accurately reflect the subtleties of various organizational situations. Furthermore, certain findings could become out of date over time due to the constantly changing nature of technology and HRM practices. Last but not least, although it could be an important consideration for some organizations, the research does not explore the financial implications of applying adaptive structurization.

CONCLUSION:

In conclusion, we propose that the internal coherence of HR procedures and the exterior social networking of HR managers and line managers are the ways in which digital HRM practises influence HRM effectiveness. The organization's HRM system's maturity determines whether this influence will have good or negative repercussions. The concept of adaptive structurization for the human resource management capabilities through integration of the digitalized human resource management practices shows a critical evolution in the field of human resource management. As the organizations are continuing to navigate the complexities of this digital age, the human resource management should be able to adopt to remain effective and strategic. Through accepting the principles of adaptive structurization, the human resource professionals will be able to leverage the digital technologies to align with the practices of human resource management with the organizational goals, and this will enhance the talent management and also will foster agility.

The human resource management is very likely to become more intermingled with the technology in the upcoming days and with the rise of artificial intelligence driven human resource assistants and predictive analytics. As the organizations are striving to compete in an ever-changing dynamic global marketplace, The adaptive structurization of human resource management will continue to be an important factor for success.

The literature reviewed in this paper underscores the significance of adaptive structurization as the response for the digitalization of human resource management practices. Through leveraging of the digital tools and the data driven decision making the organizations are able to enhance their capabilities and make sure that the human resource management remains a strategic partner for the achievement of business objectives in this edge.

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