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Sustainable Human Resource Management in the Digital Era Bridging Technological Innovation and Local Cultural Values

Anita Kaur Gill

Corresponding Author

Email: anita.gill@iimtuniversity.ac.in

Keywords

sustainable human resource management, digital transformation, cultural values, technological innovation, employee wellbeing, organizational sustainability

Abstract

The digital transformation has fundamentally reshaped human resource management practices, creating both opportunities and challenges for organizations worldwide. This article explores the integration of sustainable human resource management (SHRM) principles with technological innovation while maintaining local cultural values. As organizations navigate the digital era, they must balance the efficiency gains from technology adoption with the preservation of cultural identity and human-centric approaches. This conceptual article examines how organizations can leverage digital tools such as artificial intelligence, big data analytics, and cloud-based platforms to enhance HR sustainability without compromising cultural authenticity. The discussion encompasses five key dimensions: digital transformation in HR practices, cultural value integration, sustainable workforce development, technology-enabled employee wellbeing, and the future of culturally-responsive digital HRM. The findings suggest that successful implementation requires a hybrid approach that harmonizes technological advancement with local wisdom and cultural sensitivity.

IIMT University, India

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INTRODUCTION

The contemporary business landscape is characterized by rapid technological advancement that has revolutionized virtually every aspect of organizational management, particularly in the domain of human resource management. As organizations worldwide embrace digital transformation, the need to align these technological innovations with sustainable practices has become increasingly critical. According to Stahl et al. (2020), sustainable human resource management represents a paradigm shift from traditional HR practices toward more holistic approaches that consider long-term organizational, social, and environmental impacts. This evolution is particularly significant in the digital era, where technology enables unprecedented capabilities in workforce management, talent acquisition, and employee development. However, the challenge lies not merely in adopting these technologies but in implementing them in ways that respect and preserve local cultural values while advancing sustainability goals.

The concept of sustainable HRM extends beyond environmental considerations to encompass social and economic dimensions that ensure long-term organizational viability and employee wellbeing. Kramar (2022) emphasizes that sustainable HRM involves creating HR systems that contribute to the achievement of organizational goals while simultaneously enhancing employee capabilities, improving social conditions, and minimizing negative environmental impacts. In the digital context, this means leveraging technologies such as artificial intelligence, machine learning, and data analytics to optimize HR processes while maintaining human dignity and cultural authenticity. The integration of digital tools in HR practices offers tremendous potential for improving efficiency, reducing costs, and enhancing decision-making quality. Yet, organizations must navigate the delicate balance between technological efficiency and the preservation of human-centric values that define their cultural identity.

Cultural values play a fundamental role in shaping how organizations approach human resource management, influencing everything from recruitment practices to performance evaluation and employee relations. Brewster et al. (2021) argue that cultural context significantly affects the adoption and effectiveness of HR practices, suggesting that what works in one cultural setting may fail in another. This reality becomes even more pronounced in the digital era, where global technologies must be adapted to local contexts. For instance, collectivist cultures may require different approaches to performance management systems compared to individualistic cultures, even when using the same technological platforms. The challenge for contemporary organizations is to harness the power of digital technologies while remaining sensitive to these cultural nuances and ensuring that technological implementation supports rather than undermines local values and traditions.

The digital transformation of HR functions has accelerated dramatically in recent years, driven by both technological advancement and changing workforce expectations. Vrontis et

al. (2022) observe that the COVID-19 pandemic served as a catalyst for digital HR adoption, forcing organizations to rapidly implement remote work technologies, virtual recruitment processes, and digital learning platforms. This acceleration has highlighted both the potential and the limitations of technology in managing human resources. While digital tools can enhance efficiency and accessibility, they also raise concerns about data privacy, algorithmic bias, and the potential dehumanization of HR processes. Organizations must therefore approach digital HR transformation strategically, ensuring that technology serves as an enabler of sustainable practices rather than an end in itself (Muhsyanur, 2025).

Employee wellbeing has emerged as a central concern in sustainable HRM, particularly as organizations recognize the link between employee health, productivity, and long-term organizational success. Paillé et al. (2020) demonstrate that sustainable HR practices positively influence employee wellbeing, organizational commitment, and performance outcomes. In the digital era, technology offers new opportunities to support employee wellbeing through flexible work arrangements, personalized learning experiences, and enhanced work-life balance. However, the same technologies can also contribute to increased stress, burnout, and work-life boundary erosion if not implemented thoughtfully. Organizations must therefore design digital HR systems that prioritize employee wellbeing alongside efficiency, creating technological solutions that support rather than undermine human flourishing.

The integration of local cultural values with global technological standards represents one of the most significant challenges facing organizations implementing sustainable HRM in the digital era. Shen and Benson (2023) highlight the importance of cultural intelligence in designing and implementing HR technologies, arguing that successful digital transformation requires deep understanding of local cultural contexts, values, and practices. This cultural sensitivity is particularly important in multinational organizations operating across diverse cultural contexts, where a one-size-fits-all approach to digital HR can lead to resistance, inefficiency, and cultural erosion. Organizations must develop the capability to customize digital HR solutions to local contexts while maintaining global standards and consistency where appropriate (Muhsyanur, 2025).

The sustainability imperative in HRM extends beyond immediate organizational concerns to encompass broader societal and environmental responsibilities. As stakeholders increasingly demand corporate accountability and social responsibility, organizations must demonstrate that their HR practices contribute positively to sustainable development goals. Digital technologies can support these objectives by enabling more transparent reporting, facilitating remote work to reduce environmental impact, and supporting inclusive employment practices through broader talent access. However, organizations must also address the sustainability challenges posed by digital technologies themselves, including electronic waste, energy consumption, and the digital divide that may exclude certain populations from employment opportunities.

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Looking forward, the successful integration of sustainable HRM principles with digital innovation while preserving cultural values will require new organizational capabilities and mindsets. Organizations must develop what might be called "cultural-digital intelligence"—the ability to leverage technological capabilities while remaining grounded in cultural authenticity and sustainability principles. This requires leadership commitment, employee engagement, continuous learning, and willingness to experiment and adapt. As the pace of technological change accelerates, organizations that can successfully navigate this integration will be better positioned to attract and retain talent, enhance productivity, and contribute to sustainable development. The following sections explore five critical dimensions of this integration, examining how organizations can bridge technological innovation and cultural values in pursuit of sustainable HRM.

DISCUSSIONS

Digital Transformation in HR Practices

The digitalization of human resource management has fundamentally transformed how organizations attract, develop, and retain talent. According to Bondarouk and Brewster (2023), digital HR encompasses the use of technology to automate, improve, and transform HR processes, ranging from recruitment and onboarding to performance management and succession planning. These digital tools include applicant tracking systems, learning management systems, HR analytics platforms, and employee self-service portals that collectively enhance efficiency and data-driven decision-making. The transformation extends beyond mere automation to enable new capabilities such as predictive analytics for talent management, AI-powered chatbots for employee support, and virtual reality for training and development. Organizations adopting these technologies report significant improvements in HR operational efficiency, cost reduction, and strategic value creation.

However, the implementation of digital HR technologies must be approached strategically to ensure alignment with organizational goals and sustainability principles. Strohmeier and Parry (2020) emphasize that successful digital HR transformation requires careful consideration of organizational readiness, technological infrastructure, and change management capabilities. Organizations must assess their current HR maturity level, identify priority areas for digitalization, and develop implementation roadmaps that consider both technical and human factors. This strategic approach ensures that technology investments deliver meaningful value rather than creating digital solutions in search of problems. Moreover, organizations must consider the sustainability implications of their technology choices, including energy consumption, data security, and the environmental footprint of digital infrastructure.

The role of artificial intelligence and machine learning in HR has garnered significant attention, offering both opportunities and challenges for sustainable HRM. These

technologies enable organizations to analyze vast amounts of employee data to identify patterns, predict outcomes, and personalize employee experiences at scale. For instance, AI can help identify flight risks, recommend personalized learning content, and optimize workforce scheduling based on demand forecasts. However, concerns about algorithmic bias, transparency, and fairness have emerged as critical issues that organizations must address. Ensuring that AI systems operate fairly across diverse employee populations requires careful algorithm design, ongoing monitoring, and human oversight to prevent perpetuation of historical biases or discriminatory outcomes.

The integration of digital HR systems with broader organizational technology ecosystems represents another important consideration for sustainable implementation. Organizations increasingly recognize that HR technologies cannot operate in isolation but must integrate seamlessly with enterprise resource planning systems, customer relationship management platforms, and other business applications. This integration enables holistic views of organizational performance, facilitates data-driven decision-making, and enhances the strategic contribution of HR to business outcomes. However, achieving this integration requires significant technical expertise, investment in interoperable systems, and ongoing maintenance to ensure data quality and system reliability. Organizations must therefore develop robust digital governance frameworks that ensure technology investments support long-term sustainability rather than creating technical debt or system fragmentation.

Cultural Value Integration in Digital HRM

The preservation and integration of local cultural values within digital HR systems represents a critical success factor for sustainable HRM in the digital era. Cultural values shape fundamental assumptions about the employment relationship, appropriate management practices, and the relative importance of individual versus collective interests. Taras et al. (2021) demonstrate that cultural values significantly influence employee responses to HR practices, with practices that align with cultural expectations generating higher levels of employee engagement and organizational commitment. In the digital context, this means that HR technologies must be designed and implemented in ways that respect and reinforce local cultural values rather than imposing culturally inappropriate practices through standardized global systems.

The challenge of cultural adaptation becomes particularly acute in multinational organizations operating across diverse cultural contexts. While global HR technology platforms offer economies of scale and standardization benefits, they may also impose culturally inappropriate assumptions about work relationships, communication styles, and motivational factors. For example, performance management systems designed for individualistic Western cultures that emphasize individual achievement and direct feedback may be perceived as inappropriate or uncomfortable in collectivist Asian cultures that value harmony and indirect communication. Organizations must therefore develop the capability

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to customize digital HR systems to accommodate cultural differences while maintaining sufficient consistency to enable global workforce management and mobility.

Language and communication preferences represent another important dimension of cultural adaptation in digital HRM. While English often serves as the lingua franca of global business, relying exclusively on English-language HR systems can create barriers to access and understanding for non-native speakers. Organizations committed to cultural inclusivity must ensure that their digital HR platforms support multiple languages, accommodate different communication styles, and provide culturally appropriate content and interfaces. This localization effort extends beyond simple translation to encompass cultural adaptation of concepts, examples, and visual elements to ensure relevance and resonance with local employee populations. The investment in such localization demonstrates organizational commitment to cultural respect and can significantly enhance employee acceptance and system effectiveness.

The integration of indigenous knowledge and local wisdom with digital HR technologies offers opportunities to create more culturally authentic and sustainable practices (Mulyana et al., 2021). Rather than viewing local cultural values as obstacles to overcome, organizations can leverage these values as sources of insight and innovation in designing digital HR solutions. For instance, communal decision-making traditions might inform the design of collaborative performance management systems, while local concepts of reciprocity and mutual obligation might shape employee engagement and retention strategies. By grounding digital HR systems in local cultural wisdom while leveraging technological capabilities, organizations can create hybrid solutions that are both culturally resonant and technologically advanced. This approach requires genuine respect for local cultures and willingness to learn from diverse knowledge systems rather than simply imposing Western management paradigms through digital technologies.

Sustainable Workforce Development in the Digital Era

Workforce development has emerged as a central pillar of sustainable HRM, with organizations recognizing that employee capabilities represent critical assets that must be continuously nurtured and developed. The digital era offers unprecedented opportunities for personalized, accessible, and scalable learning experiences through technologies such as e-learning platforms, mobile learning applications, and virtual reality simulations. Garavan et al. (2021) argue that sustainable workforce development requires a long-term perspective that balances immediate skill needs with future capability requirements while considering employee career aspirations and wellbeing. Digital technologies enable organizations to deliver learning experiences that are more flexible, engaging, and tailored to individual learning styles and preferences than traditional classroom-based approaches.

The concept of lifelong learning has become increasingly important as technological change accelerates and job requirements evolve rapidly. Organizations committed to sustainable HRM must create learning ecosystems that enable continuous skill development and career progression for all employees regardless of age, position, or location. Digital learning platforms facilitate this objective by providing on-demand access to learning resources, enabling microlearning that fits into busy work schedules, and supporting social learning through virtual communities of practice. However, organizations must also address the digital divide that may prevent some employees from fully accessing digital learning opportunities due to limited digital literacy, inadequate technology access, or learning preferences that favor face-to-face interaction. Sustainable workforce development therefore requires a blended approach that combines digital and traditional learning methods to ensure inclusive access.

The role of data analytics in workforce development has expanded significantly, enabling organizations to make more informed decisions about skill gaps, learning effectiveness, and development investments. Learning analytics platforms can track employee learning activities, assess knowledge retention, and correlate learning with performance outcomes to optimize development programs. This data-driven approach enables organizations to identify high-potential employees, predict future skill requirements, and personalize learning pathways based on individual career goals and organizational needs. However, the use of employee learning data also raises privacy concerns and potential for discriminatory outcomes if analytics are used inappropriately. Organizations must establish clear policies regarding learning data collection, use, and protection to ensure that analytics support rather than undermine employee development and wellbeing.

Career development and succession planning have been transformed by digital technologies that enable more transparent, data-driven, and employee-centric approaches. Digital career platforms provide employees with visibility into career opportunities, required competencies, and development pathways while enabling organizations to identify internal talent for critical roles. These systems support sustainable HRM by promoting internal mobility, reducing turnover, and ensuring organizational capability continuity. However, successful implementation requires organizational commitment to transparency, meritocracy, and equitable access to opportunities regardless of location, network, or background (Muhsyanur, Manivannan Murugesan, 2024). Organizations must design digital career systems that identify and mitigate potential biases while providing meaningful support for diverse career aspirations and progression pathways. This includes accommodating non-linear career paths, lateral moves for skill development, and alternatives to traditional hierarchical advancement that may better align with employee preferences and organizational needs.

Technology-Enabled Employee Wellbeing and Engagement

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Employee wellbeing has become a central concern for organizations pursuing sustainable HRM, with growing recognition that employee health and happiness directly impact productivity, innovation, and organizational performance. Digital technologies offer new capabilities for supporting employee wellbeing through wellness applications, mental health resources, flexible work arrangements, and personalized wellbeing programs. According to Peccei and Van De Voorde (2023), sustainable HRM practices that prioritize employee wellbeing generate positive outcomes for both employees and organizations, including reduced absenteeism, lower turnover, and higher engagement levels. The digital era enables organizations to scale wellbeing support to reach all employees while personalizing interventions based on individual needs and preferences.

The COVID-19 pandemic accelerated the adoption of digital tools for remote work and virtual collaboration, fundamentally changing how organizations think about work location, flexibility, and work-life balance (Muhsyanur & Verlin, 2020). These changes have created opportunities to enhance employee wellbeing by reducing commute time, enabling better work-life integration, and providing access to global talent pools. However, they have also introduced new challenges including digital fatigue, isolation, and difficulty maintaining boundaries between work and personal life. Organizations must therefore approach technology-enabled flexibility strategically (Muhsyanur and Mahas, 2024), establishing norms and practices that leverage the benefits while mitigating the risks. This includes providing employees with appropriate technology and workspace support, establishing guidelines for virtual meeting schedules, and creating opportunities for social connection and team cohesion in virtual environments.

Employee engagement in the digital era requires new approaches that leverage technology to create meaningful connections, recognize contributions, and foster sense of belonging. Digital engagement platforms enable organizations to gather real-time employee feedback, recognize achievements, and facilitate peer-to-peer appreciation at scale. Social collaboration tools create virtual spaces for informal interaction, knowledge sharing, and community building that can enhance engagement particularly in distributed teams. However, organizations must recognize that technology alone cannot create engagement; it must be combined with authentic leadership, meaningful work, and organizational cultures that value employee contributions. Digital engagement tools are most effective when they amplify and enable human connection rather than substituting for it (Muhsyanur, Inne Pelangi, 2021).

The measurement and monitoring of employee wellbeing through digital technologies raises important ethical considerations that organizations must address thoughtfully. Wearable devices, productivity monitoring software, and sentiment analysis tools can provide valuable insights into employee wellbeing and engagement levels. However, these same technologies can feel invasive, create surveillance concerns, and potentially be used in

ways that undermine rather than support employee wellbeing. Organizations committed to sustainable HRM must establish clear boundaries regarding what employee data is collected, how it is used, and how employee privacy is protected. Transparency, employee consent, and demonstrated value to employees rather than just organizational benefit are essential principles for ethical use of wellbeing technologies. Organizations should involve employees in decisions about wellbeing technology adoption and ensure that data is used to support employee health and happiness rather than simply monitoring productivity or compliance.

Future Directions: Building Culturally-Responsive Digital HRM

The future of sustainable HRM lies in developing organizational capabilities to continuously adapt digital technologies to evolving cultural contexts, employee expectations, and sustainability imperatives. This requires what Stone et al. (2023) describe as "digital agility"—the ability to rapidly experiment with, adopt, and adapt digital technologies in response to changing conditions while maintaining strategic coherence and cultural authenticity. Organizations must develop learning cultures that encourage experimentation with new technologies, tolerate failures, and rapidly scale successful innovations. This agility is particularly important given the accelerating pace of technological change and the emergence of new technologies such as generative AI, blockchain, and the metaverse that may fundamentally transform HR practices in coming years (Mulyana et al., 2021).

The development of cross-cultural digital competencies represents another critical capability for organizations pursuing sustainable HRM in global contexts. HR professionals must develop not only technical expertise in digital tools but also cultural intelligence that enables them to recognize how cultural values shape technology adoption and effectiveness. This includes understanding cultural differences in communication preferences, privacy expectations, feedback tolerance, and attitudes toward authority and hierarchy. Organizations should invest in developing these competencies through cross-cultural training, international assignments, and diverse team experiences that expose HR professionals to different cultural contexts and perspectives. The goal is to create HR functions that can design and implement digital solutions that are both technologically sophisticated and culturally intelligent.

Ethical frameworks for digital HRM represent an increasingly important consideration as technologies become more powerful and potentially intrusive. Organizations must grapple with questions about algorithmic transparency, data ownership, consent, and the appropriate boundaries of employee monitoring and analysis. Industry associations, academic institutions, and regulatory bodies are beginning to develop ethical guidelines for HR technology use, but organizations must take responsibility for establishing their own ethical standards that reflect their values and cultural contexts. This includes conducting ethical impact assessments of new technologies, involving diverse stakeholders in technology governance, and establishing mechanisms for addressing ethical concerns as they

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arise. Organizations that develop strong ethical frameworks for digital HRM will be better positioned to build employee trust and maintain legitimacy with broader stakeholder groups.

The integration of environmental sustainability considerations with digital HRM represents an emerging frontier that organizations must address more explicitly. While much attention has focused on social sustainability dimensions such as employee wellbeing and cultural preservation, the environmental impacts of digital technologies cannot be ignored. Organizations should consider the carbon footprint of their digital infrastructure, the environmental costs of electronic waste from outdated devices, and opportunities to use HR practices to support broader environmental sustainability goals. This might include using HR analytics to optimize workforce deployment and reduce business travel, implementing remote work policies that reduce commuting emissions, and incorporating environmental stewardship into performance expectations and development programs. By explicitly linking digital HRM with environmental sustainability, organizations can create more holistic approaches that address the full range of sustainability dimensions while leveraging technological capabilities.

CONCLUSION

The integration of sustainable human resource management principles with digital innovation while preserving local cultural values represents both a significant challenge and tremendous opportunity for contemporary organizations. Success requires moving beyond simplistic either-or thinking about technology versus culture toward sophisticated both-and approaches that leverage digital capabilities to enhance rather than replace human judgment, preserve rather than erode cultural authenticity, and support rather than undermine employee wellbeing and sustainable development. Organizations must develop new capabilities including digital-cultural intelligence, ethical technology governance, and adaptive implementation approaches that balance standardization and localization. As digital technologies continue to evolve at an accelerating pace, organizations committed to sustainable HRM must remain vigilant in ensuring that technological advancement serves human flourishing, respects cultural diversity, and contributes to long-term organizational and societal sustainability. The future belongs to organizations that can successfully bridge technological innovation and cultural values, creating digital HR systems that are efficient, effective, and profoundly human.

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