

## Digital Transformation in Human Resource Management: A Study of Organizations in Mataram City

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### Abstract

This study aims to analyze the implementation of digital transformation in Human Resource Management (HRM) within organizations in Mataram City, Indonesia. The research employs a qualitative approach with a case study design to gain an in-depth understanding of how digital technologies are integrated into HR practices, as well as the benefits and challenges associated with their implementation. Data were collected through in-depth interviews, observations, and documentation studies involving HR managers, staff, and employees who are directly engaged in digital HRM processes. The findings indicate that digital transformation has significantly improved the efficiency, transparency, and effectiveness of HR functions, particularly in areas such as recruitment, performance management, and employee development. The use of digital systems such as HRIS, e-recruitment platforms, and e-learning tools has enabled organizations to streamline processes, support data-driven decision-making, and enhance employee competencies. However, the study also reveals several challenges, including limited digital literacy, resistance to change, infrastructure constraints, and data security concerns, which hinder the optimal implementation of digital HRM. The study concludes that while digital transformation in HRM has a positive impact on organizational performance, its success depends on the integration of technology, human resources, and organizational culture. Strong leadership commitment and continuous capacity building are essential to ensure sustainable digital transformation. This research contributes to the development of HRM literature by providing empirical insights from a local context and offers practical recommendations for organizations seeking to implement digital HR practices effectively.

**Keywords:** Digital Transformation, Human Resource Management, Digital HRM, E-Recruitment, Performance Management, Employee Development, Organizational Performance, Mataram City

### Introduction

The rapid advancement of digital technology has fundamentally transformed the way organizations operate, compete, and manage their human resources. In the era of Industry 4.0 and the digital economy, organizations are increasingly required to adopt digital transformation strategies to remain competitive, adaptive, and efficient. Digital transformation is not merely the adoption of new technologies, but a comprehensive organizational change that integrates digital tools into all aspects of business processes, including human resource management (HRM). This transformation enables organizations to enhance operational efficiency, improve

decision-making processes, and foster innovation across various functions (Shahiduzzaman, 2025) .

Human Resource Management (HRM), as a strategic function within organizations, has undergone significant changes due to digital transformation. Traditionally, HRM focused on administrative tasks such as recruitment, payroll, and employee record management. However, with the integration of digital technologies, HRM has evolved into a more strategic and data-driven function. Digital tools such as Human Resource Information Systems (HRIS), e-recruitment platforms, and data analytics have enabled organizations to streamline HR processes, increase accuracy, and support real-time decision-making (Yulianah, 2023) . As a result, HR professionals are now expected to play a critical role in driving organizational performance and innovation.

Globally, digital transformation in HRM has been recognized as a key factor in improving organizational effectiveness and competitiveness. Research indicates that digital transformation enhances HR functions by enabling automation, improving employee engagement, and facilitating better talent management practices (Eprianto et al., 2025) . Furthermore, the integration of digital technologies supports knowledge sharing and organizational learning, which are essential for long-term sustainability in a rapidly changing business environment (Springer, 2025) . These developments highlight the strategic importance of digital HRM in modern organizations.

In the Indonesian context, digital transformation has also significantly influenced HRM practices across various sectors. Organizations in Indonesia have increasingly adopted digital technologies to improve HR processes such as recruitment, training, and performance evaluation. Studies show that technology-based HRM practices contribute to improved efficiency, transparency, and data-driven decision-making (Adawiah et al., 2023) . Additionally, digital transformation encourages organizations to develop employee competencies through reskilling and upskilling programs, which are essential to meet the demands of the digital era (Khaeruman et al., 2025) .

Despite its benefits, the implementation of digital transformation in HRM also presents several challenges. Organizations often face issues related to technological readiness, system integration, data security, and resistance to change among employees. The gap in digital competencies among employees and the lack of adequate training programs further hinder the successful implementation of digital HRM initiatives (Bratamanggala, 2023) . Moreover, the success of digital transformation depends not only on technology adoption but also on organizational culture, leadership commitment, and employee adaptability.

Empirical evidence from Indonesia further demonstrates the impact of digital transformation on HRM outcomes. For instance, a study conducted in a public sector organization revealed that the implementation of digital HR systems significantly improved efficiency, transparency, and employee performance through real-time monitoring and data integration (Sihombing et al., 2025) . Similarly, quantitative research shows that digital transformation positively affects productivity, operational effectiveness, and decision-making quality within organizations (Sari et al., 2023) . These findings indicate that digital transformation is a crucial driver of organizational success.

However, while many studies have explored digital transformation in HRM at the national and global levels, there is still limited research focusing on specific local contexts, particularly in smaller cities such as Mataram City. Each region has unique characteristics in terms of organizational culture, technological infrastructure, and human resource capabilities. Therefore, it is important to examine how digital transformation in HRM is implemented at the local level and how it influences organizational practices and performance.

Mataram City, as one of the developing urban centers in Indonesia, presents an interesting context for studying digital transformation in HRM. The increasing adoption of digital technologies among organizations in this city reflects a broader trend of digitalization in regional economies. However, the extent to which organizations in Mataram have successfully implemented digital HRM practices, as well as the challenges they face, remains underexplored. Understanding these dynamics is essential to provide insights into how digital transformation can be effectively implemented in similar regional contexts.

Based on the above background, this study aims to analyze the implementation of digital transformation in Human Resource Management within organizations in Mataram City. Specifically, this study seeks to identify the forms of digital HRM practices adopted, examine the benefits and challenges associated with their implementation, and evaluate their impact on organizational performance. By providing empirical evidence from a local context, this research is expected to contribute to the development of HRM literature and offer practical recommendations for organizations seeking to enhance their HR practices through digital transformation.

## **Methods**

This study employs a qualitative approach with a case study design to comprehensively explore the implementation of digital transformation in Human Resource Management (HRM) within organizations in Mataram City, Indonesia. The qualitative method is selected because it enables an in-depth understanding of organizational dynamics, human behavior, and contextual

factors influencing the adoption of digital HRM practices, particularly in capturing the perceptions, experiences, and interactions of individuals involved in the process (Creswell, 2021). The case study design further allows the researcher to investigate the phenomenon in its real-life setting, where the boundaries between digital transformation and organizational context are often complex and intertwined (Yin, 2020). The research focuses on selected public and private sector organizations that have implemented or are in the process of adopting digital HR systems such as Human Resource Information Systems (HRIS), e-recruitment platforms, and digital performance management tools, with informants chosen through purposive sampling based on their direct involvement and expertise, including HR managers, HR staff, and employees who actively engage with these systems (Etikan & Bala, 2020). Data collection is conducted through multiple techniques to ensure richness and validity, including in-depth semi-structured interviews to gather detailed insights, direct observation to understand actual practices in organizational settings, and documentation studies involving HR policies, reports, and system records to support and validate primary data (Saunders et al., 2023). The data analysis process follows an interactive model consisting of data reduction, data display, and conclusion drawing and verification, enabling systematic organization, interpretation, and validation of qualitative findings (Miles et al., 2020). To ensure the credibility and trustworthiness of the results, the study applies validation strategies such as triangulation across data sources and methods, member checking to confirm findings with informants, and peer debriefing to minimize researcher bias (Lincoln & Guba, 2020). Furthermore, ethical considerations are strictly maintained throughout the research process by ensuring informed consent, protecting participant confidentiality and anonymity, and using the collected data solely for academic purposes, thereby upholding the integrity and ethical standards of qualitative research.

## **Results and Discussion**

### **Implementation of Digital Transformation in HRM**

The findings of this study indicate that the implementation of digital transformation in Human Resource Management (HRM) within organizations in Mataram City has shown considerable progress, although the level of adoption varies significantly across institutions. This variation reflects differences in organizational size, sector, financial capacity, and technological readiness. In general, most organizations have begun integrating digital technologies into their HR functions, particularly in administrative and operational areas such as employee data management, attendance systems, payroll processing, and internal communication. The transition from manual to digital systems marks a critical shift in how HR

functions are performed, moving from labor-intensive processes to more automated, efficient, and structured workflows.

The increasing use of Human Resource Information Systems (HRIS) has become one of the most prominent indicators of this transformation. Through HRIS, organizations are able to systematically store, manage, and process employee data in a centralized digital platform, which significantly improves data accessibility, accuracy, and security compared to traditional paper-based systems. This digitalization not only facilitates faster data retrieval and reporting but also enables better integration between various HR functions, such as recruitment, performance management, and compensation. As a result, HR departments are no longer limited to administrative roles but are gradually shifting toward more strategic functions that contribute to organizational decision-making.

Moreover, the implementation of digital HRM systems has contributed to reducing administrative burdens and minimizing human errors that commonly occur in manual processes. Routine tasks such as attendance tracking, salary calculations, and employee record updates can now be automated, allowing HR professionals to focus on more value-added activities such as talent development, employee engagement, and strategic planning. The improved speed and accuracy of HR processes also enhance organizational responsiveness, particularly in handling employee-related issues and making timely decisions. In line with (Yulianah, 2023), digital HRM systems play a crucial role in improving efficiency and enabling data-driven decision-making, where organizational strategies are supported by real-time and reliable data.

However, despite these positive developments, the study also reveals that the extent of digital transformation implementation remains uneven across organizations in Mataram City. Some organizations, particularly larger or more resourceful ones, have successfully implemented advanced digital HR systems with integrated features and analytics capabilities. In contrast, smaller organizations or those with limited financial and technological resources tend to adopt digital tools in a more partial or gradual manner. This disparity is influenced by several factors, including differences in organizational readiness, availability of skilled human resources, leadership commitment, and strategic priorities. Organizations that prioritize digital transformation as part of their long-term strategy tend to achieve more comprehensive and effective implementation, while others may still be in the early stages of adoption.

In addition, organizational culture and employee adaptability also play a significant role in determining the success of digital transformation in HRM. Organizations with a culture that supports innovation and continuous learning are more likely to embrace digital technologies and encourage employees to adapt to new systems. Conversely, resistance to change and limited

digital literacy among employees can slow down the implementation process and reduce the effectiveness of digital HR initiatives. Therefore, while the overall progress of digital transformation in HRM in Mataram City is evident, achieving optimal implementation requires not only technological investment but also organizational commitment, capacity building, and a supportive work environment that fosters digital readiness.

### **Digital Recruitment and Selection Practices**

The study reveals that digital transformation has significantly influenced recruitment and selection practices among organizations in Mataram City, marking a clear shift from conventional hiring methods toward more modern, technology-driven approaches. Many organizations have adopted e-recruitment systems and online job platforms to attract potential candidates, gradually replacing traditional recruitment practices such as manual applications, paper-based document submissions, and walk-in interviews. This transition not only reflects the growing importance of digitalization in organizational processes but also demonstrates how technology can reshape the way organizations identify and acquire talent. By leveraging digital platforms, organizations are able to expand their recruitment reach beyond local boundaries, allowing them to access a more diverse and larger pool of applicants with varying skills and qualifications.

Furthermore, the use of digital recruitment systems has significantly improved the efficiency and effectiveness of the candidate selection process. Through automated features such as resume screening, keyword filtering, and applicant tracking systems (ATS), HR professionals can quickly identify candidates who meet specific job requirements without having to manually review each application. This not only reduces the time required for recruitment but also minimizes the risk of human bias and error in the initial screening stage. Informants in this study emphasized that digital tools enable more structured and standardized evaluation processes, where candidates are assessed based on predetermined criteria, thereby enhancing the objectivity, consistency, and transparency of recruitment decisions. These findings are consistent with (Adawiah et al., 2023), which highlight that digital recruitment systems contribute to more efficient, accountable, and fair hiring practices.

In addition to improving efficiency, digital recruitment also offers cost advantages for organizations. The reduction in the use of physical resources, such as paper, printing, and administrative labor, leads to lower operational costs. Moreover, the ability to conduct online interviews and assessments further reduces logistical expenses associated with travel and venue arrangements. This is particularly beneficial for organizations that aim to optimize their recruitment budgets while maintaining the quality of their hiring processes. Digital platforms

also provide valuable data and analytics that can be used to evaluate the effectiveness of recruitment strategies, such as tracking the sources of successful candidates and measuring the time-to-hire, which ultimately supports more strategic HR planning.

However, despite these advantages, the study also identifies several challenges that limit the optimal utilization of digital recruitment systems. One of the main issues is the lack of technical expertise among HR personnel, which affects their ability to fully operate and maximize the features of digital platforms. In some cases, HR staff may only use basic functions of the system, leaving more advanced analytical and automation capabilities underutilized. Additionally, infrastructure limitations, such as unstable internet connectivity and inadequate technological support, can disrupt the recruitment process and reduce its efficiency. These challenges are particularly evident in smaller organizations that may not have sufficient resources to invest in advanced digital systems.

Moreover, there are also concerns related to the impersonal nature of digital recruitment processes. While automation enhances efficiency, it may reduce the level of direct interaction between recruiters and candidates, potentially affecting the assessment of soft skills, personality traits, and cultural fit. Some informants noted that relying solely on digital tools could lead to overlooking important qualitative aspects of candidates that are better evaluated through face-to-face interactions. Therefore, many organizations adopt a hybrid approach, combining digital screening methods with direct interviews to ensure a more comprehensive evaluation process.

Overall, while digital transformation has brought significant improvements to recruitment and selection practices in organizations in Mataram City, its effectiveness largely depends on how well organizations are able to integrate technology with human judgment. Addressing challenges related to technical skills, infrastructure, and process design is essential to fully leverage the benefits of digital recruitment. By continuously improving their digital capabilities and adopting a balanced approach, organizations can enhance both the efficiency and quality of their talent acquisition processes.

### **Digital Performance Management and Employee Development**

Another important finding of this study is the growing use of digital tools in performance management and employee development, which reflects a broader shift toward data-driven and continuous HR practices within organizations in Mataram City. Several organizations have implemented digital performance appraisal systems that enable real-time monitoring of employee performance, allowing managers to track key performance indicators (KPIs), document progress systematically, and evaluate outcomes more objectively. Unlike traditional performance appraisal methods that are often conducted periodically and rely heavily on subjective judgment, digital systems facilitate continuous performance tracking and timely

feedback, which helps employees better understand their strengths, weaknesses, and areas for improvement. This transformation not only improves the accuracy and fairness of performance evaluations but also strengthens the alignment between individual contributions and organizational objectives.

Furthermore, the integration of digital performance management systems enhances transparency and accountability within organizations. Performance data is recorded, stored, and easily accessible in structured digital formats, enabling both employees and managers to review performance history, set measurable targets, and monitor progress over time. This transparency reduces ambiguity in evaluation processes and minimizes potential biases, as decisions regarding promotions, incentives, and career advancement are increasingly based on objective data rather than solely on managerial discretion. In line with (Sari et al., 2023), digital performance management systems play a crucial role in improving productivity by ensuring that employee performance is consistently aligned with organizational goals and strategic priorities.

In addition to performance management, digital transformation has also significantly impacted employee development practices. Organizations in Mataram City have increasingly adopted various digital learning platforms, including e-learning systems, online training modules, webinars, and virtual workshops, as part of their efforts to enhance employee competencies. These digital learning methods provide greater flexibility compared to conventional face-to-face training, as employees can access learning materials anytime and anywhere according to their individual schedules. This flexibility is particularly beneficial in supporting continuous learning, as it allows employees to develop their skills without disrupting their daily work responsibilities.

Moreover, digital platforms often incorporate interactive features such as quizzes, discussion forums, and progress tracking, which enhance engagement and enable organizations to monitor the effectiveness of training programs. The availability of learning analytics also allows HR departments to identify skill gaps, evaluate training outcomes, and design more targeted development programs. As emphasized by (Khaeruman et al., 2025), continuous learning and upskilling are essential in ensuring that employees remain competitive and adaptable in the rapidly evolving digital environment. In this context, digital transformation not only facilitates the delivery of training but also supports a culture of lifelong learning within organizations.

However, despite these advancements, the study also finds that the implementation of digital performance management and employee development systems is not without challenges. Some organizations face difficulties in ensuring consistent use of digital platforms, particularly

when employees lack the necessary digital skills or motivation to engage with these systems. In addition, there may be limitations in customizing digital tools to meet specific organizational needs, which can affect the effectiveness of performance measurement and training programs. Therefore, organizations need to complement technological adoption with adequate training, support systems, and change management strategies to ensure that employees can fully utilize digital tools.

Overall, the integration of digital technologies in performance management and employee development has brought significant improvements in terms of efficiency, transparency, and accessibility. By leveraging digital systems, organizations in Mataram City are better positioned to enhance employee performance, foster continuous learning, and achieve long-term organizational success. Nevertheless, the sustainability of these benefits depends on the ability of organizations to continuously adapt, invest in human capital, and create an environment that supports digital innovation and learning.

### **Challenges in Implementing Digital HRM**

Despite the benefits of digital transformation, the study identifies several challenges that hinder its optimal implementation in organizations in Mataram City. One of the main challenges is the varying level of digital literacy among employees, which affects their ability to effectively use digital HR systems. Some employees, particularly those who are less familiar with technology, experience difficulties in adapting to new digital platforms, leading to resistance to change. This finding is consistent with (Bratamanggala, 2023), which emphasizes that resistance to technological change and limited digital competencies are significant barriers to digital transformation. Additionally, technological infrastructure and financial constraints pose major challenges, especially for smaller organizations with limited budgets. The cost of acquiring, implementing, and maintaining digital HR systems can be substantial, making it difficult for some organizations to fully adopt digital solutions. Furthermore, concerns related to data security and privacy have become increasingly important, as organizations must ensure that sensitive employee information is protected from potential cyber threats.

Moreover, these challenges are often interconnected and can create a cumulative effect that slows down the overall transformation process. For instance, limited financial resources may restrict investments in both advanced technology and employee training, which in turn exacerbates the problem of low digital literacy. Similarly, inadequate infrastructure such as unstable internet connectivity or outdated systems can reduce the usability and reliability of digital HR platforms, leading to frustration among users and decreased adoption rates. In addition, the absence of clear organizational policies and guidelines regarding digital system usage can further complicate implementation, as employees may lack direction and confidence

in utilizing new technologies. Therefore, addressing these challenges requires a comprehensive and strategic approach that includes not only technological investment but also capacity building, change management, and the establishment of robust data governance frameworks. By systematically overcoming these barriers, organizations can create a more conducive environment for the successful and sustainable implementation of digital transformation in HRM.

In a broader context, the study also highlights that external environmental factors, such as regional digital infrastructure, government support, and the overall level of digital ecosystem development, play an important role in influencing the success of digital transformation initiatives. Organizations operating in regions with limited technological infrastructure or insufficient policy support may face greater difficulties in adopting and scaling digital HR systems. Additionally, rapid technological changes require organizations to continuously update their systems and adapt to new innovations, which can be challenging for those with limited strategic planning capabilities. Another critical issue is the lack of integration between different digital systems, where fragmented platforms can lead to data silos and inefficiencies in HR processes. This indicates that digital transformation is not merely a technical issue but also a strategic and organizational challenge that requires alignment across multiple dimensions. Therefore, to achieve optimal outcomes, organizations must not only address internal barriers but also actively respond to external challenges by strengthening collaboration, leveraging government or industry support, and adopting a long-term perspective in their digital transformation journey.

### **The Role of Leadership and Organizational Culture**

The success of digital transformation in HRM is also influenced by leadership and organizational culture. The findings show that organizations with strong leadership support and a culture that encourages innovation and adaptability tend to achieve better outcomes in implementing digital HR systems. Leaders who actively promote digital initiatives, provide adequate training, and allocate sufficient resources play a critical role in facilitating the transformation process. Moreover, an organizational culture that is open to change and continuous learning helps employees adapt more easily to digital technologies. As noted by (Eprianto et al., 2025), leadership commitment and a supportive organizational culture are key determinants of successful digital transformation. Without these elements, even the most advanced technologies may fail to deliver the expected benefits.

Furthermore, effective leadership in the context of digital transformation is not only about providing resources but also about setting a clear vision and fostering employee engagement throughout the transformation process. Leaders must act as change agents who communicate

the importance of digital initiatives, reduce uncertainty, and build trust among employees who may feel threatened by technological changes. At the same time, organizational culture plays a crucial role in shaping employees' attitudes toward innovation, where a culture that values experimentation, collaboration, and knowledge sharing can accelerate the adoption of digital systems. Conversely, rigid and hierarchical cultures may hinder transformation by limiting flexibility and discouraging initiative. Therefore, the alignment between leadership style and organizational culture becomes essential in ensuring that digital transformation in HRM is not only implemented effectively but also sustained over time, ultimately enabling organizations to maximize the benefits of technological advancement.

In addition, the study highlights that transformational and participative leadership styles are particularly effective in supporting digital transformation initiatives, as they encourage employee involvement, empowerment, and a sense of ownership over organizational change. Leaders who actively engage employees in the transformation process—by involving them in decision-making, encouraging feedback, and recognizing their contributions—can significantly reduce resistance and increase acceptance of new technologies. On the cultural side, the establishment of a digital mindset within the organization becomes increasingly important, where employees are encouraged to embrace innovation, take initiative, and continuously upgrade their skills. This mindset is often reinforced through organizational practices such as continuous learning programs, cross-functional collaboration, and open communication channels. Ultimately, the synergy between visionary leadership and a progressive organizational culture not only accelerates the implementation of digital HRM but also ensures its long-term sustainability, positioning organizations to remain competitive and resilient in the face of ongoing digital disruption.

### **Impact of Digital Transformation on Organizational Performance**

The study further reveals that digital transformation in HRM has a positive impact on organizational performance. Organizations that have successfully implemented digital HR practices report improvements in efficiency, transparency, and the quality of decision-making. The availability of real-time data enables managers to make more informed and strategic decisions, while the automation of routine tasks allows HR professionals to focus on more strategic roles. These improvements contribute to increased productivity and overall organizational effectiveness. In line with (Sihombing et al., 2025), digital HR systems enhance employee performance by providing accurate and timely information that supports performance evaluation and development. However, the study also emphasizes that the benefits of digital transformation can only be fully realized when organizations adopt a holistic approach that integrates technology, people, and processes.

Furthermore, the impact of digital transformation extends beyond operational efficiency to shaping organizational agility and competitiveness in a rapidly changing business environment. Organizations that effectively leverage digital HRM are better equipped to respond to market dynamics, adapt to workforce changes, and foster innovation through data-driven insights and collaborative digital platforms. The integration of advanced analytics, for instance, allows organizations to predict workforce trends, identify talent gaps, and design proactive HR strategies that align with long-term organizational goals. Additionally, digital transformation enhances employee experience by providing more transparent communication channels, personalized development opportunities, and faster HR services, which in turn increases employee engagement and retention. Nevertheless, achieving these outcomes requires continuous investment in technology, ongoing training, and a strong alignment between digital initiatives and organizational strategy, ensuring that digital transformation becomes a sustainable driver of performance rather than a short-term technological upgrade.

Moreover, the study underscores that the long-term impact of digital transformation in HRM is closely linked to an organization's ability to continuously evaluate and optimize its digital practices. Organizations that regularly assess the effectiveness of their digital HR systems, gather feedback from users, and adapt to emerging technological trends tend to achieve more sustainable performance improvements. Continuous improvement mechanisms, such as system updates, process reengineering, and integration of new digital tools, enable organizations to remain responsive and competitive in the face of rapid technological change. In this regard, digital transformation should be viewed as an ongoing strategic process rather than a one-time initiative. By maintaining a cycle of evaluation, learning, and innovation, organizations can ensure that digital HRM not only enhances current performance but also supports long-term organizational resilience and growth.

## **Conclusion**

This study concludes that digital transformation in Human Resource Management (HRM) within organizations in Mataram City has shown significant progress, particularly in enhancing efficiency, transparency, and the overall effectiveness of HR functions. The adoption of digital technologies such as Human Resource Information Systems (HRIS), e-recruitment platforms, digital performance management systems, and e-learning tools has enabled organizations to streamline administrative processes, improve decision-making quality, and support employee development in a more structured and data-driven manner. These advancements indicate that digital transformation is not only reshaping operational HR activities but also strengthening the strategic role of HR within organizations.

However, the findings also reveal that the implementation of digital HRM is still uneven across organizations, influenced by differences in technological readiness, financial resources, leadership commitment, and human capital capabilities. While some organizations have successfully integrated advanced digital systems, others are still in the early stages of adoption and face limitations in infrastructure and technical expertise. In addition, challenges such as low digital literacy, resistance to change, and concerns related to data security continue to hinder the optimal utilization of digital HR technologies.

Furthermore, the study highlights that the success of digital transformation in HRM is highly dependent on non-technological factors, particularly organizational culture and leadership. Organizations that foster a culture of innovation, continuous learning, and adaptability, supported by strong leadership commitment, tend to achieve more effective and sustainable digital transformation outcomes. Overall, digital transformation in HRM has a positive impact on organizational perf.

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