

REVIEW ARTICLE

NAVIGATING NEW CHALLENGES: THE EVOLVING ROLE OF HUMAN RESOURCE MANAGEMENT IN DEVELOPING ECONOMIES AMIDST TECHNOLOGICAL ADVANCEMENTS

Nsisong Louis Eyo-Udo^a, Jennifer Osayawe Atu Afolabi^b, Oluwafunmi Adijat Elufioye^c, Rosita Eberechukwu Daraojimba^d

^aIndependent Researcher, UK

^bHult International Business School, USA

^cIndependent Researcher, Nigeria

^dDepartment of Business Administration, Ahmadu Bello University, Zaria, Nigeria

*Corresponding author email: u16258178@tuks.co.za

This is an open access journal distributed under the Creative Commons Attribution License CC BY 4.0, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited

ARTICLE DETAILS

Article History:

Received 24 October 2023
Revised 28 November 2023
Accepted 01 January 2024
Available online 05 January 2024

ABSTRACT

This paper explores the dynamic landscape of Human Resource Management (HRM) in developing economies in the face of rapid technological advancements. As technological innovations reshape the global economic landscape, developing countries grapple with unique challenges and opportunities in managing their human capital. The study investigates the evolving role of HRM in navigating these changes, emphasizing the multifaceted impacts of technology on recruitment, employee development, and overall organizational effectiveness. Through a comprehensive literature review and case studies, the paper sheds light on the strategic responses and adaptive measures taken by HR professionals in developing economies. The findings underscore the significance of leveraging technology to enhance HRM practices, address skill gaps, and foster organizational resilience. Moreover, the study explores the ethical considerations and potential socio-economic implications of these transformations, providing insights into the holistic approach required for effective human resource management in the ever-evolving technological landscape of developing economies. Ultimately, this research contributes to a nuanced understanding of the challenges faced by HRM professionals and provides valuable recommendations for navigating the intricate intersection of technology and human capital in developing economies.

KEYWORDS

Navigating New Challenges, Human Resource Management, Developing Economies, Technological Advancements, Fresh Perspective

1. INTRODUCTION

In the contemporary global landscape, the intersection of technological advancements and human resource management (HRM) presents both unprecedented challenges and transformative opportunities, particularly for developing economies. As the rapid pace of technological innovation reshapes industries and workplaces, the role of HRM becomes increasingly pivotal in steering organizations through this complex terrain. This paper delves into the evolving landscape of HRM in developing economies, aiming to shed light on the dynamic interplay between technological advancements and human capital management.

Developing economies, often characterized by diverse socio-economic landscapes, are confronting unique challenges in adopting and adapting to the rapid advancements in technology. The pervasive influence of artificial intelligence, automation, big data, and the Internet of Things has permeated every facet of the workplace, necessitating a reevaluation of traditional HRM practices.

While technological advancements offer the promise of efficiency, productivity, and global connectivity, they simultaneously pose intricate challenges for HRM professionals in developing contexts. These challenges include navigating digital skill gaps, addressing the digital divide, and managing the ethical implications of technology driven HRM practices. Additionally, the pressure to align HRM strategies with rapidly changing

technological landscapes places considerable demands on organizations operating in resource-constrained environments.

This study aims to comprehensively examine the evolving role of HRM in developing economies amidst technological advancements. By synthesizing existing literature, analyzing case studies, and drawing on real-world examples, the research seeks to provide insights into the strategic responses of HRM professionals in the face of technological disruptions. Furthermore, the study intends to explore the ethical dimensions and socio-economic impacts of adopting advanced technologies in HRM practices within the unique context of developing economies.

Understanding the evolving role of HRM in developing economies holds critical implications for organizational success, workforce development, and socio-economic progress. This research contributes to the broader discourse on the transformative effects of technology on HRM, offering actionable insights for practitioners, policymakers, and scholars alike. By navigating the new challenges posed by technological advancements, HRM professionals in developing economies can harness the potential of innovation to foster sustainable organizational growth and human capital development.

2. BACKGROUND

Navigating new challenges in human resource management (HRM)

Quick Response Code



Access this article online

Website:
www.mjhrm.com.my

DOI:
10.26480/mjhrm.01.2024.21.30

requires a proactive and adaptable approach (Dhanpat et al., 2020). HR professionals must stay abreast of emerging trends, adapt to changing workplace dynamics, and develop innovative strategies to address emerging challenges. Stay informed about emerging trends and potential challenges that may impact the HRM landscape (Cooke et al., 2019). Conduct regular environmental scans and scenario planning to identify potential risks and opportunities. Collect and analyze HR data to gain insights into employee engagement, turnover, productivity, and other key metrics. Use data to inform decision-making and measure the effectiveness of HR initiatives. **Foster a culture of continuous learning:** Encourage employees to engage in ongoing learning and development to keep their skills current and adapt to changing job requirements. Provide opportunities for training, mentorship, and professional development. Recognize the importance of employee well-being and mental health in maintaining a productive and engaged workforce. Implement initiatives to promote work-life balance, stress management, and mental health support. Utilize technology to automate HR tasks, streamline workflows, and improve efficiency (Muhammad and Munir, 2023). Implement HR technology solutions that support talent management, performance management, and employee engagement (Kossyva et al., 2023). Develop strategies to attract, recruit, and retain top talent. Utilize employer branding, diversity and inclusion initiatives, and competitive compensation and benefits packages.

Human resource management (HRM) plays a crucial role in the economic development of developing economies (Jawaad et al., 2019). Effective HRM practices can enhance productivity, attract and retain talent, and promote a positive work environment, all of which contribute to economic growth and poverty reduction.

Developing economies often face a shortage of skilled workers, particularly in technical and professional fields. HRM practices can help address this challenge by identifying and developing the skills needed for economic growth, investing in vocational training and education programs, and promoting apprenticeship and mentorship initiatives. Improving employee productivity is essential for boosting economic output. HRM practices can contribute to productivity gains by promoting employee engagement, fostering a culture of innovation, and implementing performance management systems that reward high performance (Awan, 2020). **Attracting and retaining top talent** or developing economies need to attract and retain top talent to compete in the global marketplace. HRM practices can play a role by creating a competitive compensation and benefits package, establishing a strong employer brand, and promoting diversity and inclusion initiatives (Bhattacharjee and Bhattacharjee, 2015).

The workplace in developing economies is evolving rapidly, with increasing globalization, technological advancements, and demographic shifts. HRM professionals need to adapt to these changes by embracing new technologies, developing strategies for managing a diverse workforce, and preparing for the future of work (Hyde et al., 2019).

Technological advancements have had a profound impact on human resource management (HRM), transforming the way organizations recruit, hire, train, and manage their employees (Piwowar-Sulej, 2020). These advancements have introduced new tools and strategies that have made HRM more efficient, effective, and data-driven. **Applicant Tracking Systems (ATS) and Recruitment Software** have revolutionized the way organizations find and attract top talent. These systems allow companies to automate the application process, screen resumes, and schedule

interviews, saving time and resources (Lindström, 2018). They also provide insights into candidate behavior and preferences, helping companies make better hiring decisions. **Learning Management Systems (LMS)** platforms provide a centralized hub for delivering and managing training and development programs (Snekha and Ayyanathan, 2023). Employees can access training materials, complete courses, and track their progress online, at their own pace. LMS also streamlines the training process for HR professionals, allowing them to track participation, measure the effectiveness of training programs, and make data-driven decisions about training needs (Reynolds, 2020). Performance management software helps organizations set goals, track employee progress, and provide feedback (Mone et al., 2018). These systems automate many of the administrative tasks associated with performance management, freeing up HR professionals to focus on coaching and development. They also provide a centralized repository of performance data, which can be used to identify trends, make informed decisions about promotions and compensation, and improve overall employee performance. Employee engagement platforms provide a way for organizations to connect with employees, gather feedback, and promote a positive work culture. These platforms offer a variety of features, such as surveys, polls, and communication tools, that can help companies' measure employee engagement, identify areas for improvement, and implement initiatives to boost morale and productivity (Korzynski, 2015).

Human resource management (HRM) is a critical function for any organization, but it has traditionally been viewed as a behind-the-scenes activity, focused on administrative tasks and compliance. However, in recent years, there has been a growing recognition of the strategic importance of HRM, and a fresh perspective is emerging that sees HRM as a key driver of business success (Tung, 2016).

HRM professionals are no longer seen as simply administrators, but as strategic partners who can help organizations achieve their goals. They are involved in all aspects of the business, from developing talent strategies to designing compensation and benefits packages. Organizations are increasingly recognizing that the employee experience is a key differentiator in the marketplace (Parry and Tyson, 2011). A positive employee experience can lead to increased productivity, innovation, and customer satisfaction. HRM professionals are increasingly using data to inform their decisions. They are collecting and analyzing data on employee performance, engagement, and turnover to identify trends and make better decisions about how to manage their workforce. Technology is playing an increasingly important role in HRM. HR professionals are using technology to automate tasks, improve communication, and provide employees with self-service tools (DiRomualdo et al., 2018). The business landscape is changing rapidly, and HRM professionals need to be agile and adaptable. They need to be able to quickly respond to new challenges and opportunities, and they need to be comfortable with change.

3. NAVIGATING NEW CHALLENGES, HUMAN RESOURCE MANAGEMENT

The field of Human Resource Management (HRM) is constantly evolving, and HR professionals face new challenges every year (Nankervis et al., 2019). To effectively navigate these challenges, HR professionals need to be adaptable, strategic, and data-driven. **Stay up-to-date on the latest trends and regulations.** The HR landscape is constantly changing, so it's important to stay informed about new trends and regulations that may impact your organization.

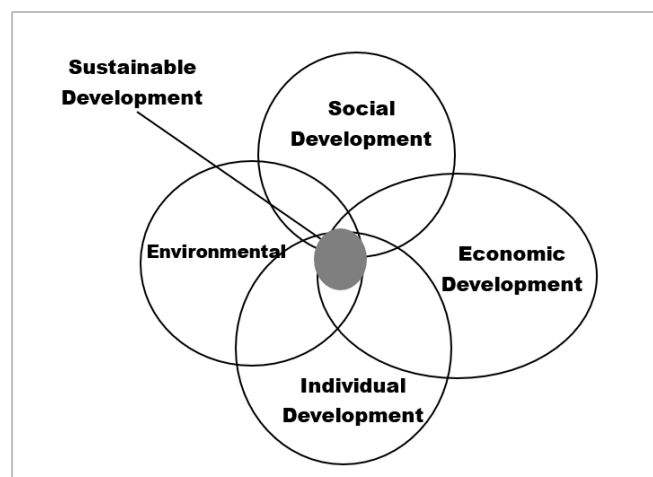


Figure 1: Socio-Economic Development and Human Resources Management

Figure 1 shows the link between socio-economic development and human resources management, the meeting point of all the four development (social, economic, individual, and environmental) is sustainable development.

This can be done by reading industry publications, attending conferences, and networking with other HR professionals. **Develop a strong understanding of your organization's business goals and objectives.** HR is not a standalone function; it is a critical component of any successful organization. To be effective, HR professionals need to understand the organization's overall business goals and objectives and align their work accordingly (Longoni et al., 2018). **Use data and analytics to inform decision-making.** HR professionals can no longer rely on gut instinct or anecdotal evidence to make decisions. Data and analytics can provide valuable insights into employee behavior, workforce trends, and the effectiveness of HR programs. **Be a strategic partner to the business** (De Meuse, 2019). HR professionals need to be able to think strategically and provide advice to the business on a variety of issues, such as talent management, employee engagement, and organizational culture. **Be a champion for employee well-being.** A healthy and engaged workforce is essential for organizational success. HR professionals can play a key role in promoting employee well-being by developing programs and initiatives that support work-life balance, stress management, and employee health (Tripathi, 2018). Some of the specific examples of approach that HR

professional can use in new HRM challenges is shown in table 1.

Adapt to the changing nature of work by considering flexible work arrangements, remote work options, and hybrid work models. Understanding the unique needs and preferences of different generations in the workplace; develop strategies to foster cross-generational collaboration and knowledge sharing. In a globalized economy, HR professionals need to address international labor laws, cultural differences, and cross-border communication (Caligiuri et al., 2020). Ensure that HR practices align with ethical principles and comply with all applicable laws and regulations. By adopting these strategies, HR professionals can effectively navigate new challenges, adapt to changing workplace dynamics, and contribute to the success of their organizations. Remember, HRM is a dynamic and ever-evolving field, and continuous learning and adaptability are essential for success.

Navigating the ever-changing landscape of human resource management (HRM) requires HR professionals to be adaptable, proactive, and able to anticipate and respond to emerging trends and issues (Sharma, 2023). This means staying abreast of the latest developments in the workplace, identifying potential challenges and opportunities, and developing innovative solutions to address them. Figure 2 gives a schematic of key dynamics of navigating new challenges in HRM.

| Table 1: Specific examples of How HR Professionals Can Navigate New Challenges in HRM | | |
|---|---|---|
| S/N | Specific Examples | Navigate New Challenges in HRM |
| 1 | Attracting and retaining top talent | In today's competitive job market, it can be difficult to attract and retain top talent. HR professionals can use data and analytics to identify the skills and experience that are in high demand, and then develop targeted recruitment and retention strategies. They can also create a positive and engaging work environment that will make employees want to stay (McCartney et al., 2021). |
| 2 | Managing a remote workforce | The COVID-19 pandemic has led to a significant increase in remote work. HR professionals need to develop new policies and procedures to support remote employees, such as providing access to technology and resources, and creating opportunities for virtual collaboration (Vahdat, 2022). |
| 3 | Addressing diversity and inclusion challenges | Organizations are becoming increasingly diverse, and HR professionals need to be able to create a workplace that is welcoming and inclusive for all employees. This can be done by developing diversity and inclusion training programs, and creating policies that prohibit discrimination and harassment (Shore et al., 2018). |
| 4 | Keeping up with technological advancements | Technology is constantly changing, and HR professionals need to be able to keep up with the latest advancements. This can be done by attending training sessions, reading industry publications, and networking with other HR professionals (Khatri et al., 2020). |



Figure 2: Key Dynamics of Navigating New Challenges in HRM

HR professionals must be able to adapt their practices to the changing needs of their organizations and the workforce. This includes being open to new ideas, being willing to experiment with different approaches, and being able to change course when necessary. HR professionals should not wait for problems to arise before taking action. They should be proactive in identifying potential issues and developing strategies to prevent them from happening. This could involve conducting regular environmental scans, gathering feedback from employees, and analyzing HR data to identify trends. HR professionals should be constantly scanning the horizon for new trends that could impact their organizations (Blumensaat et al., 2019). This includes staying up-to-date on technological advancements, changes in the regulatory landscape, and emerging demographic trends. Once they identify a trend, they should develop a plan for how to respond to it.

HR professionals should be proactive in identifying and developing the talent that their organizations will need in the future. This could involve implementing internships, apprenticeships, and other training and development programs. HR professionals need to develop strategies to effectively manage a diverse and multigenerational workforce. This could involve creating unconscious bias training, implementing inclusive hiring practices, and developing programs to bridge the generational gap. HR professionals should be open to adopting new technologies that can help them to improve their processes and deliver better service to their employees. This could involve using artificial intelligence (AI) to automate tasks, using chat bots to provide self-service support, or using data analytics to identify trends and make better decisions (Vrontis et al., 2022). HR professionals need to work with their organizations to develop strategies to address the skills gap. This could involve providing training

and development opportunities, partnering with educational institutions, or implementing apprenticeship programs. HR professionals need to be aware of and compliant with international labor laws, cultural differences, and cross-border communication issues. This could involve conducting

global workforce surveys, developing cross-cultural training programs, and implementing global communication platforms (Tarique et al., 2015; Azunna and Botes, 2020). Figure 3 gives a strategic human resources management concept for creating shared value.

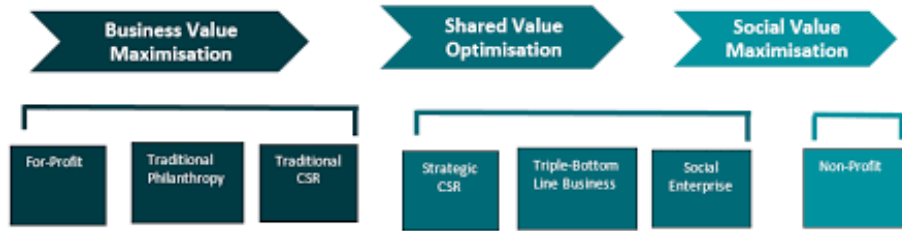


Figure 3: Strategic Human Resources Management for Creating Shared Value in social Business

Technology is playing an increasingly important role in HRM. HR professionals should embrace technology to automate tasks, improve communication, and provide employees with self-service tools (DiRomualdo et al., 2018). The business landscape is changing rapidly, and HR professionals need to be adaptable and proactive. They need to be able to quickly respond to new challenges and opportunities, and they need to be comfortable with change. HR practices must always operate with integrity and ensure that they comply with all applicable laws and regulations. HRM is a constantly evolving field, and HR professionals need to be committed to continuous learning and development to stay up-to-date on the latest trends and best practices. HRM is all about people, and HR professionals need to be able to build strong relationships with employees, managers, and other stakeholders (Ramlall and Melton, 2019).

By following these recommendations, HR professionals can play a vital role in helping their organizations achieve their goals and create a positive and productive work environment for all employees.

4. DEVELOPING ECONOMIES WITH RESPECT HR PRACTICES

Human resource management (HRM) plays a crucial role in the economic development of developing countries (Ahammad, 2017). By effectively managing their human capital, organizations in developing economies can enhance productivity, innovation, and competitiveness. However, HRM practices in developing countries face unique challenges and opportunities that require a context-specific approach (Akwei and Nwachukwu, 2023).

Many developing economies face resource constraints, which can limit

investment in HRM infrastructure and training programs (ThiHoa, 2021). This can lead to a shortage of skilled labor and make it difficult to attract and retain top talent. The informal sector is often dominant in developing economies, making it challenging to enforce labor regulations and protect employee rights. HR professionals need to find ways to engage and manage informal workers effectively. Developing economies often have diverse cultures and languages, which can pose challenges in terms of communication, motivation, and conflict resolution (Borkowski and Meese, 2020). HR practices need to be sensitive to these cultural nuances. HR professionals in developing economies may have limited access to technology, which can make it difficult to automate processes, collect data, and implement innovative HR solutions.

Many developing countries have a young and growing population, which represents a demographic dividend if harnessed effectively (Hafeez and Fasih, 2018). HR can play a key role in educating and skilling this workforce to meet the demands of the changing economy. Developing economies can leapfrog over legacy technologies and adopt newer, more efficient HR solutions. This can help to bridge the gap with developed economies and improve HR practices. Developing economies often have a strong entrepreneurial spirit, which can lead to the creation of new businesses and opportunities for employment (Tripopsakul et al., 2022). HR can support entrepreneurs by providing training, mentorship, and access to resources. Developing economies can tap into a global talent pool by attracting skilled workers from other countries. HR can facilitate this process by developing effective recruitment and onboarding strategies. Table 2 gives process for adapting HRM practices in a developing economy.

| Table 2: Adapting HRM Practices in Developing Economy | | |
|---|----------------------------------|---|
| S/N | HRM Practices | Developing Economies |
| 1 | Contextualization | HR practices need to be tailored to the specific context of the developing economy, taking into account factors such as resource constraints, cultural diversity, and the informal labor market (Cooke et al., 2019) |
| 2 | Focus on Skill Development | 1. Developing economies need to prioritize skill development to ensure that their workforce has the necessary skills to meet the demands of the modern economy. HR can play a key role in identifying skill gaps and developing training programs (Rotatori et al., 2021). |
| 3 | Promote Innovation | 2. HR can foster a culture of innovation within organizations by encouraging employees to share ideas and experiment with new approaches (Azevedo et al., 2021) |
| 4 | Embrace Technology | 3. HR can leverage technology to improve efficiency, automate processes, and collect data to inform decision-making (Vronti et al., 2022). |
| 5 | Champion Diversity and Inclusion | 4. HR can promote diversity and inclusion in the workplace by creating a welcoming environment for all employees and implementing policies that prohibit discrimination and harassment (Vohra et al., 2015) |
| 6 | Partner with Government and NGOs | 5. HR can collaborate with government agencies and non-governmental organizations (NGOs) to address broader social and economic challenges that impact the workforce. 6. By adapting HRM practices to the unique challenges and opportunities of developing economies, organizations can make a significant contribution to economic growth, poverty reduction, and social development (Kimaro and Saarinen, 2019) |

Ethical and compliant HR practices are essential for any organization, but they are particularly important in developing countries where labor laws and regulations may be less developed or enforced. HR professionals in developing countries must be aware of the ethical and legal framework governing their work and ensure that their practices comply with all applicable laws and regulations (Hughes, 2019).

5. KEY PRINCIPLES OF ETHICAL AND COMPLIANT HR PRACTICES IN DEVELOPING COUNTRIES

5.1 Fair and Equitable Treatment of All Employees

All employees, regardless of their race, gender, religion, ethnicity, or

sexual orientation, should be treated with respect and dignity. They should be paid fair wages and benefits, and they should have equal opportunities for training, promotion, and advancement.

5.2 Compliance with Labor Laws and Regulations

HR professionals must be familiar with all applicable labor laws and regulations and ensure that their practices comply with them. This includes laws and regulations governing wages, working hours, overtime pay, rest periods, occupational safety and health, and social security benefits.

5.3 Safe and Healthy Working Conditions

Employers have a responsibility to provide their employees with a safe and healthy working environment. This includes providing adequate

safety equipment, training employees on safety procedures, and investigating and responding to workplace accidents promptly.

5.4 Protection of Employee Privacy

HR professionals must protect the privacy of employee data, including personal information, medical records, and performance evaluations. They should only collect and use employee data that is necessary for legitimate business purposes.

5.5 Transparency and communication

HR professionals should be transparent with employees about their HR practices and policies. They should communicate information clearly and concisely, and they should be open to feedback from employees.



Figure 4: Examples of how HR professionals in developing countries can promote ethical and compliant HR practices

Figure 4 gives ways of promoting ethical and compliant human resources practices in developing countries. Ethical and compliant HR practices are essential for building trust with employees and ensuring a fair and transparent work environment (Sonar and Pandey, 2023). Developing economies should adopt and enforce labor laws and regulations that protect workers' rights and promote ethical business practices. The informal sector plays a significant role in developing economies, providing employment for a large portion of the workforce. HRM professionals can contribute to the formalization of the informal sector by promoting skills development, improving working conditions, and facilitating access to financial services (Khandakar and Pangil, 2019). Developing economies need to invest in building capacity for effective HRM practices, both within organizations and at the national level. This can be achieved through training programs, professional development initiatives, and support for research and innovation in HRM. By addressing these key aspects of HRM, developing economies can create a more skilled, productive, and engaged workforce, contributing to sustainable economic growth and improved living standards for their citizens.

6. TECHNOLOGICAL ADVANCEMENTS IN HUMAN RESOURCES MANAGEMENT

Technological advancements have had a profound impact on human resources management (Votto et al., 2021). From recruiting and onboarding to performance management and employee engagement, technology has transformed the way HR professionals work and interact with employees. Technology has automated many manual HR tasks, such as payroll processing, benefits administration, and performance reviews. This has freed up HR professionals to focus on more strategic initiatives, such as talent management and employee development. Online job boards, social media platforms, and applicant tracking systems (ATS) have made it easier for HR professionals to find and attract top talent (Gagua, 2015). These tools allow HR to reach a wider pool of candidates, screen resumes more efficiently, and communicate with candidates more effectively. Technology has provided new channels for HR to communicate with employees, such as intranets, employee portals, and mobile apps. These tools can be used to share company news, distribute training materials, and gather feedback from employees. They can also be used to create a more inclusive and connected workplace culture. HR professionals now have access to a wealth of data about their employees, thanks to technology. This data can be used to inform decisions about hiring, training, performance management, and employee engagement.

Technology has made it possible for employees to work remotely and access company resources from anywhere in the world. This has led to more flexible work arrangements, which can benefit both employees and employers. Online learning platforms, e-learning courses, and virtual classrooms have made it easier for employees to access training and development opportunities. This can help employees to stay up-to-date on the latest skills and knowledge, and improve their job performance. Technology has empowered employees to manage their own HR information, such as payroll details, benefits enrollment, and time off requests. This can save HR professionals time and improve employee

satisfaction (Tretiakov et al., 2023). Technology can help to streamline workflows, improve communication, and reduce administrative burdens. This can free up employees to focus on more productive tasks and contribute to overall business success. Technology can be used to provide employees with access to resources and support for their mental health and well-being. This can include online counseling, stress management tools, and mindfulness apps. Technology can be used to identify and address unconscious bias in the workplace, and to promote diversity and inclusion initiatives. This can include using AI-powered tools to screen resumes for bias, and providing training on unconscious bias and cultural awareness.

Overall, technological advancements have transformed the field of HRM, making it more efficient, data-driven, and employee-centric (Ketolainen, 2018). As technology continues to evolve, HR professionals will need to stay up-to-date on the latest trends and tools in order to effectively manage their workforce and support the business objectives of their organizations. Table 3 shows some technological advancement tools in human resources management.

The integration of technology into HRM offers a multitude of benefits, including improved efficiency, enhanced productivity, and a more strategic approach to talent management (Dasari and Sujatha, 2023). By embracing technological advancements and implementing them effectively, organizations can gain a competitive edge in attracting, developing, and retaining a highly skilled and engaged workforce. As technology continues to evolve, HR professionals must remain adaptable and embrace new innovations to ensure their organizations remain at the forefront of HRM practices.

The rapid evolution of technology has profoundly impacted nearly every aspect of modern life, including the realm of human resource management (HRM). Technological advancements have introduced a plethora of innovative tools and strategies that are revolutionizing HR practices, streamlining processes, enhancing efficiency, and transforming the way organizations attract, develop, and retain talent (Budhwar et al., 2023).

AI-powered algorithms, predictive analytics, and chat bots are enabling HR teams to identify, assess, and engage with potential candidates more effectively, improving the overall recruitment process. Virtual reality (VR) and augmented reality (AR) technologies are creating immersive and engaging onboarding experiences for new employees, fostering a sense of connection and accelerating their integration into the workplace (Ozdemir, 2021). E-learning platforms, mobile learning apps, and adaptive learning tools are providing employees with personalized and accessible training opportunities, enhancing their skills and knowledge. Data analytics and performance management software are enabling HR professionals to gain deeper insights into employee performance, providing data-driven feedback and identifying areas for improvement. Employee portals and mobile apps are empowering employees to manage their HR-related information, including payroll, benefits, and performance reviews, and reducing administrative burdens for HR teams (Bella et al., 2023).

Carefully evaluate and select the most suitable technologies that align with organizational goals, HR strategies, and employee needs. HR technology solutions seamlessly with existing systems and processes to ensure data consistency and streamlined workflows; utilize data analytics to gain insights into employee performance, engagement, and trends, enabling informed HR decisions. Provide ongoing training and support to HR professionals and employees to ensure they are proficient in using new technologies and adapting to the evolving digital landscape. Implement measures to protect employee data privacy and ensure that technology is used ethically and responsibly to promote employee well-being.

Technology should complement and enhance human interaction, not replace it. Emphasize the role of HR professionals in providing personalized support, guidance, and coaching to employees. Embrace a continuous improvement mindset, regularly evaluating the effectiveness

of technology implementations and adapting to emerging trends and advancements. Ensure that technology is used in accordance with ethical principles and regulatory compliance, upholding fairness, transparency, and respect for employee rights (Dhirani et al., 2023). Foster open communication and collaboration among HR professionals, IT teams, and employees to ensure successful technology implementation and utilization dedicate resources to exploring and adopting new technologies that can further enhance HRM practices and contribute to organizational success (Chowdhury et al., 2023).

By adopting these recommendations and embracing a forward-thinking approach to technology, organizations can unlock the transformative potential of technological advancements in HRM, empowering HR professionals to become strategic partners in driving organizational success and fostering a thriving, engaged workforce.

| Table 3: Technological Advancements Tools in Human Resources Management | | |
|---|--|---|
| S/N | Tools | HRM Technological Advancement |
| 1 | HR Analytics and Data Visualization Tools | HR analytics and data visualization tools allow companies to collect, analyze, and visualize HR data to gain insights into their workforce. These insights can be used to identify trends, make informed decisions about staffing, training, and compensation, and improve overall HR performance (Ameer et al., 2020). |
| 2 | Artificial Intelligence (AI) and Machine Learning (ML) | AI and ML are being used to automate HR tasks, such as screening resumes, scheduling interviews, and providing personalized learning recommendations. These technologies are also being used to develop predictive models that can help organizations identify potential problems, such as employee turnover or performance issues (Rahman, 2022). |
| 3 | Chat bots and Virtual Assistants | Chat bots and virtual assistants are being used to answer employee questions, provide self-service support, and automate routine tasks. These tools can help reduce the workload for HR professionals and improve the employee experience (Venusamy et al., 2020) |
| 4 | Remote Work and Collaboration Tools | The rise of remote work has led to the development of new tools and strategies for managing a distributed workforce. These tools include video conferencing platforms, project management software, and communication tools that help employees stay connected and collaborate effectively from anywhere in the world. |
| 5 | Block chain Technology | Block chain technology is being used to secure HR data, track employee records, and automate payments. This technology has the potential to make HR processes more transparent, secure, and efficient (Ramachandran et al., 2023) |
| 6 | Wearable Technology and Employee Monitoring | Wearable technology is being used to track employee health, safety, and productivity. This data can be used to identify potential health risks, prevent accidents, and improve employee well-being. These technological advancements are just a few examples of how technology is transforming the field of HRM. As technology continues to evolve, we can expect to see even more innovative tools and strategies that will further enhance the efficiency, effectiveness, and impact of HRM practices (Ajunwa, 2018). |

7. FRESH PERSPECTIVE ON HRM

Fresh perspectives in human resources management (HRM) are crucial for organizations to stay ahead of the curve, adapt to changing workforce dynamics, and achieve their business goals (Pattanayak, 2020). A fresh perspective can bring new ideas, challenge outdated assumptions, and foster innovation in HR practices. Fresh perspectives can help HR professionals identify new talent pools, develop innovative recruitment strategies, and create a more engaging employee experience to attract and retain top talent. By bringing in new ideas and approaches, fresh perspectives can help HR professionals address employee concerns,

improve workplace culture, and promote employee well-being, leading to a more motivated and productive workforce (Manoharan et al., 2023). Fresh perspectives can encourage HR professionals to look at data in new ways, identify trends and patterns, and make informed decisions that align with the organization's overall strategy. As the workforce evolves, fresh perspectives can help HR professionals adapt to new trends, such as the rise of remote work, the gig economy, and the increasing diversity of the workforce. Fresh perspectives can spark creativity and innovation in HR practices, leading to the development of new programs, initiatives, and tools that support the organization's goals (Varshney, 2020).

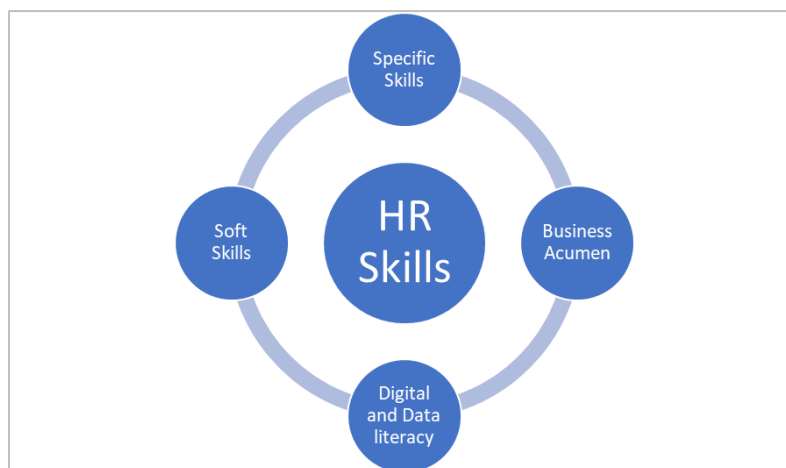


Figure 5: HR Skills Every HR Professionals Needs

Figure 5 shows the key human resources skills needed to excel in a fast-changing world. Seek out candidates with diverse experiences, educational backgrounds, and perspectives to bring a wider range of viewpoints to the HR team. Create opportunities for employees to share their ideas and suggestions, and actively listen to their feedback to identify areas for improvement and potential innovations. Collaborate with external consultants, industry experts, and thought leaders to gain insights into emerging trends, best practices, and innovative approaches to HRM (Jewell et al., 2022). Participate in industry conferences, workshops, and networking events to stay up-to-date on the latest trends and engage with other HR professionals who may have fresh perspectives (Allen et al.,

2022). Foster collaboration between HR and other departments, such as marketing, sales, and operations, to gain insights from different perspectives and identify opportunities for integration and alignment. Continuously explore and adopt new technologies that can enhance HR processes, improve data analysis, and provide new tools for employee engagement and development. By embracing fresh perspectives and actively seeking out new ideas, HR professionals can play a pivotal role in driving organizational success, enhancing employee well-being, and adapting to the ever-changing landscape of the workplace (van Zyl et al., 2023). Table 4 gives names of organisations and how they are implementing some HRM perspectives.

Table 4: Specific Examples of How Organizations are Adopting this Fresh Perspective on HRM

| S/N | Organizations | Examples |
|-----|---------------|--|
| 1 | Google | Google has created a "People Operations" team that is responsible for all aspects of employee experience, from hiring to retirement (Ludike, 2018). |
| 2 | Netflix | Netflix has a culture of transparency and open communication, and employees are encouraged to give and receive feedback (Souza and Romero, 2021) |
| 3 | Amazon | Amazon uses data to drive its decision-making about everything from staffing levels to compensation (Cappelli, 2020). |
| 4 | Adobe | Adobe has a strong focus on employee well-being, and the company offers a variety of programs to support employees' physical and mental health (Joyce et al., 2022). |

HRM professionals must always operate with integrity and ensure that their practices comply with all applicable laws and regulations (Tursunbayeva et al., 2022). HRM is a constantly evolving field, and HR professionals need to be committed to continuous learning and development to stay up-to-date on the latest trends and best practices. HRM is all about people, and HR professionals need to be able to build strong relationships with employees, managers, and other stakeholders (Sessa and London, 2015).

By embracing these principles and considerations, HR professionals can play a vital role in helping their organizations achieve their goals and create a positive and productive work environment for all employees.

8. REVIEW OF FRESH PERSPECTIVES ON HUMAN RESOURCES MANAGEMENT AND CHALLENGES

HR professionals and employees may be resistant to new approaches and technologies, fearing that it will disrupt the existing way of doing things. This resistance can be overcome by providing clear communication, training, and support to help people adapt to new ways of working. Implementing new HR initiatives can require significant investments in technology, training, and personnel (Pan et al., 2022). Organizations may not have the resources to support these investments, which can hinder the adoption of fresh perspectives. It can be difficult to measure the ROI of new HR initiatives, making it challenging to justify the investment (Dadd and Hinton, 2022). HR professionals need to develop robust evaluation frameworks to demonstrate the value of fresh perspectives. HR initiatives need to be closely aligned with the overall business strategy to be effective. This requires a collaborative effort between HR and other departments to ensure that HR practices are supporting the organization's goals. The field of HRM is constantly evolving, with new technologies, trends, and best practices emerging all the time. HR professionals need to stay informed about these changes to ensure that their organization is adopting the most effective approaches. Despite these challenges, there are many benefits to adopting fresh perspectives on HRM (Mutiarin et al., 2019). These new approaches can help organizations to attract and retain top talent, improve employee engagement and productivity, enhance employee learning and development, create a more agile and adaptable workforce, and build a stronger employer brand.

Organizations that are willing to embrace fresh perspectives on HRM will be well-positioned to succeed in the ever-changing world of work. Overall, Fresh Perspectives on Human Resources Management and Challenges is a valuable contribution to the field of HRM. It provides a comprehensive and insightful overview of the challenges and opportunities facing HR professionals today, while also offering fresh perspectives and innovative solutions to address these challenges. The book is a must-read for HR professionals, students, and anyone interested in the future of work.

Human resource management (HRM) is a critical function for any organization, and it has become even more important in today's rapidly changing world (Pattanayak, 2020). HR professionals face a number of new challenges, including the need to attract and retain top talent, manage a diverse and multigenerational workforce, and adapt to new technologies. However, there are also a number of opportunities for HR professionals to make a positive impact on their organizations (Krysycynski et al., 2018).

Human resource management (HRM) plays a crucial role in the economic development of developing economies. Effective HRM practices can enhance productivity, attract and retain talent, and promote a positive work environment, all of which contribute to economic growth and poverty reduction.

Developing economies need to adopt and implement effective HRM practices to address the challenges and opportunities they face (Al Jawali et al., 2022). By investing in skills development, promoting ethical and compliant practices, and adapting to new technologies, HR professionals can play a vital role in driving economic growth and improving the lives of their citizens (Holbeche, 2022).

Technological advancements are not merely replacing traditional HRM practices; they are augmenting and enhancing them (Wagner, 2020). By embracing these advancements, HR professionals can gain valuable insights, automate routine tasks, and provide employees with personalized experiences, ultimately contributing to organizational success. Technological advancements have profoundly transformed human resource management (HRM), providing innovative tools and strategies that enhance efficiency, effectiveness, and data-driven decision-making (Dorasamy, 2021). These advancements are revolutionizing the way organizations recruit, hire, train, manage, and engage their employees, shaping the future of HRM.

The world of work is constantly changing, and HR professionals must adapt to these changes to ensure that their organizations remain competitive. Fresh perspectives on HRM offer a way for HR professionals to rethink traditional approaches and embrace new ways of working (Harney and Collings, 2021). These new approaches can help organizations to attract and retain top talent, improve employee engagement and productivity, and create a more agile and adaptable workforce.

Navigating new challenges in HRM requires a proactive, adaptable, and data-driven approach. HR professionals must stay abreast of emerging trends, develop innovative strategies, and use data to inform their decisions (Khan and Millner, 2023). By doing so, HR professionals can help their organizations achieve their goals, create a positive and productive work environment, and contribute to the success of their employees.

HR professionals should no longer see themselves as simply administrators, but as strategic partners who can help organizations achieve their goals (Bévoort and Poufelt, 2015). They should be involved in all aspects of the business, from developing talent strategies to designing compensation and benefits packages. The employee experience is a key differentiator in the marketplace. HR professionals should focus on creating a positive employee experience that will attract and retain top talent, boost productivity, and improve employee morale; HR professionals should collect and analyze data on employee performance, engagement, and turnover to identify trends and make better decisions about how to manage their workforce (Alsuliman and Elrayah, 2021).

Prioritize vocational training and education programs to equip the workforce with the skills needed for economic growth. Implement performance management systems, promote employee engagement initiatives, and foster a culture of innovation. Create a competitive

compensation and benefits package, establish a strong employer brand, and promote diversity and inclusion initiatives. Embrace new technologies, develop strategies for managing a diverse workforce, and prepare for the future of work. Enforce labor laws and regulations, protect employee rights, and maintain transparency in HR processes. Implement strategies to formalize informal employment, provide access to financial services for informal workers, and promote skills development. Invest in training programs, professional development initiatives, and research in HRM to enhance the capabilities of HR professionals (Kryscynski et al., 2018). By adopting these recommendations, developing economies can create a more skilled, productive, and engaged workforce, contributing to sustainable economic growth and improved living standards for their citizens.

To fully harness the potential of technology in HRM; develop a comprehensive HR technology strategy that aligns with the overall organizational goals and objectives (Peng and Lorenzo, 2023). Leverage data analytics to gain insights into employee engagement, performance, and talent trends, informing strategic HR decisions. Provide employees with training and support to adapt to new technologies and effectively utilize HR tools. Design and implement HR technology solutions with a focus on user experience, ensuring ease of use and accessibility (Harte et al., 2017). Implement robust data security measures to protect employee information and comply with data privacy regulations. Continuously evaluate and refine HR technology strategies to adapt to evolving technologies and employee needs.

Overall, the adoption of fresh perspectives on HRM is essential for organizations to thrive in the ever-changing world of work (Pandey et al., 2023). By embracing new approaches and technologies, HR professionals can help their organizations to attract and retain top talent, improve employee engagement and productivity, and create a more agile and adaptable workforce. Data can be used to identify trends, measure the impact of HR initiatives, and make informed decisions. Encourage employees to learn new skills and develop their careers. Give employees more autonomy and responsibility (Maity, 2019). Attract top talent by creating a positive and engaging workplace culture. Ensure that you have a plan in place to replace key employees. By following these additional recommendations, HR professionals can further enhance their organizations' HR practices and create a more successful workplace.

9. CONCLUSION

In conclusion, this exploration into the evolving role of Human Resource Management (HRM) in developing economies amidst technological advancements illuminates the intricate dynamics shaping the contemporary workplace. The study reveals that while technology introduces novel challenges, it equally serves as a catalyst for transformative HRM practices. The nuanced interplay between digitalization and human capital management requires a strategic, adaptive approach from HR professionals in developing economies.

The challenges identified, including digital skill gaps, the digital divide, and ethical considerations, underscore the imperative for HRM to act as a proactive bridge between technology and human resources. As organizations grapple with these challenges, they must recognize the integral role of HRM in cultivating a workforce that not only embraces technological change but also thrives within its evolving parameters.

Furthermore, the study underscores the significance of strategic planning in HRM to harness the potential benefits of technological advancements. Developing economies stand at a pivotal juncture, where the judicious integration of technology can propel organizations toward sustained growth and competitiveness. The success of this integration hinges on HRM's ability to foster a culture of continuous learning, upskilling, and adaptability among employees.

RECOMMENDATIONS

Developing economies should prioritize investment in digital literacy programs to bridge skill gaps and ensure that the workforce is equipped with the necessary digital competencies. HRM professionals should advocate for the adoption of inclusive technologies that consider the diverse socio-economic backgrounds of the workforce, thereby minimizing the digital divide. Organizations and HRM departments must establish clear ethical guidelines for the use of technology in HR practices. Training programs should be implemented to ensure ethical considerations are embedded in technological implementations. HRM strategies should be closely aligned with overall organizational goals, ensuring that technological advancements are integrated to enhance workforce productivity, engagement, and organizational resilience. Collaborative initiatives between HRM professionals and educational

institutions can facilitate the development of curriculum and training programs that align with the evolving needs of the job market. HRM should adopt a continuous monitoring and adaptation approach to stay abreast of technological trends. Regular assessments of workforce skillsets and organizational needs will facilitate agile responses to technological changes.

Establishing forums for knowledge sharing and networking among HR professionals in developing economies can foster collaboration, enabling shared insights and solutions to common challenges. By adhering to these recommendations, HRM professionals can navigate the new challenges posed by technological advancements, fostering a workplace environment where human capital and technology coalesce synergistically for sustainable growth and development in developing economies.

REFERENCES

- Ahammad, T., 2017. Personnel management to human resource management (HRM): How HRM functions. *Journal of Modern Accounting and Auditing*, 13 (9), Pp. 412-420.
- Ajunwa, I., 2018. Algorithms at work: productivity monitoring applications and wearable technology as the new data-centric research agenda for employment and labor law. *Louis ULJ*, 63, Pp. 21.
- Akwei, C., and Nwachukwu, C., 2023. An exploration of contextual factors affecting the nexus of competitive strategy and human resource management practices in Nigeria emerging economy context. *The International Journal of Human Resource Management*, 34 (16), Pp. 3079-3122.
- Al Jawali, H., Darwish, T.K., Scullion, H., and Haak-Saheem, W., 2022. Talent management in the public sector: empirical evidence from the Emerging Economy of Dubai. *The International Journal of Human Resource Management*, 33 (11), Pp. 2256-2284.
- Allen, J., Harris, R., Jago, L., Tantrai, A., Jonson, P. and D'Arcy, E., 2022. *Festival and special event management*. John Wiley & Sons.
- Alsuliman, B.R.A., and Elrayah, M., 2021. The Reasons that affect the implementation of HR analytics among HR professionals. *Can. J. Bus. Inf. Stud*, 3 (2), Pp. 29-37.
- Ameer, M., Rahul, S.P. and Manne, S., 2020, May. Human resource analytics using power bi visualization tool. In 2020 4th international conference on intelligent computing and control systems (ICICCS), Pp. 1184-1189. IEEE.
- Awan, S.H., Habib, N., Shoaib Akhtar, C. and Naveed, S., 2020. Effectiveness of performance management system for employee performance through engagement. *SAGE open*, 10 (4), Pp. 2158244020969383.
- Azevedo, M.C.D., Schlosser, F. and McPhee, D., 2021. Building organizational innovation through HRM, employee voice and engagement. *Personnel Review*, 50 (2), Pp. 751-769.
- Azunna, C., and Botes, L., 2020. Sustainable Livelihood Capitals and Women's Development in the Eastern State of Nigeria. *Administratio Publica*, 28 (1), Pp. 82-97.
- Bella, K.M.J., Ramyasri, M.D. and Vijayashree, P., 2023. Revolutionizing Hr Management: Embracing Technology For Enhanced Efficiency And Employee Engagement. *International Journal of Scientific Research in Modern Science and Technology*, 2 (3), Pp. 28-34.
- Bévort, F. and Poufelt, F., 2015. Human resource management in professional services firms: Too good to be true? *Transcending conflicting institutional logics*. *German Journal of Human Resource Management*, 29 (2), Pp. 102-130.
- Bhattacharjee, S.B., and Bhattacharjee, B., 2015. Competitive advantage through HRM practices in MSMEs. *International Journal of Management and Humanities*, 1 (7), Pp. 15-22.
- Blumensaat, F., Leitão, J.P., Ort, C., Rieckermann, J., Scheidegger, A., Vanrolleghem, P.A. and Villez, K., 2019. How urban storm-and wastewater management prepares for emerging opportunities and threats: Digital transformation, ubiquitous sensing, new data sources, and beyond-a horizon scan. *Environmental science & technology*, 53 (15), Pp. 8488-8498.
- Borkowski, N., and Meese, K.A., 2020. *Organizational behavior in health care*. Jones & Bartlett Learning.

- Budhwar, P., Chowdhury, S., Wood, G., Aguinis, H., Bamber, G.J., Beltran, J.R., Boselie, P., Lee Cooke, F., Decker, S., DeNisi, A. and Dey, P.K., 2023. Human resource management in the age of generative artificial intelligence: Perspectives and research directions on ChatGPT. *Human Resource Management Journal*, 33 (3), Pp. 606-659.
- Caligiuri, P., De Cieri, H., Minbaeva, D., Verbeke, A. and Zimmermann, A., 2020. International HRM insights for navigating the COVID-19 pandemic: Implications for future research and practice. *Journal of international business studies*, 51, Pp. 697-713.
- Cappelli, P., 2020. Stop overengineering people management. *Harvard Business Review*, 98 (5), Pp. 56-63.
- Chowdhury, S., Dey, P., Joel-Edgar, S., Bhattacharya, S., Rodriguez-Espindola, O., Abadie, A. and Truong, L., 2023. Unlocking the value of artificial intelligence in human resource management through AI capability framework. *Human Resource Management Review*, 33 (1), Pp. 100899.
- Cooke, F.L., Liu, M., Liu, L.A. and Chen, C.C., 2019. Human resource management and industrial relations in multinational corporations in and from China: Challenges and new insights. *Human Resource Management*, 58 (5), Pp. 455-471.
- Dadd, D. and Hinton, M., 2022. Performance measurement and evaluation: Applying return on investment (ROI) to human capital investments. *International Journal of Productivity and Performance Management*.
- Dasari, K. and Sujatha, K., 2023. A Review on Effect of E-Hrm Practices on Msme Productivity. *Journal of Advanced Zoology*, 44 (S-5), Pp. 1209-1214.
- De Meuse, K.P., 2019. A meta-analysis of the relationship between learning agility and leader success. *Journal of Organizational Psychology*, 19 (1), Pp. 25-34.
- Dhanpat, N., Buthelezi, Z.P., Joe, M.R., Maphela, T.V. and Shongwe, N., 2020. Industry 4.0: The role of human resource professionals. *SA Journal of Human Resource Management*, 18 (1), Pp. 1-11.
- Dhirani, L.L., Mukhtiar, N., Chowdhry, B.S. and Newe, T., 2023. Ethical dilemmas and privacy issues in emerging technologies: a review. *Sensors*, 23 (3), Pp. 1151.
- DiRomualdo, A., El-Khoury, D. and Girimonte, F., 2018. HR in the digital age: how digital technology will change HR's organization structure, processes and roles. *Strategic HR Review*, 17 (5), Pp. 234-242.
- Dorasamy, N., 2021. The search for talent management competence: incorporating digitization. *International Journal of Entrepreneurship*, 25 (3), Pp. 1-21.
- Gagua, L., 2015. E-recruitment and Applicant Tracking System: New age of technology based applicant screening. Threat or opportunity?.
- Hafeez, E., and Fasih, T., 2018. Growing Population of Pakistani Youth: A Ticking Time Bomb or a Demographic Dividend. *Journal of Education and Educational Development*, 5 (2), Pp. 211-226.
- Harney, B. and Collings, D.G., 2021. Navigating the shifting landscapes of HRM. *Human Resource Management Review*, 31 (4), Pp. 100824.
- Harte, R., Glynn, L., Rodríguez-Moliner, A., Baker, P.M., Scharf, T., Quinlan, L.R. and ÓLaighin, G., 2017. A human-centered design methodology to enhance the usability, human factors, and user experience of connected health systems: a three-phase methodology. *JMIR human factors*, 4 (1), Pp. e5443.
- Holbeche, L., 2022. *Aligning human resources and business strategy*. Routledge.
- Hughes, C., 2019. *Ethical and legal issues in human resource development*. Palgrave Macmillan.
- Hyde, M., George, S. and Kumar, V., 2019. Trends in work and employment in rapidly developing countries. *Handbook of disability, work and health*, Pp. 1-20.
- Jawaad, M., Amir, A., Bashir, A., and Hasan, T., 2019. Human resource practices and organizational commitment: The mediating role of job satisfaction in emerging economy. *Cogent Business & Management*.
- Jewell, D.O., Jewell, S.F. and Kaufman, B.E., 2022. Designing and implementing high-performance work systems: Insights from consulting practice for academic researchers. *Human Resource Management Review*, 32 (1), Pp. 100749.
- Joyce, A., Moussa, B., Elmes, A., Campbell, P., Suchowerska, R., Buick, F., Barraket, J. and Carey, G., 2022. Organisational structures and processes for health and well-being: insights from work integration social enterprise. *BMC Public Health*, 22 (1), Pp. 1624.
- Ketolainen, N., 2018. Digitalization of human resources-The transformation journey into automated and data-driven service organization.
- Khan, N. and Millner, D., 2023. *Introduction to people analytics: a practical guide to data-driven HR*. Kogan Page Publishers.
- Khandakar, M.S.A. and Pangil, F., 2019. Relationship between human resource management practices and informal workplace learning: An empirical study. *Journal of Workplace Learning*, 31 (8), Pp. 551-576.
- Khatri, S., Pandey, D.K., Penkar, D. and Ramani, J., 2020. Impact of artificial intelligence on human resources. In *Data Management, Analytics and Innovation: Proceedings of ICDMAI 2019, Volume 2* (pp. 365-376). Springer Singapore.
- Kimaro, M.E. and Saarinen, J., 2019. Tourism and poverty alleviation in the Global South: Emerging corporate social responsibility in the Namibian nature-based tourism industry. In *Natural resources, tourism and community livelihoods in southern Africa* (pp. 123-142). Routledge.
- Korzynski, P., 2015. Online networking and employee engagement: what current leaders do?. *Journal of Managerial Psychology*, 30 (5), Pp. 582-596.
- Kossyva, D., Theriou, G., Aggelidis, V. and Sarigiannidis, L., 2023. Retaining talent in knowledge-intensive services: enhancing employee engagement through human resource, knowledge and change management. *Journal of Knowledge Management*.
- Krascynski, D., Reeves, C., Stice-Lusvardi, R., Ulrich, M. and Russell, G., 2018. Analytical abilities and the performance of HR professionals. *Human Resource Management*, 57 (3), Pp. 715-738.
- Lindström, J., 2018. ATS in supporting positive Employer Brand: How can Applicant Tracking System support in building Employer Brand?.
- Longoni, A., Luzzini, D., and Guerci, M., 2018. Deploying environmental management across functions: the relationship between green human resource management and green supply chain management. *Journal of Business Ethics*, 151, Pp. 1081-1095.
- Ludike, J., 2018. Digital employee experience engagement paradox: Futureproofing retention practice. *Psychology of retention: Theory, research and practice*, Pp. 55-73.
- Maity, S., 2019. Identifying opportunities for artificial intelligence in the evolution of training and development practices. *Journal of Management Development*, 38 (8), Pp. 651-663.
- Manoharan, A., Scott-Young, C., and McDonnell, A., 2023. Industry talent branding: a collaborative and strategic approach to reducing hospitality's talent challenge. *International Journal of Contemporary Hospitality Management*, 35 (8), Pp. 2793-2815.
- McCartney, S., Murphy, C. and Mccarthy, J., 2021. 21st century HR: a competency model for the emerging role of HR Analysts. *Personnel review*, 50 (6), Pp. 1495-1513.
- Mone, E., London, M. and Mone, E.M., 2018. *Employee engagement through effective performance management: A practical guide for managers*. Routledge.
- Muhammad, T. and Munir, M., 2023. Network Automation. *European Journal of Technology*, 7 (2), Pp. 23-42.
- Mutiarin, D., Moner, Y., and Nurmandi, A., 2019. The adoption of information and communication technologies in human resource management in the era of public governance. *Public policy and Administration*, 18 (2), Pp. 346-362.

- Nankervis, A., Baird, M., Coffey, J. and Shields, J., 2019. Human resource management. Cengage AU.
- Ozdemir, M.A., 2021. Virtual reality (VR) and augmented reality (AR) technologies for accessibility and marketing in the tourism industry. In ICT tools and applications for accessible tourism (pp. 277-301). IGI Global.
- Pan, Y., Froese, F., Liu, N., Hu, Y. and Ye, M., 2022. The adoption of artificial intelligence in employee recruitment: The influence of contextual factors. *The International Journal of Human Resource Management*, 33 (6), Pp. 1125-1147.
- Pandey, A., Balusamy, B. and Chilamkurti, N. eds., 2023. *Disruptive Artificial Intelligence and Sustainable Human Resource Management: Impacts and Innovations-The Future of HR*. CRC Press.
- Parry, E. and Tyson, S., 2011. Desired goals and actual outcomes of e-HRM. *Human resource management journal*, 21 (3), Pp. 335-354.
- Pattanayak, B., 2020. Human resource management. PHI Learning Pvt. Ltd.
- Peng, Y. and Lorenzo, L.C., 2023. Corporate Sales in the Digital Era: The Relationship between Human Resource Technology Integration and Organizational Performance. *Frontiers in Business, Economics and Management*, 10 (2), Pp. 289-303.
- Piowar-Sulej, K., 2020. Human resource management in the context of Industry 4.0. *Organizacja i Zarządzanie: kwartalnik naukowy*, 1 (49).
- Rahman, M., 2022. Artificial Intelligence (AI) and Machine Learning (ML) in Human Health and Healthcare. MDPI, Basel.
- Ramachandran, R., Babu, V. and Murugesan, V.P., 2023. The role of blockchain technology in the process of decision-making in human resource management: a review and future research agenda. *Business Process Management Journal*, 29 (1), Pp. 116-139.
- Ramlall, S., and Melton, B., 2019. The role and priorities of the human resource management function: Perspectives of HR professionals, line managers, and senior executives. *International Journal of Human Resource Studies*, 9 (2), Pp. 9-27.
- Reynolds, C., 2020. The Advantages of Using Technology in Human Resource Training and Development. *The Eighth Annual Research Journal of SCMS Pune*, Pp. 1-18.
- Rotatori, D., Lee, E.J. and Sleeva, S., 2021. The evolution of the workforce during the fourth industrial revolution. *Human Resource Development International*, 24 (1), Pp. 92-103.
- Sessa, V.I. and London, M., 2015. Continuous learning in organizations: Individual, group, and organizational perspectives. Psychology Press.
- Sharma, P., 2023. Innovations in Human Resource Management: Adapting to the Future of Work. *Journal of Informatics Education and Research*, 3 (2).
- Shore, L.M., Cleveland, J.N. and Sanchez, D., 2018. Inclusive workplaces: A review and model. *Human Resource Management Review*, 28 (2), Pp. 176-189.
- Snekha, S. and Ayyanathan, N., 2023. An Educational CRM Chatbot for Learning Management System. *Shanlax International Journal of Education*, 11 (4), Pp. 58-62.
- Sonar, A. and Pandey, R.K., 2023. Human Resource (HR) Practices-A Comprehensive Review. *Management Journal for Advanced Research*, 3 (5), Pp. 42-56.
- Souza, I.T. and Romero, F., 2021. Strategic innovation management at Netflix: a case study. *Academic Conferences and Publishing International Limite*.
- Tarique, I., Briscoe, D.R. and Schuler, R.S., 2015. *International human resource management: Policies and practices for multinational enterprises*. Routledge.
- ThiHoa, N., Hang, N.T., Giang, N.T. and Huy, D.T.N., 2021. Human resource for schools of politics and for international relation during globalization and EVFTA. *Elementary education online*, 20 (4), Pp. 2448-2452.
- Tretiakov, A., Jurado, T., and Bensemann, J., 2023. Employee empowerment and HR flexibility in information technology SMEs. *Journal of Computer Information Systems*, Pp. 1-14.
- Tripathi, C.M., 2018. *Achieving Work-Life Balance: A Step Towards Managing Health, Balance and Wellbeing of Employees*. Adhyayan: A Journal of Management Sciences.
- Tripopsakul, S., Mookhamakkul, T., and Puriwat, W., 2022. The development of the entrepreneurial spirit index: An application of the entrepreneurial cognition approach. *Emerging Science Journal*, 6 (3), Pp. 493-504.
- Tung, R.L., 2016. New perspectives on human resource management in a global context. *Journal of World Business*, 51 (1), Pp. 142-152.
- Tursunbayeva, A., Pagliari, C., Di Lauro, S. and Antonelli, G., 2022. The ethics of people analytics: risks, opportunities and recommendations. *Personnel Review*, 51 (3), Pp. 900-921.
- Vahdat, S., 2022. The role of IT-based technologies on the management of human resources in the COVID-19 era. *Kybernetes*, 51 (6), Pp. 2065-2088.
- van Zyl, L.E., Dik, B.J., Donaldson, S.I., Klibert, J.J., Di Blasi, Z., Van Wingerden, J., and Salanova, M., 2023. Positive organisational psychology 2.0: Embracing the technological revolution. *The Journal of Positive Psychology*, Pp. 1-13.
- Varshney, D., 2020. Digital transformation and creation of an agile workforce: Exploring company initiatives and employee attitudes. In *Contemporary global issues in human resource management* (pp. 89-105). Emerald Publishing Limited.
- Venusamy, K., Rajagopal, N.K. and Yousoof, M., 2020, December. A study of human resources development through chatbots using artificial intelligence. In *2020 3rd International Conference on Intelligent Sustainable Systems (ICISS)* (pp. 94-99). IEEE.
- Vohra, N., Chari, V., Mathur, P., Sudarshan, P., Verma, N., Mathur, N., Thakur, P., Chopra, T., Srivastava, Y., Gupta, S. and Dasmahapatra, V., 2015. Inclusive workplaces: Lessons from theory and practice. *Vikalpa*, 40 (3), Pp. 324-362.
- Votto, A.M., Valecha, R., Najafirad, P. and Rao, H.R., 2021. Artificial intelligence in tactical human resource management: A systematic literature review. *International Journal of Information Management Data Insights*, 1 (2), Pp. 100047.
- Vrontis, D., Christofi, M., Pereira, V., Tarba, S., Makrides, A. and Trichina, E., 2022. Artificial intelligence, robotics, advanced technologies and human resource management: a systematic review. *The International Journal of Human Resource Management*, 33 (6), Pp. 1237-1266.
- Wagner, D.N., 2020. Augmented human-centered management. *Human resource development for highly automated business environments*. *Journal of Human Resource Management*, 23 (1), Pp. 13-27.

