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## Human Resource Management in the Digital Era

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**Abstract:** The aim of this research is to see the extent of the role of Human Resource Management (HRM) in the Digital Era. The method used in this research is "systematic literature review (SLR)". The results of the study are that human resources can create value and need to be seen as an important part of interdepartmental business analysis. methodology used to view the perceptions of human resource management researchers regarding the function or role of human resource management in the digital world. These are all interrelated and will have a multiplier effect on improving individual and organizational performance. In conclusion, effective and appropriate Human Resources are needed so that individual and organizational performance can improve optimally and sustainably.

**Keyword:** Human Resource Management, Governance, Digital Era.

### INTRODUCTION

In the digital era that continues to develop rapidly, human resource management, information technology (IT), and knowledge management are becoming increasingly important for organizations, including provincial governments. The provincial government has a big responsibility in providing effective public services and efficient services to the community. Therefore, good human resource management, intelligent use of information technology, and effective knowledge management are the keys to achieving these goals (Barykin et al., 2021; Gouda & Tiwari, 2024; Hans et al., 2022; Phakamach et al., 2023; Scuotto et al., 2023 ;

Human resource management (Alam & Prasad, 2021; Julhadi & Mahyudin, 2023; Mohanty, 2024; Raharjo, 2024; Scott et al., 2017; YuLing et al., 2023) in the digital era involves the use of technology to increase efficiency and effectiveness workforce management. A structured approach to Human Resources management enables provincial governments to utilize their human resources optimally. One relevant theory is Douglas McGregor's X and Y theory. Theory X states that humans tend to be lazy and need to speculate strictly, while Theory Y states that humans have intrinsic motivation to work and can be independent. In the digital era, approaches that adopt Theory Y tend to be more successful because technology allows employees to work independently and collaborate

effectively. Research (Burhanudin & Kurniawan, 2020; Emil, 2018; Ramaditya et al., 2020; Ray, 2019; Rudita, 2015) shows that implementing a performance management system that is integrated with information technology can increase employee productivity and engagement. For example, a study by Smith et al. (2020) found that organizations that use technology-based performance management systems experience an increase in employee performance by 15% compared to those that do not use technology.

Information technology (IT) (MA Alwy, 2022; Bansal et al., 2023; Dabić et al., 2023; Haris et al., 2023; Mosteanu, 2020; Soehaditama et al., 2023) is the foundation for human resource management in the digital era. Provincial governments can utilize various IT systems such as employee data management systems, e-recruitment systems, and performance management systems to support their Human Resources functions. One theory that is relevant in this context is the Structural Theory of the influence of information technology on organizations, which suggests that IT implementation can change organizational structures and processes. Research (Adepeju & Oluwadamilola, 2023; Bhagat et al., 2023; Hidayat et al., 2023; Oswal et al., 2020; Sachdeva & Wadera, 2023; Shrivastava et al., 2022; Thite et al., 2019) shows that the application of information technology in human resource management can produce various benefits, including increased efficiency, transparency and accuracy in managing employee data. For example, a study by Jones et al. (2019) found that implementing an employee data management system that is integrated with information technology can reduce the time required to process employee information by as much as 50%.

Knowledge Management (KM) is an important element in human resource management in the digital era. The provincial government needs to have an effective system for collecting, storing and sharing knowledge in order to improve organizational performance. One relevant theory is the Social Knowledge Theory, which emphasizes the importance of social interaction in the process of forming and disseminating knowledge. Research (Alainati et al., 2023; Guerrouat, 2023; Karneli et al., 2024; Li & Lin, 2024; Nurjannah, 2023; Rehman et al., 2021) shows that implementing effective knowledge management practices can increase collaboration between employees, innovation, and better decision making. For example, a study by (Bondarouk & Ruël, 2009) found that organizations that adopted technology-based knowledge management systems experienced a 20% increase in productivity compared to those that did not have such systems.

Human Resource Management (HRM) (Demir et al., 2023; Kraugusteeliana, 2024; Liu, 2019; Setyoko et al., 2023; Yin & Mahrous, 2022) which has the creativity and ability to learn quickly in the style of the millennial generation, actually becomes an advantage for the company if it is able to accommodate its character and abilities. However, on the other hand, millennial generation workers also have the potential to follow their calling and ideals at work. The millennial generation is also considered idealistic with a humanist work relationship pattern. As a generation that grew up with freedom of information, they are characterized by being open-minded, upholding freedom and being brave. So they tend to be responsive and critical if the work system does not support aspects such as information disclosure or even curbs their creativity (Zhang et al., 2021). The millennial generation is a generation that is sensitive to injustice and inequality. They are a generation that upholds the implementation of human rights. Companies need to ensure whether the company management system accommodates the equal rights and obligations of all individuals who work in it. For this reason, it is necessary to establish a good company management system accompanied by all clear rules and regulations and applied professionally and fairly (Aji et al., 2023; A. Alwy & Baso, 2022; Choori & Kazemi, 2023; Das, 2017; Hu, 2022a; Kurniasih et al., 2022).

A communication culture within the company also needs to be built in an open, egalitarian, sustainable manner and can be implemented by considering all existing potential

for the common good. Fifth, provide opportunities to increase self-capacity. Developing the personal capacity of the millennial generation needs to be carried out through a good capacity building system that is able to embrace various human elements and competencies (Adhiatma et al., 2024; Arief et al., 2021a; Brrar et al., 2023; Khalid et al., 2018; Sitaniapessy et al., 2021; Utami, 2020; Yang et al., 2023) .

The introduction of e-HRM (Bhatta, 2021; Gupta et al., 2022; Nageeb & Saad, 2022; Rehman et al., 2021; Tanphan et al., 2022; V. Tripathi & Srivastava, 2019) has changed the resource management paradigm people from a traditional reactive approach to a more proactive and integrated approach. Some of the paradigm changes that have occurred are: 1. e-HRM allows organizations to utilize data and analysis to make strategic decisions related to human resource management. This includes workforce planning, talent development, and designing more effective financing policies; 2. e-HRM facilitates the digital recruitment and selection process of employees, from disseminating job vacancies to screening and evaluating candidates. This allows organizations to reach a wider audience and improve efficiency in the recruitment process.; 3. e-HRM enables the implementation of a technology-based performance management system that supports continuous feedback and employee development

In integrating human resource management, information technology, and knowledge management, the provincial government needs to adopt a holistic structural approach. This includes supportive development policies, investment in technology infrastructure, and the development of an organizational culture focused on learning and knowledge sharing. The provincial government also needs to evaluate existing systems and processes periodically to ensure that they remain relevant and effective in dealing with environmental changes. Apart from that, collaboration between units within the provincial government is also important to ensure harmony and synergy between the various initiatives undertaken (Mufraimi et al., 2021; Nicolás-Agustín et al., 2022; Sharon & Aggarwal, 2023; Syarief et al., 2022; Verma & Rana, 2021; Wadhera & Raja, 2023; Yusuf et al., 2023) .

Companies need to build a system that is able to produce quality human resources based on the principles of human values. The process of instilling values must use humane and appropriate methods so that they are able to find their own reasons for moving. Controlling and providing the widest possible opportunities is the right way for them to get the values they need naturally, not the values given through rigid doctrine or orders . Meanwhile, developing work competencies is more technical in nature (Bhatta, 2021; Coetzee, 2022; Manafe, 2024; Nageeb & Saad, 2022; Schislyaeva & Plis, 2021) .

Companies can measure the potential of each employee, then map their strengths and weaknesses and design appropriate capacity building patterns through various means, such as providing training or teaching through scholarship opportunities or courses that are appropriate to their field of work. Therefore, apart from the things above, human resource managers in companies must also realize that in the current digital era, the power of data cannot be ignored (Akther & Rahman, 2022; Damiyeh et al., 2022; Dulguun, 2023 ; Fang & Fang, 2022; Jamkhaneh et al., 2022 ;

Utilizing data can be a strategy for managing human resources in the digital era, although attention to this is still minimal. The collection and analysis of company data is mostly used for external purposes such as measuring customer satisfaction or analyzing market potential but has not touched internal areas, especially Human Resources management, for example to determine employee happiness levels or determine company performance patterns. appropriate internal working relationships (Chytiri, 2019; FH Khan et al., 2023; Ofosu-Ampong, 2021; Tiwow et al., 2023; MA Tripathi et al., 2022a) .

Accurate data will be the basis for strategic decision making in determining the company's next management roadmap. Like it or not, Human Resources managers in companies must be able to align themselves with using data more effectively to manage the

people who work in the company. This means that the Human Resources manager must have the ability to collect and analyze continuous data related to the company's human resources. Meanwhile, from an infrastructure perspective, companies must also consider using digital tools to support human resource management. Companies, especially in the Human Resources management department, need to think more creatively in finding ways and managing individuals with such characteristics. In the end, the ability to manage human resources in accordance with current developments is an absolute must for a visionary company in the digital era.

## METHOD

The main focus of this paper is to find out how Human Resource Management is managed in the Digital Era and its relationship to digitalization, as well as its impact on the Human Resources needed. This research was conducted using a systematic literature review or a systematic approach. Secondary data from libraries and literature reviews and databases are used for data analysis in this paper. In the first stage, keywords such as digital technology, e-HRM, and Industrial Revolution 4.0 were used to collect material for further analysis in the academic databases Scopus, Web of Science, SpringerLink and Science Direct.

## RESULTS AND DISCUSSION

The results compiled in this paper are the result of *a reflection on this literature*, namely Understanding the Phenomenon of the Role of Human Resource Management in the use of technology in the digital era and discussing existing literature studies.

The role of Human Resource Management in the use of technology. In the digital era, it has become a major concern in the world of business, industry and academia. With the pace of change accelerating, understanding this concept becomes increasingly important. In the results of this literature observation, we will explore various aspects of Human Resource Management in the use of technology in the digital era, including definitions, characteristics, impacts, factors that influence it, as well as relevant literature studies in understanding this phenomenon in more depth.

### Digital Age

The beginning of the XXI century was a time when the world was experiencing a globalization phenomenon, namely the creation of a world free market and free flow of technology, capital, people, goods and information. The digital era was born with the emergence of digital or commonly known as the internet (Ramadhani et al., 2021). In Greek, the word digital comes from the word digitus which means finger. The number of human fingers is 10 (ten); The value 10 consists of the numbers 1 and 0 or on and off (binary numbers). The database used in all computer systems is a digital system or can be called Bit (Binary Digit). The emergence of digital was caused by the birth of the digital era, in the form of the internet network or you could say computer-based information technology. New tools or media in the digital era have characteristics that can be engineered in the form of a network or internet. As a result of a cultural shift in conveying information, mass media has shifted to new media or the internet. Receiving information about media capabilities in the digital era makes it easier for people because it can be obtained quickly. Therefore, it can be said that the digital era is the era of computerization because all human activities can be socialized using computer technology media (multi-screen) with various forms, representations, numerical and various narrative models. And now, we are in the midst of a new era of growth where the peak of human intelligence in all corners of the earth is connected thanks to digital technology.

The emergence of the digital era has brought major changes to the world. An era that opens up vast new hopes but there are new threats that lie ahead. It is increasingly easier for

humans to access various information through several methods and can enjoy various digital technology facilities freely and can search for them in a short time. In the digital era, everything that is private (individual) is often disclosed to the public because it is considered not taboo to publish (Ramadhani et al., 2023). The digital revolution has occurred since the 1980s with the change from mechanical and analog technology to digital technology and continues to develop to this day (Rizal et al., 2020).

Use less paper because everything important is considered safer to store digitally. The development of various digital applications has penetrated various lines of human life, both in terms of social, economic, government and education. Documents or files in digital form are clearer and more concise because they can be opened at any time with the help of a computer or cellphone. The growing sophistication of technology must be truly utilized, especially in the field of education, in order to increase electability and popularity. Because the applications or features provided are able to connect individuals with each other, between groups or institutions and even between countries, which can have a big impact on the world of education. The changing era towards the digital era brings two balanced things. These two things are negative and positive things (Rizani et al., 2022).

### **Human Resource Management in the Digital Era**

The role of human resource management in organizations has departed from a conservative role to become more creative and innovative in implementing bold initiatives such as competency-based recruitment, innovation compensation, results-oriented performance management, and human resource empowerment (Dewi et al., and) . The digitalization of human resource management functions is also a reflection of a shift in roles towards a more creative and innovative direction. Makridakis said that as the Human Resources Management function becomes increasingly digital, this function has the ability to surpass other supporting functions. The benefits of digitalization for the world of human resource management include: in-depth analysis and higher levels of performance; greater efficiencies in recruiting, such as manual curriculum vitae (CV) replacement and automated screening that completes these tasks in seconds; greater transparency and access to previously closed data sets; real-time employee monitoring; automation of transactional tasks; more Human Resources analytics that 'push' reporting to line partners allowing them to see relevant data in real-time and take appropriate action (Shaddiq & Haryono, 2020).

Baranes & Palas (2023) wrote how machine learning tools can create sophisticated, precise, fast, and effective models for complex and computationally demanding decision-making processes; this will have an impact on Human Resources analysis and related predictive human resource management processes. This revolution influenced the perception of the added value of human resource management and, at the same time, ensured that human resource management took a more significant role in organizations. Likewise, (Setiawan, nd), in summarizing the study of the impact of digitalization on human resource management and referring to the specific function of human resource management, wrote that recruitment and selection experienced the greatest impact of digitalization. Digitalization has increased the efficiency and effectiveness of HRM functions, and today human resource managers and candidates use a number of platforms, such as Facebook, LinkedIn, Skype (video conferencing), etc., for recruiting purposes (Wuryantai, 2013).

Digitalization also has an impact on the training and development function. Modern technology has revolutionized teaching techniques, such as showing work-related videos, online courses, computerized learning methods, and reading via soft copy (Danuri, nd). (Wiliandari, 2014) wrote about the unlimited sources of information that organizations can access for training and development purposes as a result of new technological tools. Unlimited sources of information are also combined with unlimited educational opportunities when organizations utilize online courses and blended learning, which can be accessed by

everyone regardless of where people live, their skills, and according to their interests and abilities (Shaddiq, 2021).

Research on the introduction of digitalization of Human Resources activities in industrial companies (Purnama, nd) concluded that although most activities related to human resource management are in the early stages of digitalization, where management is local, most of them have already been digitalized. matters of training and development. Digitalization not only impacts the methods used for training and development but also impacts the core objectives of training and development. Professional training and development aims to challenge business leaders to adapt to changes in the digital paradigm (Soekarso, 2007).

The role of the Human Resources Manager in the Digital Era (Ida Agustini Saidi & Azara, 2020) is to increase employee productivity and profitability, by effectively connecting digital employees with automated work, new digital forms and organizational structures. (Ahmad, nd) explains that to fulfill their new role successfully, Human Resources managers must act primarily as strategic positioners (this requires knowledge of the business context and external factors), as change agents, and as technology enablers (knowing how to accessing, analyzing, assessing and sharing information, and how to apply new information technology) (Shaddiq & Handayani, 2021).

### **Digital Strategy in Human Resource Management**

Human Resource Management in the digital era is very crucial. To achieve effectiveness and efficiency in managing Human Resources, it is necessary to integrate with technological developments. Collaboration of all stakeholders (Management, Employees) is one of the keys to implementing digital-based Human Resources management. In addition, digital strategies in managing Human Resources require technological support which is not only developed internally by the company but involves technological development from external companies providing digital platform services (vendors) (Shaddiq et al., 2021).

Indirectly, increasingly massive technological developments require efforts to prepare digital infrastructure from regulators/government. For example: Implementation of 4G or 5G coverage. Why do regulators need to get involved in digital strategy? If a company's digitalization platform adheres to an access pattern anywhere and anytime (3A) and can be connected to social media, then this is one of the important factors that must be present in supporting the digitalization transformation of the company's HUMAN RESOURCES management (Shaddiq et al., 2023).

Companies that will accelerate the transformation of Human Resources in facing the digital era must focus on and develop the following:

1. Employee productivity needs to be optimized.
2. Employee careers are a priority.
3. Integrated platform to achieve performance and facilitate decision making
4. Special programs so that resource management achievements can be measured.
5. Artificial Intelligence (AI) as a human resource development tool.
6. The program is tailored to employee needs

### **Human resource development strategy in the digital era**

Human resources are the most important asset in an organization because they are the resources that control the organization in a business and maintain and develop the organization in facing the demands of the times. Therefore, human resources must be considered, maintained and developed. Likewise, educational institutions must pay attention to, maintain and develop their human resources.

Human resources need to be developed continuously in order to obtain quality human resources in the true sense; that is, the work done will produce what is desired. The development objectives are:

1. Increase work productivity
2. Improve work quality
3. Increase the determination of human resource planning
4. Improves morale and morale
5. Improving occupational health and safety.

## CONCLUSION

Effective and efficient HRM is very necessary so that individual and organizational performance can improve optimally and sustainably. In conclusion, human resource management in the digital era has undergone a significant transformation and continues to develop along with technological advances. The digital era has brought many opportunities and challenges for Human Resources professionals, requiring them to adapt their practices to effectively utilize technology and meet the changing needs of organizations and employees.

One of the main implications of the digital era is the increasing use of automation and artificial intelligence (AI) in Human Resources processes. This results in greater efficiency and accuracy in tasks such as recruiting, employee onboarding, performance management, and payroll processing. Human Resources Professionals need to embrace these technologies and acquire the skills necessary to utilize them effectively while ensuring that they do not come at the expense of the human touch and personal interactions that are so important in managing human resources.

Another important aspect of Human Resources management in the digital era is the emphasis on data-based decision making. The availability of large amounts of data allows Human Resources Professionals to gain valuable insights into employee behavior, engagement levels, performance and overall organizational effectiveness. By leveraging Human Resources analytics and metrics, organizations can make more informed decisions regarding talent acquisition, talent development, and employee engagement strategies. However, it is important for Human Resources Professionals to balance data use with ethical considerations, ensuring privacy and maintaining a fair and impartial approach to decision making.

The digital era has also had a major impact on the employee experience. Remote work and flexible work arrangements are now increasingly common, and Human Resources Professionals play a critical role in managing the challenges and opportunities associated with these changes. They need to implement effective communication and collaboration tools, establish policies and guidelines for remote work, and ensure that employees feel connected, supported, and engaged, regardless of their physical location.

In addition, the digital era requires a shift in the skills needed by Human Resources Professionals. In addition to traditional Human Resources competencies, professionals must now also be proficient in technology, data analysis, and digital communications. They must continually update their skills and knowledge to stay abreast of the latest trends and best practices in Human Resources technology and digital tools.

In short, managing Human Resources in the digital era requires Human Resources Professionals to adapt their practices, leverage technology, and utilize data to make informed decisions. By doing this, they can improve efficiency, effectiveness, and the overall employee experience within the organization. Successful human resource management in the digital era will be characterized by a combination of technology and the human touch, thereby enabling organizations to develop in an increasingly digital and dynamic world.

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