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Green Human Resource Management, Knowledge Management, and Digital Leadership toward Organizational Sustainability: A Systematic Literature Review

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Abstract: This study aims to systematically review the existing literature on the influence of Green Human Resource Management (GHRM), Knowledge Management (KM), and Digital Leadership (DL) on Organizational Sustainability (OS), identify the dominant research trends, synthesize empirical findings, and propose future research directions. The research employs a Systematic Literature Review (SLR) approach using the PRISMA method to synthesize findings from 20 reputable journal articles (Scopus-indexed and SINTA 2 or above) published within the last five years (2020–2025). The findings indicate that GHRM, Knowledge Management, and Digital Leadership consistently demonstrate positive contributions to Organizational Sustainability. GHRM enhances sustainability through environmentally responsible human resource practices and green organizational culture. Knowledge Management facilitates organizational learning, innovation capability, and strategic decision-making, while Digital Leadership accelerates digital transformation, knowledge sharing, organizational agility, and innovation that support sustainable organizational performance. This review integrates three strategic organizational capabilities—GHRM, Knowledge Management, and Digital Leadership—within a single conceptual framework to provide a comprehensive understanding of Organizational Sustainability. The findings suggest that organizations should simultaneously strengthen sustainable human resource practices, knowledge management systems, and digital leadership capabilities to achieve long-term economic, social, and environmental sustainability while enhancing organizational competitiveness.

Keyword: Green Human Resource Management, Knowledge Management, Digital Leadership, Organizational Sustainability, Systematic Literature Review.

INTRODUCTION

Background.

Organizational Sustainability has become one of the most prominent research topics in management and organizational studies over the last two decades. Increasing environmental

uncertainty, rapid technological development, globalization, and the widespread adoption of Environmental, Social, and Governance (ESG) principles have fundamentally transformed how organizations pursue long-term success. Rather than focusing exclusively on short-term financial performance, organizations are increasingly expected to create sustainable value by balancing economic growth, environmental stewardship, and social responsibility (Elkington, 1997; Bansal & DesJardine, 2014). Consequently, Organizational Sustainability has evolved from an environmental concern into a strategic organizational capability that enables firms to maintain competitiveness while responding to the expectations of multiple stakeholders.

The emergence of the knowledge economy and the acceleration of digital transformation have further reinforced the strategic importance of Organizational Sustainability. Organizations now operate in environments characterized by technological disruption, increasing market complexity, and rapidly changing stakeholder expectations. Advances in artificial intelligence, cloud computing, big data analytics, and digital platforms have reshaped organizational structures and managerial practices, requiring organizations to become more adaptive, innovative, and resilient (Lyu, 2024; Cheng et al., 2025). These developments indicate that long-term sustainability depends not only on technological investments but also on the organization's capability to manage human resources, organizational knowledge, and digital transformation simultaneously.

Human resources have increasingly been recognized as one of the most valuable strategic assets supporting Organizational Sustainability. Contemporary organizations require employees who possess not only technical competencies but also environmental awareness, collaborative capabilities, digital literacy, and continuous learning orientations. Accordingly, strategic human resource management has evolved from an administrative function into a strategic organizational capability that strengthens innovation, organizational learning, and sustainable competitive advantage through human capital development (Barney, 1991; Wang & Makhbul, 2024). Recent sustainability research consistently emphasizes that sustainable organizational performance depends upon the effective integration of human resource practices with broader organizational capabilities.

Among the strategic human resource approaches, Green Human Resource Management (GHRM) has received considerable scholarly attention as a mechanism for integrating sustainability into organizational practices. GHRM incorporates environmental principles into core human resource functions, including recruitment, training, performance appraisal, compensation, and employee participation, with the objective of encouraging environmentally responsible employee behavior and fostering a sustainability-oriented organizational culture (Renwick et al., 2013; Wang & Makhbul, 2024; Zhao et al., 2024). Empirical evidence demonstrates that organizations implementing comprehensive green HR practices achieve superior environmental performance, stronger employee commitment, enhanced green innovation, and improved Organizational Sustainability (Bahmani et al., 2023; Dasmadi & Siwi, 2025). These findings indicate that GHRM serves as an important organizational capability for embedding sustainability into everyday organizational activities.

Another organizational capability receiving increasing attention is Knowledge Management (KM). Within knowledge-intensive organizations, sustainable competitive advantage increasingly depends on the organization's ability to acquire, create, store, share, and apply knowledge effectively. The Knowledge-Based View (KBV) argues that organizational knowledge constitutes the most valuable strategic resource because it enables continuous learning, innovation, and organizational adaptation (Nonaka & Takeuchi, 1995). Consistent with this perspective, recent studies report that effective Knowledge Management enhances organizational learning, innovation capability, strategic decision-making, and organizational resilience, thereby contributing significantly to Organizational Sustainability (Massaro et al., 2020; Adi et al., 2022; Miah & Szabó-Szentgróti, 2024). Consequently, Knowledge

Management has become an essential organizational capability for sustaining long-term organizational performance in dynamic business environments.

In parallel with these developments, the rapid advancement of digital technologies has highlighted the strategic importance of Digital Leadership. Unlike conventional leadership approaches, Digital Leadership emphasizes leaders' capability to leverage digital technologies, facilitate organizational transformation, encourage knowledge sharing, and strengthen innovation capability. Digital leaders play a crucial role in developing digital organizational culture, improving employee digital competencies, and enabling organizations to respond effectively to technological disruption (Lyu, 2024; Cheng et al., 2025; Qiao et al., 2025). Empirical studies consistently indicate that Digital Leadership enhances Organizational Sustainability by improving organizational agility, digital capability, organizational learning, and innovation performance, thereby strengthening long-term organizational resilience (Soehaditama et al., 2023; Aditya et al., 2025).

Although Green Human Resource Management, Knowledge Management, and Digital Leadership have each received increasing scholarly attention, the existing literature remains fragmented. Most previous studies examine these organizational capabilities independently, focusing on their individual relationships with Organizational Sustainability rather than exploring their complementary roles within an integrated organizational capability framework (Massaro et al., 2020; Wang & Makhbul, 2024; Lyu, 2024). Furthermore, empirical research has been dominated by manufacturing organizations and developed economies, while relatively limited evidence exists from service organizations, public institutions, and emerging economies. Existing studies also rely predominantly on cross-sectional quantitative designs, providing limited understanding of how these organizational capabilities interact over time to support sustainable organizational development.

Another limitation concerns the mechanisms through which these organizational capabilities influence Organizational Sustainability. While previous studies have identified mediating variables such as organizational learning, green innovation, innovation capability, organizational culture, knowledge sharing, employee behavior, digital capability, and organizational resilience (Zhao et al., 2024; Cheng et al., 2025; Miah & Szabó-Szentgróti, 2024), these mechanisms have generally been examined in isolation. Consequently, there remains limited understanding of how sustainable human resource practices, organizational knowledge, and digital leadership collectively contribute to Organizational Sustainability through interconnected organizational processes. Addressing this gap is essential for advancing sustainability theory and providing more comprehensive guidance for organizational practice.

To address these limitations, this study employs a Systematic Literature Review (SLR) following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) framework (Page et al., 2021). By systematically reviewing twenty-four empirical studies published between 2020 and 2025, this study synthesizes the current state of knowledge regarding the relationships among Green Human Resource Management, Knowledge Management, Digital Leadership, and Organizational Sustainability. The review identifies dominant theoretical perspectives, methodological characteristics, mediating and moderating mechanisms, and unresolved research gaps while proposing an integrated conceptual framework and future research agenda.

This review makes several important contributions to the Organizational Sustainability literature. First, it integrates three strategic organizational capabilities—Green Human Resource Management, Knowledge Management, and Digital Leadership—into a unified conceptual perspective explaining Organizational Sustainability, thereby extending previous reviews that focused primarily on individual constructs. Second, it synthesizes the dominant theoretical foundations underpinning sustainability research, particularly the Resource-Based View (RBV), Knowledge-Based View (KBV), Dynamic Capability Theory, and Stakeholder Theory, demonstrating their complementary roles in explaining sustainable organizational

performance. Third, the review identifies key methodological trends, empirical gaps, and promising avenues for future research while proposing an integrated organizational capability framework that can guide subsequent empirical investigations. Collectively, these contributions provide a more comprehensive theoretical understanding of Organizational Sustainability and offer practical insights for organizations pursuing sustainable development in the era of digital transformation.

Problem Formulation

Based on the background and literature review that have been described, this study focuses on the following research questions: 1) How does Green HRM influence service performance?, 2) How does Knowledge Management influence service performance?, 3) How does digital leadership influence service performance?, 4) What are the relationship patterns, consistency of findings, and research gaps regarding green HRM, knowledge management, and digital leadership on organizational sustainability?

Research Objectives

The objectives of this study are: 1) To identify and analyze the influence of green HRM on organizational sustainability using a SLR approach. 2) To examine the effect of knowledge management on organizational sustainability based on reputable journals (SINTA and Scopus). 3) To analyze the influence of the digital leadership on organizational sustainability from various previous studies. 4) To synthesize research findings to understand relationship patterns, consistency of results, and to identify research gaps related to these variables.

METHOD

This study employed a Systematic Literature Review (SLR) approach to comprehensively synthesize empirical evidence regarding the relationships among Green Human Resource Management (GHRM), Knowledge Management (KM), Digital Leadership (DL), and Organizational Sustainability (OS). Unlike traditional narrative reviews, a systematic literature review follows a transparent, rigorous, and replicable procedure for identifying, selecting, evaluating, and synthesizing existing research. The review process adopted the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) guidelines to ensure methodological transparency and minimize selection bias throughout the review process.

A comprehensive literature search was conducted between January and February 2026 using six internationally recognized academic databases to ensure broad coverage of high-quality publications. The selected databases included: • Scopus, • ScienceDirect, • Emerald Insight, • SpringerLink, • Wiley Online Library, • Google Scholar

These databases were selected because they index high-quality peer-reviewed journals in management, human resource management, organizational behavior, sustainability, and digital transformation.

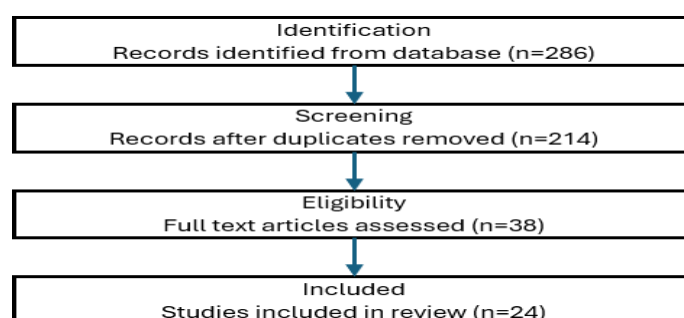


Figure 1. PRISMA Diagram

The article selection process followed the four stages of the PRISMA 2020 framework,. The process consisted of identification, screening, eligibility assessment, and inclusion stages. Initially, 286 articles were identified, then reduced to 214 after removing duplicates. After screening and eligibility assessment, 24 articles were selected for final analysis.

Data analysis was conducted using thematic analysis and qualitative synthesis. The selected articles were grouped based on variables, and their findings were compared and interpreted to identify patterns and relationships. The results were then presented in a descriptive narrative format to provide an in-depth understanding of how work culture, motivation, and competence influence employee service performance. This approach allows for a comprehensive interpretation of complex relationships among variables.

RESULTS AND DISCUSSION

Result

Characteristic of the Selected Studies

Following the PRISMA 2020 screening procedure, 24 peer-reviewed journal articles published between 2020 and 2025 met the inclusion criteria and were included in this systematic literature review. The selected studies comprised 12 international articles indexed in Scopus Q1–Q2 and 12 nationally accredited journal articles, providing a balanced representation of global and Indonesian perspectives on Organizational Sustainability. The studies were equally classified into three thematic areas: Green Human Resource Management (GHRM), Knowledge Management (KM), and Digital Leadership (DL), with eight articles representing each research stream.

Variable			Number of Studies	Dominant Method	Common Analysis
Green Management	Human Resource		8	Quantitative	SEM / PLS-SEM
Knowledge Management			8	Quantitative	SEM
Digital Leadership			8	Quantitative	SEM / Regression
Total			24	Predominantly Quantitative	SEM-based Analysis

Most empirical studies employed quantitative approaches using Structural Equation Modeling (SEM) or Partial Least Squares Structural Equation Modeling (PLS-SEM), while several studies adopted systematic literature review methods to synthesize existing knowledge (Massaro et al., 2020; Miah & Szabó-Szentgróti, 2024; Akma et al., 2024). The reviewed studies covered manufacturing, service organizations, higher education institutions, and public organizations, indicating that Organizational Sustainability has become a multidisciplinary research topic extending beyond environmental management toward strategic organizational capability development.

The publication trend demonstrates a gradual shift from examining isolated sustainability initiatives toward integrated organizational capability models. Recent studies increasingly emphasize the strategic roles of sustainable human resource management, organizational knowledge, and digital leadership in enhancing organizational resilience, innovation capability, and long-term sustainable performance (Wang & Makhbul, 2024; Zhao et al., 2024; Lyu, 2024).

.A review of publication trends indicates a growing scholarly interest in Organizational Sustainability, particularly after 2021, following the acceleration of digital transformation and increasing organizational commitment to Environmental, Social, and Governance (ESG) principles. While Green Human Resource Management remains the most established research

stream, recent studies have increasingly emphasized Knowledge Management and Digital Leadership as strategic organizational capabilities that facilitate innovation, organizational learning, and sustainable performance. Across the reviewed literature, the most frequently adopted theoretical foundations include the Resource-Based View (RBV), Knowledge-Based View (KBV), Dynamic Capability Theory, Stakeholder Theory, and Human Capital Theory.

Overall, the reviewed literature demonstrates that Organizational Sustainability has evolved into a multidisciplinary research domain integrating sustainable human resource management, organizational knowledge, and digital transformation. Rather than acting independently, these strategic capabilities complement one another in strengthening organizational resilience, innovation capability, and long-term sustainability. This finding provides the foundation for the subsequent thematic synthesis of Green Human Resource Management, Knowledge Management, and Digital Leadership.

Green Human Resource Management and Organizational Sustainability

The reviewed literature consistently identifies Green Human Resource Management (GHRM) as a strategic organizational capability that enhances Organizational Sustainability by integrating environmental principles into human resource management practices. Across the reviewed studies, GHRM encompasses green recruitment, green training, green performance appraisal, green compensation, and employee involvement, which collectively encourage environmentally responsible behavior and strengthen sustainability-oriented organizational culture (Wang & Makhbul, 2024; Zhao et al., 2024; Bahmani et al., 2023; Zebua, 2025). These practices support organizations in simultaneously improving environmental performance, operational efficiency, and long-term competitiveness.

A strong consensus exists regarding the positive influence of GHRM on Organizational Sustainability. Empirical evidence demonstrates that organizations implementing comprehensive green HR practices achieve higher sustainable performance through enhanced green innovation, employee commitment, and environmentally responsible organizational behavior (Wang & Makhbul, 2024; Zhao et al., 2024; Dasmadi & Siwi, 2025; Putra, 2024). Systematic reviews further conclude that GHRM has evolved into a strategic mechanism for embedding sustainability values within organizational culture and human capital development (Miah & Szabó-Szentgróti, 2024; Akma et al., 2024).

However, the reviewed studies also indicate that GHRM rarely influences Organizational Sustainability directly. Green innovation, organizational ambidexterity, green organizational culture, employee green behavior, and responsible leadership frequently emerge as mediating or moderating mechanisms explaining the effectiveness of green HR practices (Zhao et al., 2024; Bahmani et al., 2023; Wang & Makhbul, 2024). Nevertheless, most studies rely on cross-sectional quantitative data collected from manufacturing organizations, leaving service industries and digitally intensive organizations underrepresented. Consequently, future research should investigate how GHRM interacts with complementary organizational capabilities such as Knowledge Management and Digital Leadership to generate more comprehensive sustainability outcomes.

Knowledge Management and Organizational Sustainability

Knowledge Management has become another critical organizational capability supporting Organizational Sustainability. The reviewed studies consistently conceptualize Knowledge Management as a systematic process involving knowledge acquisition, creation, storage, sharing, and application to improve organizational learning, innovation, and strategic decision-making (Massaro et al., 2020; Miah & Szabó-Szentgróti, 2024). Effective knowledge management enables organizations to preserve intellectual capital while continuously adapting to technological and environmental changes.

The reviewed literature consistently demonstrates that Knowledge Management positively contributes to Organizational Sustainability. Organizations with well-developed knowledge management systems exhibit stronger innovation capability, organizational resilience, and sustainable organizational performance (Massaro et al., 2020; Adi et al., 2022; Miah & Szabó-Szentgróti, 2024). Several studies indicate that knowledge sharing, organizational learning, and innovation capability serve as the primary mechanisms through which knowledge resources are transformed into sustainable organizational outcomes (Driving Business Sustainability..., 2026; The Effect of Change Management..., 2026). Indonesian studies similarly emphasize that effective knowledge management strengthens organizational performance and supports sustainable organizational development (Adi et al., 2022; various studies on Organizational Performance; various studies on Organizational Sustainability).

Despite these consistent findings, important research gaps remain. Most studies examine Knowledge Management independently without considering its interaction with sustainable HR practices or digital leadership. Furthermore, empirical research remains concentrated within manufacturing organizations, while relatively limited evidence is available from knowledge-intensive service industries and public organizations. Future research should therefore explore integrated organizational capability models that combine Knowledge Management with Green Human Resource Management and Digital Leadership to better explain Organizational Sustainability.

Digital Leadership and Organizational Sustainability

Digital Leadership has rapidly emerged as an important organizational capability for achieving Organizational Sustainability during digital transformation. The reviewed studies consistently define Digital Leadership as leaders' capability to leverage digital technologies, facilitate innovation, strengthen organizational learning, and manage organizational transformation toward sustainable performance (Lyu, 2024; Cheng et al., 2025; Qiao et al., 2025). Digital leaders create organizational environments that encourage collaboration, technological adaptation, and continuous learning, thereby improving organizational resilience under dynamic business conditions.

Across the reviewed studies, Digital Leadership demonstrates a consistently positive relationship with Organizational Sustainability. Organizations led by digitally competent leaders exhibit greater digital capability, organizational agility, innovation capability, and sustainable organizational performance (Lyu, 2024; Cheng et al., 2025; The Role of Leadership in Sustainable Digital Transformation..., 2025). Knowledge sharing, organizational learning, digital organizational culture, innovation capability, and organizational resilience are repeatedly identified as mediating mechanisms linking Digital Leadership with Organizational Sustainability (Lyu, 2024; Cheng et al., 2025; Soehaditama et al., 2023). Studies conducted in Indonesia also emphasize the importance of digital leadership in strengthening organizational sustainability through digital culture, organizational resilience, and agile organizational practices (Aditya et al., 2025; Korua et al., 2025; Perbanas Institute et al., 2026).

Nevertheless, the literature remains limited by its predominant reliance on cross-sectional quantitative methodologies and its focus on large organizations and technology-intensive industries. Longitudinal studies examining how digital leadership capabilities evolve during organizational digital transformation remain scarce. Future studies should therefore investigate Digital Leadership within service organizations, public institutions, and emerging economies while considering the growing influence of artificial intelligence and intelligent digital ecosystems.

Integrated Synthesis and Research Gap

The comparative synthesis demonstrates that Green Human Resource Management, Knowledge Management, and Digital Leadership represent complementary strategic

organizational capabilities rather than independent determinants of Organizational Sustainability. Although each capability contributes through different organizational mechanisms, all three ultimately strengthen organizational resilience, innovation capability, and sustainable competitive advantage (Wang & Makhbul, 2024; Massaro et al., 2020; Lyu, 2024).

Green Human Resource Management primarily develops sustainability-oriented employee behavior and organizational culture through environmentally responsible HR practices (Zhao et al., 2024; Bahmani et al., 2023). Knowledge Management transforms organizational knowledge into innovation capability, organizational learning, and strategic adaptability (Massaro et al., 2020; Adi et al., 2022). Digital Leadership complements these capabilities by providing strategic direction for digital transformation, technological adoption, and organizational agility (Cheng et al., 2025; Qiao et al., 2025). Collectively, these findings suggest that Organizational Sustainability is achieved through the integration of sustainable human capital, organizational knowledge, and digital leadership rather than through isolated organizational initiatives.

Across the reviewed literature, four theoretical perspectives dominate the explanation of Organizational Sustainability: the Resource-Based View (RBV), Knowledge-Based View (KBV), Dynamic Capability Theory, and Stakeholder Theory. These theories collectively explain that sustainable organizational performance depends upon valuable organizational resources, organizational learning, adaptive capabilities, and the organization's ability to satisfy multiple stakeholder expectations (Massaro et al., 2020; Zhao et al., 2024; Lyu, 2024).

Despite the substantial body of empirical evidence, three major research gaps remain. First, previous studies predominantly examine GHRM, Knowledge Management, and Digital Leadership separately, resulting in fragmented explanations of Organizational Sustainability. Second, most studies rely on cross-sectional quantitative designs and employ only a single mediating variable, limiting understanding of the complex interactions among organizational capabilities. Third, relatively few studies investigate the role of emerging digital technologies, particularly artificial intelligence and intelligent knowledge systems, in strengthening the relationships among sustainable human resource management, organizational knowledge, digital leadership, and Organizational Sustainability (Cheng et al., 2025; Qiao et al., 2025; Perbanas Institute et al., 2026).

Accordingly, this review proposes that future studies should develop integrated organizational capability models in which Green Human Resource Management, Knowledge Management, and Digital Leadership jointly influence Organizational Sustainability. Such an integrated perspective provides a more comprehensive theoretical explanation of Organizational Sustainability and establishes a promising direction for future empirical research.

CONCLUSION

Based on the results of the review using the SLR approach with the PRISMA method on 24 relevant articles, the conclusions are: Green HRM positively influences organizational sustainability because organizational values, norms, and behavioral standards shape employee attitudes and service orientation. Knowledge management positively affects organizational sustainability because motivation functions as a driving force that encourages employees to perform tasks effectively and consistently. Digital leadership positively influences organizational sustainability because competence reflects the knowledge, skills, abilities, and professional capabilities needed to perform work effectively. Simultaneously, green HRM, knowledge management, and digital leadership collectively have a positive influence on organizational sustainability.

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